



**Dinas a Sir Abertawe**

**Hysbysiad o Gyfarfod**

Fe'ch gwahoddir i gyfarfod

## **Y Cabinet**

**Lleoliad:** Siambr y Cyngor, Neuadd y Ddinas, Abertawe

**Dyddiad:** Dydd Iau, 21 Tachwedd 2019

**Amser:** 10.00 am

**Cadeirydd:** Cyngorydd Rob Stewart

**Aelodaeth:**

Cynghorwyr: M C Child, R Francis-Davies, D H Hopkins, A S Lewis, C E Lloyd, S Pritchard, J A Raynor, A H Stevens a/ac M Thomas

**Hefyd gwahoddwyd:** E J King & A Pugh

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**Gweddarlledu:** Gellir ffilmio'r cyfarfod hwn i'w ddarlledu'n fyw neu'n ddiweddarach drwy wefan y cyngor. Drwy fynd i mewn i Siambr y Cyngor, rydych yn cytuno i gael eich ffilmio ac i'r delweddau a'r recordiadau sain hynny gael eu defnyddio at ddibenion gweddarlledu a/neu hyfforddiant o bosib.

**Mae croeso i chi siarad Cymraeg yn y cyfarfod.**

Dywedwch wrthym erbyn canol dydd, ddeuddydd cyn y cyfarfod.

### **Agenda**

**Rhif y Dudalen.**

- 1. Ymddiheuriadau am absenoldeb.**
- 2. Datgeliadau o fuddiannau personol a rhagfarnol.**  
[www.abertawe.gov.uk/DatgeliadauBuddiannau](http://www.abertawe.gov.uk/DatgeliadauBuddiannau)
- 3. Cofnodion.** **1 - 3**  
Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod(ydd) blaenorol.
- 4. Cyhoeddiadau Arweinydd y Cyngor.**
- 5. Cwestiynau gan y cyhoedd.**  
Rhaid i'r cwestiynau ymwneud â materion ar ran agored agenda'r cyfarfod, ac ymdrinnir â hwy o fewn 10 munud.
- 6. Hawl i holi cynghorwyr.**
- 7. Adborth ar Graffu Cyn Penderfynu - Cam 1 Abertawe Ganolog - Adroddiad Cyflwyno Terfynol. (Llafar)**

8.	Cam 1 Abertawe Ganolog - Adroddiad Cyflwyno Terfynol.*	4 - 344
9.	Adborth ar Graffu Cyn Penderfynu - Canfyddiadau Adolygiad Comisiynu Tai. (Llafar)	
10.	Canfyddiadau Adolygiad Comisiynu Tai.*	345 - 376
11.	Monitro Refeniw a'r Gyllideb Gyfalaf - Chwarter 2il 2019/20	377 - 394
12.	Marchnata Safleoedd Strategol - Cyfle am Fenter ar y Cyd yng nghanol y ddinas & FPR7.	395 - 413
13.	Strategaeth Cydymffurfio Statudol.	414 - 457
14.	Ymchwiliad Craffu ar Dwristiaeth - Ymateb a Chynllun Gweithredu Aelod y Cabinet.	458 - 492
15.	Ymchwiliad Craffu ar Waith Cydraddoldeb - Ymateb Aelodau ' r Cabinet.	493 - 525
16.	Gwahardd y cyhoedd.	526 - 529
17.	Cam 1 Abertawe Ganolog - Adroddiad Cyflwyno Terfynol.*	530 - 880

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*\* Gweithdrefn Galw i Mewn - Testun Craffu cyn Penderfynu: Mae'r penderfyniad hwn yn rhydd o Weithdrefn Galw i Mewn yr awdurdod gan fod "y penderfyniad wedi bod yn destun Craffu Cyn Penderfynu ac ni fu unrhyw newid pwysig i wybodaeth/dystiolaeth berthnasol".*

**Cyfarfod Nesaf:** Dydd Gwener, 13 Rhagfyr 2019 ar 10.00 am

*Huw Evans*

**Huw Evans**  
**Pennaeth Gwasanaethau Democraidd**  
**Dydd Mercher, 13 Tachwedd 2019**

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**Cyswllt: Gwasanaethau Democraidd - Ffon: (01792) 636923**

# Agenda Item 3.



City and County of Swansea

## Minutes of the **Cabinet**

Council Chamber - Guildhall, Swansea

Thursday, 17 October 2019 at 10.00 am

**Present:** Councillor R C Stewart (Chair) Presided

**Councillor(s)**

M C Child  
A S Lewis

**Councillor(s)**

R Francis-Davies  
J A Raynor

**Councillor(s)**

D H Hopkins  
S Pritchard

**Officer(s)**

Adam Hill  
Tracey Meredith  
Huw Evans  
Ben Smith  
Phil Roberts

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

**Apologies for Absence**

Councillor(s): C E Lloyd, A H Stevens and M Thomas

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## 79. Disclosures of Personal and Prejudicial Interests.

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

- 1) Councillors R Francis-Davies and A S Lewis declared a Personal Interest in Minute 87 "Local Authority Governor Appointments";
- 2) Councillor J A Raynor declared a Personal & Prejudicial Interest in Minute 87 "Local Authority Governor Appointments" and stated that she had dispensation from the Standards Committee to Stay, Speak but Not Vote on matters relating to the Appointment of Local Authority Governors.

## 80. Minutes.

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

- 1) Cabinet held on 19 September 2019.

## 81. Announcements of the Leader of the Council.

- 1) **Honorary Alderman Alan Lloyd – Condolences**

The Presiding Member referred with sadness to the recent death of Honorary Alderman Alan Lloyd. Alan was a former Councillor and former Lord Mayor.

All present stood as a mark of sympathy and respect.

**82. Public Question Time.**

No questions were asked.

**83. Councillors' Question Time.**

No questions were asked.

**84. Annual Review of Performance 2018/19.**

The Cabinet Member for Delivery & Performance submitted a report which sought to publish the Annual Review of Performance 2018-2019, reporting progress undertaken to meet the Council's Well-being Objectives described in the Corporate Plan and to meet other requirements set out within statutory guidance concerning the Well-being of Future Generations (Wales) Act 2015 and Local Government (Wales) Measure 2009.

**Resolved** that:

- 1) The Annual Review of Performance 2018-2019 be approved.

**85. Contract Award and Capital Programme Authorisation for New Build for YGG Tan-y-lan.**

The Cabinet Member for Education Improvement, Learning & Skills submitted a report which sought:

- i) To approve the scheme for the new build for YGG Tan-y-lan subject to confirmation of grant and contract with Welsh Government;
- ii) Authorisation to award the contract for the works to Tender No. 1, subject to confirmation of grant and contract with Welsh Government;
- iii) To approve the notification of a modification to the proposal to enlarge YGG Tan-y-lan to a revised implementation date in line with the proposed contractor appointment and updated project timeline.

**Resolved** that:

- 1) The contract be approved for the remaining design and construction of a new build for YGG Tan-y-lan on land in the ownership of the Council at Beaconsview Road, Clase to Tender No. 1, subject to confirmation of grant and contract with Welsh Government

- 2) The notification of a modification to the proposal to enlarge YGG Tan-y-lan to a revised implementation date in line with the proposed contractor appointment and updated project timeline be approved;
- 3) The capital scheme as detailed together with the financial implications be approved in line with FPR7, subject to confirmation of the grant and contract with Welsh Government.

**86. Regenerating Our City for Wellbeing and Wildlife – The Draft Swansea Central Area Green Infrastructure Strategy.**

The Chair of the Economy & Infrastructure Policy Development Committee submitted a report which sought approval to undergo public consultation on the Draft Swansea Central Area Green Infrastructure Strategy.

**Resolved** that:

- 1) The Draft Swansea Central Area Green Infrastructure Strategy be approved to go out to public consultation.

**87. Local Authority Governor Appointments.**

The Local Authority Governors Appointment Group submitted a report, which sought approval of the nominations submitted to fill Local Authority (LA) Governor vacancies on School Governing Bodies.

**Resolved** that:

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

1)	Crwys Primary School	Linda Place
2)	Hendrefoilan Primary School	Cllr Mary H Jones
3)	Pen y Fro Primary School	Andrea Jones
4)	St Helen's Primary School	Cllr Erika T Kirchner
5)	Morryston Comprehensive School	Paul Relf
6)	Penyrheol Comprehensive School	Graham Ashman

The meeting ended at 10.27 am

**Chair**

<b>Call In Procedure – Relevant Dates</b>	
Minutes Published:	<b>17 October 2019</b>
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 22 October 2019
Decision Comes into force:	23 October 2019

# Agenda Item 8.



**Cabinet Member for Economy and Strategy.**

**Cabinet 21 November 2019**

## **Swansea Central Phase 1 Contractor Appointment and FPR7**

<b>Purpose:</b>	To set out the detailed business case to inform the decision making process on whether to proceed with the development, and the stage 2 contract award in accordance with Financial Procedures Rules and Contract Procedure Rules.
<b>Policy Framework:</b>	Swansea Local Development Plan 2019, Swansea Central Area Regeneration Framework (2016)(SCARF), Corporate Priority Creating a Vibrant and Viable City and Economy, Council Constitution FPR and CPR rules
<b>Consultation:</b>	Finance, Legal, Access to Services.
<b>Recommendation(s):</b>	Cabinet are recommended:-
	1. To approve the scheme and its financial implications, specifically the addition to the capital programme of £110.720m under FPR7
	2. To authorize the award of the main construction contract to Buckingham Group Contracting Ltd to deliver the project

	3. To grant delegated authority to the Leader, Director of Place, Chief Finance Officer and Chief Legal Officer to approve and enter into any documentation and to approve any related funding necessary to complete the scheme including the Heads of Terms and any documentation necessary to facilitate the development of a hotel on the site.
	4. To approve the establishment of maintenance and sinking fund budgets with spend to be authorised by the Director of Place and Chief Finance Officer.
	5. To approve the capitalisation of officer time working on the scheme to support further project delivery, as authorized by the Director of Place and Chief Finance Officer.
	6. To approve setting up a bonded advance payment to Buckingham with agreement of the terms and final amount delegated to The Director of Place and the Chief Finance Officer.
<b>Report Author:</b>	Huw Mowbray
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

## 1.0 Introduction

1. One of the councils 6 corporate priorities is a vibrant city and economy. Major steps to achieve this have taken place in recent years, including securing of Wales's biggest city deal the £1.3bn Swansea Bay city deal. The 11 projects within the deal are focused on addressing the region's economic problems, primarily by diversifying and modernising the South West Wales economy, increasing the productivity of the region and creating jobs.
2. The biggest project within the City Deal for the City and County of Swansea is the Swansea Digital Waterfront project. The city deal element of this project together with the substantial additional respective U.K. and Welsh Government funding form part of largest regeneration the City of Swansea has seen since its post war rebuilding.
3. This digital waterfront project has been progressed over the last 3 years and has been the subject of a number of previous cabinet reports of 18<sup>th</sup> August 2016, 16<sup>th</sup> March 2017 15<sup>th</sup> June 2017, 17<sup>th</sup> March 2017, July 2018 and 29<sup>th</sup> November 18. The Council has taken a prudent and iterative approach to progressing the scheme through a project management milestone approach to ensure the commitment of budget has been on an as required basis, with the major funding decision at the end of the process, allowing greater certainty over project costs.
4. A significant amount of progress has been made by officers and Rivington Land and their professional team working through the key milestones for the Swansea Central Phase 1 project since the November 2018 report. This

means that the scheme has been progressed to a point where a clear recommendation can now be made to Cabinet, setting out the associated issues and risks for Cabinet to scrutinise when making the decision on whether to proceed with the project. This report, together with appendices, sets out the detailed business case and processes which the Council have followed to get to this decision making point.

5. The following key partners are referenced through the report.
  - **Ambassador Theatre Group** – The Councils arena operating partner and anchor tenant. A leading international leisure operator with 60 venues across the world who run major West End and Broadway events as well as music, comedy and conferencing.
  - **Buckingham** – The Councils appointed construction partner. A leading UK building contractor and specialist in delivering leisure schemes including the recent Tottenham football club ground.

## 2.0 Background.

- 2.1 It is fundamentally important to understand why the Swansea economy has declined in recent decades, the reasons for that economic failure, the research and due diligence the Council has undertaken looking to address this decline. Building on this research and due diligence, the Council has put in place policies which aim to address the economic failure, halting and reversing the decline. The following paragraphs therefore set out the important process followed, which led to the rationale to select the Arena Project.
- 2.2 The City of Swansea flourished on the back of primary industry. As primary industry withered and the global economy changed Swansea has struggled to identify its USP. It has failed to regenerate and restructure its economy at the pace of its competitor cities and became an increasingly peripheral location. The last major regenerative shift in Swansea occurred following the three nights blitz which effectively flattened the City Centre and in doing so required its comprehensive redevelopment.
- 2.3 Through necessity that redevelopment was rapid and geared to the economic patterns of the 1950s. The consequences were that:-
  - a) Residents were scattered to suburban areas
  - b) Offices relocated out of the main City area
  - c) The remaining retail footprint was too large and empty space grew
  - d) The price of that redevelopment was in many cases the letting of long leases at low rents to promote regeneration but at the same time this removed key levers and frustrated future regeneration activity.
  - e) Given that rebuilding occurred rapidly the economic failure of those buildings has been simultaneous and has accelerated.



2.4 Interventions since then by public authorities were generally small scale, failed to trigger private investment and were doomed to failure. In many instances regeneration was piecemeal, with insufficient thought as to the impact on other areas of the City. It was not founded on an evidence based analysis which supported often vague ambitions. The most recent attempt to regenerate the City Centre in partnership with Hammerson was more credible but was unfortunately timed as the financial crisis and resulting recession bit hard and damaged the investment proposition. The response of the Council was not a knee jerk one. It commissioned a robust regional economic strategy on behalf of the region and produced the most comprehensive analysis of the challenge facing South West Wales. Tackling productivity, skills, social inclusion and the prospect of jobless growth became the mission and this was reflected and supported by statements from Welsh and UK Governments. Productivity, the conventional proxy indicator for economic health and prosperity, had fallen from 93% of the UK average to 77% within three decades. The proposals for Swansea City Centre form the core part of the programme to recover this lost ground for the region by promoting the key economic sectors of the digital economy, energy, leisure and tourism.

2.5 At the same time it became clear that the future role of cities was changing; shaped by structural changes to the economy, environmental concerns and the growth of the World Wide Web. Cities were widely regarded as the engines of future of economic growth and the creation of wealth and value but in ways which required a structurally different approach to their development. Swansea was no different. The response of the Council was to commission an analysis of these patterns which concluded that;

- The fundamental problem was one of footfall. The reasons to visit the City Centre were diminishing. This had been exacerbated by the depopulation of the City Centre and the relocation of offices and workspaces.
- Retail patterns were changing rapidly with internet shopping rapidly outpacing the high street competition. Consequently buildings in the central area were becoming redundant and unoccupied.
- Cities need to play to their strengths and USPs. Swansea was unclear about what these were. The proximity of the beach, the natural environment and the cultural and leisure offer were not being capitalised upon. Tourism was a growing market but still underperforming against potential.
- Geographical peripherality will be less of a disadvantage in a digitally connected economy.

2.6 The Council commissioned the following reports to inform decision making

- Strategic Insight Retail Capacity Study.
- FSP Analysis.
- Swansea Central Area Regeneration Framework.

- Regional Economic Strategy.
  - Amion Economic Benefits Analysis.
- 2.7 Despite the low value base the private sector would not unilaterally intervene in the City Centre. The precondition to this was public sector intervention in creating the right environment and infrastructure to encourage inward and indigenous investment. At a time of austerity this would be a significant challenge.
- 2.8 However the evidence is clear that failure to intervene would see further rapid decline in the City fabric, depopulation, and continuing falls in productivity, skills leakage, and increases in poverty and worklessness. The Council must consider its duties under the Well-being of Future Generations legislation.
- 2.9 This provided the basis for spatial planning and a different approach which is evidence based, market tested, comprehensive and recognises the dynamics and interdependence of connected parts of the City. The result is the Swansea Central Area Regeneration Framework and its translation into distinct marketable sites. The challenge that remained was to secure the public sector intervention and private sector confidence. City Centre regeneration became one of a limited number of explicit corporate priorities for the Council.
- 2.10 The Council prepared itself to meet the challenge by restructuring its economic development and planning functions onto a can-do footing and petitioning UK and Welsh governments for financial support to deliver the plan. At the same time the Council's member and officer leaders invested major effort in promoting and marketing the City to investors and developing a strategy to ensure a digitally competitive Swansea.
- 2.11 The agreement of the Swansea Bay City Deal gave the additional impetus to move the plans on more rapidly through the delivery of the Swansea Central and Kingsway Digital District projects. There is no doubt that this direct public sector intervention is already driving other private investment. There is currently a level of regeneration activity in the City that we have not witnessed for six decades. There are already 10 residential schemes taking place within the regeneration framework area delivering 100 new homes and 6 student developments delivering a further 1500 student units. In addition to arena operator interest, schemes like Skyline, the Hafod Copperworks, development on the Kingsway and the relocation of UWTSD facilities have all been triggered by renewed confidence in the City.
- 2.12 This is why the Swansea Central scheme is so important to the City and the well-being of its future generations. It is an important piece in a jigsaw that will become easier to complete as confidence grows. The Council must balance the risks associated with investing in regeneration against the risks of not doing so and in so doing ensure that its obligations to future generations are met.

2.13 Therefore the key reasons for undertaking this project are to:-

- Address the lack in footfall in the city centre.
- Encourage more living and working in the city to drive more footfall.
- Create a major new Leisure Destination for the city.
- Deliver new Conference Facilities
- Add new Public Realm enhancements to create a more attractive place.
- Improve connectivity between the City and the bay
- Uncompromising design quality to drive up design ambition in Swansea.
- Implement Digital Strategy
- Major Qualitative improvement in city parking facilities
- Creating jobs and increasing GDV
- Create a significant Catalyst for phase 2 and other city-wide development stimulating private sector investment in the city.

### **3.0 The Project and Update since Nov 2018 Cabinet report – Digital Square**

3.1 The Swansea Central Phase 1 project will deliver a 3500 capacity arena with digital facade, a 'digital square', car parking, a coastal parkland, commercial units, residential units, and a pedestrian bridge connecting the development from the north to the south of Oystermouth road.

3.2 The project will create significant economic benefits assessed by independent experts Amion of circa £17.1m net GVA per annum for the city and create 600 net FTE new permanent jobs and 2000 construction jobs, as well as improving Swansea's future prospects for growth. This investment will provide the catalyst and momentum to inspire further confidence in the City's future and will help lever future private sector investment as part of Swansea Central Phase 2 and longer term additional income for the council which will help offset borrowing. Images of the completed scheme are attached at Appendix 1.

3.3 The Digital Arena will provide a high tech facility that would be capable of holding major digital events, including worldwide computer gaming competitions and other digital and data driven events, alongside more traditional live theatre and concert events. The arena will be located within a new cutting edge Digital Square and parkland to create a distinctive and unique destination. The Digital Arena will provide the digitally enabled conference and events space required by Swansea's growing tech business sector and Universities, and help revitalise the environment and leisure offer of Swansea City Centre.

3.4 The delivery of this project will attract people to the city centre and therefore generate significant new footfall, marking the beginning of a new era of regeneration that will reverse the failures set out above and provide the catalyst and confidence for the private sector to invest and continue the delivery of the SCARF objectives.

3.5 The Arena boasts a flexible and functional building design that includes the following key modes and facilities:

- 3,500 capacity mode for a seated and standing entertainment event

- 2,200 capacity mode for a fully seated entertainment or large business event
  - 750 capacity auditorium for medium conferences and business events
  - 1,450sqm of exhibition space on the arena event floor
  - Additional complementary exhibition space available on concourses
  - A variety of meeting rooms
  - Foyer space and foyer café.
- 3.6 It can be seen from the mix of facilities above, that the Arena will be capable of hosting small, medium and large-scale events through its combination of meeting rooms, ancillary spaces, exhibition areas and auditorium options. It will also be capable of accommodating both formal and informal meetings and networking usage.
- 3.7 A critical and attractive feature for local tech companies will be the digital capabilities of the Arena spaces, including dense WIFI coverage and innovative digital features. From our analysis of demand, we are confident that the digital infrastructure will encourage usage by tech companies and make it a natural home for digital innovation and creative thinking linked to the Digital Village.
- 3.8 The Digital Square Arena proposals have been developed with advice from the council's specialist Arena advisers IPW and the procured arena operators Ambassador Theatre Group in consultation with local tech businesses and Swansea's Universities.
- 3.9 The detailed rationale for the Swansea Central phase 1 project, the procurement undertaken, and the design and cost positions are all set out in the attached Business Plan.
- 3.10 A hotel development opportunity will also form part of the development, to meet the requirements of business and entertainment tourism linked to the Arena.

#### **4.0 Curent Position**

- 4.1 Significant work has been undertaken to create a detailed architectural design to RICS Stage 4 which provides the detail required by a contractor to calculate a construction cost. Therefore the project is now at a point where sufficient detail is in place for the Council's Development Managers, Rivington Hark, to recommend that Cabinet proceed with the project.
- 4.2 Significant progress has been achieved with the City Deal, the Swansea Waterfront Digital District 5 Case Business model has been approved by the City Deal private sector Economic Strategy Board and then by the UK and Welsh governments which then released the City deal funding Terms and

Conditions which have now been received and has led to the first tranche of project funding to be agreed.

4.3 A detailed project management approach to progressing the scheme has been followed working towards delivery through a milestones based approach including:-

- Identifying the scheme.
- Securing a planning consent.
- Selecting an anchor ATG as arena operator.
- Securing a contractor for RIBA Stage 4 design
- Agreeing a final construction cost

4.4 A check list of issues to resolve to allow a report to progress to cabinet is set out at appendix 3. The completion of these milestones means that the detailed design and the cost to deliver the project is also known and therefore the council now has all the information it needs to be able to make an informed decision on whether to commit the budget necessary to deliver the scheme.

4.5 The overall scheme will deliver income from car parks, housing, restaurants and shops which will deliver a long term income stream for the council, cover the costs of annual maintenance of the scheme and provide sinking funds for replacement of the assets created. The current income is based on current levels of car parking any future increases will be decided by cabinet.

4.6 The income from the scheme offsets the costs of maintenance and sinking fund to ensure the assets created by the project are properly maintained and replaced over their design life. The budget required to maintain and replace the assets created by this scheme are set out at paragraph 8.5. The detailed maintenance and Income schedules are set out in the Rivington Business Plan.

4.7 The maintenance and operation responsibilities of the assets created by the project are set out in detail in the Rivington Business plan however the high level maintenance responsibilities are set out below:-

**Arena** - To be operated and maintained by ATG.

**Arena LED's** – To be operated and maintained by the Council.

**Public Realm** - Digital Square and Coastal Park to be managed and maintained by the Council.

**Car Parks** – to be operated and maintained by the Council.

**Residential** – External to be maintained by the Council with a service charge from the purchaser. Internal to be undertaken by the purchaser.

4.8 The project design is fully compatible with the Council's and Welsh Government's adopted policies and best practice on place making, economic regeneration, and reflects the objectives identified in the Well-being of Future Generations Act, A prosperous Wales and other relevant guidance.

4.9 The Swansea Central Phase 1 scheme will help in delivering change through catalysing further private sector investment. This project, and those catalysed

by it, will be key drivers in making the city a visitor destination of choice building on Swansea's current cultural offer.

- 4.10 Swansea has delivered a number of successful events including the annual Air Show and The Radio 1 Big weekend in summer 2018. Delivery of the project will broaden the existing events programme and will provide a key opportunity to put Swansea on the map in terms of regular events and the conference market. Residents will no longer have to travel to events and it will draw a new demographic into the city.
- 4.11 The design embraces the Future Generations Act and the detail of how the scheme addresses this act is set out in the Rivington Land business Plan. The Council's environmental consultants PBA have confirmed that there will be greater biodiversity after the scheme is delivered, the green and biodiversity credentials are set out in the Rivington Business Plan at appendix 1. The scheme includes the coastal parkland and green wall which add significantly to meet this challenge. In addition the scheme includes bat boxes, bee hotel, coppicing, 35 Electric Charging stations with the infrastructure in place to increase this figure. The new car park spaces including disabled spaces are set at Welsh standards and the scheme has contributed to additional spaces on the Fabian Way Park & Ride.
- 4.12 The buildings once delivered and operational will provide an opportunity to improve the quality and perceptions of Swansea. The arena design will create an iconic image for Swansea which will become known worldwide which will put Swansea on the map, generate increased tourism and catalyse further private sector development, investment and tourism.
- 4.13 Coverdale Barclay with local marketing agents MGB have been appointed to orchestrate a regional / national / international PR and marketing strategy to ensure the local economy makes the most of the arena being delivered in terms of generating interest in Swansea to achieve increases in tourism and associated spend and an increase in private sector interest in developing and investing in Swansea.
- 4.14 Non city centre residents benefit in the same way as city centre residents in that they will have a nationally renowned arena to visit to see that range of entertainment not currently available. There will be jobs and an evening economy (F&B) along with much improved public realm and CCTV making the city centre feel like a place to visit. The wider benefits are set out in the Amion economic benefits report in the Rivington Land report.
- 4.15 Discussions are also underway between officers and transport providers to ensure adequate public transport and park & ride provision.
- 4.16 The scale of change proposed by this project is significant, this scheme is currently the largest scheme in Wales.

## **5.0 Social & Economic Benefits.**

- 5.1 As part of the Council's due diligence to consider the impacts of an area on the economy of Swansea independent economic benefit analysts, Amion. Consulting were appointed to assess the economic benefits of the Swansea Central phase 1 scheme to the city, the region and Wales.
- 5.2 The key findings is that an arena in Swansea would create significant economic benefits to the city, the scheme will generate:-
- **Added GVA into the local economy every year - £17.1m.**
  - **Generate £855m added GVA over the borrowing period.**
  - **The number of construction jobs created 1262**
  - **Permanent jobs once operational – 620**
- 5.3 The detailed benefits are summarised in the table below and the detailed Amion analysis is set out in the Rivington Land Business plan at appendix 1.

<b>Table 5: Summary of Swansea City Centre Phase 1 Regeneration Programme economic impact</b>			
	<b>Swansea</b>	<b>City Region</b>	<b>Wales</b>
<b>Construction phase</b>			
Construction investment (inc. hotel)	£123m	£123m	£123m
Gross employment (person years)	1,314	1,314	1,314
Net additional employment (person years) – workplace based	1,262	1,196	1,051
Net additional GVA (cumulative)*	£73.3m	£69.5m	£61.1m
<b>Operational phase</b>			
Gross employment (FTE jobs)	620	620	620
Net additional employment (FTE jobs) – workplace based	593	507	387
Net additional GVA per annum*	£17.1m	£14.5m	£11.2m
New households	33	33	33
Additional household spend retained (per annum)	£0.334m	£0.401m	£0.601m
Business rates per annum	£0.279m	£0.279m	£0.279m
Council Tax revenues per annum	£0.035m	£0.035m	£0.035m

\*The net additional GVA impact is derived from the estimate of net additional workplace based employment, as GVA is a workplace based measure and therefore does not take account of where those employed live.

- 5.4 The procurement of a main contractor included the requirement to comply with the Councils Beyond Bricks and Mortar policy. This policy imposes requirements to include community benefits in the construction contract. This focuses on targeted recruitment and training (TR&T), a provision of training weeks for local people from disadvantaged groups and encourages the use of local sub-contractors. The construction contract is made up of circa 200 separate packages and Buckingham the contractor have held 3 events Meet the Buyer events to explore the skills of local contractors and put the packages together based on the discussions held with the 180 companies that attended and the skills they demonstrated.

5.5 Buckingham held an initial “Meet The Buyer” event in May 2019 to consider the major construction packages where approx.300 organisations were interviewed for opportunities within the project ranging from Sub-Contractors to Suppliers. A further 2 Meet the Buyer events are planned for the 11<sup>th</sup> March 2020 for internal trades and a final event in July 2020 for external type trades. In addition Buckingham have attended various Job Events ranging from 4TheRegion, Veterans Job Fairs and Job Centre Job Fair.

The current Buckingham forecast for the split of packages between Local, Welsh and UK/EU is as follows:-

Local (NPT & west)	17%
Welsh	38%
UK & EU	45%

- 5.6 The community benefits negotiated with Buckingham are:
- 4325 person weeks of TR&T which will include opportunities for new apprentices, new trainees, jobs for new entrant’s i.e. the unemployed, economically inactive and NEETs, work tasters and work experience placements.
  - A requirement to undertake meaningful engagement with the local suppliers and businesses in the region through Meet the Buyer events and through visibility, where possible, of sub contract opportunities for new suppliers to bid for
  - Also a requirement to provide contributions to education in the form of school engagement, STEM activities and wider community initiatives and community engagement.

## 6.0 Rivington Land Report and Business Plan.

6.1 Rivington Land, the Council’s retained Development Manager, have been working with the Council for 3 years. During this time they have reviewed the research and Due Diligence work undertaken by the Council to inform the feasibility and design evolution of the scheme. Using the research, their professional advice and Swansea’s need to regenerate and stop decline Rivington Land have produced a final stage report to enable the Council to take an informed decision on whether to invest in the project. The report is attached as an appendix 1. This is the key document that sets out the detailed rationale and it documents the risks, issues, decision making process and milestones achieved in progressing this scheme. The contents are:-

- Reviews the rationale for the Swansea Central regeneration project and the role of phase 1
- Reiterates the scheme evolution
- Describes the content of the scheme
- It sets out the financial requirements of the project
- Provides an update on all key matters impacting phase 1



- Provides a commentary on the contractor procurement process
  - Sets out the delivery programme to completion
  - Assesses the ongoing risk profile
  - Provides an update on various aspects of detail such as digital, arts and leasing strategy
  - Sets out the development managers recommendation
- 6.2 The Rivington Land report makes clear recommendations, sets out the risks and information relating to the Council making a decision on whether to proceed.
- 6.3 The recommendation in this report is to commit the funding necessary to enable the Council to enter into the construction contract with Buckingham to enable a full start on site.

## **7.0 Digital**

- 7.1 Digital is a key theme of the Swansea Bay City Deal and this is embedded in the visual appearance of the Arena with 70,000 LED's, this allows an array of experiences ranging from pure light shows to the ability hold digital art competitions, advertising. This imagery will be recognized world-wide.
- 7.2 The Swansea Central Phase 1 scheme will deliver the best available technology to create digital ready infrastructure to support Swansea becoming a Smart City. The scheme provides state of the art CCTV and WIFI with the potential to be able to connect to the wider city digital infrastructure.
- 7.3 Phase 1 will see new CCTV cameras which will be digitally enabled, the existing City CCTV is analogue and is no longer fit for purpose. The Phase 1 digital infrastructure is being designed to ensure it can fit with a new wider city centre network. To this end discussions are continuing with digital providers to review the wider city centre requirement and a separate cabinet report will be presented on this matter detailing the work undertaken and the budget required to undertake the work. The budget requirement is included in the FPR7section of this report.
- 7.4 The Council's digital strategy principles are attached as appendix 2 which are aligned with the City regional digital project.

## **8.0 Budget, Resources and Capitalisation Requirements.**

- 8.1 The works commissioned under the Pre-Contract Services Agreement entered into between the Council and Buckingham Construction have been completed. The purpose of this agreement was to firstly complete the RIBA Stage 4 scheme design, to create a final contract sum for the phase 1 scheme. Secondly the completion of the works to stabilise the revetment wall on the LC carpark site.

- 8.2 The detail of the construction contract and the negotiations undertaken with Buckingham are set out in the Rivington Land report in Appendix 1 to this document.
- 8.3 The total budget figure required to complete the project is in the sum of £134.837m which includes the Buckingham construction cost, all fees and charges and contingency on the Arena cost and city centre digital/CCTV costs. A figure of £24.117m has already been approved by previous Cabinet reports and therefore to complete the scheme an additional authorisation of £110.72m is now required to enable the Council to enter into the Construction Contract to complete the construction of the scheme. The impacts of Brexit on the construction cost are costed and included in the contract with Buckingham.
- 8.4 The Council's borrowing requirements will be further reduced by the City Deal contribution £22.849m and the sale of the residential element by a further £4.9m. In addition further grant applications of £2.2m have been made together with further applications as appropriate to support delivery of elements of the scheme which if successful will further reduce the Council's contribution.
- 8.5 The total income from the scheme is derived from car park charges, rent from ATG under the arena lease, rent from commercial units and commercial receipts. This is currently an estimate based on officer knowledge and UK best practice. The total gross income is £1.704m which will be received once all units are let and income producing. If existing car park income is deducted the income produced will be £956k. A detailed breakdown is included in the Rivington Land business plan. The Maintenance and Sinking fund requirements for the scheme are set out in the Rivington Land Report at Appendix 1. A total annual running cost budget estimate of £938k is required to be set aside for the maintenance of the scheme and a sinking fund provision to provide for the future replacement of assets as they reach the end of their design life. The maintenance and sinking fund requirements will be fully funded through the income generated by the scheme. It is recommended that any spend against these budgets is delegated to the Director of Place and the Chief Finance Officer.
- 8.6 The Council will be responsible for the operation and management of the Arena digital screen, the lights in the park and digital square; requiring a balance between animation for general ambience and sense of place, depending on the time of day and /or other activity in the area; and destination promotion. The scheme will put in place digital controls and a number of treatments for the screen, within the above parameters, which will be available for programming on completion of the scheme. The ongoing management and the production and presentation of further designs for the digital scheme, including opportunities for video installations and the prospect of an annual arts competition, or for example, an international digital arts festival, will require day to day management and a budget to be in place. The maintenance schedule in the Rivington report in the appendix makes provision for this and discussions have taken place with the Head of Culture to run this element of the scheme. It

is proposed that our internal Cultural Services take this on as part of their remit of providing cultural activity for the Wellbeing of Future Generations, marketing the destination, developing and enhancing, tourism, creative industries and the visitor economy.

- 8.7 During the Second Stage procurement period, the issue of Brexit was discussed and the Contractor was asked for a proposal to take on the risk arising from Brexit. The risks which may arise from this event might be matters such as cost of materials and labour increases, currency fluctuations, programme delays in delivery of materials. The Contractor’s proposal to take all these risks is for the Council to make an Advanced Payment under the contract. The Advanced Payment is made for the Contractor to use as they wish and is protected by an on demand Bond. The Bond would be taken out by the Contractor under the provisions of the Building Contract and at their cost, and this would allow the Council to demand re-payment of the amount outstanding on the Advanced Payment without reason but not vexatiously.
- 8.8 The November 2018 cabinet report agreed to capitalise the salaries of the eligible staff working on this scheme. The volume of work has meant that more resources are working to deliver the scheme. Staff working on this scheme will need to time record their hours spent working on the scheme.
- 8.9 It is in the Council’s interest to capitalise the time spent by staff on this project. There are significant Council internal resources employed on this project and therefore £336k p.a. can be capitalized and used to support further scheme delivery.

## 9.0 Risks

- 9.1 The detailed risk analysis is set out in the Rivington Land report in Appendix 1. The key risks to the Council are summarised below:-

Risk	Mitigation	Level of Risk
<b>Pre-Contract</b>		
<p><b>Do Nothing</b> - The research undertaken by the council indicated that perceptions of Swansea were poor and private sector investment will not currently be forthcoming. The risk is that if the council does not undertake strategic interventions to regenerate Swansea that Swansea will continue to decline.</p>	<p>Implementation of the Swansea Central Area Regeneration Framework (SCARF) and the Phase 1 project as catalyst.</p>	<p>High- if scheme not committed.</p>

<p><b>Retail and Business Confidence</b> - If scheme delivery does not happen the divestment from Swansea and store closures are likely to occur, which will dramatically impact Swansea's retail offering. This in turn will significantly undermine business and investor confidence in the city.</p>	<p>A commitment to deliver the scheme linked to a clear PR strategy to inform the business community of how Swansea is changing is planned together with targeted key stakeholder discussions.</p>	<p>High - if scheme not committed.</p>
<p><b>Post Contract</b></p>		
<p><b>Maintenance</b> - Whilst significant work has been undertaken using specialist local knowledge and national benchmarked costs there is a risk that unforeseen issues arise which increase costs.</p>	<p>A detailed maintenance schedule has been produced utilizing national standards and local benchmarking.</p>	<p>Low Risk</p>
<p><b>Income</b> - There is a risk that revenue may fall, or that increased car parking income may not be achieved. It is possible, that not all commercial letting is likely to be in place at Practical Completion.</p>	<p>Car park income is based on existing tariffs and cautious assumptions in terms of future usage. Whilst arena rent is based on figures agreed with ATG. The delivery of future phases has the potential to significantly alter current forecast usage.</p>	<p>Low Risk</p>
<p><b>Contingency</b> - An appropriate level of contingency to cover unforeseen construction risks or other costs needs to be in place.</p>	<p>A percentage level of construction cost has been assessed by the Rivington Land Team and agreed with the council as being appropriate at this stage of the project.</p>	<p>Low/Medium</p>

<p><b>ATG &amp; Business Plan</b> Whilst ATG is a large company there is always a risk of company failure.</p>	<p>The Business Plan has been formulated by the company using their experience of running over 60 venues worldwide. ATG were selected through competitive tender Should the tenant not be able to take possession for their business reasons, then the Council may be able to revisit the other Venue Tenderers.</p>	<p>Low</p>
<p><b>Risk of volatility in the Construction Industry.</b></p> <p><b>Brexit</b></p>	<p>It is proposed through the contract with Buckingham that there will be contractor's insurance and performance bonds to protect the council against failure of the contractor. Due diligence on Buckingham was undertaken during the procurement process.</p> <p>Utilising JCT standard advance payment clauses and a small premium payment to move this risk to the contractor.</p>	<p>Low</p>
<p><b>Project payments</b> - If the project substantially starts on site the management and audit governance in order to expend the total project cost expenditure will be critical.</p>	<p>A dedicated resource has been identified to undertake this role as it is essential that contracted payments are made on time.</p>	<p>Low</p>

<p><b>Ongoing design risk-</b> The resolution of the outstanding design issues and provisional sum related activities impacting either project costs or programme.</p>	<p>Buckingham have been requested to provide a detailed information schedule to enable them to deliver to their construction programme, this will then provide a framework to address these items through the remaining phases of the project.</p>	<p>Low</p>
<p><b>Arena Handover</b> Failure to deliver the Arena within the agreed timeframes following Council service of the 6 Month Access Notice to the tenant.</p>	<p>As the Council will be liable for potential consequential costs for the tenant should the handover be delayed, the 6-month access notice will only be issued when absolute certainty is received on the date.</p>	<p>Low</p>
<p><b>Interfaces with potential future phases</b> Additional future costs associated with abortive works due to future development phases changing from current direction.</p>	<p>Provision has been made to accommodate anticipated future phases (Hotel, Phase 2) adjacent to the site boundaries. Such as ensuring service diversions for Phase 1 do not interfere with proposed sites and the planning parameters set for these developments. Should future adjacent works expand in scope these will need to be reassessed</p>	<p>Low</p>

<p><b>Transportation</b> – Bus/train times need to be considered to ensure the arena can operate and Planning policy needs to be reviewed to ensure future schemes can progress.</p>	<p>The Council is reconsidering its strategic approach to transportation and the required changes to public transport programming working with third party providers with an aim of ensuring an appropriate level of service will be in place prior to the full opening of the arena.</p>	<p>Low/Medium</p>
<p><b>Bio Diversity</b> - Risk that scheme will address.</p>	<p>The scheme has engaged PBA to advise on bio diversity and protect designs through the construction phase. The scheme included a new parkland and a significant green wall to the South side car park. In addition the council is in the process of adopting a GI strategy.</p>	

<p><b>3<sup>rd</sup> Party Engagement</b> – there are several neighbours (LC, NWM, Tesco, Church, Residents etc.) who will be impacted by the works.</p>	<p>Where required Legal agreements have been sought with the affected neighbours, in addition a protocol for project communication has been agreed between the Main Contractor and Council to provide periodic updates on site activities to the BID, adjacent operators and local residents. There is a requirement for the Arena tenant to complete an Arena Management Plan which requires compliance with a neighbour engagement plan (both commercial and residential), this plan must be approved by the Council prior to the operation of the Arena.</p>	<p>Low</p>
<p><b>Costs of Borrowing</b></p>	<p>£90m has been borrowed at the lowest rate possible (1% below existing rates) saving £45m on current rates</p>	<p>Low</p>

## 10.0 Key next steps and continuing Swansea Regeneration.

- 10.1 If the decision is made to allocate the funding required to progress the scheme and enter into the construction contract then there will be a number of key work streams that will need to be undertaken:-
- The Rivington Land Team will be appointed to monitor the delivery of the scheme to ensure the detail of the design and overall architectural design integrity is delivered in line with Stage 4 RIBA designs and that the project is delivered within the project timeline.
  - Work with ATG on the programme for the arena including community involvement and aiming to coordinate with the Grand Theatre.
  - Coverdale Barclay and MGB (Swansea) have been appointed to prepare and implement the PR strategy to make sure residents and businesses are



fully aware of the project and the benefits it will bring to the whole of the Swansea area. They will meet with key stakeholders and occupiers to get commitment to the city centre and ensure there is an awareness of the ongoing delivery of Phase 2 and other projects.

- Secure lettings of the commercial opportunities for units on the park and public realm link to the arena.
- Ensure as much continuity of car parking and that the city can continue to operate during construction.
- If the Council commits to deliver Swansea Central Phase 1 it is essential to capitalise on these investments to further regenerate the city, delivering further economic growth and creating a better place for people to live, work and visit in accordance with the Council's priorities and objectives, in particular the Swansea Central Area Framework (SCARF) and LDP. To this end a separate report is recommending marketing of Strategic Sites to select a JV partner to take forward the next phases of regeneration

10.2 Looking longer term, whilst the arena project is critical, the delivery of other key regeneration projects must continue to ensure the momentum is maintained and Swansea continues to grow. The Council may not wish to fund further regeneration projects and therefore officers, in conjunction with property advisors Cushman Wakefield, have been exploring how to attract private investment to ensure ongoing delivery of developing Council owned strategic development sites.

10.3 The Council and its advisors are aware of other Local Authorities entering into long term Joint Venture agreements with development companies as a potential way forward and a PIN Notice was issued via Sell2Wales asking for potential investors to register their interest. Other organisations have also come forward separately and in total there have been 14 expressions of interest.

10.4 A separate Cabinet report sets out a proposed way forward to secure a Joint Venture partner and seeks authority to proceed with a formal OJEU marketing exercise inviting offers from a shortlist of developers following a competitive dialogue procurement process.

## **11.0 Financial Implications**

11.1 The total budget figure required to complete the project is in the sum of £134.837m which includes construction cost, all fees and charges and contingency. A figure of £24.117m has already been approved by previous Cabinet reports and therefore to complete the scheme an additional authorisation of figure of £110.720m is required to be able to enter into the building contract to compete the construction of the scheme.

11.2 Subject to UK and Welsh Government issuance of grant terms and conditions £22.849m of the scheme cost will be potentially funded by the City Deal, thereby reducing the Council's net contribution by this figure. The Council's contribution could be further reduced by the capital receipt received from the disposal of the residential element. Given the scale of grant it is imperative that full grant terms and conditions are received, and deemed acceptable to the

Section 151 officers for both the Joint Committee and this Council. An offer in relation to the first tranche of £18m, for 2019-20 only, and for running the programme and Yr Egin and Swansea Central only, has been received. This is clearly advantageous to Swansea's scheme and a request will be made for early release (this year) of the whole funding from the City Region once it has itself received the cash. The release of funding for the City Deal in future years and the consideration of business cases for other Projects will be conditional on the Conditions of the initial grant offer being met in full.

- 11.3 The Arena is being let for a 30 year period to Ambassador Theatre Group who will be responsible for FRI terms of the arena itself. The residential and retail elements of the scheme will be let on similar terms. However, the remainder of the development including the car parks, bridge, coastal parkland, digital square, digital arena façade and LED's, public realm areas and events programme will require an annual maintenance and a management revenue budget. This will include replacement of the LED's at year 15 and 30. The final budget cost of this has been established and included in the detailed design and final costs estimate.
- 11.4 Likely revenue income from ATG and for the increased returns of the car park offer will offset and exceed any ongoing revenue "running" costs and sinking fund for maintenance once decisions are made on the future car parking strategy and future pricing options. The cost of repayment are already covered for the first 5 years from a mixture of capital equalization reserve and MRP reprofiling. From 2022/23 the income position is likely to improve as new additional income streams come on line further helping to contribute to cover the long term cost of repayment.
- 11.5 On this basis that would leave a public sector subsidy for the overall scheme to meet the capital financing costs broadly as follows:

Indicative capital financing subsidy at current pool loan rates (4.22%) and current MRP (2.5%).

	19-20	20-21	21-22	22-23	23-24 onwards
	£m	£m	£m	£m	£m
Total financing	0.98	3.70	6.47	8.27	8.27
City Deal Grant	-3	-1.5	-1.5	-1.5	-1.5
Loan Repayment	0	0	0	0.3	0.3
Local subsidy	-2.02	2.20	4.97	7.07	7.07

Capital equalisation reserve	0	-1	-2.5	0
Net cost	2.20	3.97	4.57	7.07
Budget/MTFP	2	4	5	7

### Estimated balance on capital equalisation reserve

	£M
Capital equalisation reserve balance end 18-19	15
Used to help set 19-20 budget	-3.5
Used as above to smooth costs for this scheme	-3.5
Allocated for Oracle ERP Cabinet September	-3.6
Added to reserve by Council 24 October	2.6
Allocate to City Centre JV due Cabinet November	-0.9
Still available to fund future capital or revenue	6.1

- 11.6 A public sector overall intervention and subsidy is not only to be expected, it is required if the economy is to recover. The very nature of a City Deal and a co-investment by the UK and Welsh Governments, and local authorities to pump prime future direct and indirect private sector investment in the City is because of existing market failure: without it there would be insufficient a case to proceed. The wider public sector, as well as Council, must take a lead to stimulate regeneration. That decision in principle has already been taken, with unanimous Council approval of the City Deal.
- 11.7 This is the final FPR 7 report on the scheme and substantial spending commitments are having to be considered before any future revenue budget affordability certainty.
- 11.8 The sums proposed are very substantial and thus financial risk increases at each stage of approval and therefore has to be stress tested for the “worst case scenario”. Please see scenario section at Appendix 5

- 11.9 The Section 151 Officer also has to form a view as to the reasonableness and value for money of the proposals in discharging his fiduciary duty to council taxpayers. The proposed level of local public subsidy is less than the envisaged economic benefits set out in the report and on that basis it can be considered justified. The financial cost to the Council of supporting this scheme's financing costs over other revenue spending is a matter of policy decision by Cabinet today and Council in future annual budget decisions.
- 11.10 The scheme has progressed through a UK and WG five case business model assessment process and deemed satisfactory to national and sub national governments from a value for money point of view.
- 11.11 It must be borne in mind however, that the respective contributions are significantly different in scale (the Council is putting in the majority of financing and takes all the risks – the UK and Welsh Government contribution is a fixed sum, the Council's is not yet fully fixed, Future UK and Welsh Government budgets could impact negatively and positively upon the Council in terms of its funding. Equally there are spend side risks given capital cost certainty cannot be fully assured (despite contingency sums assumed), nor interest rate certainty, nor ongoing revenue cost certainty, nor ongoing overall affordability certainty (future budget decisions).
- 11.12 This report does significantly help move the scheme along to the last stage with relative capital cost certainty, an ability to lock in at known interest rates and a developed revenue business case. Interest rates for PWLB borrowing have moved substantially adversely in recent weeks as a result of HM Treasury decisions to add a 1% premium on new borrowing. Nevertheless borrowing costs remain relatively low by historic standards and the sums already borrowed and locked in mean that it is reasonable to assume that borrowing costs can be capped at an average of 4.22% (the current pooled rate) with the lower MRP repayment (2.5% versus 4%), costs of servicing the new capital finance are around 1/3 lower per £ than only a few years ago.
- 11.13 This FPR7 report is being determined before the budget and medium term financial plan are agreed by a future Council. This is a normal risk for this time in the budget cycle but the scale of spend approval sought outside the normal budget cycle is material in this instance. It is therefore appropriate to be mindful of likely future budget settlements from both UK and Welsh Governments.
- 11.14 This FPR7 report is being determined before wholly assured credible plans are finalised to redress the current budget imbalance approved by Cabinet.
- 11.15 Directors proposals to date are set out in Appendix 5. This is only to address in year issues. Future budget savings are also required to assure overall scheme affordability.
- 11.16 Capital costs have now been revised to £135m to reflect positive scheme additions and enhancements including CCTV provision. A number of

grant applications are being progressed and Welsh Government has also announced recent additional capital support. If those bids are successful then the bulk of this excess cost can be potentially covered. If ultimately not successful then the excess will need to be addressed by reviewing the overall future capital programme.

11.17 A range of financial risks have been set out in this report. There are clear risks of doing nothing. There are equally clear risks of doing something on this scale. In summary the risks are currently categorised as follows:

Risk	S151 RAG Rating	Mitigation
Cost certainty	Green	Whilst not absolutely certain an agreed sum is provided for and contingency provided for to mitigate further potential cost pressures
Grant Terms and Conditions	Amber	Exceptional and conditional 19-20 offer made. Future years fully conditional on range of milestones. Not able to control –need to be fully issued by Welsh Government
Maintenance of LEDs	Green	Maintenance schedule and sinking fund provided for
Revenue running and maintenance costs	Green	Reasonable and prudent running costs and maintenance costs have been fully provided for in the income schedules
Financing subsidy	Amber	Funding costs are assumptions only. £90m of borrowing has been locked in at fixed rates. Remainder of borrowing will be at prevailing rates when borrowed in due course.

Balance on capital equalisation reserve	Green	Sufficient balance is being currently maintained to insure against write off. Balance will be used to smooth the cost as scheme progresses.
Public subsidy	Green	Policy decision for Cabinet and Council to accept or otherwise the level of return (low financial, higher wider economic and social benefits)
Scheme abandoned	Green	Extremely unlikely – write off of costs covered by general reserves and capital equalisation reserve. Risk mitigate by scheme proceeding once revenue savings fully identified to pay for capital financing
Capital affordability	Amber	Cost cap of £135m. Cabinet will be aware of the timing of capital grant bids and the need to review the overall programme if these are not successful to live within net cost cap so mitigation risk is Amber
Revenue affordability	Amber	This is essential to afford the capital financing subsidy. Proposals are not wholly developed at this stage and thus not fully mitigated.

11.18 The S151 Officer and CMT are satisfied, on balance, that it is reasonable to progress to this final stage at the date of report publication, and that it is reasonable to add the whole scheme cost to the budgeted capital programme under FPR7 5b with that clear expectation on funding and agreed in principle high level mitigations if those expectations are confounded.

There are clear risks still to be managed as fully set out in the report but as long as Cabinet and in due course Council continues to commit to undertake, as they have clearly done so with all previous budgets and MTFPs, whatever

revenue and capital decisions are necessary, at the relevant time, to afford the headroom needed to provide for the capital financing costs, then a future funding route can be potentially identified now to allow this this unbudgeted cost to be added the approved capital programme in line with the constitution (FPR7 5b). This is likely to be a mixture of future capital reprioritisation, additional revenue savings, future additional revenue income and potential capital receipts from the wider city regeneration, future council tax level decisions and a re-evaluation of future years' government grant support, once known. On the latter matter, there are raised expectations of a better increase in funding for future local government finance settlements compared to recent previous years.

11.19 This clear understanding of the consequences and prior commitment to act it is imperative to ensure the Council does have at all times sufficient resources to complete the scheme and to set lawfully balanced future budgets given the substantial spending decision is being sought ahead of future budget rounds.

## **12.0 Legal Implications**

12.1 The Council has previously appointed Buckingham Group Contracting Ltd under a two stage tendering process. Following the successful completion of stage one, the Council is now seeking to award the stage two contract. Care must be taken to ensure that all contractual rights and obligations are contained within the contract documentation in order to protect the Council's interests.

12.2 The Council will need to ensure that it complies with the terms and conditions of Welsh government and UK government offers of grant funding.

## **13.0 Equality and Engagement Implications**

13.1 The Council is subject to the Public Sector Equality Duty (Wales) 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.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

13.2 The EIA process has been duly followed for all aspects of this scheme from its inception. The EIA report attached in the Appendix provides an assessment of all equalities implications relating to each element of the scheme. The EIA report is extensive, large amounts of engagement has taken place to inform the

scheme and identify its implications. This engagement will continue through the duration of the project and EIA will be updated as the project progresses. Please see the Appendix for full details of the Equality Implications in relation to this scheme.

- 13.3 This project is a good example of the 5 Ways of Working promoted by the Act and will make a significant contribution to the 7 well-being goals. It is an example of collaborative working between the public and private sector in a sustainable way with the objectives of developing the city centre for the benefit of future generations.
- 13.4 This is a major public and private sector investment programme, assisting in the regeneration of our city center, stimulating economic growth, addressing issues such as city center decline, poverty, inequality, jobs and skills which directly contributes to the council's obligations to act in a sustainable way pursuant to the WFGA.

**Appendices:**

- Appendix 1 - Rivington Land Report.
- Appendix 2 – Digital Core Principles
- Appendix 3 Check List
- Appendix 4 – EIA
- Appendix 5 - Revenue In year Action/Future Scenarios
- Appendix 6 – FPR7 Table and Cashflow
- Appendix 7 – WAO letter





# SWANSEA CENTRAL

Phase 1

Key Stage 4 Report



**Cyngor Abertawe  
Swansea Council**

BY

**Rivington**  
LAND

OCTOBER 2019

# **SWANSEA CENTRAL PHASE 1**

## **Key Stage 4 Report – Draft**

Subject to RH Board Approval

**Confidential & Business Sensitive**

SW Draft 07.11.19 Rev O (R)

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# **SWANSEA CENTRAL PHASE 1**

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- 14 Breeam / Ecology update statement

**1.0 EXECUTIVE SUMMARY**

- 1.1 This key stage 4 report is issued by Rivington Land to Swansea Council in its capacity as development manager for Swansea Central phase 1. Key stage 4 represents the conclusion of the design development phase and the recommendation to enter into the building contract and commence construction.
- 1.2 The report covers the following key subjects:
- Reviews the rationale for the Swansea Central regeneration project and the role of phase 1
  - Reiterates the scheme evolution
  - Describes the content of the scheme
  - It sets out the financial requirements of the project
  - Provides an update on all key matters impacting phase 1
  - Provides a commentary on the contractor procurement process
  - Sets out the delivery programme to completion
  - Assesses the ongoing risk profile
  - Provides an update on various aspects of detail such as digital, arts and leasing strategy
  - Sets out the development managers recommendation
- 1.3 Swansea City has been in continued decline for as long as 20 years, with various failed private developer-led schemes having been considered in that time. If Swansea does not address the current decline it will continue to worsen which will increase in pace as competitor locations who are investing grow and regenerate. Recognising this, the council has seen it necessary to intervene and has progressed and now completed a process, which looks to invest public money into a major regeneration of the city.
- 1.4 This has been undertaken by a research-based feasibility, which has encompassed the production of specialist reports by SIC, FSP and Amion and the creation of SCARF alongside other existing key policies, to include planning related policies and the Future Generations Act. The feasibility has reacted to nationwide more pronounced retail decline and now promotes as an initial phase a credible Arena-Led regeneration scheme. It has also concluded that doing nothing is not an option.
- 1.5 Swansea Central Phase 1 will deliver a 3500 capacity multi-functional arena with digital facade, 'digital square', public car parking, extensive high-quality public realm, coastal parkland, commercial units, residential units, hotel site for development and an iconic pedestrian bridge connecting the city centre to digital square and the arena and beyond to the bay.
- 1.6 Phase 1 will be a key driver in making the city a visitor destination of choice and is set to create significant economic benefits of circa £17.1m\* net GVA per annum and create 680 net FTE jobs, excluding construction jobs, as well as improving Swansea's future prospects for growth.
- \*source AMION report inc hotel & based on construction budget costs.
- 1.7 The development will build on Swansea's current Cultural offer and create an anchor for the City that will contribute to the wider regeneration of the city centre. The investment will provide the much-needed catalyst and momentum to inspire confidence in the City's future and will help attract future private sector investment whilst encompassing the requirements of the 'Well Being Act'.

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- 1.8 Design development has been a key part of the now completed PCSA / Stage 4 process and this has needed to be very detailed. Continuous reviews have taken place with all stakeholders which have taken the opportunity to improve the scheme through variations which have been incorporated into the approvals processes. Ultimately these additional works have been the key factor in the erosion of the project contingency to levels lower than that would be required for a project of this complexity and remaining risk – hence the recommendation to increase the Project Contingency.
- 1.9 Supporting this report and recommendation are technical reports from the wider Rivington Land team including Padstone, AECOM, IPW and Gowling relating to the PCSA/Stage 4 Design, the ATG Gateway 3 process, the form of building contract and contract sum (see appendices).
- 1.10 At the time of writing this report there are various matters, listed below, that are still to be resolved before we would recommend that the council proceed to the next stage and enter into the building contract with Buckingham Construction Group Ltd. It is anticipated that all the following matters will be resolved in the forthcoming weeks in parallel with the council’s reporting and decision-making process and regular updates on each of these will be provided ahead of Cabinet.
- 1.11 Matters to be concluded and resolved before entering the building contract (the preconditions):

**1. Total Project Budget and Construction Contract Value**

Objective: The construction cost needs to be finalised at a figure within the available allowance, within the original total, (estimated) project cost of [REDACTED]

To preserve the recommended minimum [REDACTED] contingency allowance (including any specific BREXIT related contingency currently not included) the construction cost to be agreed within the contract sum needs to be agreed at or below [REDACTED]

If the contract sum can be agreed at a level within the total project cost but at a level that does not leave sufficient contingency within the budget, we recommend that the approved total project budget is increased sufficiently to provide the necessary contingency.

Analysis in section 4.2 has shown that after taking account of the (net) construction saving at the concluding of the tender process and setting aside a sum for ‘Financial Risk’ (**Appendix 1**), the Project Contingency would fall short of what should be considered prudent for a project of this size and complexity. After discussion across the range of project risks, it has been considered practical to recommend that [REDACTED] is proposed to be added to the Total Project Budget (Refer Risk Section).

In addition, the council have indicated that [REDACTED] for staffing costs should be added and also that the council is considering the need to upgrade the wider city CCTV infrastructure and has requested that a further sum of [REDACTED] be included. This is not part of the construction contract sum

[REDACTED] – adjusted Total Project Budget  
[REDACTED] – further allowance for City-Wide CCTV infrastructure  
[REDACTED] – staffing costs  
**£134.820M** – Final Total Project Budget

## **2. ATG Deed of Variation**

A deed of variation is required to the existing agreement for lease (AFL) with ATG to address:

- a. Alternate servicing access to protect the buildability of the hotel site
- b. Tenant variations and payment
- c. FF&E Schedule update with ATG commitments
- d. Inclusion of Landlord Variation re: Loges and increased income

In order to preserve the saleability of the hotel site and legally bind the tenant in respect of the commercial updates to the agreement this variation must be exchanged before the building contract is executed.

Documents are largely in agreed form and it is anticipated that the agreement will be exchanged by the 17<sup>th</sup> November.

## **3. ATG Gateway 3**

As set out in the Agreement for Lease with ATG the tenant has the right to comment on the detailed design element of the construction specification. We would not recommend that the building contract is entered until ATG has confirmed its acceptance of the design details as disputes later on will carry cost risk for the council.

The Gateway 3 information has been provided to the tenant with a response due, and received on 15<sup>th</sup> October. This response has been assessed and updated on 5<sup>th</sup> November to a conclusion. The majority of the risk on any outstanding matters being carried by the contractor.

### **Note regarding unconditionality of the ATG agreement**

The only outstanding conditions within the ATG AFL are the Site Investigation and Funding condition. The Site Investigation has been carried out and the below ground construction costs estimated with the contractor carrying the cost risk. These final 2 conditions will therefore be satisfied upon the council's approval of the budget and funding for the scheme.

A Cost Projection Brief (CPB) is also to be provided as part of the Gateway 3 pack – but it is considered non-material to the ability to proceed as this was put in the contract to protect the council from potential costs increases. Subject to the council approving the revised Total Project Budget, it will be able to discharge the funding condition, referred to above.

\*CPB was issued 17 Oct 2019

## **4. Planning Conditions**

There is one outstanding pre-commencement planning condition which would ideally be resolved before start on site which relates to the recent discovery of what has now been identified as a local contamination 'hot-spot' in the area of the North Block.

This is however a contractors' risk item (subject to concluding the contract matters) and is further mitigated by way of the North Block (main) works starting after Christmas 2019.

**5. Building Contract**

The building contract is in near agreed form with a limited number of outstanding matters.

As part of this aspect, the bond, the required insurances, building regulations (plans approval) and CDM matters need to be in place ahead of starting on site.

As part of the contract a 'Brexid Bond' is to be put in place in return for certain financial undertakings. It is recommended that the contract is not entered into until the options on this are fully understood and the council is satisfied with the recommendations of Gowling and the team.

The agreement needs to be finalised and the Professional Teams solicitor, Gowling, will need to report and recommend its suitability before the council should enter the agreement.

**6. 3<sup>rd</sup> Party Agreements**

The following agreements need to be concluded before the building contract can be entered:

- a. Deed of Variation of Waterfront Museum (WFM) Lease
- b. A 'Management Agreement' with the management company of the LC
- c. Imposition of title indemnity insurance relating to [2] unregistered portions of land and 1 portion of land to which rights exist for Mines and Minerals.
- d. Welsh Govt Restriction (2018) – there is a restriction which SC are in the process of removing / seeking consent to allow granting of scheme leases.

Legal advice relating to item (b) concludes that the council is protected from injunction, but legal advice on item (a) states that the council would be in breach under the terms of the contract with the WFM. Progress on this matter suggests that the council will be close to agreement, but may not have completed the Deed before needing to enter into the building contract. In this scenario the council would need to consider how matters are to be taken forward – noting that there has been continuous dialogue with the WFM and car parking arrangements have been managed throughout the enabling works period to a final closure on 21<sup>st</sup> October.

Regarding Title Indemnity Insurances, quotes have been received and a policy will be put in place ahead of start on site. A Welsh Govt restriction is also to be removed before leases can be completed.

- 1.12 In addition to the preconditions set out above there are two other significant matters that could impact programme and start on site being Tesco and Pobl (residential). Both matters have been ongoing for some time and unfortunately involve 3<sup>rd</sup> parties over whom Rivington Land and its Professional Team have little influence of control. The risk associated with these matters can be controlled and mitigated if the council approve the following recommendations.

**1. Tesco**

The completion of the Tesco Agreement is preventing the ability to complete the Wellington St Phase 2 works under the building contract with Buckingham. These works were brought into the project at the request of Tesco and are the preferred solution, but despite this, completing the Agreement has taken more time than could have been envisaged.



Whilst it is considered that this will be resolved ahead of the date which the works need to be commenced, but not guaranteed – an alternative Plan (B) design can be delivered.

Whilst this is not the ‘preferred’ solution, it is approved by council highways and instructions have been given to develop the design to the required level of detail and the option to switch between designs has been captured in the building contract.

It is recommended that Cabinet Approval is sought on the basis that the council will implement Plan B if Tesco Agreement is not achieved ahead of the critical path date which requires the works to be commenced.

**2. Residential Agreement / Pobl**

The main reason that final Agreement has not been reached with Pobl, the schemes residential partner, is that there has been a last-minute change to the way that Welsh Govt are to provide funding to Pobl.

The Agreement is otherwise almost there and an assurance report will be provided once final agreement is concluded. In the meantime, and ultimately if there is no agreement, it is proposed that the council will ‘step-in’ and Cabinet approval to this is sought. Further detail is provided in section 5.9.

**1.13 There are then two further relevant matters:**

**1. Swansea Council Design Approvals**

Before entering into the building contract, we recommend that the council satisfies itself that it is happy with the design specification.

Information has been issued and extensive reviews with stakeholder departments have taken place. A schedule of matters which the council accept are not resolved and can be managed during the construction stage has been agreed.

**2. Total Annual Running Costs and Income**

The principal that has been proposed is that future income will be set aside to cover the anticipated additional running costs of Phase 1.

The financial section in this report shows that the estimated net income at [REDACTED] is slightly ahead of estimated expenditure at [REDACTED].

It should be noted that the information that these figures have been derived from various assumptions and is largely based on Swansea Council departments specialist experience in running and maintaining car parks and public realm / parks and highways. It also includes inter-departmental payments, which Rivington Land cannot comment on. The figures are thought to be prudent but ultimately need to be monitored.

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There is a detailed exercise being completed regarding year on year income versus outgoings seeking to highlight the potential early deficit where rent free periods exist or lettings may not have been completed against reliance upon defects periods and lower initial maintenance costs.

Cabinet approval is sought regarding the estimated Annual Running Costs and Income, whilst acknowledging the inherent risk.

**1.14 Risk**

A robust assessment of risk has been maintained throughout the project life and the full (RAG) assessment can be found in the accompanying Project Management report. The main risks are summarised in Section 15 of this report and include BREXIT (now captured in the building contract) and a summary RAG schedule included in **Appendix 2**.

**Doing Nothing:** It is important to reflect on this significant conclusion from the early reports commissioned by the council. This early research and subsequent evidence has indicated that the perceptions of Swansea are poor, and that private investment will not currently be forthcoming. Retail has changed and so a public funded Phase 1 as a catalyst is required.

If Swansea does not address the current decline it will continue to decline which will increase in pace as competitor locations who are investing grow and regenerate.

Otherwise risks can probably be put into several distinct categories:

**Business Plan:**

- The ability to secure the annual income (notably in the early years)
- The ability to manage the annual (estimated) running / maintenance costs

**Capital Cost:**

- Construction Risk c4.5% and thereafter an equivalent 2%
- Build (Non-Contract) – ie directs, Church Hall and remaining client-side Prov Sums
- Programme
- Digital
- Commercial Lettings (inc 'pod' in the park)
- Hotel (inc public lift & 'interface')
- Phase 2 'interface'
- Professional Fees and Legal Fees
- Variations
- Claims
- Financial Risk Register (Rev J)

The construction related aspects are to a degree more easily determined but the others are more difficult due to their varied nature and the requirements of the council in the context of wider priorities. Having discussed the above with the client a sum equivalent to [REDACTED] of the remaining build cost of [REDACTED] has been set.

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Construction	Wider Project Matters	Financial Risk Schedule	City-wide CCTV	Fee Contingency CDF206
■	■			
■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■ ■ ■ ■
	■ ■ ■ ■ ■			

The table above summarises the available contingencies within the new Total Project Budget being proposed.

**1.15 Recommendation**

**Subject to the Council acknowledging the risks and accepting the mitigation strategy for both Tesco and the residential accommodation combined with the satisfaction of all the preconditions set out in paragraph 1.11 Rivington Land recommends that the Council should proceed to the next phase and enter the building contract to deliver the scheme.**

**This is also on the basis of all the outstanding conditions having been removed and giving the contractor the full site. If these are not provided the costs and programme will likely change.**

- 1.16 A concentrated effort to resolve the risks / ongoing design / budget related matters as soon as possible must still be adopted, relevant progress continually monitored, and these risks should form part of Milestone Criteria for monthly monitoring reports.
- 1.17 We also consider that most of these risks cannot be fully resolved without entering the next stage (construction) particularly without significant project delay.

**2.0 BUSINESS CASE****2.1 Background**

Swansea, not unlike many UK cities has been suffering decline in visitor numbers due to the seismic shift in shopping patterns. Further, the city centre has become tired, more disjointed and continues to be of a mid-market, discount / convenience nature, lacking in more aspirational retailers and failing to be attractive to all its prime catchment population.

The city centre suffers underlying but worsening anti-social behaviour issues and has a poor perception, locally, regionally and nationally.

There is a continued risk that without investment further existing quality occupiers may leave the city and it will fail to attract new entrants. Meanwhile other competitors continue to economically grow.

One of the city's most powerful and unique attributes is Swansea Bay and beach front however unfortunately, despite its proximity it is very disconnected from the city centre and many visitors fail to know it is there.

Swansea Central Phase 1 is the key scheme that contributes to the Council's Corporate Plan objective to transform and create a vibrant and viable City & Economy. The project design is also fully compatible with Welsh Government's adopted policies and best practice on place making, economic regeneration, and reflects the objectives identified in the Well-being of Future Generations Act, A prosperous Wales and other relevant guidance.

**2.2 Swansea City Centre Economic Analysis**

Before commencing the delivery of the Council's regeneration agenda, a programme of evidenced based research was undertaken to identify the city's strengths and weaknesses and what responses were required to regenerate Swansea. A Retail Capacity Study was undertaken in 2013 by The Strategic Insight Company (SIC) which concluded that due to economic and viability issues that the private sector will not invest in major regeneration projects in Swansea in the short term.

The SIC research demonstrated that the city has been in decline for many years with a deteriorating city centre offer and substantial financial leakage out of the city. It identified that private sector investment will not be forthcoming in the short term and the council's proposed initial investment should seek to change perceptions of the city, create investor interest and confidence that would act as a catalyst to encourage future phases of private sector investment.

In addition, the report clearly set out the overwhelming need for change and that doing nothing was not an option if the city's decline was to be arrested and it wished to remain competitive. It identified a £158m trading gap or lost expenditure that could potentially be clawed back if successful regeneration was delivered.

This research informed the preparation of the Swansea Central Area Regeneration Framework (SCARF) which has become the route-map for city centre change and the regeneration of the city. In order to ensure and

support the delivery of the key projects identified through SCARF the Council with regional partners, sought and secured a vitally important £1.3Bn City Deal.

A separate report originally produced in 2013 and subsequently updated in 2016 by retail specialist analysts, FSP, stated:

‘Swansea City Centre has historically lacked investment. As a result, its retail offer fails to meet the requirements of shoppers, both in scale and composition. The city’s retail economy has been further impacted by the proliferation of retail parks located on the edge of and around the city centre and trading performance in the city centre is consequently weak.’

The figures from the FSP report identified a Principle Shopper Population of 228,000 from a resident population of 535,000 (primary, secondary & tertiary) which represents a poor customer penetration of only 43%. It identified a trading gap of c £170M and that in a do-nothing scenario, the shopper population and spend decrease by -4%.

Since the publication of these reports we have witnessed the well documented continued decline of our national high streets which has only exacerbated the city’s issues and the ongoing impacts of Brexit.

Another measure of footfall benchmarks across the UK by ‘Springboard’ which is a monthly update suggests that UK high street footfalls have shrunk back c4.8% year on year (report dated April 2019). Shopping centres reduced typically 3.6% and retail parks only 0.8%. The Wales comparison is high streets - 2.1%, shopping centres 6.3%, retail parks -2.3%

It is recognised that this research is retail focused, but at the same time consideration was made regarding the ability to include in the scheme other uses such as offices and educational uses (the university) which concluded that these were also not a deliverable alternative at that time.

### **2.3 Site History**

Historically, plans to redevelop the city centre have had several false starts spanning some 20 years. Most recently, Hammerson plc, one of the UK’s most substantial retail developers and landlords failed to deliver a comprehensive scheme on a major part of the city centre, including the subject site due to inadequate financial returns and overall demand triggered initially by the 2007 recession and subsequently the structural change in town centres.

With the private sector unable to deliver the required regeneration of the city, the council firstly acquired the deteriorating St David’s Shopping Centre with the assistance of Welsh Government grant funding and demolished the larger part, turning this into an income generating temporary car parking. By taking ownership of the land, the council assembled several city centre sites (during the extended recession) to allow development to more easily come forward in the future – to include the city centre regeneration site.

During 2016, advised by Cushman and Wakefield, the council initiated and concluded a public procurement process for Areas 1 and 2. This process sought either a development partner or development manager. There were no acceptable development partner tenders received, further highlighting the lack of private sector investment capital available and hence Rivington Land (RL) were appointed as the development manager for Area 1 (the city centre regeneration site).

Rivington Land's original submission identified the LC car park as a potential site for a major cultural or leisure destination to include an arena, identifying that Swansea needed a major attraction to anchor the development particularly in the absence of the traditional department store anchors for retail schemes.

The council's stated aim of appointing an experienced development manager was initially to explore feasibility options for differing uses of the site and to analyse and recommend the most appropriate way forward.

### **2.4 Evolution of the brief**

Rivington Land whilst noting the conclusion of the SIC report, undertook the feasibility of several scheme options including, in accordance with the original brief, a major retail led scheme with several anchor tenant options.

The retail market at that time was significantly weakening and undergoing 'structural change'. Feedback was sought from major national high street brands not represented in the city and a common theme in the response was that Swansea was not a sufficiently compelling opportunity given the market uncertainty. In response to this feedback and in conjunction with Cushman & Wakefield, Rivington Land advised that a 'retail-led' scheme was not deliverable in the current economic climate. It was however identified that a significant leisure offer, that would change perceptions of the city, would be the sort of catalyst necessary to kick start the regeneration of Swansea. It was also noted that elsewhere, cities that were faring better and more forward looking were those that were addressing stakeholders' perceptions of their environments and making the centres more attractive places. Numerous notable examples of this were identified in Hull, Liverpool, Glasgow, Chester, Sheffield, Bolton and Coventry.

As part of the Rivington, IPW, the major entertainment venue specialist, produced a detailed report on the potential operator demand for an arena in Swansea and the size and type of events that Swansea could attract. This report concluded that there was strong market interest in operating a mid-sized venue and conference centre and that Swansea would sustain and attract a wide variety of national productions.

This then led to the decision to re-sequence and phase the scheme, bringing forward the leisure anchor into a first phase with the ability to further review the deliverable retail content of future phases against the most appropriate mix of uses, appropriate to the respective markets at that time. This decision has been further endorsed as currently there are no pure retail schemes being delivered in the UK and schemes that had progressed have either been put on hold or failed.

Building on the IPW report an 'arena-led' scheme option was developed, and an independent economic benefit analysis was commissioned from market leading economists, Amion Consulting.

The Arena-led first phase was assessed by Amion, looking at the wider economic benefits to the city, the region and Wales, focus on reducing leakage and increased expenditure in the city. These findings are summarised below and reflect the scheme being delivered (refer to the Amion report – **Appendix 3**).

City region figures can be seen in the second column.

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Table 5: Summary of Swansea City Centre Phase 1 Regeneration Programme economic impact			
	Swansea	City Region	Wales
<b>Construction phase</b>			
Construction investment (inc. hotel)			
Gross employment (person years)	1,314	1,314	1,314
Net additional employment (person years) – workplace based	1,262	1,196	1,051
Net additional GVA (cumulative)*	£73.3m	£69.5m	£61.1m
<b>Operational phase</b>			
Gross employment (FTE jobs)	620	620	620
Net additional employment (FTE jobs) – workplace based	593	507	387
Net additional GVA per annum*	£17.1m	£14.5m	£11.2m
New households	33	33	33
Additional household spend retained (per annum)	£0.334m	£0.401m	£0.601m
Business rates per annum	£0.279m	£0.279m	£0.279m
Council Tax revenues per annum	£0.035m	£0.035m	£0.035m

\*The net additional GVA impact is derived from the estimate of net additional workplace based employment, as GVA is a workplace based measure and therefore does not take account of where those employed live.

Further note – for the purposes of the AMION Report, construction costs are derived from cost consultants budget cost estimates that were available at the time.

**2.5 The Need for an Arena**

The initial IPW report analysed the need for an arena and its optimum size. The report identified that the operational viability and demand for an arena was positive however its delivery would require public sector support. The study concluded that the appropriate capacity for entertainment events in the city would be c3,000 and c500 for conference events.

A financial and commercial business case for the arena was developed. During this process the University of Swansea became heavily involved as a potential partner and user of the venue. The potential to be a true joint venture partner was not realised, but the potential to utilise the arena remains.

The additional usage and demand created by the University was indicating that a higher capacity of 3,500 for entertainment and 750 for conferences was required. This was subsequently corroborated by the two final operator tenders.

Both technology-based businesses and the University have highlighted a need for a digitally enabled conference and events space. Swansea University has sought a conference space for medical technology conferences and there is currently no existing space of sufficient size in the region.

Discussions with Tech companies identified their need for a digitally enabled conference, exhibition and events space for 700 people plus an event floor to bring international technology conferences to the city.

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Events and seminars are fundamental to the day to day business of tech industries and the ability to bring serious investors and entrepreneurs to talk in a top-class digital environment will give Swansea's technology-based businesses a major advantage.

Tech businesses run major international events, such as the world-renowned 'South by South West' in Austin, Texas which brings together interactive media, film and music conferences and festivals which has a significant impact on the local economy. Having a digital arena would enable Swansea to host international technology conferences and events, and raise the profile of the City, Region and Country.

The development of an arena and conference facility makes wider regeneration opportunities more attractive, improving investor confidence and leveraging additional private sector investment in the wider supporting visitor infrastructure for example the Hotel. It will also create employment opportunities for local people and bring community benefits.

There is also a clear demand within the local population as during the planning consultation the arena was supported by 84% of respondents.

There is a clear rationale for investment in an entertainment and conference facility in Swansea as it meets an identified gap in the existing cultural and business tourism infrastructure'. There is clear demand within the local population and within its immediate wider catchment.

### Arenas as drivers of wider city centre regeneration

Entertainment venues such as the Echo Arena in Liverpool, the First Direct Arena in Leeds, the Bonus Arena in Hull, Petco Park in San Diego and Staples Centre (Los Angeles) in the USA, have all been credited as the catalysts for regeneration in their cities. The impact being to attract investment including new hotels, bars and restaurants, revitalising their surrounding neighbourhood's/ districts and reshaping public perception.

The Swansea Arena will provide a unique regional offer that has the potential to act as a catalyst for regeneration in the city and region.

UK cities are seeing benefits from arenas as regeneration drivers and anchors with the potential to attract thousands of people per annum. This footfall means new demand for hotel rooms, complementary entertainment and dining, and acts as a business attractor.

In addition to their potential ability to stimulate wider regeneration, the economic benefit that can be derived from arena / conference and performance venue projects extends from direct and indirect spending by visitors to encouraging return visits, from knowledge transfer to businesses and enhanced national/ international profile, and from job creation to overall city positivity and perceptions.

Several UK cities have sought to quantify the impact that new arenas and conference venues have on the local and regional economy.

Examples of these projections include:

- ACC Liverpool (10,000 capacity main venue): Annual economic impact of £204m (2016/17); Total impact since opening (2008) now c. £1.5bn



- First direct Arena, Leeds (13,500): Annual economic impact of £25m+
- Motorpoint Arena, Nottingham (10,000): Annual economic impact of c. £45m
- Bradford Odeon (4,000): Annual economic impact (projected) of c. £9m.
- Bonus Arena, Hull (3,500): Annual net additional impact (projected) £13.7m GVA

In addition to these direct impacts, we also consider there to be a number of additional potential benefits for cities, including their ability to place themselves in global conversations (for example through hosting conferences/ exhibitions) and some of the softer effects of creating an appealing overall leisure offer that both attracts and retains businesses and a high-quality workforce.

Case studies: **Appendix 4** contains additional detail regarding the Hull, Leeds and Liverpool arena's which include current feedback from Hull (opened, little over a year ago). All the studies have common threads:

- City Centre Location
- Council investment
- Excellent transport infrastructure
- Flexible design / operation
- Adjacency of hotels
- New bars / restaurants
- Footfall driver for city
- Supporting evening economy
- Extensive, new public realm
- Urban connectivity
- Surrounding growth in residential and commercial

IPW have set out below some of the key characteristics of the conference and meetings sector and the strategic direction for business events in Wales that supports the case for demand from the technology events sectors.

### UK characteristics

Technology is a growing sector in the business events marketplace. The International Congress and Convention Association (ICCA) has measured the meetings market for over 50 years (1962-2012) – the technology sector has shown the strongest growth of all sectors over this period, from 6.2% of all meetings to 14.5%, second only to medical sciences.

According to the 2017 Scale and Size Index for Events (SASiE) report that measures the exhibition industry in the UK, 7.1% of trade exhibitions and 17.7% of conferences with a significant exhibition related element came from with the 'computers, telecoms, electronics, and AV sectors'.

The annual UK Conference and Meeting Survey 2017 (UKCAMs) estimates that around two-thirds of business events are generated from within the region where the event venue is located. c.30% of events are from the rest of the UK and c.4-5% are from overseas. We expect the growth of tech businesses within the region will generate demand for, and benefit from the provision of, events space for technology related events in Swansea.

Corporate meetings account for 55% of events in the market per UKCAM data and have remained consistently at around this level for the last five years. Importantly, these events tend to be more locally or regionally focused and typically closely linked with the locations of companies' (national or regional) headquarters offices. Again, supporting the presumption that the projected growth in tech businesses will in turn generate demand for business events and associated spaces within the region.

### Wales and South West Wales

Visit Wales commissioned a Wales Business Tourism Scoping Study in 2016, to identify the current performance and future potential for Wales to attract more business events. The launch of a Business Events Wales should help position Wales and its key regions, in the UK and international business events market – providing much needed external presence for the country. Key data and analysis from the study is summarised below.

The study estimated that there was a total of 3.372m delegate days in Wales in 2014, of these c780,000 were in South West Wales, a 23% market share. South West Wales accounted for 17% of primary business events facilities in Wales.

The study identified four key locations for business events in Wales; Cardiff, Newport, Swansea and Llandudno. The key issues identified for Swansea in relation to generating new national and UK business was geographical location and travel times. It was noted that Swansea's markets are relatively local/regional or national with international association events related to Swansea University.

The Welsh Government identified nine key business sectors for development and growth. Of these, those that have a strong propensity to attract and require business events were identified in the study as follows:

- Advanced materials and manufacturing (engineering is a specialism for Swansea University)
- Creative Industries
- Energy and environment
- **ICT (including academic strengths through research at Swansea University)**
- Life sciences

Once opened, an arena's overall benefit to the city will likely be very significant, as a key attractor, and 'anchor occupier' and this should feed in to enhanced demand and hence rental value and investment yields, for commercial leisure occupiers and indeed other city centre uses. It also creates a need for hotels and restaurants, to meet the requirements of business and entertainment tourism linked to the Arena. The Arena and Phase 1 is very much a catalyst for future Phases, particularly Phase 2.

A critical and attractive feature for local tech companies will be the digital capabilities of the Arena spaces, including dense WIFI coverage and innovative digital features.

## **2.6 Key Objectives**

The original developer brief and subsequent design feasibility work established the following as the core objectives for Swansea Central.

- Address the lack of footfall in the city centre
- Encouraging living and working in the city

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- Creating a major new leisure destination for the city
- Delivering new conference facilities
- Bringing significant public realm enhancements
- Improved connectivity between the city and the bay
- Uncompromising design quality to drive up design ambition in Swansea
- Implementation of the digital strategy
- Major Qualitative improvement in city parking facilities
- Creating jobs and increasing GVA
- Acting as a significant catalyst for phase 2 and other city-wide development stimulating private sector investment in the city
- Create confidence to support existing businesses to maintain their presence in Swansea

The initial feasibility work had also identified that:

- There was insufficient occupier demand to support a retail led regeneration
- The perceptions of Swansea needed to improve
- There was scope for a major new arena and conference centre
- The development could be phased

Stakeholder consultation identified what could be done to improve the perceptions as:

- Improve the environment
- Improve connection to the bay
- Make the City Centre a more attractive destination
- Add uniqueness and quality
- Make Phase 1 a 'catalyst' for further phases

Implementing the above and changing perceptions would increase the deliverability of the following desirables in future phases:

- Create a 'qualitative' improvement to the retail
- Provide 'family friendly' Food & Beverage offer
- Bring in 'living'
- Seek to attract offices and city centre employment and so retail / leisure spending
- Pursue bringing education to the city centre

In order to maintain momentum and following extensive public consultation a parameters-based outline planning consent was obtained in June 2017 that provides the framework to deliver all the above in phases. See outline parameters plans in **Appendix 6**.

Given the forecast economic benefits of the arena, the depth of operator interest and the recognised positive impact on perceptions the development would have on the city it was recommended to pursue an arena led phase 1.

Phase 1 was devised to deliver on the following objectives:

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- Deliver maximum regeneration benefit
- Improve connectivity between the city centre and the bay
- Create an iconic landmark that elevates the architectural aspiration of the city
- Support the LC and Waterfront museum
- Support the city centre (and future phases) by providing sufficient new high quality parking provision in place of the existing poor quality and temporary provision
- Provide high quality public realm and green space
- Support the “Digital Coast” agenda

**2.7 Scheme Selection**

Through extensive stakeholder consultation, design development and professional advice the components of phase 1 that best delivered on the objectives were assimilated.

**Arena Anchor**

In response to IPW advice and operator requirement the Arena will include the following key modes and facilities:

- 3,500 capacity mode for a seated and standing entertainment event
- 2,200 capacity mode for a fully seated entertainment or large business event
- 750 capacity auditorium for medium conferences and business events
- 1,450sqm of exhibition space on the arena event floor
- Additional complementary exhibition space available on concourses
- A variety of meeting rooms
- Foyer space and foyer café

It can be seen from the mix of facilities that the Arena will be multifunctional and capable of hosting small, medium and large-scale events through its combination of meeting rooms, ancillary spaces, exhibition areas and auditorium options. It will also be capable of accommodating both formal and informal meetings and networking usage suitable for the local tech companies.

The arena has been designed by ACME architects to be ‘eye-catching’ and set Swansea firmly on the entertainment map. The scheme as a whole is ‘lifted’ to be built off a podium level, by virtue of the iconic new bridge crossing Oystermouth Road and the exterior has controllable LED lighting, the interior continues the visitor ‘experience’ in the foyer and auditorium.

**Public Parking**

Phase 1 incorporates 2 new car parks. The south site ‘decked’ car park at c345 spaces and the north site multi storey car park (MSCP) at c595 spaces, thus providing a combined c940 spaces.

These new car parks will replace the existing provision adjacent to the LC, St David’s MSCP and St Mary’s temporary surface car park. The net reduction in spaces is 255, but this is assessed in the context of St David’s and the Quadrant running at under capacity and the project contributing to 300 additional spaces at the Fabian Way park & ride.

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Whilst the LC and St Mary's car parks are well used (with St Mary's being a temporary car park), St David's MSCP is underutilised due to its quality and appearance.

Phase 1 will therefore effectively replace the existing provision with high quality attractive parking facilities serving the city centre, arena, LC and Waterfront Museum. It is anticipated that the current overcapacity will be utilised by the arena traffic and future phases.

Construction will be phased to mitigate disruption on the neighbouring facilities and city traders which is a planning requirement. In this regard, it is intended to leave part of St Mary's accessible to disabled drivers.

In addition, the project has supported the extension of the existing park & ride facilities and provided further disabled spaces adjacent the Waterfront Museum.

#### **Digital Square and Coastal Park**

The 'digital square' and coastal park have become important 'USP's' to the scheme. The former is the space between the Arena and the hotel which is reached having crossed Oystermouth Road via the new pedestrian bridge. Whereas it forms a functional space that has to deal with visitors accessing the arena it is also designed to be an 'attractor' in its own right with carefully designed landscaping, external wi-fi and having active frontages.

The coastal park evolved from the 'green infrastructure' review and encompasses the requirements of the Future Generations Act. The area was originally the site of overspill parking which was subsequently moved to the North Block. The park continues the greening of the city centre and has a specific coastal theme, whilst encompassing 'play for all' and a 'pod' café. It will support the existing local residents and provide for future phases aimed at including further new residential to the 33 units being developed in Phase 1.

It is the pre-cursor to the future link to the bay, in that the onward journey to the bay is via the western sloping route towards Paxton Street.

#### **Events**

Swansea has delivered a number of successful events including the annual Air Show and The Radio 1 Big weekend in Summer 2018. Delivery of the project will build on the existing events programme and will provide a key opportunity to put Swansea on the map in terms of regular events and particularly the conference market.

The Total Annual Costs schedule includes [REDACTED] p/a for the promotion of and costs towards circa 10no events per annum. This is envisaged to include:

- Digital Art competition
- There are 'break-out' spaces in the coastal park to allow for marquees or outdoor cinema
- Temporary events during construction – en-route to the arena eg, Adjacent New Look, St Mary's Car Park and former St David's car park / Llys Dewi St.
- New / expanded events from current programme as will be identified by Arts & Culture team

There is also an allowance for additional staff to maintain the park and support major event days.

### **New Bridge**

In delivering a cornerstone objective of the development being the improved connectivity between the city centre and the bay an early decision was made, which concluded that the most seamless way to similarly bring the south site into development area from a pedestrian / cycle access perspective was to create an exemplar pedestrian bridge across Oystermouth Road.

The bridge is seen as a gateway to the site and city landmark. It will be architecturally unique with partial cover for weather protection.

The 'infrastructure' capital and maintenance costs of the bridge and ramp has been factored into the Total Annual Running Costs schedule in this report as this is seen as essential to the sustainable nature and long-term success of the project.

### **Hotel**

Including a hotel in Phase 1 was identified as symbiotic to the operation of the arena due to firstly it's complementary working relationship with the Arena and the identified lack of quality hotel accommodation in the city.

The location of the hotel, whilst remaining 'illustrative' in the Design and Access Statement produced as part of the Outline Planning process, is found as a feature on both the North – South axis and visible from Oystermouth Road.

Delivery of the hotel is via the route of a 'site sale', as council's in Wales do not have the legal power to build hotels, but is on a conditional basis, linked to a hotel starts on site.

The integration of the hotel in design terms has been complicated by the need for any potential design to engage with the Digital square at the arena entrance level, access from ground (taxi drop-off), height and restricted material palette – all as set out in the approved (outline) planning.

A design review, at the end of RIBA Stage 2 has however, provided a much more visually striking opportunity, whilst additionally moving the location slightly to the North to once again avoid potential rights to light issues.

JLL are retained as Hotel Agents and have identified the need for a hotel, whilst this has been challenging, again as detailed later – the AMION report also indicates the benefits of delivering a hotel.

By way of a summary statement at this juncture, the viability has the potential to be challenging for developers for two main reasons –

First, there are 'abnormals' in the design such as the height to width ratio and materials choice dictated by planning, the podium nature and the need to have entrances at ground and podium level along with active frontage and the constrained construction site. However, it is important to maintain the high quality of the design throughout the development.

Second, is the nature of general hotel financial economics in Swansea where average room rates also contributes to the viability and therefore the way some developers will see the opportunity.

However, this has been partly mitigated in the provision of a 'prepared' site with highways works, services connections and public realm works part of the landlord's wider works and where viability is concerned Visit Wales have indicated potential grant assistance.

At present, there are 4 bidding parties, with bids having been received on 12<sup>th</sup> September which are now being analysed.

If this process were to be ultimately unsuccessful – the scheme has been designed to allow the future provision, including an agreement with the Arena Operator.

### **Residential & Commercial**

Both the residential and commercial (retail / food and beverage) have been carefully reviewed during design development and have been considered by the council to remain essential elements of a mixed-use regeneration scheme which sets the benchmark for future phases.

The commercial aspects continue to provide active frontage on the route to the arena and have been scaled back to take account of the changing retail market.

The residential aspect is being delivered with Pobl and well-known local registered social landlord (RSL) and this will provide 33 affordable apartments. The design evolved to make a more significant visual impact at the southern end of the north block.

### **Phase 2**

By way of emphasising the way that Phase 1 is already acting as a catalyst, now that the enabling works have commenced and with the main works due to begin – interest is being stirred for the next phases and the feasibility study into the next phase is underway. Content being assessed includes a public sector office hub, leisure, F&B, reduced level of retail and further residential.

Indicative occupier demand for a public sector hub is exceeding expectations and engagement with the private sector is more positive on the back of the Phase 1 story.

Early initial interest is being shown from potential occupiers, investors and different funding options are being analysed.

## **2.8 Arena Operator Selection**

A key aspect to de-risk the project was to find an anchor tenant/operator to run and promote the arena. IPW utilising their wide and detailed knowledge of the industry coordinated an OJEU procurement process. This tender ultimately attracted 4 well known and credible bidders – almost all of the then known operators interested in UK Arenas.

Originally conceived as a 3,000-person capacity venue, dialogue with the shortlisted parties concluded that a 3,500 capacity would provide greater flexibility and capacity for wider range of events and prove more attractive to particular promotions.

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Ambassador Theatre Group (ATG), a world-renowned operator of venues that promote, theatre, music, comedy, events and conferences with 55 venues internationally was selected as the arena operator in June 2017 with an Agreement for Lease exchanged in January 2018. As part of its tender, ATG provided a commercial offer to the Council, and a supporting business plan.

At the time, IPW prepared a 'Process Note' and subsequently a 'tender evaluation report' which covered the procurement and selection process in detail and was the basis for the final appointment of ATG, but in summary, the original commercial offer included:

- 30-year FRI lease
- payment of an annual rent of £50k per annum and indexed linked with a cap and collar of 3% and 1% (1 year rent free period)
- 15% ticket rebate payable annually
- Profit share
  - 10% of EBIT above £300k (capped at £600k)
  - 15% of EBIT above £600k
- £125k contribution to fund additional dressing rooms, and c£940k of operator fit out

\*Further detail regarding the tender is found later in the report.

The table below sets out the operators anticipated 'business plan' – showing the typical type and quantum of activities being planned each year.



	Event days			Total attendances		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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ATG submitted high level proposals on its operating strategy as part of the tender process. However, further consideration and development of its operating strategy will be covered by the production of an 'Arena Management Plan', which is required as part of the planning permission (pre-opening condition) and is under development by ATG and the team. This will need to be developed in parallel with the LC Management plan.

At the beginning of the process loges were removed as part of a Value Engineering exercise, but subsequently have been reviewed as a landlord variation as they are considered additive to the customer experience and providing the potential for higher income.

After completing this review and negotiation, the council have accepted ATG's improved financial offer increasing the rent up by [redacted] p/a and a [redacted] (net) receipt of ticketing revenue – which could be c [redacted]. It should also be noted that this has the potential to achieve the overage receipt at an earlier date.

The annual cashflow in Section 4 shows how the rent and ticketing revenue now sit after the inclusion of the loges.

The agreement with ATG provides for input into the development of the design, which is then 'approved' at three 'Gateways' during the course of the design process. The final gateway (3) has now been reached, effectively fixing the scheme albeit a number of usual elements will continue to be developed – typically relating to the interior.

In order to be able to move into the construction phase, all conditions that need to be satisfied as part of the agreement have been satisfied with the exception of -

- Site Investigation – which will be completed once full project costs are approved
- SC's Funding Condition – as above

### 2.9 City Deal

The region suffers from a lack of private sector investment as there is a significant market failure as rents are low and therefore the capital cost cannot be justified without public sector intervention. In order to take the city and region forward a City Deal bid was prepared and the Swansea Bay City Region subsequently signed a City Deal with both Welsh and UK governments.

The schemes put forward by Swansea for City Deal funding need public sector intervention to support delivery and they aim to facilitate the growth of higher value activities particularly in Tech businesses through office development with a digitally led theme and an indoor Arena for music, comedy and conferencing, all to increase footfall and encourage more living and working in the city centre in line with the recommendations of SCARF.

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This builds on the city's two University's technical reputations, more specifically Swansea University and a growing technology capability within the City.

The CCS project objectives are:

- To create 100,000 sq. ft. of tech-offices at Kingsway – Digital Village.
- A digital arena, hotel and public realm at Swansea Central - **Digital Square** (Phase 1)

The Council City Deal project is detailed in a Five Case Business Model which was submitted to UK and Welsh Governments and has received significant scrutiny particularly around the need to demonstrate the overall economic benefits generated by the project. The City Deal Digital Waterfront District business plan was reviewed by Cushman & Wakefield to confirm the deliverability of the scheme, and the validity of the commercial assumptions.

The City Deal, which intervenes to address market failure has now been signed off by both UK and Welsh Governments and Swansea Council. Swansea Council has received the Terms & Conditions which it has agreed to in principle, to the extent that this will not impact on the ability to enter into the building contract.

Where 'digital' is concerned in a wider context of smart city technologies, these being key in looking towards the future - there is a cross cutting City Deal Digital project in progress and officers are working with the City Deal Digital project team to ensure Swansea benefits from this project and it's separate funding.

The Digital Arena will provide a high-tech facility that would be capable of holding major digital events, including worldwide computer gaming competitions and other digital and data driven events, alongside more traditional live theatre and concert events.

The arena will be located within a distinctive new public square in Swansea City Centre to create a unique destination. The Digital Arena will provide the digitally enabled conference and events space required by Swansea's tech businesses and Universities and help revitalise the environment and leisure offer of Swansea city centre to attract and retain people and businesses in the City Centre.

A critical and attractive feature for local tech companies will be the digital capabilities of the Arena spaces, including dense WIFI coverage. The new facility and digital infrastructure will encourage usage by tech companies and should make it a natural home for digital innovation and creative thinking which could be linked to the Digital Village.

The Digital Square Arena proposals have been developed in consultation with the ATG to incorporate their specific needs for the different conference & events.

### **2.10 Policy Framework**

The regeneration of Swansea City centre is underpinned by the key strategic policy 'Swansea Central Area Regeneration Framework (SCARF)'. The aim of SCARF is to make Swansea's central area an attractive destination for people to live, work and visit. It aims to increase footfall through the creation of a vibrant mix of leisure, cultural, retail, office and residential uses. Swansea is identified within the framework as the economic driver for the Swansea Bay City Region, with the Central Area providing the 'public face' of Swansea and offering significant potential to create and stimulate further economic growth.

SCARF evolved from strategic evidence-based research particularly that undertaken by The Strategic Insight Company (SIC) and FSP described earlier.

SCARF states that Swansea is not currently meeting its potential, specifically:

*“it suffers from a small resident population; a limited number of jobs; poor quality office accommodation which delivers low rents; low footfall; a limited retail offer with significant vacant floorspace; and the lack of major attractions to make it a destination”.*

The Regeneration Framework also outlines the significant potential of the Central Area, particularly in terms of providing a platform for growth in key sectors such as creative industries, professional business services and ICT. Growth in these sectors, both in terms of GVA and new jobs, is further supported by the Regional Economic Regeneration Strategy for Swansea Bay which included economic forecasting work.

The Swansea Bay City Region Economic Regeneration Strategy sets out a Vision for the region as:

***“By 2030, South West Wales will be a confident, ambitious and connected City Region, recognised internationally for its emerging Knowledge and Innovation economy”;***

- with a productivity imperative to raise the City Region GVA per employee from 77% (in 2010) to 90% of the UK level; and
- objectives to shift the City Region’s economic mix to higher-value sectors and higher-level occupations.

To achieve this, five strategic aims are identified:

- Business Growth, Retention and Specialisation;
- Skilled and Ambitious for Long-Term Success (Improving skills);
- Maximising Job Creation for All (Increasing employment opportunities);
- Knowledge Economy and Innovation; and
- Distinctive Places and Competitive Infrastructures (Land, property, transport and digital communications development), Business Growth, Retention and specialisation.

The city centre is identified as a key location to support growth in these sectors and the resulting agglomeration benefits that accrue. Recent Centre for Cities research also supports this approach to diversifying city centres and unlocking their potential. The recent decline of the retail sector means that the traditional retail scheme is not deliverable, and Swansea must consider the key elements of a new retail/leisure scheme including local retailers and restaurants to utilise the catalytic effect of the Phase 1 project.

To achieve the vision for the Swansea Central Area of creating *“a mixed-use location with a strong retail, commercial and leisure heart supported by a vibrant resident population”*, the framework sets out several strategic objectives. As with the City Region Economic Strategy, these are closely aligned with the Swansea City Regeneration Programme and include: building a competitive economy, supporting the development of existing and new sectors; (originally) creating a high quality regional shopping centre\*, with leisure and mixed uses, and a high quality environment; establishing a destination city that will attract new residents,

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businesses, investment and visitors; and affirming Swansea's role as a major UK regional city, which has a strong cultural identity and heritage reflected in its Central Area.

*\*The original proposition derived from the early research to create a regional shopping destination was revised following Rivington Land's appointment and ensuing feasibility exercise.*

These objectives and up to date market intelligence, will inform the production of the development masterplan for Swansea Central Phase 2, which will be used to test the ability to secure significant private sector mixed use investment in the city centre. The council has approved a 'work-up' budget to carry out a feasibility for the scheme to a point where the site can be marketed to secure a private sector delivery/investment partner.

### Key Policy Targets

This critically important regeneration project is aligned with the following policies:

- Corporate Priority – 'Creating a Vibrant and Viable City and Economy'
- Corporate policy objectives (see below).
- Swansea Unitary Development Plan (2008)
- Regional Economic Regeneration Strategy for Swansea Bay
- Swansea Central Area Regeneration Programme - SCARF (2016)
- Welsh Government's adopted policies and best practice on place making and economic regeneration which reflects the objectives identified in the Well-being of Future Generations Act, A prosperous Wales and other relevant guidance.
- Beyond Bricks & Mortar (BBM) – Use of local labour through 'meet the buyer events, plus Targeted Recruitment & Training commitments including STEM contributions
- Affordable homes
- Play for all
- Green Infrastructure
- Access for all
- Cycling policy

\*The six corporate policy objectives are:

- ***Safeguarding people from harm*** – so that our citizens are free from harm and exploitation.
- ***Improving Education & Skills*** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- ***Transforming our Economy & 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 & Future Council development*** – so that we and the services that we provide are sustainable and fit for the future.

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**Appendix 11** sets out how these objectives have been addressed in the project and how the Future Generations Act has been taken into consideration.

### **2.11 Benefits to Swansea**

The City Deal with the arena is a significant public sector intervention to help redress the market failure within key sectors of the Welsh and Swansea economy. The Arena project is not ‘the prize’ for Swansea, it starts to drive footfall and increased city centre spend but the fundamental benefit is the catalytic effect on private sector investment into further schemes to deliver the next stages of regeneration.

The UK wide PR for the City Deal and especially the Swansea projects have raised the understanding and profile of the Arena project which has already stimulated UK and international interest in Swansea evidenced by the response to the phase 2 launch through DIT at Mipim and the recent PIN notice issued to market test the appetite of private sector partners to invest in the next stages of regenerating Swansea. RL understand that there has been a strong response to this.

Alongside two expanding Universities and noting the recent introduction of 660 student beds in the city centre in the last 4 years with a further 1,860 now under construction, the Kingsway public realm project and Digital Village, Castle Square and Civic Centre redevelopment. There is also the ‘Copperworks’, ‘Skyline’ and the Dragon Energy Island that is progressing.

This amalgam of regeneration projects, especially when promoted nationally is putting Swansea firmly on the map of places where people and companies want to consider as a place to invest and locate.

Swansea Central Phase 1 in particular will generate an increase in visitors to the city (refer to ATG Business Plan in Section 2.8) who will, however arriving, be met with a city that is transforming itself into a very modern place.

Event days in particular, will see an increase in footfall and so expenditure. The ‘evening’ economy will be improved, with not just extended hours of business for retail and particularly A3, but family dining and the Hotel with the aim of boosting ‘tourism’.

The coastal park which has been developed will add a further ‘USP’ to the scheme. It will support the Arena – providing additional outdoor event spaces, whilst adding to the overall attractiveness of the scheme and providing vital inner-city green space to support city-living and working. It will provide local residents such as Victoria Quay with such space as does not currently exist.

With Phase 2 potentially including an office Hub and up to 200 further residential units, the park provides the platform for this to be delivered. The park and the green walls to the car park support the councils commitment to GI and meeting the aims of the Future Generations Act. Making the city centre a nicer place, and once again - changing perceptions.

The phase 1 scheme is designed to be an ‘enabler’ for the Phase 2 scheme. The arena will generate significant footfall and demand for further F&B and leisure uses. Phase 1 will demolish Llys Dewi Sant and St David’s carpark to create a cleared site for phase 2 to progress as quickly as possible. A MSCP will be built adjacent to the phase 2 site. This is in addition to highways works and service diversions assist in preparing the way for Phase 2.

Entertainment venues such as the Bonus Arena, Hull; the Echo Arena, Liverpool and the First Direct Arena, Leeds along with examples that are further afield, such as Petco Park in San Diego and Staples Centre, Los Angeles among other venues in the USA, have been credited as the catalysts for regeneration projects in their cities, attracting investment including new hotels, bars and restaurants, revitalising their surrounding neighbourhoods/ districts and reshaping public perception.

Once developed, an arena's overall benefit to the city should be significant, as a key attractor, and 'anchor occupier'. This should generate occupier demand, and consequently rental value and investment yields, for commercial leisure occupiers and other city centre uses, particularly in the role of 'catalyst'. It also creates a need for hotels and restaurants, to meet the requirements of business and entertainment tourism linked to the Arena.

The Swansea Arena will provide a unique regional offer that has the potential to act as a catalyst for regeneration in the city and region.

Hull Bonus Arena has been named as one of the world's best up-and-coming venues by prestigious American publication Billboard. It is the only venue in the UK to be included in Billboard's 20 Music Venues to Watch in 2019 list.

### **3.0 PROJECT CONTENT**

- 3.1
- 3,500 capacity multi-function Arena with external LED 'digital' lighting
  - South Car Park – 345 spaces (Park Mark standard).
  - Bridge
  - Highways works including Wellington Street
  - New (part) covered Pedestrian Bridge – with feature 'artwork'.
  - South Site shared space – access for servicing and enhanced pedestrian route to the Marina with widened 'arches'
  - New 'Coastal Park – c 1.1 Acres
  - North Block including
    - 33 new residential units
    - c 4,000 sqft new commercial units
    - Multi-storey car park – 595 spaces (Park Mark standard).

### **3.2 Project Plans & Visuals**

Refer to **Appendices 7 & 8** respectively

### **3.3 Materials Commentary**

The main materials in the scheme reflect both the outline and reserved matters planning permissions which seek more aspirational appearance, along with subsequent council-led changes. In particular:

- Feature, folded, perforated, gold colour arena cladding with controllable LED lighting
- Feature steel, gold coloured, patterned bridge
- Dry Stone walling with extensive green wall
- Feature gold coloured aluminium 'fins' to North car park
- Coloured / patterned terracotta tile to prominent North Block residential

### 3.4 Future Phases

A key aspect to remember is the need to continuously reflect on the outline planning permission and how, given the phased nature of the project, future phases can be brought forward.

A feasibility for Phase 2 is underway and the starting point has been to consider, once again the content, in terms of uses. At present there is a move towards the creation of a local authority led 'office hub' for two or three of the remaining buildings. Options are also being considered for the inclusion of a reduced retail content, leisure (A3, cinema) and residential.

One of the emerging key design constraints is the need for a different approach to drainage attenuation, which has led to the inclusion of a 'pocket' square which is likely to have a high proportion of soft landscaping. It is also likely that green roofs will be a feature.

At the same time and one of the remaining risks in the delivery of Phase 1 are the interfaces with the Hotel, the public lift, the church, the utilities diversions and the North 'ramp'.

Included for information in **Appendix 12** is an early sketch plan of the emerging thoughts.

## 4.0 FINANCIAL

### 4.1 Approach

Generally, the capital required seeks to provide the content of Phase 1 and based on the research, this is required to provide a 'step-change' in the perception of Swansea and particularly the city centre. Whilst the content that is delivered will begin a reduction in leakage by the provision of a new Arena at its heart, it is the use of Phase 1 as a catalyst which will then seek to attract new investment and delivery of future phases.

Phase 1 will bring new Annual Running Costs – which are then to be offset by the new income.

Throughout the process of design development, costs reviews and opportunities for value engineering have been offered and considered with a view to reduce capital costs (net of the ATG variations) to a target figure of [REDACTED]. Generally, these opportunities have been rejected to retain content and quality. Additionally, the council has instructed variations which otherwise would have held the contingency at previously required levels.

### 4.2 Capital required

Rivington Land have provided separately, a detailed appraisal / cashflow specifically for the detail of the costs spent to date, current accruals and construction stage estimated cashflow.

Current Expenditure -

£14.677M – expenditure to date (end Aug 19)

£4.092M – Estimated Accruals (Sept / Oct) inc balance of valuations for enabling works

£18.769M

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£24.117M – Approvals in place (fig from SC)

The pre-tender estimate and overall Total Project Budget (TPB) was made up as follows:

- █ – Total development cost
- █ – receipt from ATG for variations costs (exact fig tbc)
- █ – balance

**Breakdown**

█ – construction cost BCE (refer detailed breakdown, AECOM BCE#6)

**Provisional Sums**

- █ – Contract Provisional Sums
- █ – Client-side Provisional sums
- █ overall (using the full CSA construction cost)

**Project Contingency**

█ (deducting █ (concluded enabling works) off the construction cost for the purposes of calculating the percentage)

**Financial Risk Register**

█ – A Financial Risk Register (pending approval by the council) is found in **Appendix 1**, which would reduce the Project Contingency to an unacceptable level of -

█ - adjusted Project Contingency

The construction related contingency level required at this stage of the development is mainly dictated by the level of detail and accuracy of the stage 4 design and the level of risk that the Employer holds. This part of the overall contingency is to cover design, procurement and construction risk and now takes into account the Brexit risk.

The overall Project Contingency needs to take into account a wider range of risks including the implications of tenant changes, statutory changes, hotel integration, Church Hall relocation, Tesco, Alun Griffiths (Wellington St P1 claim) etc.

Contingency also needs to be held for wider development issues, unforeseen development issues etc. Combined contingency (construction and development) for this project should be held at 6.5%

Pre-Contract Total Project Budget – see table below:

DEVELOPMENT COSTS						
	SPEND TO DATE	SEP	OCT	NOV	BUILD	TOTAL
PCSA	█	█	█		█	█
BUILD COSTS - COST PLAN ITEMS	█	█	█		█	█
BUILD COSTS - OUTSIDE OF QS COST PLAN	█		█		█	█



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CONTINGENCIES						
CHURCH / PARK & RIDE						
ROL COMPENSATION, CONSTRUCTION LEGALS PLANNING COSTS						
SURVEYS						
LETTING COSTS						
SALES COSTS						
HOTEL FEES						
PROFESSIONAL FEES						
OTHER						
PHASE 2 COSTS / FEASIBILITY / PLANNING						
<b>SUB TOTAL</b>						
ATG RECEIPTS						
<b>TOTAL</b>						

With reference to the construction element, Buckingham then provided their contractor proposals (CP's) along with their Construction Sum Analysis (CSA) and returned figures to the Cost Consultant. The requisite analysis having been undertaken the Contract Sum Analysis (CSA) has rendered the figures below –

Table redacted.

AECOM CSA Assessment

A proposed construction contract sum of [REDACTED] before the application of Value Engineering at [REDACTED], giving a reduced sum of [REDACTED].

Taking the Construction Contract figure of [REDACTED] the table below assesses that the Project Contingency needs to be increased by [REDACTED] on the basis that an 'equivalent' [REDACTED] contingency level is to be applied – which is now set out in the Executive Summary.

**SWANSEA High-level cost summary - all figures in millions**

01.10.19

	%*	TPB (BCE)	%*		%*	TPB (CSA)	%*		%*	Diff'
PCSA (inc ST5 contractor fees)										
Construction Cost										
Project Contingency										
Financial Risk Schedule**										
Adjusted Project Contingency										

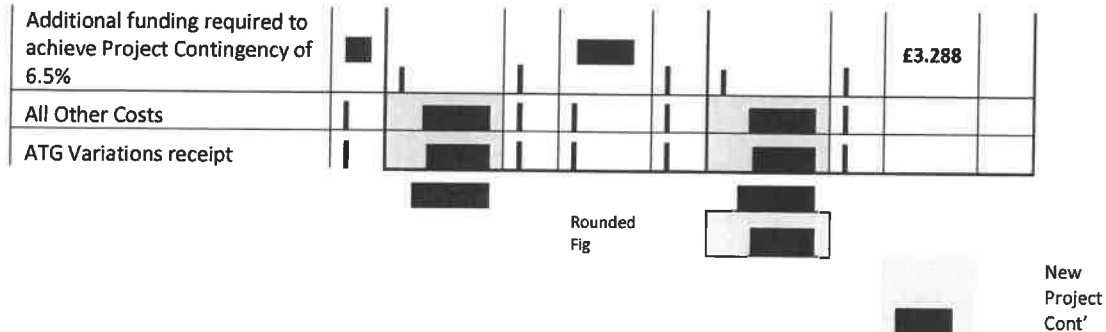
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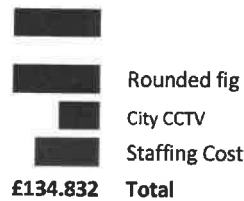
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TPB - Total Project Budget. BCE - Budget Cost Estimate. CSA - Contract Sum Analysis.

\*Percentage of the Construction Cost less £3.2M Spent to date (Enabling Works #1&2)



\*\* Refer to Appendix 1

Approvals to date (Fig' from SC)	<u>£24,117</u>
Balance	£110,715
<b>Receipts</b>	
City Deal	£22,849
Resi	█
Cost of Project & Approval sought	█
WG Loan (£6.1 + £1m SC Match)	£7,100

**Detail regarding project cost increases since Stage 3:**

It should also be noted that the Stage 3 TPB included figures for the following works which the Council have requested be included (or items which have subsequently become required) –

1. Tree Translocations, budget 'top up' +£25K to achieve █ 'donation' for new trees.
2. Venue interiors (Hull 'up-spec') + █ (net position after VE)
3. Alternative Access Road (relating to the ATG Loading Bay variation & external security saving) + █.
4. Relocation of disabled parking spaces (Burrows Place) █.
5. Extension of Buckingham Pre PCSA and tender period █.
6. Public realm supplement adjacent New Look (budget) █.
7. Revetment wall repairs (budget) █ – non construction contract allowance
8. Inflation update (estimate) for the PCSA start delay period █
9. ATG variation costs to the Landlord +£848K – but redeemed from ATG. Not all fees have been recovered.
10. Church Hall and flats (relocation budget increase) █ inc fees.
11. Loges also instructed in two parts – Structural Alteration to be 'Loge ready' – █ and subsequently Loges themselves at █.
12. Replace gabians with green wall & dry-stone wall – cost inc & tbc
13. EV charging points - █

- 14. Increase to building fabric specification for sustainability improvements – [REDACTED]
- 15. Retention of feature façade to residential – [REDACTED]
- 16. Increased specification to parking equipment (Parking Matters) – cost inc & tbc
- 17. LED specification increased - [REDACTED] (materials only)
- 18. Boulevard treatment added to balance of Oystermouth Road – [REDACTED]
- 19. South Car Park entrance changes – cost inc & tbc
- 20. North Block Ramp ‘compliance’ – cost inc & tbc
- 21. Recent PCSA extension fees – cost inc & tbc

**4.3 Capital receipts**

The ATG variations (capital, fees, contingency) – subject to Agreement of Deed of Variation has been incorporated in the Total Project Budget costs earlier. Thereafter –

- [REDACTED] – Pobl (subject to conclusion of Agreement)
- £22.849M** – City Deal
- [REDACTED] – Total Capital Receipt

Plus, a further grant for the bridge and boulevard works has been applied for.

£7.1M – there is in addition a loan from Welsh Govt (actual £6.1m plus SC £1.0M ‘match funding’) being applied to the scheme.

**4.4 Scheme Income and Total Annual Running Costs**

It is fundamental that the council has a clear understanding of its obligations in terms of maintenance costs and costs required to create events outside the arena to support the success of the destination once the Swansea Central Phase 1 scheme opens. The following summary therefore sets out the maintenance liabilities, costs and potential sinking fund costs to replace assets and the sources of income from the Swansea Central Phase 1 project.

The cost and income figures included within the Maintenance schedule are calculated, on a year 3 post Practical Completion operation as this is the predicted full trading year of the arena (unless stated otherwise).

The schedule also indicates how the costs have been calculated as Technical advice and cost estimates have been provided by the relevant external consultants and Swansea Council internal teams using comparable information from local, national or similar operational elements together with Institutional National data.

No allowance has been made for inflation, rent free periods, rental voids or increases rental income, RPI linked increases or growth in car park income, however a draft business plan is seen below for continued review. It is anticipated that up to a year’s rent-free period will be required to attract commercial occupiers. Similarly, a notional allowance has been included for phasing the annual maintenance costs during the initial period. It is anticipated that there will be a net position on cross subsidising early maintenance savings to income voids.

The sinking fund figures are based on industry standards and lifetime of each asset and would create a replacement fund to ensure the assets can be replaced when required.

Income figures are based upon either actual existing income, for example LC and St Davids car parks, rent included in agreements for lease with ATG or upon local comparable rental evidence. NNDR retained contribution is also included calculated on 50% of rates payable for Arena, Hotel, Car parks and commercial units.

**4.5 Scheme Income**

- ██████████ – total estimated income inc full car parking
- ██████████ – deduction of existing car park income (fig provided by SC)
- ██████████ – net position

Refer Appendix 9

**4.6 Total Annual Running Costs**

(Running, Maintenance & Life Cycle (sinking fund) inc Management Requirements, new Staff and events marketing). \*Basis Council schedule Rev 12 (15<sup>th</sup> Aug 2019)

██████████ – refer to Appendix 9 for detail

██████████ – surplus

The estimated overall income and costs generate a small surplus of ██████ p/a

**Breakdown**

**Arena Rent / Ticketing:**

██████████

Inclusive of loges (estimate)

The Arena also has an overage provision.

It should be noted that the Arena rent commences after 12 months

**Commercial Units:**

██████████

The emerging leasing strategy, suggests this could be bettered, but this will be dependent upon progress with Phase 2.

There is a high risk that the commercial units may not be let on PC.

**Car Parking: North + South and new arena derived day / evening**

██████████ – net (after accounting for current income of ██████████).

Note: No increase in tariff is proposed until year 3 and then at ██████████

Income from St David’s Car Park has been discounted from calculations. It should have been St Mary’s (as this is a temporary car park) but St David’s was less so that was removed as a more robust position.

**Service Charge receipts: (inclusive of NNDR Retention (rates) of £127,000)**

██████████ p/a

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Note: Nil from commercial inc currently.

Note: Pobl (note Pobl SC Cap)

Note: assumed ATG maxed out at [REDACTED] p/a capped

Note: assumed [REDACTED] p/a hotel

Maintenance (running costs and Life Cycle costings) continue to be developed and are estimates.

### 4.7 Business Plan forecast:

The attached schedule (**Appendix 9**) is divided into Running Costs, Maintenance Costs and 'Sinking Fund' costs that would support replacement at end of life. It has been produced by combination of the specific Swansea City departments responsible for the day to day maintenance of car parks, public realm, highways and parks. Where this has required specialist input – this has been provided by members of the design team and contractor.

Of particular note is the arena cladding / LED's, the bridge and public realm or specifically the park and lighting.

10 year cashflow forecast: Table redacted

### 4.8 Approvals sought

#### Capital

[REDACTED] – adjusted Total Project Budget  
[REDACTED] – further allowance for City-Wide CCTV infrastructure  
[REDACTED] – staffing costs  
**£134.820M** – Final Total Project Budget

**£24.114M** – current approvals  
**£110.706M** – new (balance) approval required.

[REDACTED]\* – Pobl receipt  
**£22.849M** – City Deal receipt  
[REDACTED] – balance required.

\* Pobl receipt subject to completing Agreement

#### **Scheme Income**

[REDACTED] p/a – total estimated income inc full car parking  
[REDACTED] p/a – deduction of existing car park income  
[REDACTED] p/a – net position

Refer **Appendix 9**

**Approval is sought concerning the acceptance of these figures.**

Noting there is no contingency or indexation allowed within these figures.

## **5.0 REQUIREMENTS TO PROGRESS**

Any prudent developer needs to assess if all the necessary conditions have been concluded ahead of entering into the construction contract and has assessed the remaining risk in doing so.

### **5.1 Cabinet Approval**

Noting requisite conditions that then are applied ahead of entering into the building contract. Swansea to confirm receipt and Agreement.

### **5.2 Welsh Govt City deal T's & C's / Council Budget Savings**

Swansea Council to confirm agreed.

### **5.3 Total Costs within Budget / Contractors Costs within AECOM budget cost estimate (BCE)**

Inclusive of Project Contingency

**Concluded subject to Cabinet Approvals**

### **5.4 ATG Deed of Variation**

The items now contained within the ATG Deed of Variation which is due to be exchanged ahead of entering into the building contract are:

1. Alternative service yard access. Notably this is a key element to the ability to deliver the Hotel.
2. Tenant variations – updated payment schedule.
3. Revised Demise / Lease plans – in line with RIBA Stage 4 / Gateway 3.
4. Accounting for the loges introduction.

An assurance report from RH, DWF, Padstone and IPW will be issued in support of the Deed.

**Swansea Council should not enter into the building contract until this matter is completed**

### **5.5 ATG Gateway 3 Approvals**

See separate IPW and Padstone detailed report on the ATG Gateway 3 status.

ATG are to confirm, ahead of the council entering into the building contract, that Gateway 3 is approved and any mutually agreed matters that are Category 'B' are correctly documented. Category 'B' means matters that are to be resolved during the construction stage, but which are agreed by all parties as being manageable. These matters have been included in the building contract with clear responsibility being with Buckingham.

It is the view of the team that these outstanding matters can be managed during the next stage and whilst this presents some additional risk these are considered minimal compared to the cost risk of project delays.

ATG had until 15<sup>th</sup> October to confirm approval to Gateway 3, at which time a response has been received which is being analysed as being acceptable ie without substantial caveats.

The main items on the 'Category B' list ie, yet to be resolved are below. These are not necessarily unusual for this stage of design and considering that they are backed into the building contract, are considered manageable with a limited degree of risk. A more detailed / extensive list is being managed by the project team.

1. Foyer – feature ceiling
2. Foyer floor (also on BCGL & Council outstanding matters schedules)
3. Foyer – freestanding bar and merchandising furniture (security).
4. Service Yard – waste area and vehicle manoeuvring (now resolved)
5. Cladding – particularly, cable management.

In consideration of this added risk a cautionary sum of £100K has been added to the Financial Risk Schedule to account for a worst-case scenario on the outstanding matters.

Swansea Council should not enter into the building contract until this matter is completed

#### **5.6 Planning Permissions & Conditions**

The required Planning Permissions are in place – noting there are several NMA's that do require to be submitted.

The pre-start planning conditions are largely in place with the exception of contamination - which would ideally be resolved before start on site and relates to the recent discovery of what has now been identified as a local contamination 'hot-spot' in the area of the North Block.

This is however a contractors' risk item and is mitigated by way of the North Block (main) works starting until after Christmas 2019.

#### **5.7 Building Contract**

Swansea Council need to approve the content of the building contract which is approaching conclusion and will be provided with the usual assurance reports.

**Swansea to confirm approval to the Building Contract.**

#### **5.8 Tesco / Wellington Street Phase 2**

The terms of the legal agreement are agreed with Tesco and this has now been passed to their landlord for approval which also requires a formal red book valuation. We have been informed by Tesco's landlord that once papers are issued to them for approval the process, to include the valuation, will take a minimum of 8 weeks. We understand that these papers were submitted to the landlord on or around 20<sup>th</sup> August. However, with the valuation remaining outstanding, the earliest date therefore that we can expect to exchange the Tesco agreement is the latter part of November.

The risk remains that the landlord approval is delayed further, there is an issue with the valuation or indeed Tesco feel they have a ransom situation and choose last minute to try to renegotiate despite the proposed works already being to suit their requirements.

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The current assumption within the draft building contract documents are the Tesco compliant works (option A).

Given the potential ongoing delay to the Tesco agreement and to enable the project to progress we have recommended the following:

- a. The building contract negotiations are concluded on the basis of option A as it is the more expensive solution and therefore the financial worst case,
- b. Without Tesco agreement signed the council will need to rely on the confirmation from the highways department that option B is acceptable,
- c. Prepare the building contract in such a way that protects the client in the event an early variation is sought to revert to plan B,
- d. In the event that the Tesco agreement has not exchanged by the end of October instruct the design team to progress the design information for plan B (see CDF82 for required fees).

We are in regular contact with Tesco and remain confident that the agreement will be concluded but the above action is a prudent response to the ongoing risk.

Historically Tesco have been extremely tardy in coming to the table and agreeing works which they originally requested in order to avoid their objecting to the outline planning permission.

Having designed a more expensive, but improved highways solution for Wellington Street, only the first part of the works were able to be completed (on highways land) before works were stopped and transferred into the main contractors works, as works on Tesco land could not be completed without Tesco's Agreement being in place.

The second phase of the Wellington Street Highways works cannot therefore be instructed until a 3<sup>rd</sup> party agreement is entered with Tesco and it's Landlord.

The Agreement will either need to be concluded before the main contract is entered into or the 'plan B' option for the highways works must be sufficiently developed and approved by Swansea Highways department and sufficient time available to complete the design and construct it ahead of the re-programmed works dates.

BCGL have been instructed via a variation to include both options in their contract works and if Tesco is not exchanged, additional fees are required to progress 'Plan B' to achieve the critical path works date. Instructions have now been given by the council to proceed with the next stage of design.

### **5.9 Residential (Pobl)**

Swansea Council have agreed to 'step-in' to be the residential developer for the purposes of completing this pre-condition to entering into the building contract. This is with an acceptance that:

- 1) If Agreement cannot be achieved with Pobl – the [REDACTED] receipt will not be forthcoming.
- 2) The design, specification and maintenance liabilities are acceptable to the council.

The agreement for lease with Pobl for the residential component is in a virtually agreed form. As the council is aware Pobl has made its grant application to Welsh Government, with accompanying valuation, to confirm grant availability and any conditions to be imposed.



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Pobl, on the 28<sup>th</sup> August, advised that Welsh Government has decided not to offer the usual form of grant and instead referred to a new emerging form of housing grant that we understand is more akin to a loan, information that has been corroborated with the council's housing department.

This structure is new to Pobl and therefore time is being taken by them to understand the implications further. We understand that Pobl and Welsh Government are in active dialogue and are aware of the urgency.

What has now been negotiated is that the grant condition has been removed from the Agreement. This is seen as a benefit in that it commits Pobl to payment of the [REDACTED] premium.

Otherwise, it is agreement on service charge which is the main point that needs to be concluded.

The building contract assumes the residential accommodation will be built to the specification as per the Pobl agreement. Under normal circumstances we would not recommend entering into a building contract to provide specific accommodation to an agreed specification if the legal agreement for the buyer is not exchanged.

At present therefore, as it is unlikely that the legal agreement will be exchanged and rendered unconditional before the issue of the final cabinet paper and therefore would otherwise likely delay start on site beyond November 10<sup>th</sup> the means to mitigate this risk and ameliorate the issue - the Council has stated its willingness to step in as the residential developer/owner in the event a deal with Pobl cannot be secured in time.

We would recommend that negotiations and discussions are continued with Pobl with a view to concluding the agreement as soon as possible however in parallel the Council confirms that it is willing to step in and that failure to secure Pobl by the cabinet date should not delay the execution of the building contract. In taking this action we would additionally recommend the Council do the following:

- a. Review the current design, layout and specification of the residential and confirm its acceptance of the same,
- b. Commission an independent opinion of value of the accommodation assuming the apartments are sold individually or as a block to an investor. This is purely to understand the basic financial implications on the appraisal of taking control if required,
- c. Review and approve the scheme appraisal with the [REDACTED] receipt from Pobl removed.

Advice to date has highlighted the potential requirement for higher than normal service charge where the façade is concerned as the material proposed may need annual cleaning, may need higher maintenance and will need replacing during the 125-year lease. This has meant Pobl re-considering their position on service charge, as there is a limit as to the maximum rent and service charge that a Registered Social Landlord can re-charge to its tenants and Pobl had not accounted for the 'abnormal' material choice.

Pobl have subsequently sought to agree a cap on its service charge level (façade, Insurance, roof and management charges). The agreement now reflects an annual payment from Pobl to the council to cover these items inclusive of a sinking fund.

It has however, been highlighted to the council that this could be an issue if it sought to sell the freehold. Swansea have accepted this on the basis that it is unlikely as they wish to retain the freehold due to the building

being a mixture of uses. The risk ultimately is that the CPI indexed, capped amount is less than the replacement cost.

Throughout the process Swansea Council Housing department has been kept fully informed of the design and process in general.

An assurance report will be provided by Rivington Land / DWF / Padstone ahead of the council entering into the agreement. The council have been fully engaged at all stages of the process.

There remains a Welsh Government Restriction on the title relating to the St David's Centre purchase, loan. It is understood that this is being dealt with via an exchange of letters between Swansea and WG, whereby it is anticipated that the restriction, for the time being, will be 'passed-through' to the Landlord (Swansea) – allowing Pobl to register their interest in the title. It will be the same case for ATG regarding the Arena and the commercial units.

Cabinet approval is sought to proceed on the basis of the council 'stepping-in' as residential developer and acceptance of point a-c above.

#### 5.10 Swansea Council Design Approvals

Swansea City approvals have been received for all aspect of the scheme, inclusive of Highways, car parks, parks, play, housing, sustainability, digital departments and with, of note – the introduction of the following variations:

Green Wall,  
Extended Boulevard treatment (Highways)  
Higher wattage (dim-able) LED's,  
Digital infrastructure and specific projects  
Re-designed North Block inclusive of a re-appraised East-West ramp and steps /ramp to the residential & car park entrance.  
South car park improved pedestrian access route,  
ATG variations - recessed loading bay (including, reverting to the pedestrian friendly servicing access between the Hotel and LC – which also picks up the resolution of the security related matters involving protective bollards and coach drop-off, whilst retaining the key widened pedestrian link to the marina).

Swansea City (all stakeholder departments) approvals have been received, via a co-ordinated response via the development department.

A schedule of the council's comments has been agreed and included in the contract to safeguard the position.

It is noted that the North Block has completed Stage 3 and Stage 4 is nearing completion.

#### 5.11 Estimated Income and Annual Running Costs

Swansea to council to confirm acceptance of budget estimate status and the potential figures included along with the risks of not fully achieving the estimates or on the dates (eg rent free, letting risk)

**5.12 3<sup>rd</sup> Party Land Acquisition / VP**

**Waterfront Museum:**

[Redacted]

[Redacted]

[Redacted]

**LC2:**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**Title Indemnity Insurance:**

Quotes are being obtained by Blake Morgan and at present there is the ability to place this Insurance at premium cost of [Redacted]

**Church Hall / Llys Dewi Sant:**

[Redacted]

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### **Remaining St David's Unit shops adjacent New Look:**

Vacant possession has been achieved and the building is being prepared for demolition either as part of the PCSA or early in the building contract depending on final timing.

#### **5.13 Statutory Permissions**

The Bridge and Revetment Wall AIP is agreed – detail is to be completed.

Necessary early stopping-up orders are confirmed

TRO's to be made as part of the construction stage.

Building Regulations is covered under design development is with the contractor where ongoing risk is concerned.

Planning is covered separately.

DCWW build-over agreement – completed. Previously a pre-contract condition.

#### **5.14 Utilities**

The team have identified the necessary services diversions and new services required across the Phase 1 site, but also with a view on the potential needs of Phase 2 where diversions are concerned. Early orders have been placed and will continue to be placed directly by the council – but the contractor is responsible for managing this process.

#### **5.15 Client-side 'monitoring team'**

ACME / Curtins comments have been taken into consideration during the review of Contractors Proposals and the position recorded on the Swansea Council design approvals schedule. These comments have also been agreed with BCGL and ATG as appropriate.

**5.16 End of Stage Reports:** the Padstone, AECOM, IPW and Gowling - these reports are provided separately and should be read in conjunction with this report.

## **6.0 PROGRAMME**

### **6.1 Key current / future programme dates:**

- May 2019 – Enabling Works commenced on Site
- Nov 21<sup>st</sup> 2019 Cabinet Approvals
- 27<sup>th</sup> Nov 2019 – Main Works start on site
- Jan 2020 – demolition of remaining St David's unit shops
- Jan 2020 – Oystermouth Road pedestrian bridge removed (target)
- November 2020 – new bridge installed (not in operation)
- 7<sup>th</sup> June – MSCP & Residential completes
- January 2021 – target Hotel start on site subject to progress with bidders and VW grant
- 23 June 2021 – practical completion (subject to serving of 6 months' notice to ATG)
- 23<sup>rd</sup> June – 23<sup>rd</sup> Sept 2021 – earliest Arena opening subject to negotiation on the 4 month 'buffer' period
- 2<sup>nd</sup> Aug 2021 Demo St David's car park / Llys Dewi St

There is an increased likelihood that Opening could be +6-months due to Brexit Risk.

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- 6.2 There are a number of sectional completion dates contained within the building contract which will allow the monitoring of progress. These are detailed in the Padstone report.

**7.0 DESIGN DEVELOPMENT – RIBA STAGE 3 & PCSA/RIBA STAGE 4 (including Building Regulations)**

- 7.1 Please refer to Padstone End of Stage report for further detail

The scheme has evolved through the RIBA stages of design and has paused at these recognised junctures to re-evaluate quality, costs and programme. When value engineering has been applied – an uncompromising design led approach has generally been maintained as it is recognised that the scheme needs to set a high quality benchmark to position it on a national / international stage and ahead of other design phases and create a ‘step-change’ in the way that Swansea is perceived.

Coming into the PCSA/Stage 4 design stage, cognisance needed to be taken of the Stage 3 design process, which had encountered a number of significant design challenges, these being:

- Changes to disability regulations (impacting car parking and ramp gradient).
- The bridge (inclusion of cover and introduction of additional engineer).
- The refinement of the brief for the coastal park and subsequent relocation of the overspill parking into the North Block and need to revise the parameters planning approval.
- The discovery of the need to support the revetment wall structure (& subsequent need to agree and submit planning and Listed Building applications).
- Increased security measures (post Manchester).
- Arena variations (Landlord’s and Tenant’s) including dropped service bay & re-arranged kitchen / plant space and alternative access to service yard.

Value Engineering at the time focused on M&E, Security (bollards) and interiors along with the significant decision to re-design the North Block.

This stage has also had a number of variations to capture, these being:

- North Block (inclusive of – Multi-storey car park, Residential & Commercial & East-West ramp)
- Additional Boulevard works
- Introduction of a Green Wall
- Gabian Wall replacement – throughout (South, North & Bridge)
- South Car Park, pedestrian route
- Introduction of additional sustainability measures
- LED’s (up-spec to 1W fittings)

**7.2 Rights to Light and Neighbour feedback**

Rights to Light was originally a pre-contract condition

Design development had to take on board the potential for the orientation and massing of the Arena to impact on adjacent property rights. Residents made representations at the first planning application meeting

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and whilst the consent was granted the Arena was re-oriented to significantly reduce the impact of the arena on the adjoining residents.

There has been an ongoing dialogue with Residents of Victoria Quay, in particular, which sits alongside the formal Rights to Light Process (detailed later in the report) and extends from the wide public consultation and concerns raised by neighbouring properties from an operational perspective.

The Council approval to use S203 powers for the South site only (excl North Site & Hotel). This was given on 17<sup>th</sup> January 2019 and the 3-month challenge period concluded without objections. This has significantly reduced risk where there would otherwise be the potential for an injunction.

Residents were informed of the potential for compensation and they appointed legal advice and a surveyor who were advised that funds were available to assist their review on appointment of an appropriately qualified surveyor. Presently we are awaiting formal feedback from the residents' surveyor ahead of seeking to conclude negotiations.

Compensation is due to several of the properties and a budget sum is contained within the TPB which is considered sufficient to cover this cost.

Public Relations management has been a key part of this process which the Council are undertaking internally and with the assistance of Rivington Land.

In addition, the Tesco property has been tested against the re-designed North Block and the specialist advisor (Malcolm Hollis) has confirmed that Tesco is not impacted and cannot bring forward an injunction that would be successful.

Similarly, the Church Hall has been tested with the same conclusion.

Phase 2 and the Hotel will need to be re-tested relative to the emerging designs for those elements.

**7.3 Security**

Following the well-publicised incidents in Manchester and Westminster a full review of the project security risks was undertaken by ARUP and this has been further presented and comments received from WECTU. These measures have added significant costs and added time to the project.

**7.4 Design Quality**

Throughout the design process there has been a consistent drive for the scheme to set a high benchmark for design and in doing so provide clear evidence to the visitor and potential investor that Swansea is changing.

There is an uncompromising design quality and uniqueness, whether this be the Arena, the bridge, the residential, the coastal park or the car parks or the extensive public realm that encompasses 'digital plaza' or the 'north-south' spine which reinforces the route for future connectivity to the seafront.

The scheme therefore makes a significant statement in terms of changing perceptions of Swansea City centre locally and nationally of a city which is confident in its future and provides the catalyst for future phases and wider projects.

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### **7.5 Digital**

The digital background to regeneration is set-out in the City Deal bid as a theme which is now embodied in the visual appearance of the Arena with 70,000 LED lights which allows an array of experiences ranging from pure light shows to the ability to potentially advertise forthcoming events in the city. This imagery will be recognised world-wide.

The council has approved the installation of Digital Ready Infrastructure (DRI) to allow Phase 1 to have flexibility and to be connected to the wider city digital network and included in emerging 'smart city' technologies, which are part of a separate council initiative.

Phase 1 will be Wi-fi enabled in the public realm areas – this aspect is currently in discussion with existing provider, BT, and is seen as an extension to the current 'In-Link' system with a combination of antennae and physical 'In-Links'. The ability to improve the current connectivity is reliant on BT, but also the future potential to increase bandwidth via potential new fibre connection and the city's approach to 'Smart City'.

The council has approved the principal to act as a digital 'test-bed'- subject to referral to the 'digital board' of each workstream. In this regard the city is working with the University and others to encourage educational digital-led initiatives. Outside of this - there are ongoing discussions with the likes of Tesla, RS Components and Lego for example.

Phase 1 sees a CCTV upgrade to digital, providing 78 new camera's – equal to the current number in the rest of the city. This has helped by giving local residents confidence. Work is continuing with BT and the Swansea procurement team to review wider city requirements including the location of the control room and need to upgrade equipment within it.

Digital Bamboo is a further illustration of the drive to be different. Inspired by other, similar types of lighting 'interventions' from around the world – ACME are leading this initiative to add further 'artistic' interest in the scheme, which is something that could be taken further afield in other projects in the city.

### **7.6 Arena**

This stage of design process has been the most detailed to date with a wide range of matters having been considered from catering layouts, plant and machinery, room layouts, reviews of the movements of people, the cladding,

Interiors has been an area which has consumed much time and effort as the contractors' proposals, the stage 3 design intent and the expectations of tenant and the client have had to come together alongside costs and programme considerations. The latest interiors 'pack' can be seen in **Appendix 10**.

It is the team's belief and that of the council that the original design intent has been preserved with the focus on public accessible areas as that requiring the most special attention and which continues the 'outside to inside' materials theme. In this regard it has been agreed to continue with a higher quality foyer ceiling option and where the exterior LED's are concerned to increase the specification in terms of brightness (with controllability).

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The auditorium has also been an area to receive much attention with the brief to be more inspiring than Hull. This has been achieved by the inclusion of 'V-cut' feature baffles to the side walls. Final colours (throughout) are yet to be decided in many areas, but the feature ceilings retain the 'copper / gold' colour theme and the foyer floor a pink aggregate affect.

As one can imagine – the operational characteristics have been the main area of concern for the tenant and ATG and their team have been given every (relevant) piece of information along the way with many options being explored to their satisfaction.

Key dimensions / areas are being highlighted to the contractor as part of the final contract documentation.

As previously explained - as part of the legal document with the council, (the Agreement for Lease), ATG have the right to input into and comment upon the design development, with due regard to be paid to their comments. There is also a formal process for ATG approval, through a series of 'Gateways' at the end of RIBA design Stages 2, 3 and 4.

The Gateway process requires that ATG are provided with a defined set of information, including the latest design information, updated Facilities Description, an updated FF&E schedule, a cost projections brief and programme for review and sign off. ATG typically has a period of 10 working days to provide comments during the process and at the completion of the gateway, a period of 15 working days to provide its sign off once the information has been provided.

A lot of preparation work has been undertaken with ATG prior to the current Gateway (3), in terms of sharing design information and receiving ATG's comments on this in order to manage out any potential surprises arising at the Gateway.

The above process allows for certain design matters to be carried forward in to the next stage of design – known as 'Category B' approval. With the next stage of delivery being an instruction to enter into the building contract, there is an increased emphasis to assess the remaining risk (cost) and responsibility to complete these matters.

The team, ATG, the contractor and the council have assessed these matters and consider it appropriate to move forward and be able to manage these to a conclusion. A schedule of 'Category B' items is being managed by the project team.

**7.7 Transport (Car Parking & Car Parking)**

The scheme provides for two new 'Park Mark' standard car parks which will use ANPR technology. The car parks have been designed with ease of circulation in mind and include LED lighting with future maintenance in mind.

These car parks will support the City Centre, the Area, Leisure Centre and Waterfront Museum. The scheme has contributed to the expansion of the park & ride provision, which will cater for the busier events and which will also be the location for coach parking and show vehicle hold-over / call forward operations.

The table below shows the current and proposed position with car parking, which needs to be considered in the context of the St David's and Quadrant currently running at under capacity and the inclusion of an additional 300 car parking spaces being provided at the Fabian Way park & ride.



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Existing Parking		Proposed Parking	
Car Park	Spaces	Car Park	Spaces
LC2	408	Arena	[345]
St Marys*	294	North MSCP	[595]
St Davids	493		
Quadrant	547	Quadrant	547
Park+Ride	0	Park+Ride	300
<b>Total</b>	<b>1742</b>	<b>Total</b>	<b>1787</b>

Mayer Brown

*\*It should be noted that St Mary's (surface) car park has been of a temporary nature, since the demolition of the larger part of the former St David's Shopping Centre.*

Discussions are also underway between officers and transport providers to ensure adequate public transport and park & ride provision.

A transport assessment was undertaken as part of the outline planning process and care has been taken to cater for the continued support of the city centre whilst works are on site. Fundamentally, the new car parks will be opened before the St David's car park is demolished. Communication with the LC and Waterfront Museum has been continuous.

A car-parking phasing strategy has been developed and instigated as was required by planning condition to ensure maximum availability to support the city centre during build and liaison with the LC and Waterfront Museum and local residents has been continuous.

The construction process has set-out that the new North (MSCP) must be operational before the demolition of the existing St David's car park.

Additional 'Boulevard' treatment has been extended to areas of the highways works as a variation to the stage 3 design.

Wellington Street Phase 2 works (adjacent Tesco) has been fully designed and approved and it is the aim of the team to complete the works – subject to concluding an Agreement with Tesco.

Stopping Up, Traffic Regulation Orders & Adoption matters are in hand with Swansea Highways department.

**7.8 North Block (inc Residential & Commercial)**

The reason for specifically including a section on the North Block is due to decision that was taken to review and ultimately re-design this building – that has proven to have been of great benefit. North Block 'viability' was reviewed as part of a wider Value Engineering exercise at the end of Stage 3 – in particular due to the delivery issues being caused by the Welsh Water sewer in Albert Row and the need to secure an agreement with Tesco.

Having identified the potential for a circa [REDACTED] (net) saving – there was an inevitable delay in the design and procurement process, which has subsequently been recovered.

Obtaining Pobl agreement to the revised layout was required and despite initial views regarding planning revisions – a S73 process was required. Where procurement was concerned - it was agreed that package

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tender returns for the wider project would be used to inform and agree a 'fixed' figure for the construction such that this would be available at the same time as the main process was looking to be agreed.

The commercial aspect of the North Block was de-risked by reducing the quantum from around 10,000 sqft to 4,000 sqft whilst maintaining an active frontage and a combined approach from the project cost consultants and Pobl's were able to produce an acceptable budget cost estimate for the purposes of the Welsh Govt (original) grant application.

The saving on the north block was achieved and additionally [REDACTED] was returned to project fee contingency at the completion of the stage 3 design for the block.

Also worth noting was the need to consider the unprotected areas regulation being enforced by building control. Buckingham and their team have taken this 'risk' on board at the time of setting a budget figure and are working to demonstrate the means of avoiding the need for sprinklers.

The North Block forms an essential link to the city in the context of the phased approach to delivery as it contains the pedestrian ramp. The design has retained the gold fins and 'high-spec' residential cladding, the canopy and focal commercial units.

### **Residential**

When options were being considered there was an overwhelming desire to retain residential in the building. This has resulted in an increase in the number of residential units and car parking spaces along with the block becoming more visually appealing.

It was during the previous stage when the opportunity for to be the development partner for the scheme had been tendered with Pobl (a Registered Social landlord) being confirmed as the successful bid. This was based on indicative designs for 24 units.

The design has subsequently been developed with POBL and increased to 33 units and is fully DQR compliant. The residential aspect has been presented to Welsh Government as part of the grant application process.

Pobl's preference in the design process was to remove the original courtyard and so its maintenance cost, Pobl also preferred the reduction in common parts and hence reduced service charge levels and the simplified demise. The unit type ratio is 14 x 1 bed and 19 x 2 bed units.

Swansea Council wrote a letter of support to Welsh Government highlighting the importance of this first residential element within the overall regeneration scheme with the aim of obtaining a further 'regeneration grant' which could have been up to £300,000. Unfortunately, this was not secured.

In regard to the Social Housing tenure, Pobl has also provided a non-binding side letter stating that it will, where possible, seek to find tenants that are typically – key workers.

The external specification allowance for the residential has been retained throughout the process as a coloured tile as part of a 'rain-screen' external wall construction. This being part of the drive for a high quality and modern appearance for the scheme, especially given it's prominent location.

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**Commercial (inc Pod ref – detail in Coastal Park)**

The extent of the commercial units in the Phase 1 scheme has been reduced to reflect the current and likely future market, partly with a view to Phase 2 but also seeking to retain the aspiration of ‘active frontage’ en-route to the Arena.

Commercial units have been placed to be attractive to potential food & beverage operators (& retailers) on the journey to and from the arena and are provided with shopfronts. A digital shopfront is envisaged as part of the promotion of the digital theme.

In addition, there is a café/restaurant in the coastal park forming a focal point for activity. In addition, there is the ability to add a further ‘pod’ in digital square, subject to some further design considerations.

**7.9 Coastal Park**

During the course of design development further reviews were carried out relating to the location of overspill parking and have resulted in the inclusion of the ‘coastal park’ and relocation of this parking to the north of the site. This aspect is seen as a further unique characteristic of the regeneration and adds to the Green Infrastructure (GI) and ‘greening’ policy of the council. It is also a key feature to help support living and working in the city centre.

The design and planting of the coastal park is themed on the coastal dunes environment of Swansea Bay and importantly follows the Future Generations Act policy and its objectives as it also includes extensive ‘play for all’ activity equipment.

The park will include a ‘pavilion’ café and contain ‘break-out’ spaces for use by the Arena and the council for events outside of the Arena’s programmed events. The park will support both existing residents, notably those on Victoria Quay, new residential within Phase 1 and further residential content expected in phase 2 whilst otherwise continuing the ‘green artery’ and providing much needed open / green space in the city.

The Annual Runnings costs include a sum for additional staff for this area which would also provide support on event days.

**7.10 Gabian Wall replacement / Green Wall introduction**

Post Stage 3 approval, the council requested that the previous ‘gabian wall’ cladding solution to the north block, bridge supports and south car park (Oystermouth Road elevation) be reconsidered along with the introduction of green wall following the emerging Green Infrastructure (GI) policy.

Specialist consultant ‘GI’ provided input to the green wall part of the review process and additional fees were agreed to develop this variation to a conclusion which is now captured in the building contract but which will require a planning NMA and update to Listed Building Consent where a ‘dry-stone’ wall is to be incorporated at additional cost.

#### 7.11 Bridge

The design of the pattern for the bridge has been a focus during the latter part of the stage, with several 'concepts' having been developed. Whilst the design has to conform to specific technical constraints, the brief has been to create a timeless design specific to Swansea.

A local artist's designs have been taken forward for further consideration by the council ahead of the need to confirm the same to the contractor as part of the critical path delivery programme.

At the same time the Swansea Highways technical approvals have been advanced and now need to be completed alongside the adoption process. Maintenance considerations have been a consideration in the evolving design and these are now captured in the Annual Running (Maintenance) cost schedule.

#### 7.12 Temporary Uses

A provisional sum exists within the Total Project Budget in the event that Phase 2 is not immediately following the completion of Phase 1. Some initial work has been done to consider what these uses might be and what temporary infrastructure might be required – eg temporary east – west access ramp, power and drainage.

#### 7.13 Building Control

At the beginning of the Stage Swansea Building Control highlighted major concerns regarding the engineered means of escape methodology. This was resolved and [REDACTED] additional cost was identified to the BCE. Buckingham are now responsible for the plan approval and delivery of the building regulations and the client team are monitoring this. Swansea Building Control are providing the approvals service.

#### 7.14 Client-side Monitoring / Design

**Architects Roles:** The ACME designed scheme has been taken over by the contractors' team whilst ACME have been retained in a 'client-side' role. ATG have been fully integrated into the technical design process, which has benefitted from the introduction of AFL (contractors' architect) – who have a proven technical track record and recently delivered the Hull Arena. Specialist arena consultants, Mott MacDonald, are to provide an on-site monitoring role on behalf of the client whilst ACME have been retained to develop the 'Pod' in the park and digital bamboo, whilst continuing to provide an overarching masterplan role which also picks up matters such as overseeing the bridge pattern

**Engineer Roles:** Curtins role with the contractor has been divided to include Ramboll as specialist structural engineer for the Arena. Curtins have been retained in a client-side monitoring role.

Murphy Facades have also been retained as client monitor during Stage 4 regarding the facades.

## 8.0 PLANNING

### Applications and approvals

The changing market conditions and uncertainty in the retail market led to the need to ensure that there was flexibility in any planning application. This uncertainty led to the decision to acquire an Outline with Parameters planning permission with fixed access routes, but a range of building sizes and heights and well as a range of uses for each zone of development.

The respective Design and Access statement was a significant document and provided a clear indication of the scheme parameters and possibilities that could be delivered through the application. The permission also allowed for the regeneration to be delivered in phases. This allowed the potential scheme options to evolve through the design development stages, before a Phase 1 scheme was settled.

The consultation process has been praised for its wide ranging and regular updates to the public and local stakeholders. Design Commission for Wales and Cadw have also been consulted and have provided positive feedback in consideration of the phased nature of the delivery.

Consultation has shown that there is clear demand within the local population for an arena as the area was supported by 84% of respondents. **Appendix 13** contains a copy of the original Outline Permission 'Statement of Community Involvement'.

Savills have advised and managed the planning process, whilst Bryson Consulting and Redwood have provided public consultation management inclusive of the statements of community involvement.

The 'outline / parameters' permission has allowed the scheme to be revisited and amended to overcome problems and improve delivery of the scheme. Phase 2 options are now being tested against the approved Phase 1 and current market conditions.

**Appendix 6** schedules the Planning Permissions and amendments obtained along with the conditions discharged or to be discharged.

### **Conditions**

All conditions necessary to be discharged prior to main start on site have been discharged, excepting one condition (see earlier section). There are a number of conditions to be discharge at milestones during the delivery which typically include materials sampling.

One of the most important remaining key conditions that is to be discharged prior to scheme opening is the Arena Management Plan, which requires involvement from ATG and multiple council departments.

## **9.0 ART STRATEGY**

An art strategy is a planning condition. This has been led by the council's head of Art & Culture with support from the RL team and local artists as has been and may be appropriate.

The art strategy will be quite ranging from utilisation of the site hoardings, to creation of events during construction, to use of the Arena digital skin, the pattern on the bridge and placement of bespoke screens on digital square and 'digital bamboo' – lighting features.

## 10.0 SUSTAINABILITY

The Preliminary Ecological Appraisal carried out at the time of the Outline planning application stated ‘the site was found to have very limited ecological value due to the predominantly artificial and manmade habitats, with limited potential to support protected and notable species.’

As the design was progressed the specialist consultants (PBA) developed a strategy and technical note which was used for the purposes of the reserved matters planning application for the project. This can be found in **Appendix 14**.

The design of the scheme which has developed to include a ‘coastal park’ and more recently a ‘green wall’ to the north side of the arena car park have been a response to this and the more recent GI policy.

The sustainability targets for the project were agreed with the Council and were included in the Stage 3 design report and formed part of the Contractor tender documentation. This aspect forms part of the delivery of the Future Generations Act.

During the PCSA period the requirements for sustainability measures in the project developed with the Council directing that Green Infrastructure and Energy use reduction should be the focus of the sustainability requirements for the project. This has been incorporated by the introduction of a green wall to the North elevation of the South car park and the agreement to increase the target for energy use reduction in the residential building by a further 10%.

The BREEAM target was set at “Very Good” for the venue and at the end of Stage 4, the BREEAM assessor advised that the scheme design is on target to achieve that rating. Refer to **Appendix 14** for a current statement regarding BREEAM.

This approach has superseded the original requirement for 10% renewables on site energy which has proved cost prohibitive and technically difficult to incorporate into the scheme design. There is the provision for the venue and residential to have a future connection to a District Heating System.

In addition, a ‘brown’ roof is being installed on the residential block.

## 11.0 LEASING STRATEGY

The following summary is taken from the draft strategy document currently in circulation with the council:

- Nationally, there is short term as well as structural retail/F&B market shift which has created challenging market conditions
- Phase 1 Scheme has adapted and reduced quantity of retail / F&B
- ‘Best in class’ local and regional independents, with good track record being targeted
- A flexible leasing strategy to be devised that can be adapted to the Swansea market (this could include management contract approach for the Pod).
- Initial on the ground research of operators undertaken
- Strong local based independent operators already identified and engaged

- Rents and incentives have a conservative profile to secure new lettings
- Turnover top up rents may be a way of increasing value but de-risking for a tenant.
- White box fit outs to be considered for kiosks
- Kiosk space can be combined to cater for a wider market.
- Unit F (bridge end of the North Block) needs to consider acoustics & has options to add to space using lower levels
- Marketing to include website, combined with social media as well as community engagement and other mediums.
- Target user categories listed
- Important to allow flexibility of lease terms to preserve and uplift value on the future delivery of Phase 2
- Temporary letting strategy likely outcome for period – PC P1 to PC P2 and should consider community uses.

## 12.0 CONTRACTOR APPOINTMENT

Buckingham Construction Group Limited (BCGL) were initially to be appointed in February 2019 under a Pre-Construction Services Agreement (PCSA) following an OJEU procurement process for a two-stage construction tender. This was converted to a 'pre' PCSA appointment to initially complete a review of the construction and 'buildability' of the project.

The PCSA period then commenced and Stage 3 design was developed through to stage 4 and the production of package tender information. The PCSA period was ultimately extended by around 13 weeks to account for:

- BCGL resourcing issues
- Variations (scheduled in the design section)
- North Block variation to encompass S73 Planning requirements
- Adjustments to the residential design to accommodate the Pobl / Welsh Govt design reviews and approval of plans as part of the grant application process.
- Sub-contractor market conditions (obtaining requisite returns in local market)
- Completion of design review process
- Extensive negotiation of returns & Brexit

During the period, the North Block re-design has delayed the design process for that element and Stage 4 is only now approaching completion. This delay has been mitigated by an agreed adjustment to the tender process where a construction figure has been agreed on a 'fixed price' basis.

### 12.1 Buckingham Construction Group Limited

BCGL are seen in the industry as a large 'tier 2' contractor with notable stadium and arena experience. The company's financial background was reviewed as 'solid' and the team put forward were noted as experienced.

## 12.2 Jobs and Skills

The procurement process to appoint a main contractor included a requirement to comply with the Councils beyond Bricks and mortar policy, which looks to include community benefits into all suitable contracts, in particular focussing on targeted recruitment and training (TR&T), a provision of training weeks for local people from disadvantaged groups and encourages the use of local sub-contractors. The agreed community benefits under the construction contract with Buckingham are:

- 4325 person weeks of TR&T which will include opportunities for new apprentices, new trainees, jobs for new entrants i.e. the unemployed, economically inactive and NEETs, work tasters and work experience placements.
- A requirement to undertake meaningful engagement with the local suppliers and businesses in the region through Meet the Buyer events and through visibility, where possible, of subcontract opportunities for new suppliers to bid for
- Also, a requirement to provide contributions to education in the form of school engagement, STEM activities and wider community initiatives and community engagement.

## 12.3 Health & Safety / Insurance

G&T have provided the role of client-side health and safety (CDM) advisor and will continue to do so in Stage 5, but direct to Swansea.

At the current point in time, contractors' joint names insurance is part of the normal process and will likely be put in place, but the council are considering an alternative 'works' insurance package from brokers, which would appear to be more expensive.

## 12.4 Bond

The normal performance Bond will be placed as part of the contract.

In addition, options have been considered with advice from Gowling and Padstone that have been agreed 'in principle' regarding the protection of the project from the potential cost uncertainties surrounding Brexit. These take the form of an advance payment that is covered by an 'on demand' bond. At the time of writing the council is to confirm the final choice for the 'Brexit Bond' and the final detail is to be agreed.

## 12.5 Enabling Works

In order to maintain overall programme where possible, Early Works and Enabling Works packages have been instructed (mainly) through the contractor and the PCSA. The works were as follows:

- Wellington Street Highways Phase 1 (via Alun Griffiths, pre PCSA).
- Tree felling & Ivy removal from the revetment wall, historical recording and required repairs - direct
- Structural support works and bank removal (revetment wall) - BCGL
- Temporary Substation and low voltage cable diversion (LC) - direct



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- Additional 'drone' camera progress recording - BCGL
- Further asbestos and GPR surveys - BCGL
- Additional boreholes and reporting (North Block) - BCGL
- Progression of Engineering construction drawings

During the PCSA period it has been possible to commence these enabling works which has had the benefit of mitigating more extensive delays. This has required the discharge of certain pre-start planning and listed building consent conditions.

Other enabling works have involved investigating the discovery of contamination on the edge of St Mary's car park.

All of the above works being valued at c£3.6m and within the previously agreed £6.9M Enabling Works approval.

Further enabling works have just been instructed (mid Oct) to the value of around £1.0M, these being:

- Demolition of the remaining St David's shopping centre retail units adjacent New Look (subject to agreement with the Quadrant Shopping centre).
- Installation of piling mat adjacent the revetment wall
- Services diversions
- North Block Site Preparation
- Partial Stage 5 design (fees)

### 12.6 Procurement

The carrying out of the second-stage tender process is reported on in detail in the Padstone report and more so in the AECOM reports and covers the period where stage 4 design was progressed and tendered as per an agreed process to local sub-contractors where appropriate to do so. This became a split process where initial packages were issued with updates that followed as design was concluded.

### 12.7 Construction Costs

The construction costs summary is scheduled in section 4.2

## 13.0 APPOINTMENTS & WARRANTIES

13.1 The Appointments and Warranties required that have been engrossed and executed are as follows: -  
Review with DL & Padstone

### Tier 1

- ACME - Architect
- Curtains - Engineer
- Padstone – Project Manager & Employers Agent

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- ME - MEPH Engineer
- AECOM – Quantity Surveyor
- Mayer Brown – Highways Engineer
- IPW – Arena Consultant
- Rivington Land - warranty

### **Tier 2 & Others required by ATG Agreement**

- Capita – Landscape Consultant
- PBA – Environmental Engineer
- NWA – Acoustics Consultant (Arena)
- Whiskey Rose – Theatre ‘Tech’ Consultant
- G&T – Planning Supervisor
- JGA – Fire Consultant
- Movement Strategies

### **Tier 2 - to be completed**

- Mott MacDonald Stage 5 Architectural Client-side monitoring (Pad)
- ARUP Security Consultant (with Arup)
- CVK Kitchen Designer (with CVK)
- Savills Planning Consultant (with Savills)
- Hoare Lea Maintenance Consultant (with Hoare Lee)
- BMT Wind Modelling (with BMT)

### **Tier 3**

- Holland Heritage – Heritage Consultant

### **Tier 3 – to be completed**

- Curtins Novation Appt (with Gowling)
- Kanjanjo Systems Digital Consultant (with SC)
- Malcolm Hughes Topo Surveys (with RL)
- Parking Matters Parking Equipment Consultant (with SC)
- Atkins Flood - Risk Assessment – PI issue (with PAD)
- GI - Green Infrastructure (with SC)
- Infotech, DCWW Sewer Survey (with Pad)
- Gowling – Construction and Appts legal (with SC)
- Coverdale Barclay – PR/Marketing Consultant
- DWF (Arena Legals), Resi Legals (assumed framework)
- Hogan Lovell – Hotel

### **Sub-Contractor Warranties**

- Foundation Piling (with Gowling)

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- Tenos – Fire Consultant (with Gowling)
- Maffies Facades (with Gowling)

**14.0 HOTEL SITE SALE**

14.1 The project aim is to sell the site adjacent to the new digital arena to a credible and experienced developer to fund and deliver a new quality hotel that complements the venue and helps attract major entertainment shows and conferences.

**14.2 Marketing Process to-date**

JLL were first instructed and the hotel opportunity was market launched in July 2017. Soon afterwards and in response to certain expressions of interest SCC confirmed that it was legally unable and unwilling to financially participate in the delivery of the hotel. The preferred route being a straight land sale to a hotel developer and the ambition was a full service 4\* equivalent rather than yet another budget hotel.

In March 2018, following a period of market engagement formal proposals were invited from the parties who had expressed interest. No formal nor compliant proposals were received at that time due to a viability gap to deliver a hotel of the desired quality.

Potential gap funding was then identified from Visit Wales for a 4\* equivalent hotel. The opportunity was then remarketed and in June 2018 expressions of interest invited on the basis of potential grant funding availability.

This new marketing approach identified new interest and new expressions of interest were received at the latter end of 2018 for developers proposing Hilton Garden Inn and Moxy hotel brands.

Unfortunately, neither of these proposed hotel brands completely complied with the target ambition for an equivalent 4\* full-service hotel.

**14.3 Current Marketing Status**

Drawing on the expressions of interest from developers promoting three particular brands accepting that none of these brands completely achieve the original stated quality ambition albeit could be operated in such a way that would deliver on many of the desired attributes, 4 parties have been shortlisted and invited to submit a formal offer/proposal for the acquisition of the site.

The deadline for formal offers was 19 September 2019 at which time four possible bids were received, from which three are now due for interview on 25<sup>th</sup> October 2019.

**14.4 Delivery Programme**

Due to the complex and protracted nature of the marketing exercise it is now highly unlikely that the new hotel could open concurrently with the Arena opening scheduled for June - Sept 2021\*

\*inc 'buffer period, excl' potential 6-month notice period

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The current hotel site sale and indicative delivery programme (subject to individual developer confirmation) is as follows:

1. Award preferred bidder status – October 2019
2. Conclude Legal Agreements – end December 2019
3. Hotel design, detailed planning and procurement - end 2020
4. Start on site – target Spring 2021
5. Completion and opening – target Spring 2022

### **14.5 Finance and Risk**

The following are the key risks and mitigation moving forward:

1. Failed Sale or failed delivery  
Ultimately until a sale contract becomes unconditional the sale is not complete and equally the selected developer may fail. At present we have shortlisted 4 credible developer all capable of delivering the hotel. The hotel lease will not be granted until the hotel starts on site (or potentially later) and if not completed by a fixed date the council can terminate the lease.
2. Price  
It is unlikely that a significant positive land value will be achieved by the land sale due to hotel viability. The appraisal and financial assumptions to date have not included any capital receipt from the sale.
3. Viability Gap  
A viability gap to deliver the desire hotel may become evident that will need to be funded by Visit Wales or the council. Market engagement has suggested this could range from £0 - £5million depending on the hotel brand. No such financial contributions from the council are assumed in the appraisal. Visit Wales have been unable to commit to providing any level of grant.
4. Sale Conditions  
There will be conditions attached to the sale contract that will need to be satisfied such as detailed planning, funding and/or gap funding and brand franchise agreement. The selection process of the preferred bidder is structured to reward deliverability.
5. Programme  
This aspect is complex, and the best programme outcome may be the Vastint / Moxy option as the involvement of Visit Wales will inevitably slow the process.
6. Construction Disruption  
There is a likely hood that the hotel developer will be constructing the hotel when the venue opens and is operational. Due to the proximity there could be practical issues that result. Detailed dialog has taken place with ATG and Buckingham to devise a hotel construction site and access that should minimise disruption. Shortlisted parties are also being asked to demonstrate their methodology to mitigate disruption.

14.6 Relative to an Arena Opening of (earliest) Q3 2021 ie, inc 4 month 'buffer'. This could be 1-6 months later depending on the 'notice' period. ie Q1 2022.

14.7 In order to facilitate the ability for the Hotel to be constructed during or after the Arena is completed - extensive work has been undertaken with ATG and Buckingham to set a framework which would allow the Hotel to be commenced before or after Practical Completion of the Phase 1 works.

Project contingency is required to be in place for the installation of the final 'access works / shared public realm' between the Hotel and the LC

## 15.0 SUMMARY - MAIN RISK AREAS & MITIGATION

- 15.1 In addition to the satisfaction of the matters that need to be completed ahead of recommending to the council to enter into the building contract, it is important to consider the outstanding project risks in having formed any recommendation. The main residual project risks are:

Refer to **Appendix 2** for simplified RAG rated schedule and mitigations

### 15.2 Here & now:

- City Deal T's & C's – with Council. It is noted that these have been received and agreed in principle and will not affect the ability to enter into the building contract.
- Confirmation of Swansea Council Departments ability to maintain budgets
- Removal of remaining conditions

Impact of the above adds c £250K p/m to project costs if there is a delay to start on site.

### 15.3 Wider Regeneration Risks

- Doing Nothing
- ATG failure of business plan
- ATG business insolvency
- Phase 2 delivery

**Doing Nothing:** The early research and subsequent evidence has indicated that the perceptions of Swansea are poor, and that private investment will not currently be forthcoming. Retail has changed and so a public funded Phase 1 as a catalyst is required.

If Swansea does not address the current decline it will continue to decline which will increase in pace as competitor locations who are investing grow and regenerate.

### 15.4 Project Specific Risks

#### Income:

- Car Parking – revenues during construction may fall
- Car Parking – income increase post completion may not be achieved
- Commercial lettings are unlikely to be in place at PC / Opening
- Service charge figures (capped figures used. Actual estimates to be produced)
- Digital (Broadband) – bandwidth & connectivity may be limited or at a premium if BT have solos position

#### Hotel:

- Hotel delivery – no hotel impacts economic benefits (Amion report)

# **SWANSEA CENTRAL PHASE 1**

## **Key Stage 4 Report – Draft**

**Confidential & Business Sensitive**

Subject to RH Board Approval

SW Draft 07.11.19 Rev O (R)

- Hotel delivery at PC – now unlikely. Impact on Arena. Provision made practically and with ATG to delivery (as far as possible without knowing hotel design)
- Hotel Service charge contribution to Annual Running Costs - therefore, will not be available at PC and is estimate.
- Hotel 'interface' – physical details to be resolved & two contractors on site.

### **Church:**

- Cost / Programme risk regarding potential design change to 'Phase 2' aligned option. Architect choice to be confirmed.
- Agreement is required with the Church to relocate the church hall and 2 residential unit ahead of demolition of Llys Dewi Sant. Without this a CPO would ultimately be required.

### **BREXIT**

Note with regard to timing of issue of reports and Cabinet meeting:

This report is issued on 25<sup>th</sup> October 2019. The current date for Brexit is 31<sup>st</sup> October 2019. The Cabinet meeting is 21<sup>st</sup> November 2019. An update to the report may have to be provided depending on the political decisions made and what has happened on 31<sup>st</sup> October 2019.

Notwithstanding this comment - an agreement has been reached with the contractor whereby a relatively small premium is to be paid along with a bonded advance payment, which includes programme risk.

### **15.6 Construction Risks:**

The key (construction) project risks that have been considered in recommending to progress to the construction stage and committing the required capital expenditure are as follows: -

1. Managing the remaining:
  - a) Achieving the Value Engineering target incorporated within the adjusted project total budget.
  - b) Provisional Sums including a full review of original allowances. Inc design of signage.
  - c) Managing and securing the Contractor identified VE
  - d) ATG outstanding design matters (Cat B's)
  - e) Pobl outstanding design matters
  - f) SC outstanding design matters
  - g) Outstanding assumptions / exclusions
2. Maintaining programme.
  - a) ATG sufficiently resourcing the project to deal with unknown design issues,
  - b) Securing required agreement with Tesco for the phase 2 Wellington Street works or achieving the critical design dates for Wellington St 'Plan B',
  - c) Completing the North Block Stage 4 design, technical & cost reviews with BCGL
  - d) Final outcome of the Building Control approval process
3. Timely decisions on: Demolition of St David's / Llys Dewi Sant.
4. Timely decisions on Provisional Sums: Pod, Digital Bamboo, Temporary Uses

**Key Stage 4 Report – Draft**

Subject to RH Board Approval

SW Draft 07.11.19 Rev O (R)

Current impacts of delays to programme (not starting on site 2<sup>nd</sup> Nov) on inflation and the potential for additional claims for fees - the cost of any delay to the construction phase is estimated at £250,000 per month consisting mostly of c£120,000 contractor fees and c£90,000 'core team' fees.

In addition to this would be the less definitive cost of inflation, which in consideration of a c£100M construction value could be estimated to be c £150,000 per month if applied to the whole project. The above figure reduces relative to the amount of works undertaken at the time of such a claim and depending on the issue but similarly can rapidly increase if delays occur in excess of 3 months.

**15.7 More specific construction / design process risks of note:**

- Bridge Pattern – critical path date to confirm design (4<sup>th</sup> November)
- Wellington Street – Plan B design – to be completed and fully approved (ideally Tesco Agreement would be concluded). Fees to be instructed end Sept.
- Public lift location
- Delivery of 'day-1' digital – wi-fi, CCTV / Redcare (inc procurement of)
- Managing the remaining Provisional Sums – inc Digital Bamboo, Digital, Pod in the Park, Temporary Uses, Signage – Risk with SC
- Managing the remaining design matters (SC / BCGL) – Risk with BCGL
- Managing the remaining ATG (Cat B) design matters – Risk with BCGL / SC
- ATG resourcing and ability to make timely decisions (on Cat B items)
- Managing the remaining planning conditions including sampling – Risk with BCGL
- Managing and securing the Contractor identified VE
- Pobl outstanding matters – Minor Once Agreement secured
- Any outstanding assumptions / exclusions
- Maintaining programme – normal construction risks (inc ground conditions and contamination)
- Arena Opening – subject to serving 6-month notice
- Final outcome of the Building Control approval process – BCGL Risk
- New Variations eg. MSCP external lighting
- Paxton Street Tunnel – SC to confirm funding from Highways re: existing 'unsafe' state.
- Network reinforcement re: Event spaces on podium
- Active IT (specifically Arena) – re: future proofing (cost)
- Hotel interface
- Phase 2 interfaces
- Church Hall relocation (to allow demolition of Llys Dewi Sant)
- Utilities performance / costs
- Highways – remaining TRO's / Adoption and expedient agreement to final details
- Inflation – risk now with contractor, excepting provisional sums
- Local construction market
- ACME resource & personnel changes (client monitoring team and ongoing workstreams)
- Timely decisions on: Demolition of St David's / Llys Dewi Sant.
- Wider 'Digital' workstreams inc University

## **APPENDIX 2**



## Swansea Central – Phase 1: Summary Risk register & Mitigation (Rev A)

Risk	Mitigation	Level of risk
<b>Pre-Contract</b>		
<b>City Deal T's &amp; C's</b>	It is noted that these have been received and agreed in principle and will not affect the ability to enter into the building contract.	<b>Low</b>
<b>Budget Savings</b>	By SC	Tba
<b>Do Nothing</b> - The research undertaken by the council indicated that perceptions of Swansea were poor and private sector investment will not currently be forthcoming. The risk is that if the council does not undertake strategic interventions to regenerate Swansea that Swansea will continue to decline.	Implementation of the SCARF and the Phase 1 project as catalyst.	High- if scheme not committed.
<b>Retail and Business Confidence</b> - If scheme delivery does not happen the divestment from Swansea and store closures are likely to occur, which will dramatically impact Swansea's retail offering. This in turn will significantly undermine business and investor confidence in the city.	A commitment to deliver the scheme linked to a clear PR strategy to inform the business community of how Swansea is changing is planned together with targeted key stakeholder discussions.	Low - if scheme committed.
<b>Post Contract</b>		
<b>Maintenance</b> - Whilst significant work has been undertaken using specialist local knowledge and national benchmarked costs there is a risk that unforeseen issues arise which increase costs.	A detailed maintenance schedule has been produced utilizing national standards and local benchmarking.	Low Risk
<b>Income</b> - There is a risk that revenue may fall, or that increased car parking income may not be achieved. It is possible, that not all commercial letting is likely to be in place at Practical Completion.	Car park income is based on existing tariffs and cautious assumptions in terms of future usage. Whilst arena rent is based on figures agreed with ATG. The delivery of future phases has the potential to significantly alter current forecast usage.	Low Risk
<b>Contingency</b> - An appropriate level of contingency to cover unforeseen construction risks or other costs needs to be in place.	A percentage level of construction cost has been assessed by the Rivington Land Team and agreed with the council as being appropriate at this stage of the project.	Low/Medium
<b>ATG &amp; Business Plan</b> Whilst ATG is a large company there is always a risk of company failure.	The Business Plan has been formulated by the company using their experience of running over 60 venues worldwide. ATG were selected through competitive tender Should the tenant not be able to take possession for their business reasons, then the Council can revisit the other Venue Tenderers.	Low

## Swansea Central – Phase 1: Summary Risk register & Mitigation (Rev A)

<p><b>Risk of volatility in the Construction Industry.</b></p> <p><b>Brexit</b></p>	<p>It is proposed through the contract with Buckingham that there will be contractor's insurance and performance bonds to protect the council against failure of the contractor. Due diligence on Buckingham was undertaken during the procurement process.</p> <p>Proposals are being detailed with lawyers utilising JCT standard advance payment clauses and a small premium payment to move this risk to the contractor.</p>	<p>Low</p>
<p><b>Project payments</b> - If the project substantially starts on site the management and audit governance in order to expend the total project cost expenditure will be critical.</p>	<p>A dedicated resource has been identified to undertake this role as it is essential that contracted payments are made on time.</p>	<p>Low</p>
<p><b>Ongoing design risk</b> - The resolution of the outstanding design issues and provisional sum related activities impacting either project costs or programme.</p>	<p>Buckingham have been requested to provide a detailed information schedule to enable them to deliver to their construction programme, this will then provide a framework to address these items through the remaining phases of the project.</p>	<p>Low</p>
<p><b>Arena Handover</b> Failure to deliver the Arena within the agreed timeframes following Council serve the 6 Month Access Notice to the tenant.</p>	<p>As the Council will be liable for potential consequential costs for the tenant should the handover be delayed, the 6-month access notice will only be issued when there is absolute certainty is received on the date.</p>	<p>Low</p>
<p><b>Interfaces with potential future phases</b> Additional future costs associated with abortive works due to future development phases changing from current direction.</p>	<p>Provision has been made to accommodate anticipated future phases (Hotel, Phase 2) adjacent to the site boundaries. Such as ensuring service diversions for Phase 1 do not interfere with proposed sites and the planning parameters set for these developments. Should future adjacent works expand in scope these will need to be reassessed</p>	<p>Low</p>
<p><b>Transportation</b> – Bus/train times need to be considered to ensure the arena can operate and Planning policy needs to be reviewed to ensure future schemes can progress.</p>	<p>The Council is reconsidering its strategic approach to transportation and the required changes to public transport programming working with third party providers with an aim of ensuring an appropriate level of service will be in place prior to the full opening of the arena.</p>	<p>Low/Medium</p>
<p><b>Bio Diversity</b> - Risk that scheme will address.</p>	<p>The scheme has engaged PBA to advise on bio diversity and protect designs through the construction phase. The scheme includes a new parkland and a significant green wall to the South</p>	<p>Low</p>

## Swansea Central – Phase 1: Summary Risk register & Mitigation (Rev A)

	side car park. In addition, the council is in the process of adopting a GI strategy.	
<b>Insufficient Grant funding for Hotel</b> WG/Visit Wales Grant funding not forthcoming	There are currently 3no' tenderers under review for the Hotel development. 1no tenderer has confirmed they are not seeking the Grant; the other two tenderers are looking to seek the Grant. Should the outcome of the review not deliver a Hotel developer, the Council has several options, wait, re-run the Hotel tender following completion of the Arena, amend the criteria for the Hotel	Low/Medium
<b>3<sup>rd</sup> Party Engagement</b> – there are several neighbours (LC, NWM, Tesco, Church, Residents etc) who will be impacted by the works.	Where required Legal agreements have been sought with the affected neighbours, in addition a protocol for project communication has been agreed between the Main Contractor and Council to provide periodic updates on site activities to the BID, adjacent operators and local residents. There is a requirement for the Arena tenant to complete an Arena Management Plan which requires compliance with a neighbour engagement plan (both commercial and residential), this plan must be approved by the Council prior to the operation of the Arena.	Low
<b>Planning Conditions</b> – there are several Planning conditions which will need to be discharged in line with the Programme during the next phase of the development	There is a contractual responsibility for the Main Contractor to discharge of these conditions, these are tracked by the planning consultant, Savills. Monthly Planning meetings with the Council Planning Officers provides a point of escalation and communication of issues.	Low

## **APPENDIX 3**

**City and County of Swansea**

**Economic Impact Assessment of  
Swansea City Centre  
Regeneration Programme  
Phase 1**

Final Report

June 2019

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## City and County of Swansea

# Economic Impact Assessment of Swansea City Centre Regeneration Programme Phase 1

Final Report

**June 2019**

Reviewed and approved by:	
Signature(s):	
Name(s):	Graham Russell
Job Title(s):	Chief Executive
Date:	June 2019

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This document including appendices contains 16 pages  
Ref: C:\Users\greghunt\Desktop\Swansea City Centre Regen Programme  
Phase 1 Economic Impact Assessment V2.docx

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Appendix A – Assessment of net additional impacts

# 1 Introduction

## 1.1 Overview

AMION Consulting (AMION) has been appointed by the City and County of Swansea and Rivington Land to assess the economic impact of the **first phase** of the planned Swansea City Centre Regeneration Programme on the local, regional and national economy. As part of an ambitious regeneration programme that will transform Swansea City Centre, an attractive mix of city working, living and learning is being created, supported by a diverse retail and leisure offering and improved connections between the City Centre and Waterfront. The aim is that, together, these developments will create a strong and vibrant digital city that will be the economic engine of the wider city region.

The planned investments that form the first phase of the Regeneration Programme have the potential, in the short-term, to create a significant number of new jobs and provide a boost to the local and wider regional economy, while in the longer-term delivering a scale of investment that could have a substantial catalytic effect economically, increasing investor and business confidence and stimulating further economic growth.

**This short report focuses on the first phase of the regeneration programme only and builds on the previous economic impact assessment undertaken in 2017.**

The key elements of Phase 1 of the City Centre Regeneration programme include:

- a new 3,500 capacity arena which will host music/entertainment events as well as conferences and exhibitions and is to be operated by ATG;
- a 150-bed, upper-mid scale hotel (not directly delivered but enabled through a site sale);
- car parking for 950 cars on two separate car parks;
- a small café/restaurant of 140sq metres;
- further commercial units for A3 usage totalling 457sq metres;
- 33 residential units for key-workers (13no. 1 bed units and 20no. 2 bed units);
- major public realm works including Digital Square and Coastal Park (outdoor events spaces, children’s play and toilets); and
- infrastructure works including a pedestrian/cyclist bridge, major highway improvements and some demolition of surrounding redundant buildings (to enable Phase 2).

The economic impact assessment has focused upon the range of possible economic benefits that may arise from the development proposals set out above including the new employment opportunities that may be created, the additional economic activity (Gross Value Added (GVA)<sup>1</sup>) generated and the resulting wider socio-economic benefits.

---

<sup>1</sup> Gross Value Added is a measure of the economic value of goods and services produced in an area.



## 1.2 Scope and nature of the assessment

The approach to the impact assessment has been developed in line with best practice guidance, including the HM Treasury's Green Book (*Appraisal and Evaluation in Central Government*) and the Homes and Communities Agency's (HCA's) Additionality Guide. The approach has also given regard to the HM Treasury's supplementary Green Book guidance on *Public Sector Business Cases: Using the Five Case Model* and the Department for Communities and Local Government's (DCLG's) appraisal guide.

The assessment of economic benefits has incorporated an analysis of the expected quantifiable outputs and outcomes, including:

- temporary jobs and GVA created through the construction phase;
- new permanent employment opportunities and GVA generated through the operational phase of the Phase 1 project;
- broader job creation as a result of increased expenditure and economic activity in the local economy;
- attraction of new households and household expenditure; and
- additional business rates income and Council Tax.

The assessment has sought to estimate both the gross and net additional impact of the programme, at the Swansea, City Region and Wales level, in line with appraisal guidance. Consequently, consideration has been given to who is likely to secure the benefits generated, the level of activity that might be displaced by each project and the possible multiplier effects that could be realised. The approach to calculating additionality is described further below.

## 2 Assessment of benefits

### 2.1 Construction jobs

The total construction spend associated with the Phase 1 project has been used as the basis for calculating the number of temporary construction jobs generated through the proposals. Labour coefficients sourced from guidance produced by the HCA<sup>2</sup> have been being applied to the construction spend figures to derive an estimate of the gross number of person years of employment supported during the construction phase.

### 2.2 Operational jobs

The level of direct on-site employment in the Arena has been derived by scrutinising the business plan provided (confidentially) by the preferred operator, ATG. For the other elements of the Phase 1 project such as the hotel and the café/restaurant units, the main approach applied to estimate the number of direct operational jobs has been to use employment density benchmarks, sourced from the HCA's employment densities guide.<sup>3</sup> The use of employment densities provides an estimate of the number of full-time equivalent (FTE) jobs created. However, the number of actual jobs created will be higher once part-time workers are taken into account – for example, one FTE job may actually support, say, two part-time workers.

### 2.3 Broader job creation

As well as the direct jobs supported through the construction and operational phases of the project, there is also the potential for further job creation either through the attraction of visitors to Swansea and resulting 'off-site' expenditure.

For the arena and hotel projects which are expected to attract additional visitors to Swansea, an analysis has been undertaken of the likely number of visitors, visitor origin and spend in the local economy (based on figures provided by ATG, comparable venues and national estimates of visitor expenditure). The estimate of visitor expenditure has then been converted into an employment impact, based principally on analysis developed by Deloitte and Oxford Economics for VisitBritain, which identified that an increase in tourism revenue of circa £54,000 will support one new job.

### 2.4 Gross Value Added

The GVA generated has been calculated by using average GVA per FTE job figures for relevant sectors in Swansea, sourced from Experian local market forecasts.

### 2.5 Indirect and induced multiplier effects

Alongside directly supporting the creation of new jobs, the proposed developments will also lead to additional employment opportunities (and GVA) through supply chain expenditure (indirect effects)

<sup>2</sup> HCA (2015), *Calculating Cost Per Job, Best Practice Note*

<sup>3</sup> HCA (2015), *Employment Density Guide, 3<sup>rd</sup> Edition*

and employee spend on goods and services (induced effects) within Swansea, the wider City Region and Wales. To take account of both the indirect and induced effects associated with each project, a composite multiplier has been applied at the local, regional and national levels.

The choice of multiplier at each spatial level has taken into account national guidance and benchmarks, including the HCA’s Additionality Guide and guidance on additionality produced by BEIS, along with input-output tables for Wales.

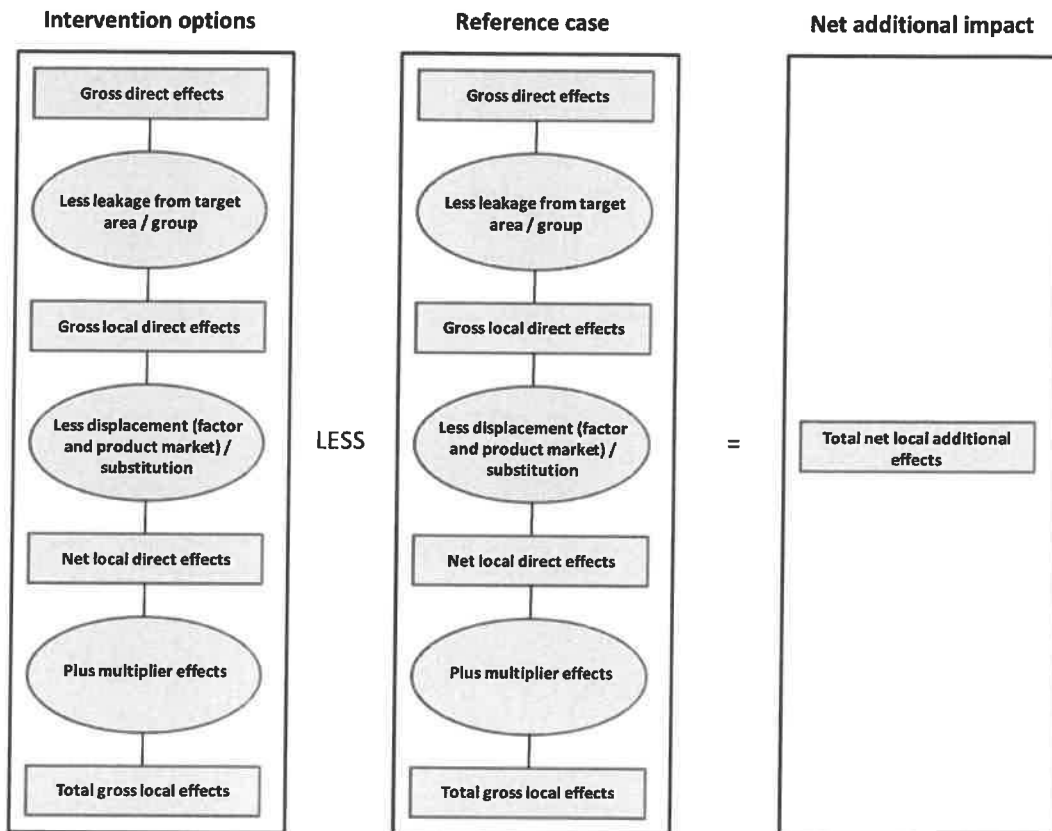
## 2.6 Net additional impact

In determining the net additional impact, the key issue to be addressed is the additionality of the project under consideration – in other words, the extent to which activity takes place at all, on a larger scale, earlier or within a specific designated area or target group as a result of the intervention. In order to assess the additionality of the proposals, the following factors have therefore been considered for each project:

- leakage – the proportion of outputs that benefit those outside of the project’s target area or group;
- displacement – the proportion of project outputs accounted for by reduced outputs elsewhere in the target area;
- multiplier effects – further economic activity associated with additional local income and local supplier purchases; and
- deadweight – outputs which would have occurred without the project.

The approach to assessing the net additional impact of a project, taking into account the above adjustments, is shown diagrammatically in Figure 1. For the purposes of this assessment, the additionality of each project has been considered at the Swansea, City Region and Wales levels.

**Figure 1: Net additional impact**



## 2.7 Household expenditure

The first phase of the regeneration programme includes a small number of new housing units which, as new households, will generate additional local expenditure. In order to estimate the additional household expenditure that might be created as a result of the proposed development, reference has been made to the ONS Living Costs and Food Survey (LCF). This suggests that the average household in Wales spends £389 per week on goods and services that could potentially be purchased within Swansea, which equates to approximately £20,228 per year.

Not all household expenditure will be retained locally, with a proportion likely to be spent within the wider sub-region and beyond. An analysis has therefore been undertaken of the results of the Swansea Retail and Leisure Study<sup>4</sup> to estimate the average household expenditure that might be retained in Swansea and the wider City Region.

## 2.8 Business rates

In addition to the economic impacts outlined above, it is anticipated that the delivery of new commercial accommodation will result in an increase in business rates within Swansea. The analysis

<sup>4</sup> GVA (2015), *Swansea Retail & Leisure Study 2015*



of business rates has been informed by benchmarks for rateable values, derived from the Valuation Office Agency website. For standard commercial uses (including retail, food and drink and hotel floorspace), comparable evidence has been used for existing hereditaments within Swansea. For the arena, the amount assumed within the ATG business plan has been used.

The business rates income has been calculated through applying the Uniform Business Rate for 2019/20 of 0.504 with a 10% risk allowance.

## 2.9 Council Tax revenues

An analysis has also been carried out of the potential additional Council Tax that might be generated by the small number of residential units that will be created. The calculation of Council Tax assumes that the 1-bed units are rated Band A for Council Tax purposes and all qualify for single occupancy discount and that the 2-bed are rated Band B. A rate of £801 and £1,246 has been applied respectively in relation to Bands A and B, consistent with the published rates (and single occupancy discounts) for 2019/20.

## 3 Economic benefits

### 3.1 Project details

The main elements of the Swansea Central Phase 1 proposals are the creation of a new digital entertainments venue and conference centre (referred to in this report as the Arena) and 150 bed hotel. The preferred operator of the Arena, ATG, has prepared detailed trading projections for the venue which has enabled AMION to build a detailed picture of the number and type of events together with the number and type of visitors (day visitors v staying visitors). This information has been provided to AMION on a confidential basis for the purpose of calculating the potential economic impact. Whilst this detail has been fed into the spreadsheet version of the economic model, AMION is prevented from revealing commercially sensitive information within this report.

Assumptions regarding the origin and type of visitors (day or staying) have been used to provide a profile of the overall number of visitors projected for the Arena each year. Broadly, for concerts and other shows it is assumed that 80% of visitors will come to Swansea just for the day, while the remaining 20% will stay overnight. In relation to exhibitions, conferences and banquets, the split is 60% day and 40% staying. This is consistent with other research for the conference and events market where we have drawn on the UK Conference and Meetings Survey 2018 (UKCAMS), an economic impact study of Motorpoint Arena in Cardiff (2015) and the Greater Manchester Conference Market Research (2015).

### 3.2 Construction phase impacts

It has been estimated that the proposed development could involve approximately £102.8 million of construction related expenditure (excluding professional fees) and a further (notional) £20m for the hotel development which will be constructed separately. Based on HCA Construction Labour Coefficients for public non-housing projects of 10.7 workers per £1m (HCA, Calculating Cost Per Job: Best Practice Note, 2015), this combined expenditure of £122.8m would support 1,314 person years of construction related employment (the equivalent of 1,314 people being employed on a full-time basis for 12 months). Note that this figure goes beyond the direct labour working on-site on construction and therefore does not tally with the man-hours required on-site and the estimates provided by the contractor. On the basis of the standard convention that each permanent job equates to ten person years of temporary employment, this would be equal to 131 FTE jobs.

After adjusting for deadweight, displacement and multiplier effects (see Appendix A for a breakdown of the additionality assumptions applied), it is estimated that Swansea Central Phase 1 would support the creation of 1,262 net additional person years of construction employment in Swansea. Assuming leakage of 75% and displacement of 20%, some 316 of these person years of employment would be taken-up by Swansea residents.

The total net additional GVA impact associated with the construction phase, derived from the estimates of net additional employment, would amount to approximately £73.3 million within the Swansea economy.

	<b>Swansea</b>	<b>City Region</b>	<b>Wales</b>
Gross employment (person years)	1,314	1,314	1,314
Net additional employment (person years) – workplace based	1,262	1,196	1,052
Net additional employment (person years) – resident based	316	598	789
Net additional GVA (cumulative)*	£73.3m	£69.5m	£61.1m

\*The net additional GVA impact is derived from the estimate of net additional workplace based employment, as GVA is a workplace based measure and therefore does not take account of where those employed live.

### 3.3 Operational phase impacts – employment and GVA

A confidential review of the arena business plan provided by the preferred operator, ATG, suggests that direct on-site employment will amount to 58 FTE. In addition, there would be an estimated £18.57m of off-site visitor expenditure per annum in the economy, supporting the creation of 344 gross FTE jobs.

The hotel would be expected to generate a further 75 FTE jobs on-site, based on employment density benchmarks which suggest that an upscale hotel will provide 0.5 FTE jobs for each hotel room. In addition, there would be an estimated £6.26m of off-site visitor expenditure per annum in the local economy, supporting the creation of 116 FTE jobs.

The retail units which will host cafes/restaurants are expected to generate 27.3 FTE jobs on site based on employment density benchmarks which suggest that A3 units generate 1 FTE job per 15-20 square metres of net internal floorspace.

This brings the total gross employment impact in Swansea to some 620 FTE jobs.

As with the construction phase, adjustments have been made for deadweight, leakage, displacement and multiplier effects to calculate the net additional impact – in total, Phase 1 is projected to create 593 net additional FTE jobs, of which 475 FTE jobs would be taken-up by Swansea residents. This would drive a net additional GVA impact of approximately £17.15 million per annum within the local Swansea economy.

	<b>Swansea</b>	<b>City Region</b>	<b>Wales</b>
Gross employment (FTE jobs)	620	620	620
Net additional employment (FTE jobs) – workplace based	593	507	387
Net additional employment (FTE jobs) – resident based	475	482	387
Net additional GVA per annum*	£17.1m	£14.5m	£11.2m

\*The net additional GVA impact is derived from the estimate of net additional workplace based employment, as GVA is a workplace based measure and therefore does not take account of where those employed live.

### 3.4 Operational phase impacts – fiscal benefits

Along with the economic impacts identified above, the proposed Swansea Central Phase 1 scheme will also generate an increase in business rates received per annum, due to the provision of new commercial space. The project could bring an additional £279k per annum in business rates. Furthermore, the scheme will also generate additional Council Tax receipts of £35,000 per annum.

Table 3: Operational phase impacts – fiscal benefits			
	Swansea	City Region	Wales
Business rates per annum	£0.279m	£0.279m	£0.279m
Council Tax per annum	£0.035m	£0.035m	£0.035m

### 3.5 Operational phase impacts – additional household expenditure

The proposals include the provision of 33 new housing units which will help to generate additional expenditure in the local economy. Based on data from the ONS Living Costs and Food Survey and Swansea Retail and Leisure Study, it is estimated that the Phase 1 scheme could generate £667,524 per annum of expenditure on goods and services with £334,000 retained within Swansea. The employment impact of this expenditure has not been calculated in order to avoid double counting. However, the attraction of new households will contribute towards stimulating further economic growth and development.

Table 4: Additional household expenditure			
	Swansea	City Region	Wales
New households	33	33	33
Average spend per household (per annum)	£20,228	£20,228	£20,228
Total additional spend (per annum)	£0.668m	£0.668m	£0.668m
Spend retained in the area (per annum)	£0.334m	£0.401m	£0.601m



## 4 Summary of overall economic impact

The combined economic impact of the first phase of the Swansea City Centre Regeneration Programme is summarised in Table 5. Overall, it is estimated that the construction investment generated will support the creation 1,262 net additional person years of construction employment, resulting in a cumulative GVA impact of £73.3 million. Once the scheme is operational, it is projected that it will create 604 net additional FTE jobs (workplace based), generating a GVA impact of £17.4 million per annum within the Swansea economy.

The economic benefits will extend beyond these employment and GVA effects. For example, the project will generate £279k and £35k of additional business rates and Council Tax receipts per annum, respectively.

Table 5: Summary of Swansea City Centre Phase 1 Regeneration Programme economic impact			
	Swansea	City Region	Wales
<b>Construction phase</b>			
Construction investment (inc. hotel)	£123m	£123m	£123m
Gross employment (person years)	1,314	1,314	1,314
Net additional employment (person years) – workplace based	1,262	1,196	1,051
Net additional GVA (cumulative)*	£73.3m	£69.5m	£61.1m
<b>Operational phase</b>			
Gross employment (FTE jobs)	620	620	620
Net additional employment (FTE jobs) – workplace based	593	507	387
Net additional GVA per annum*	£17.1m	£14.5m	£11.2m
New households	33	33	33
Additional household spend retained (per annum)	£0.334m	£0.401m	£0.601m
Business rates per annum	£0.279m	£0.279m	£0.279m
Council Tax revenues per annum	£0.035m	£0.035m	£0.035m

\*The net additional GVA impact is derived from the estimate of net additional workplace based employment, as GVA is a workplace based measure and therefore does not take account of where those employed live.

## Appendix A – Assessment of net additional impact

The assumptions that have been applied for each project, relating to leakage, displacement, multiplier effects and deadweight are summarised in Table A1. The scale of net additional impact has been assessed at three spatial levels: Swansea; Swansea Bay City Region; and Wales.

Table A1: Additionality assumptions				
	Leakage	Displacement	Multiplier effects	Deadweight
<b>Construction phase (all projects)</b>	Swansea – 75% City Region – 50% Wales – 25%	Swansea – 20% City Region – 30% Wales – 50%	Swansea – 1.2 City Region – 1.3 Wales – 1.6	Assumed to be 0% as development unlikely to come forward, at least in the foreseeable future, in the absence of the proposed regeneration programme and public sector support.
<b>Arena (operational phase)</b>	Swansea – 20% City Region – 5% Wales – 0%	Swansea – 12% City Region – 40% Wales – 71%  (Applied only to jobs created through off-site visitor expenditure). Effectively, any resident of the target area visiting the arena is considered to be displacement (they could have spent their money at other leisure/entertainment venues elsewhere in the economy).	Swansea – 1.3 City Region – 1.4 Wales – 1.5	Assumed to be 0% as above.
<b>Hotel (operational phase)</b>	Swansea – 20% City Region – 5% Wales – 0%	Swansea – 6% City Region – 20% Wales – 36%  (Applied only to jobs created through off-site visitor expenditure). Assumes that 50% of guests at the hotel are attending an event at the arena and therefore (for 50% of guests) displacement must be considered as with the arena above.	Swansea – 1.3 City Region – 1.4 Wales – 1.5	0% in relation to on-site direct jobs on the basis that in the absence of the proposed regeneration programme, development would not go ahead. However, 100% deadweight has been applied to the jobs created through off-site visitor expenditure on the basis that hotel guests will be in the target area for other reasons – the hotel will not be primary reason for the visit to Swansea and it is not appropriate therefore to attribute

Table A1: Additionality assumptions				
	Leakage	Displacement	Multipplier effects	Deadweight
<b>A3 units (operational phase)</b>	Swansea – 20% City Region – 5% Wales – 0%	Swansea – 20% City Region – 10% Wales – 5%	Swansea – 1.3 City Region – 1.4 Wales – 1.5	the jobs created as a result of off-site visitor expenditure to the hotel. Assumed to be 0% on the basis that in the absence of the proposed regeneration programme, development would not go ahead.
<b>Notes on assumptions</b>	The level of leakage applied at each spatial level has been based on Census origin destination data and reflects the nature of employment expected to be created.	Displacement has been assessed with regard to the type of activity proposed and the extent to which this is likely to compete with existing businesses. With the arena, an assessment has been made of the expected origin of visitors.	An assessment has been undertaken of the principal sectors in which employment will be created and then an appropriate multiplier has been applied, informed by benchmarks from additional guidance, along with Wales input-output figures.	



## **APPENDIX 4**

**Case Study: First Direct Arena, Leeds: Opened 2013**



- 1 The arena attracted c 700,000 visitors in 2017 and has a capacity of 13,500 - therefore significantly larger than the proposed Swansea arena. It plays host to a variety of high-profile concerts, shows, corporate and sporting events has stimulated significant regeneration of what is now the Arena Quarter (<https://arenaquarter.com/>) in Leeds city centre. This was developed by the council in conjunction with commercial partners. Full capacity might only be achieved, 6 times a year.
- 2 Before the Arena development began, this part of Leeds was down at heel and unable to attract significant outside investment. In 2007, when the Council selected the site and its arena preferred operator (SMG Europe), Town Centre Securities (TCS) launched a £70m, ten-year development and improvement project for its largest asset, the Merrion Centre, which is adjacent to the new Arena.
- 3 The initial 10-year project included increasing the total space available, attracting a number of household brands and establishing the burgeoning Arena Quarter. TCS completed refurbishments and large-scale redevelopments at the centre in order to improve the customer experience, increase total retail, leisure and office space and ensure the centre meets the needs of its customers.
- 4 In the period running up to the Arena's opening, the northern side of the Merrion Centre was completely transformed into a food and leisure hub and the new ibis Styles Leeds City Centre Arena Hotel was delivered as part of the transformation of Merrion Way and Wade Lane.
- 5 The Arena Quarter includes a total of 150,000ft<sup>2</sup> of hotel, leisure and retail facilities, in addition to outdoor seating opportunities, public realm works and car parking provision. The Arena Quarter was awarded the title of 'Game Changer' at the 2017 Yorkshire Property Awards, in

recognition of its role in the area's regeneration and the continued growth of Leeds's appeal. Now the project has been completed, TCS is planning further development for the Arena Quarter in the near future.

- 6 Other major city centre investment has also been stimulated by the Arena – adjacent, new student accommodation is now being built for example.

**Case Study: The Echo Arena, Liverpool: Opened January 2008**

- 1 The Arena & Convention Centre Liverpool attracts over 600,000 visits annually, hosts a range of entertainment and conference/ exhibition events in its 10,000-capacity arena, 1,250 capacity conference space. It forms part of a landmark regeneration project on the Liverpool waterfront, alongside the historic Albert Dock and the World Heritage site at Pier Head. While the venue has enabled the city to become one of the UK's major conference destinations, it has also levered in a significant amount of private capital for residential, hotels, including a Pullman 5\*, a Jurys Inn, serviced apartments, restaurants and other developments anchored by this key development.

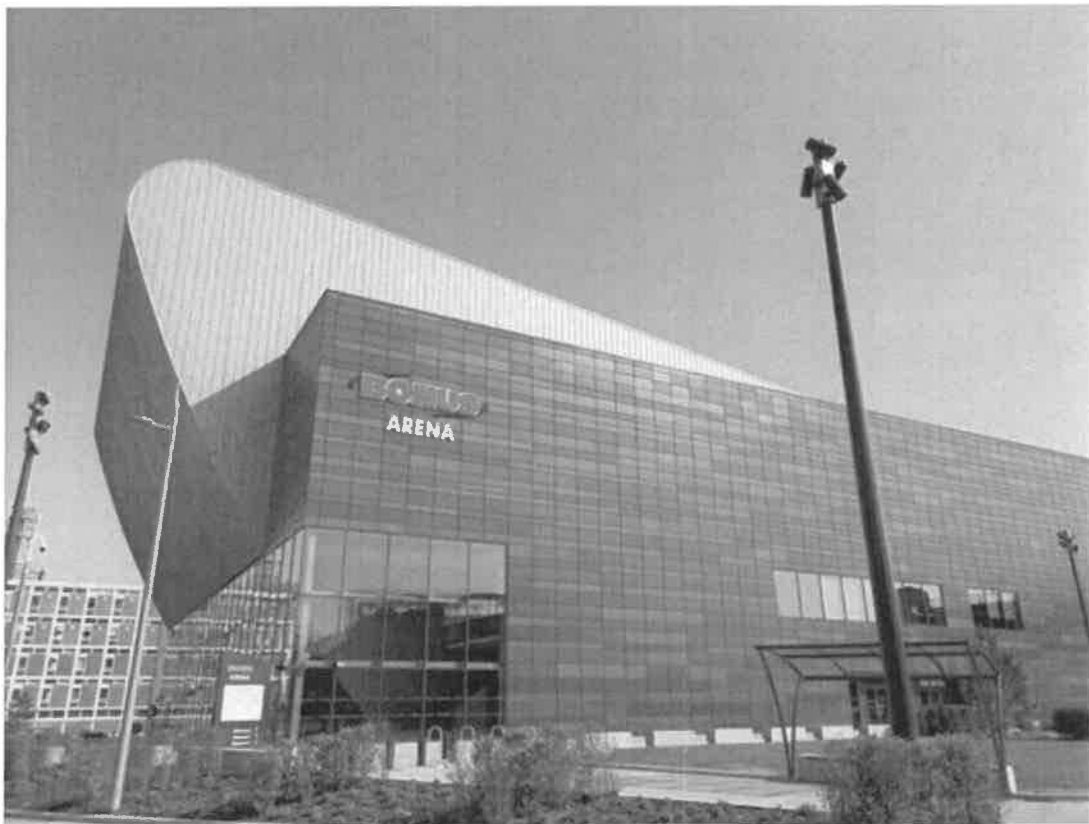
2



**Case Study: The Bonus Arena, Hull: Opened August 2018**

- 1 This has recently been seen in Hull where the council have funded a 3500-capacity arena which has now been trading for a year. It has been named as one of the world's best up-and-coming venues by prestigious American publication Billboard. It is the only venue in the UK to be included in Billboard's 20 Music Venues to Watch in 2019 list.
- 2 A recent visit to Hull drew many comparables, albeit noting that the city benefitted from European City of Culture grants:

- 3,500 capacity arena with loges
- Busy arterial road – now having a pedestrian bridge installed, a year after opening, to link to regeneration of The Fruit Market / Marina
- Arena has been open 9 months and is ahead of its anticipated business plan
- Arena is benefitting from mid-week touring events
- Major improvements to public realm in the city (£24M rising to £40M)
- Primark refurbishment (c£6-7M)
- Creation of c200,000 sqft new offices
- Strategic review and implementation of realignment of the role of the market
- 41 new F&B offers
- Catalyst for further development opportunities





## **APPENDIX 5**

## APPENDIX 6

LPA Reference	Description of Development	Status
2017/0648/OUT	Outline planning application (with all matters reserved) for the refurbishment, alteration and / or demolition of all existing buildings / structures on the site (except St Mary's Church and St David's Church) and redevelopment of site with indicative access / layout and scale parameters on the north site of a maximum of 1 to 7 storeys and maximum new floorspace of 84,050 sqm comprising retail / commercial / office use (Classes A1/A2/A3/B1) residential (Class C3), non-residential institution (Class D1) and leisure (Class D2), multi storey car park and redevelopment of south site of a maximum of 40,700 sqm of floorspace comprising a new arena (Class D2), up to 13 storey hotel / residential building (Class C1/ C3), food and drink (Class A3), undercroft car park, potential energy centre. Across both sites, the provision of associated new public open space / public realm and landscaping, new pedestrian and vehicular access and servicing arrangements (including a pedestrian bridge link across Oystermouth Road), provision of new bus stops on Oystermouth Road, new pedestrian access through existing arches along Victoria Quay, relocation of Sir H Hussey Vivian statue, earthworks, and plant.	Approved 06/06/2017
2018/0942/NMA	Swansea Central Redevelopment - Non Material Amendment to outline planning permission 2017/0648/OUT granted 6 June 2017 to amend the approved parameter plans, sections and supporting documents under Condition 1	Approved 01/06/2018
LPA Ref: 2018/1648/RES	Approval of reserved matters (access, appearance, landscaping, layout and scale) for Phase 1 of Swansea Central, including: Development Zones 3, 4a and 4b and part of Development Zone 4c and 5 of outline planning permission 2017/0648/OUT, pursuant to Condition 3, comprising details of the: Arena (Use Class D2/A3) extending to 30m in height, and associated ground and first floor level car parking, servicing areas; Podium level public park with kiosk (Use Class A1/A3); Replacement bridge over Oystermouth Road; Mixed use block extending to 28.5m, comprising multi storey car park, new commercial floorspace (use Class A3/B1/D1) and residential flats (Use Class C3) to the north of Oystermouth Road; and associated ground level public realm improvements; approval of details pursuant to Condition 6 (landscaping strategy), Condition 8 (levels), Condition 9 (external finishes), Condition 11 (wind mitigation), Condition 21 (surface water drainage), and Condition 36 (ecological enhancement measures).	Approved 3/10/2018
P/2018/1823/LBC;  Welsh Government Ref: qA1365396	Works to the Grade II listed GWR revetment wall, including the substantial removal of existing embankment and construction of new structural retaining wall and work to the tunnels at the former GWR revetment wall location along the southern boundary of Swansea Central Station.	Approved 12/12/2018

2019/0980/S73	Outline planning application (with all matters reserved) for the refurbishment, alteration and/or demolition of all existing buildings / structures on the site (except St Mary's Church and St David's Church) and redevelopment of site with indicative access / layout and scale parameters on the north site of a maximum of 1 to 7 storeys and maximum new floorspace of 84,050 sqm comprising retail / commercial /office use (Classes A1/A2/A3/B1) residential (Class C3), non-residential institution (Class D1) and leisure (Class D2), multistorey car park and redevelopment of south site of a maximum of 40,700 sqm of floorspace comprising a new arena (Class D2), up to 13 storey hotel / residential building (Class C1/ C3), food and drink (Class A3), undercroft car park, potential energy centre. Across both sites, the provision of associated new public open space / public realm and landscaping, new pedestrian and vehicular access and servicing arrangements (including a pedestrian bridge link across Oystermouth Road), provision of new bus stops on Oystermouth Road, new pedestrian access through existing arches along Victoria Quay, relocation of Sir H Hussey Vivian statue, earthworks, and plant - Section 73 application to incorporate minor material amendments to the wording of Condition 1 (approved parameter plans and sections, and supporting documents) of planning permission 2017/0648/OUT granted 13th June 2017.	Approved 5/06/2019
2019/1112/NMA	Swansea Central Redevelopment= Non Material Amendment to outline planning permission 2017/0648/OUT granted 6 June 2017 to amend the "means of access" parameter plans, sections and supporting documents under Condition 1 to allow cyclists access the new bridge over Oystermouth Road together with connections through the development	Approved 13/06/2019
2019/1373/RES	"Approval of revised reserved matters (access, appearance, landscaping, layout and scale) for part of Phase 1 of Swansea Central, including parts of: Development Zones 1a, 3, 4a, 4c and 5 of outline planning permission 2017/0648/OUT as amended (LPA Ref: 2019/0980/S73, pursuant to Condition 3, comprising details of the: servicing areas; Mixed use block extending to 36.5m, comprising multi storey car park, new commercial floorspace (use Class A1/A3/B1/D1) and residential flats (Use Class C3) to the north of Oystermouth Road; and associated ground level public realm improvements; approval of details pursuant to Condition 6 (landscaping strategy), Condition 8 (levels), Condition 9 (external finishes), Condition 11 (wind mitigation), Condition 21 (surface water drainage), and Condition 35 (ecological enhancement measures)."	Approved 13/08/19
<b>Other Relevant Planning Applications</b>		
2018/2130/FUL  Land Adjacent To Swansea Central Phase 1, Comprising St Davids Car Park, Llys Dewi Sant, Former St David's Shopping Centre	Demolition of all existing buildings and structures on the site and for temporary landscaping and public realm works in relation to the temporary use of the site for retail, leisure and recreation uses (Use Classes A1/A3/D1/D2), provision of pedestrian and servicing access and associated infrastructure, all pending redevelopment of the site for mixed use purposes pursuant to planning permission 2017/0648/OUT dated 13th June 2017	Approved 4/12/2018

And Surrounding Public Realm		
2018/1125/FUL  Land At Wellington Street, Tesco , Albert Row And Thomas Street Swansea	Highway alterations to existing Tesco/Wellington Street access to facilitate: Widening of Wellington Street to allow two-way traffic flow along its entire length, to include, a coach/bus layby to accommodate 3 coaches and alterations to the carriage way and new footpath; Removal of mini roundabout and installation of a vehicle turning area for HGV's and buses; Realigned carriageway of Thomas Street and Albert Row; Reconfiguration of the access and egress to St. Mary's car park and internal layout of the car park; New entrance and exit to Quadrant Court Car Park; Amendments to the access and egress to the Debenhams servicing area; Removal of the existing access and egress to the Tesco car park and provision of a repositioned access and egress; Reconfiguration of Tesco car park layout; and Associated infrastructure and landscaping and public realm Works	Approved 11/07/2018
2019/0842/RG3  Land North West Of Burrows Place Maritime Quarter Swansea	Removal of soft landscaping and street furniture, to enable the installation of nine blue badge car parking spaces and associated landscaping, highway works to pavement, removal of turning head, realignment of pathway at junction with Burrows Place (Council Development Regulation 3)	Approved 12/06/2019

**Below a short summary of the planning conditions for:**

- Outline PP as varied.
- Reserved Matters for Phase 1
- Reserved Matters Resubmission for Part of Phase 1
- LBC for Phase 1
- Burrows Place

Items in red need submitting as soon as possible. Items in orange need submitting prior to occupation or are submitted pending determination in line with statutory timeframes/overdue client team addressing consultee comments. Items in green are resolved. n/a= no action.

**Outline PP as varied.**

Condition	Detail	Trigger	Status in Relation to PHASE 1
1	Approved Drawings	Compliance	n/a
2	Phasing	Compliance for Phase 1  Prior to commencement for all other Phases	Phase 1 Approved (2019/0355/DOC)
3	Reserved Matters	Prior to commencement of each phase	Phase 1 Approved (2018/1648/RES and re-submission of Phase 1 2019/1373/RES)
4	Reserved Matters Time Limit	Compliance	n/a
5	Time limits for implementation	Compliance	n/a
6	Landscaping	Prior to commencement of each phase	Phase 1 Approved (2018/1648/RES and 2019/1373/RES)
7	Landscape / Public Realm	Prior to Occupation	Needs to be submitted

8	Levels	Prior to commencement of each phase	Phase 1 Approved (2018/1648/RES and 2019/1373/RES)
9	External Finishes	Prior to commencement of each phase	Phase 1 Approved (2018/1648/RES and 2019/1373/RES)
10	Shop Front Transparency	Prior to Occupation	Needs to be submitted
11	Wind Mitigation	Prior to commencement of each phase	Phase 1 Approved (2018/1648/RES and 2019/1373/RES)
12	Affordable Housing	Prior to commencement of any residential development	Phase 1 Approved (2019/1758/DOC)
13	Contamination	Compliance for Phase 1 South Side  Prior to commencement for all other Phases	Phase 1 South side approved 2018/0936/DOC.  Submission for North Side made 16/08/19, pending determination.
14	Remediation Strategy	Prior to Occupation	Needs to be submitted
15	Monitoring and Maintenance Plan	Compliance	n/a
16	Contamination	Compliance (unless contamination identified)	n/a
17	Piling	Compliance for Phase 1 South Side  Prior to commencement of relevant development for all other Phases	Phase 1 South side approved (2019/0583/DOC).  Submission for North Side made 28/08/19, pending determination.
18	Foul Water and Surface Drainage	Compliance	n/a
19	Scheme for Foul Water, Surface Water and Land Drainage	Prior to occupation	Needs to be submitted
20	Surface Water Drainage (SOUTH)	Compliance for Phase 1 South Side  Prior to commencement for all other Phases	Phase 1 south side approved (2019/0878/DOC)  New submission made for revised south side details-(2019/1551/DOC). Decision due 29/08/2019- over due. Consultation comments being addressed
20	Surface Water Drainage (NORTH)	Compliance for Phase 1 South Side  Prior to commencement for all other Phases	Application submitted for north side details (2019/1553/DOC). Decision due 29/08/2019- over due. Consultation comments being addressed.
21	Surface Water Strategy (SOUTH)	Prior to commencement of development	Phase 1 Approved (2018/1648/RES)
21	Surface Water Strategy (NORTH)	Prior to commencement of development	Application submitted for north site (2019/1553/DOC). Decision due 29/08/2019- over due. Consultation comments being addressed

22	CSWMP	Compliance for Phase 1 Prior to commencement for all other Phases	Phase 1 Approved (2019/0234/DOC)
23	CEMP	Compliance for Phase 1 Prior to commencement for all other Phases	Phase 1 Approved (2019/0234/DOC)
24	CMS	Compliance for Phase 1 Prior to commencement for all other Phases	Phase 1 Approved (2019/0236/DOC)
25	WSI	Compliance for Phase 1 enabling works (2018/0235/DOC) and all other areas (2019/1160/DOC) Prior to commencement for all other Phases	Phase 1 Approved (2018/0235/DOC & 2019/1160/DOC)
26	Watching Brief	Compliance for Phase 1 Prior to commencement for all other Phases	Phase 1 Approved (2019/0313/DOC)
27	Car Parking Management Strategy	Prior to occupation (of any phase of development)	Needs to be submitted
28	Travel Plan	Prior to occupation (of any phase of development)	Needs to be submitted
29	Highway Engineering	Prior to commencement of each phase of development	Needs to be submitted and approved prior to commencement of works
30	Vehicular Servicing	Prior to occupation of each phase	Needs to be submitted
31	Waste / Refuse Management Plan	Prior to occupation	Needs to be submitted
32	Arena Management Plan	Prior to occupation	Needs to be submitted
33	Arboricultural Method Statement	Compliance for Phase 1 Prior to commencement for all other Phases	Phase 1 Approved (2019/0236/DOC)
34	Trees	Compliance	n/a
35	Ecological Enhancement Measures	Prior to commencement of each phase	Phase 1 Approved (2018/1648/RES and 2019/1373/RES)
36	Noise from Arena	Prior to occupation	Needs to be submitted
37	Noise from Building Services Plant	Prior to occupation	Needs to be submitted
38	Noise from Commercial Deliveries / Servicing	Prior to occupation	Needs to be submitted

39	Noise from Traffic	Prior to occupation	Needs to be submitted
40	Noise from Commercial Activity	Prior to occupation	Needs to be submitted
41	Ventilation and Fume Extraction	Prior to occupation	Needs to be submitted

**Reserved Matters for Phase 1**

Condition	Detail	Trigger	Status in Relation to PHASE 1
1	Approved Drawings	Compliance	n/a
2	Samples (SOUTH)	Prior to commencement of superstructures	Needs to be submitted
2	Samples (NORTH)	Prior to commencement of superstructures	Needs to be submitted
3	Architectural details	Prior to commencement of superstructures	Needs to be submitted
4	Kiosk	Prior to the commencement of a specific part of the development - kiosk	Needs to be submitted
5	LED Skin	Prior to the commencement of a specific part of the development- arena superstructures	Needs to be submitted
6	Landscaping	Prior to the commencement of a specific part of the development- Landscape phase	Needs to be submitted
7	Temporary Car Parking	Prior to commencement of development	Approved (2019/0537/DOC) 07/05/2019

**Reserved Matters for Part of Phase 1**

Condition	Detail	Trigger	Status in Relation to PHASE 1
1	Approved Drawings	Compliance	n/a
2	Samples (This Part of Phase 1)	Prior to commencement of superstructures	Needs to be submitted
3	Architectural details	Prior to commencement of superstructures	Needs to be submitted
4	External Ventilation	Prior to commencement of superstructures	Needs to be submitted
5	Landscaping	Prior to the commencement of a specific part of the development- Landscape phase	Needs to be submitted
6	Car Parking Management	Compliance	n/a

**LBC for Phase 1**

Condition	Detail	Trigger	Status in Relation to PHASE 1 LBC AREA
1	Timescales	Compliance	n/a
2	Approved drawings	Compliance	n/a
3 Points 2 and 3	Retaining Wall Details, Stone Gabions and Climbing Plants	Prior to commencement of development	Needs to be submitted and approved prior to commencement of works
3 Bullet Point 1 and 4	Retaining Wall Details, Stone Gabions and Climbing Plants	Prior to commencement of development	Approved (10/05/2019)
4	Samples	Prior to commencement of development	Needs to be submitted and approved prior to commencement of works
5	Method Statement - repairs	Prior to commencement of development	Approved (06/03/2019)
6	Method Statement-stonework re-use and removal	Prior to commencement of development	Approved (06/03/2019)
7	Masonry	Compliance	n/a
8	Programme of Archaeological Work	Prior to implementation of archaeological work	Approved (06/03/2019 & 10/05/2019)
9	Recording and Analysis of Historic Building	Prior to implementation of archaeological work	Approved (06/03/2019)
10	Construction Method Statement	Prior to commencement of development	Approved (21/03/2019)
10 (re-bmission)	Construction Method Statement	Prior to commencement of development	Approved (10/05/2019)
11	Paxton St Method Statement	Prior to commencement of works to Paxton Street Tunnel	Needs to be submitted- by the Council (Paul Botanic)
12	Floor Surface Finished	Prior to commencement of works on new tunnel access routes	Needs to be submitted

**Burrows Place**

Condition	Detail	Trigger	Status
1	Timescales	Compliance	n/a
2	Approved drawings	Compliance	n/a
3 Points 2 and 3	Hard surfaces	Prior to implementation	Approved 09/09/19



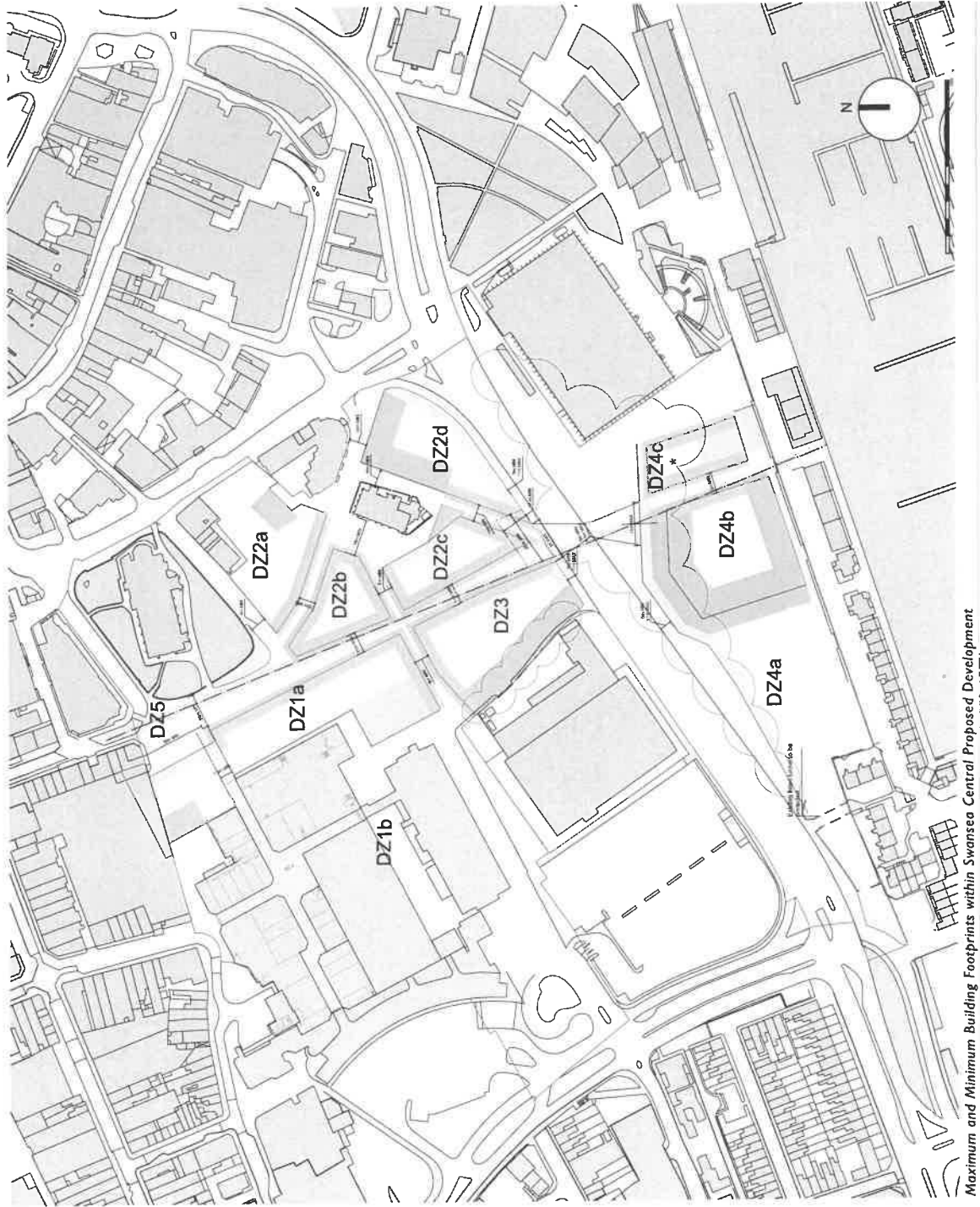
## **APPENDIX 6**

## 2.2. OUTLINE PLANNING PARAMETER

### 2.1.6. DEVELOPMENT ZONES

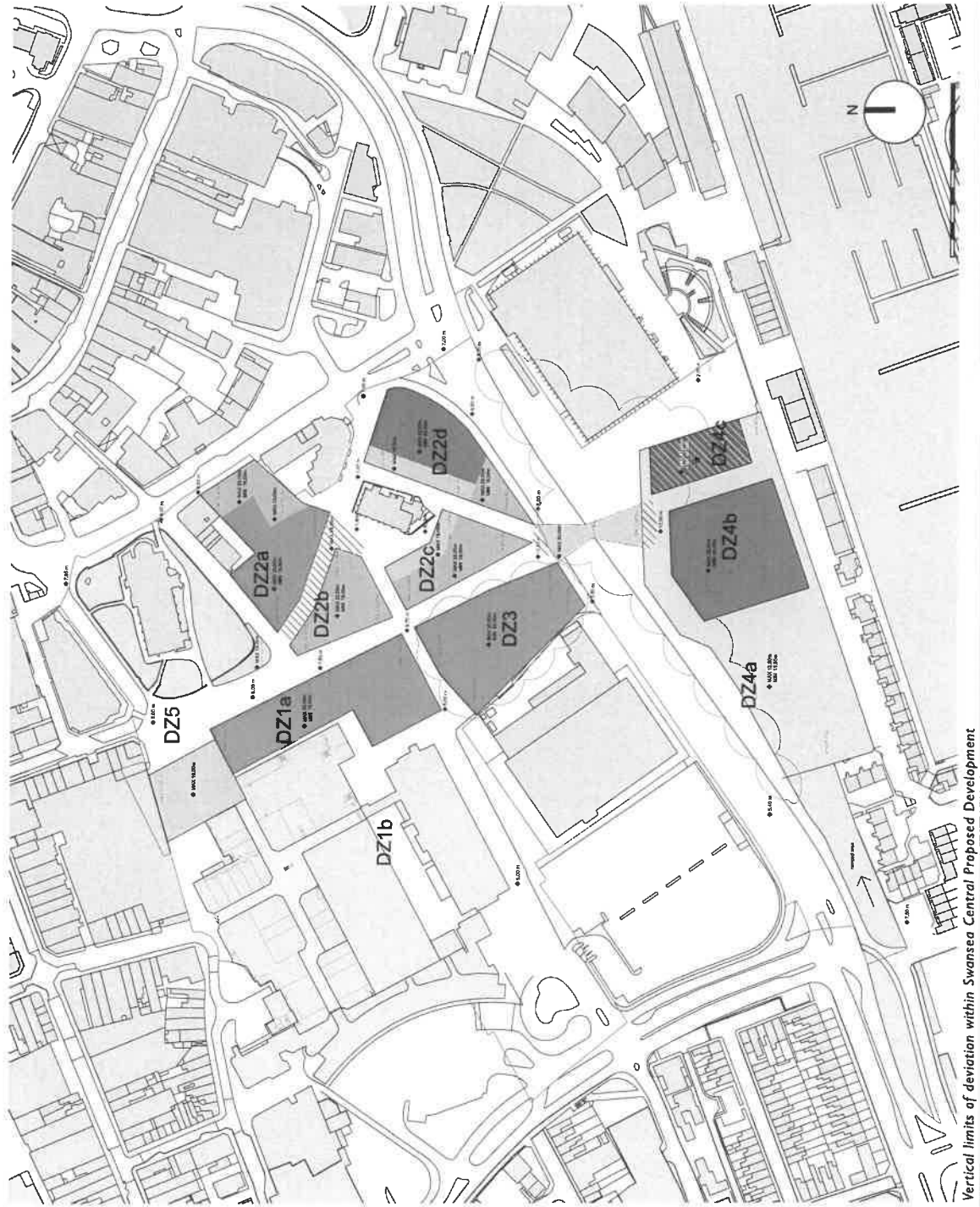


2.2.1. MAXIMUM AND MINIMUM BUILDING FOOTPRINT



- Planning Application Site Boundary
- ▬ Building Line subject to limit of deviation of +3m/-6m
- ▬ Building Line subject to limit of deviation of -3m
- ▬ Building Line subject to limit of deviation of -6m
- ▬ Building Line subject to limit of deviation of -15m
- ▬ Building Line subject to limit of deviation of -25m
- ▬ Building Line subject to limit of deviation of 0m
- ▬ Building Line subject to limit of deviation of +10m/-15m
- ▨ Building Line to be a minimum of 10m from the boundary of the Presbytery
- - - Protected view

2.2.2. VERTICAL LIMIT OF DEVIATION



Planning Application Site Boundary

MIN (mAOD)	MAX (mAOD)
+47.00	+57.00
+22.00	+32.00
+18.00	+27.00
+18.00	+22.00
+18.00	+18.00
+11.50	+14.00

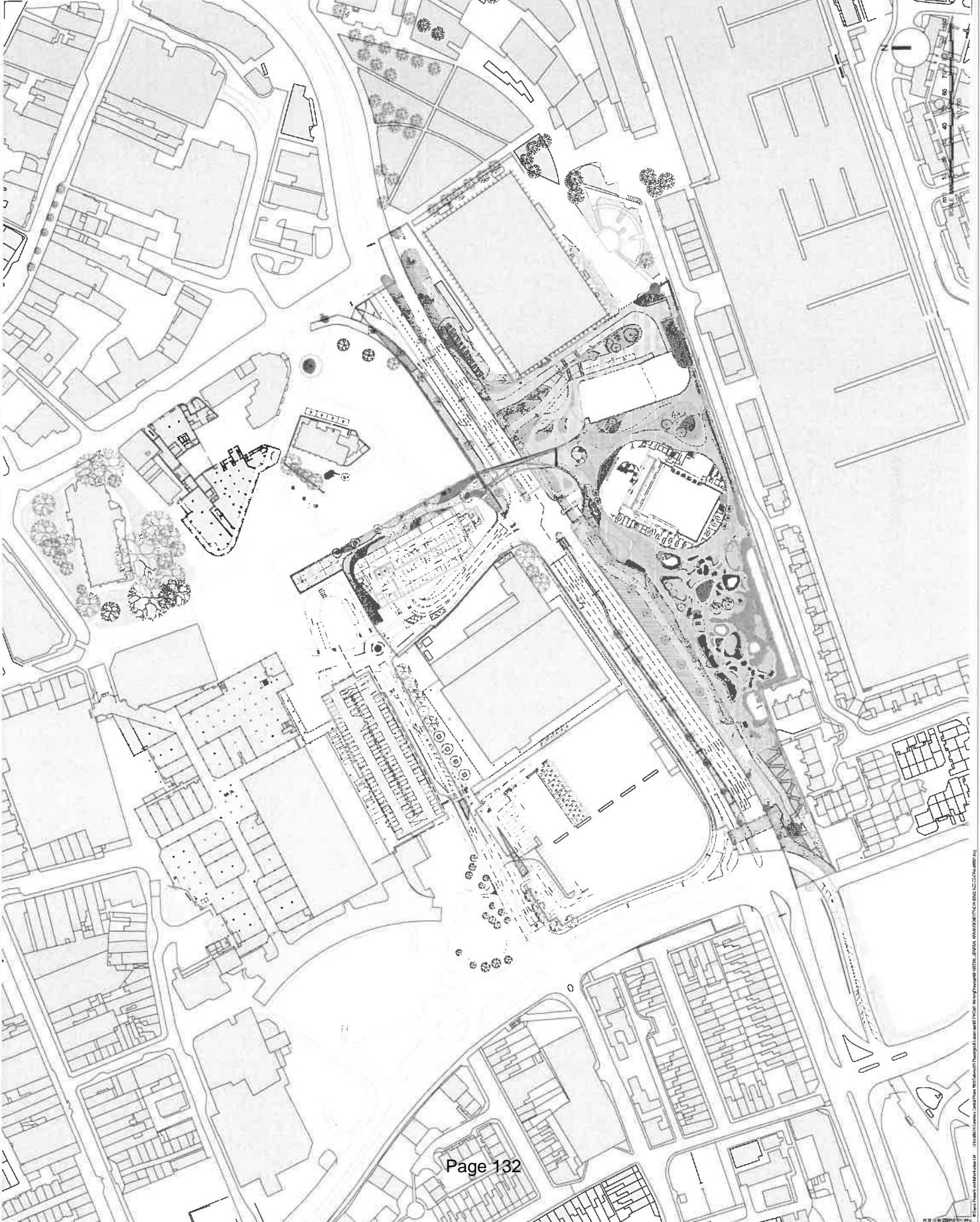
Lower plinth height MAX +22.00m  
MIN +18.00m (AOD)

Area of possible full extend canopy coverage

Vertical limits of deviation within Swansea Central Proposed Development

## **APPENDIX 7**

Other titles in this series...

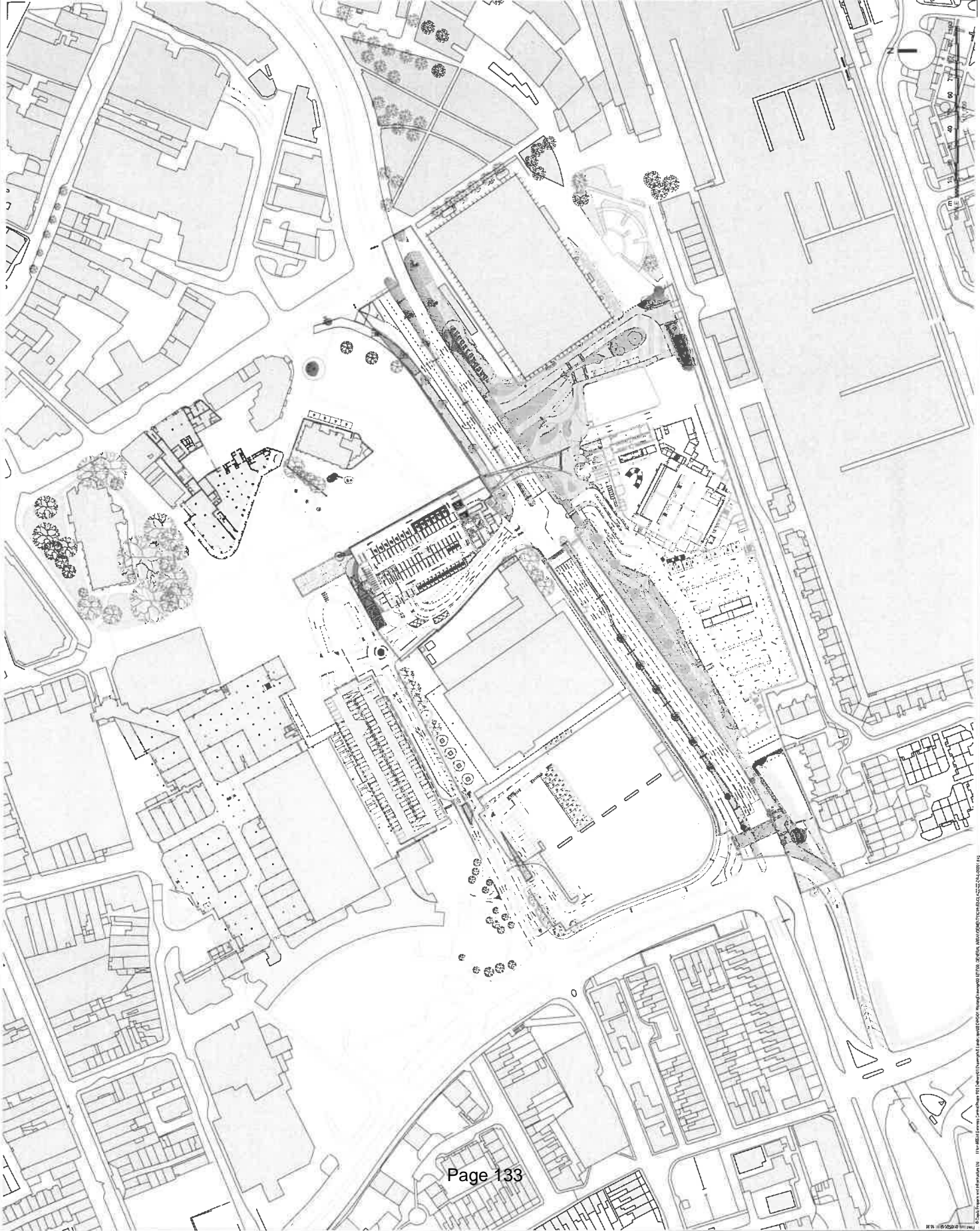



Rev	By	DC	SC	AC	Date
Description					
Purpose of issue					
S2 - FOR INFORMATION					
Classification					
Commercial in Confidence					
Client					
THE COUNCIL FOR THE CITY & COUNTY OF SWANSEA					
Project					
SWANSEA CENTRAL PHASE 1					
Drawing					
COMPOSITE LANDSCAPE MASTERPLAN LEVEL 02					
Scale @ A1	Drawn	Checked	Approved	Date	
1:1000	DC	SC	AC	10-APRIL-19	
Project No. C18052					
Drawing Number: C18052-01-Y-ZZ-001-00101					
Drawing Title: SWANSEA CENTRAL PHASE 1 COMPOSITE LANDSCAPE MASTERPLAN LEVEL 02					
Drawing Date: 10-APRIL-19					
Drawing No: P01					

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Rev	By	CD	DATE	DESCRIPTION	Date
<b>Purpose of Issue</b>					
<b>S2 - FOR INFORMATION</b>					
<b>Classification</b>					
<b>Commercial in Confidence</b>					
<b>Client</b>					
<b>THE COUNCIL FOR THE CITY &amp; COUNTY OF SWANSEA</b> 					
<b>Project</b>					
<b>SWANSEA CENTRAL PHASE 1</b>					
<b>Drawing</b>					
<b>COMPOSITE LANDSCAPE MASTERPLAN LEVEL 00</b>					
Scale @ A1	Drawn	Checked	Approved		
1:1000	DC	SC	AC		
Project No.	Date				
C18082	10-APRIL-19				
<b>Drawing Identifier</b>					
Project Name: Swansea Central Phase 1 - Site Plan Drawing No: C18082-17-ZZZZ-001-00100 Drawing Scale: A1					
<b>Client Contact</b>					
95 Gwynfa Street, Llanelli, SA22 7JG 01792 779100 <a href="http://www.capitalandscape.co.uk">www.capitalandscape.co.uk</a> Capital Property and Infrastructure Ltd.					

**CAPITA**  
 LANDSCAPE ARCHITECTURE

## **APPENDIX 8**

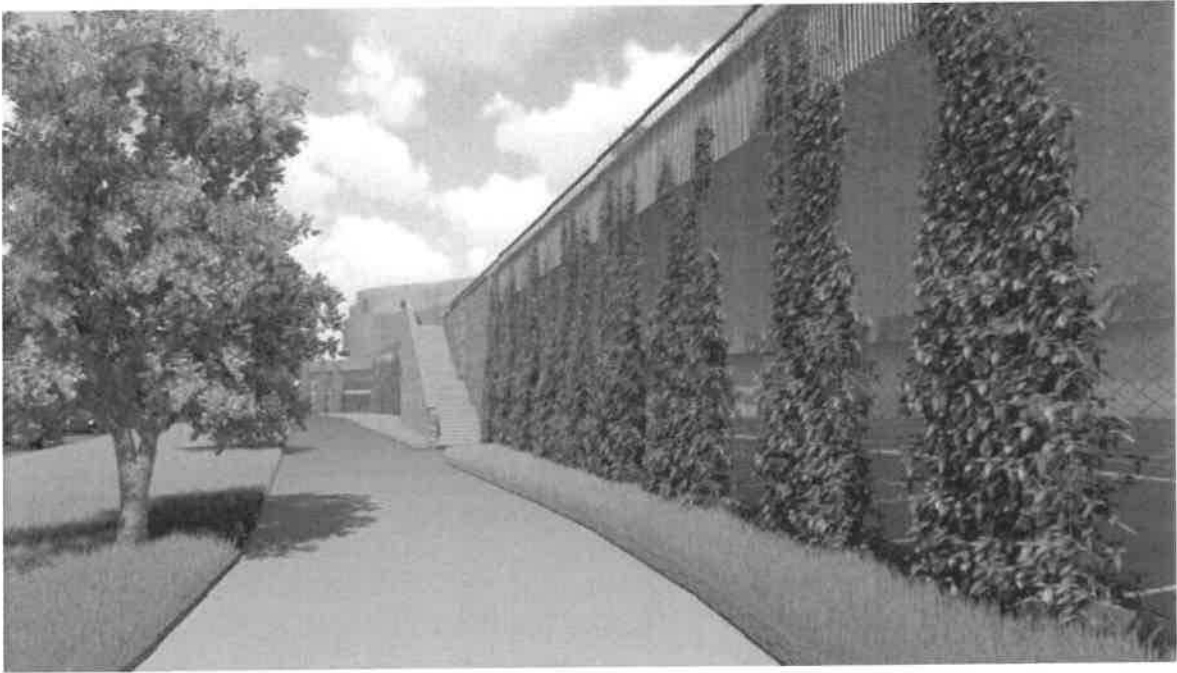




Arena from the bridge



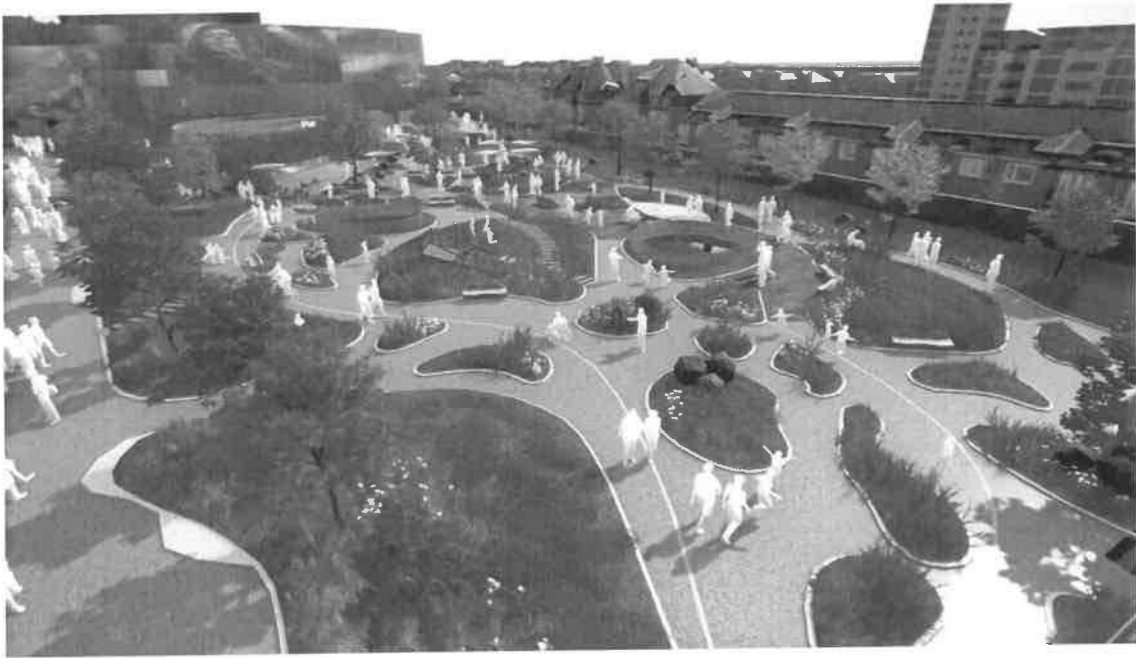
Arena from coastal park



Green wall to south car park on Oystermouth Road



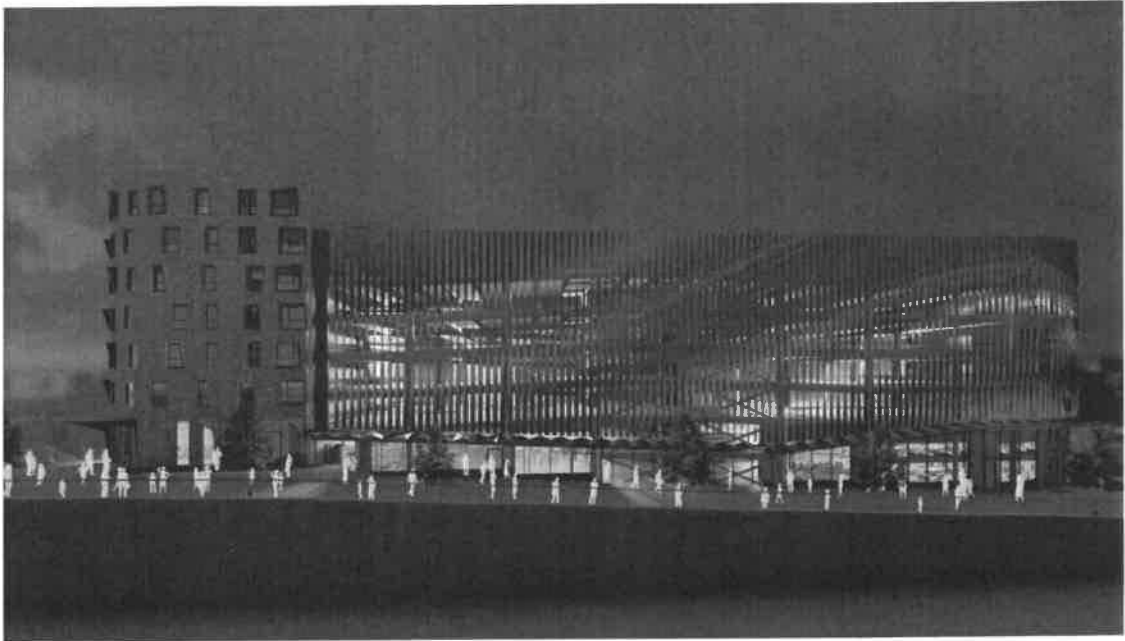
Aerial view looking east



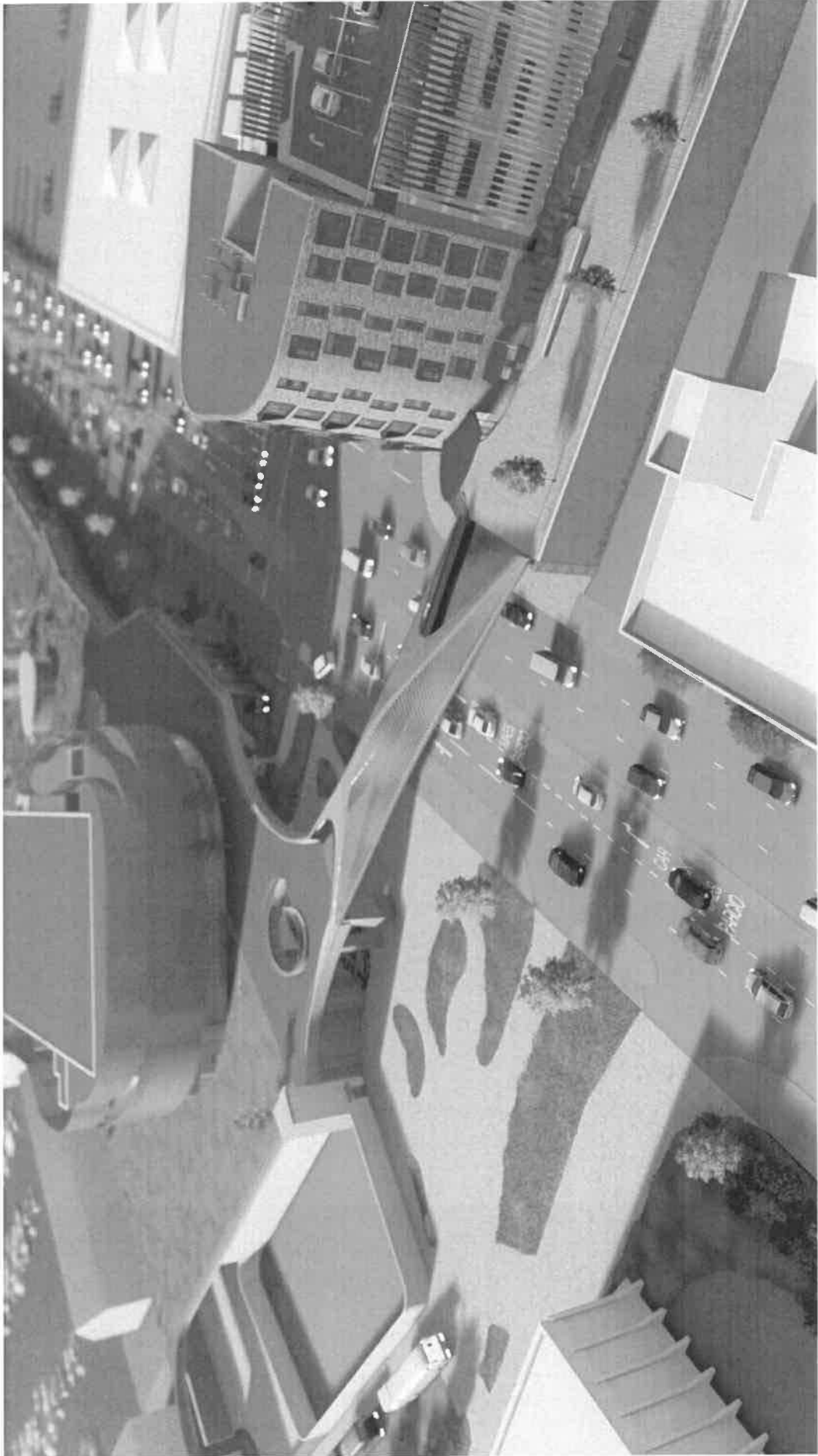
Coastal Park looking east



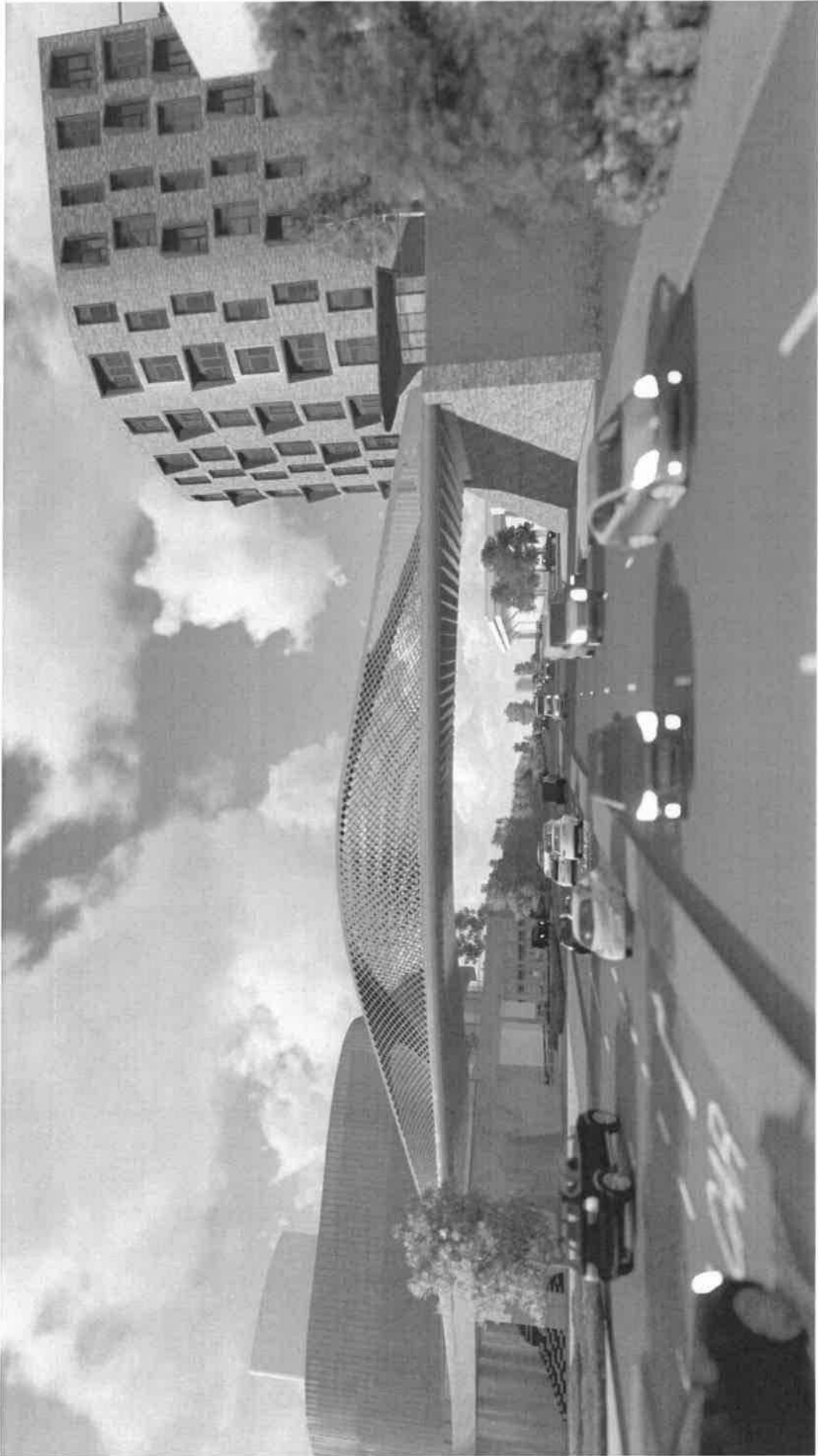
Residential Block



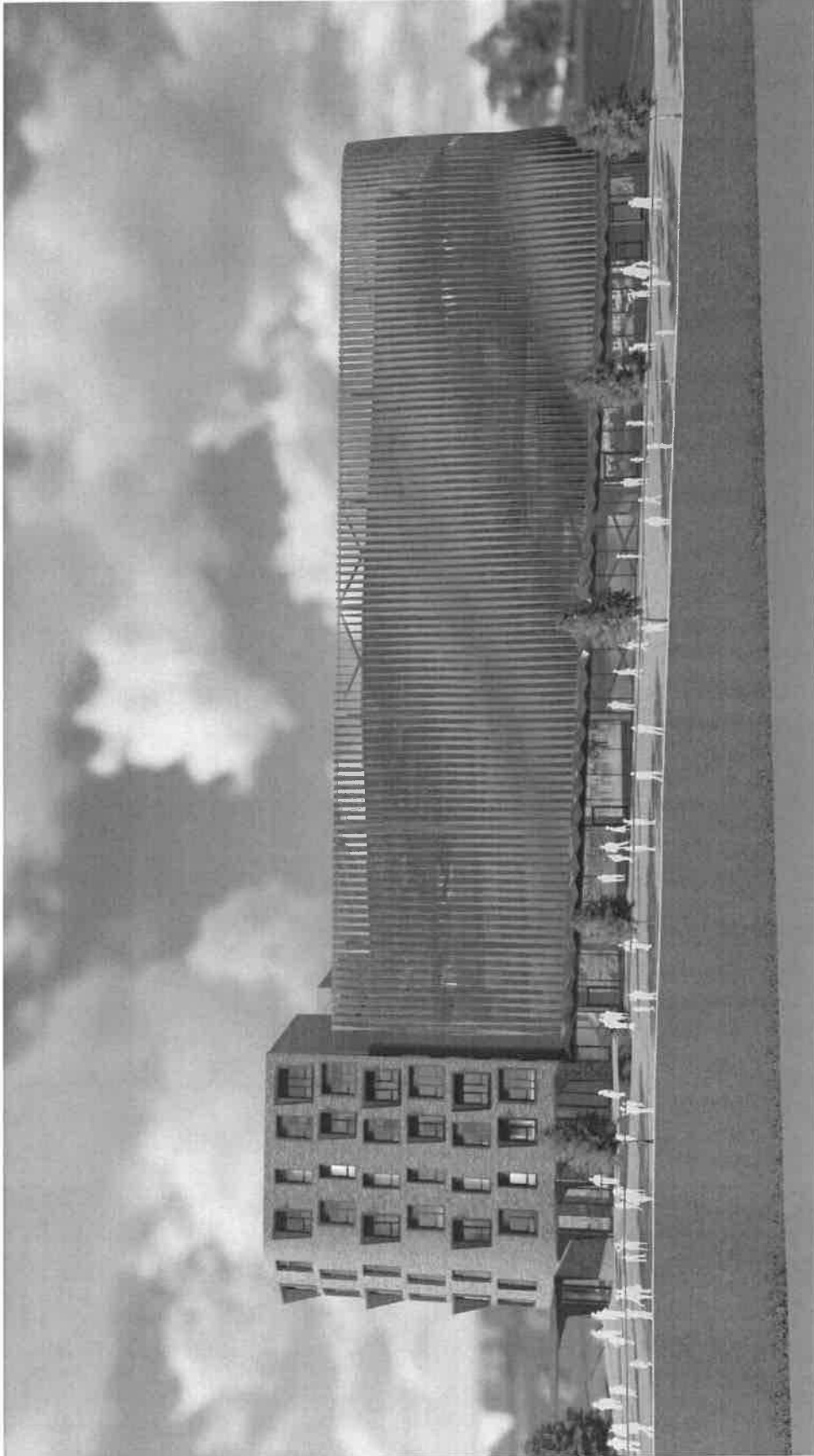
Multi-storey car park at night (from east)



Aerial view from east



Oystermouth Road



Residential and multi storey car park from east

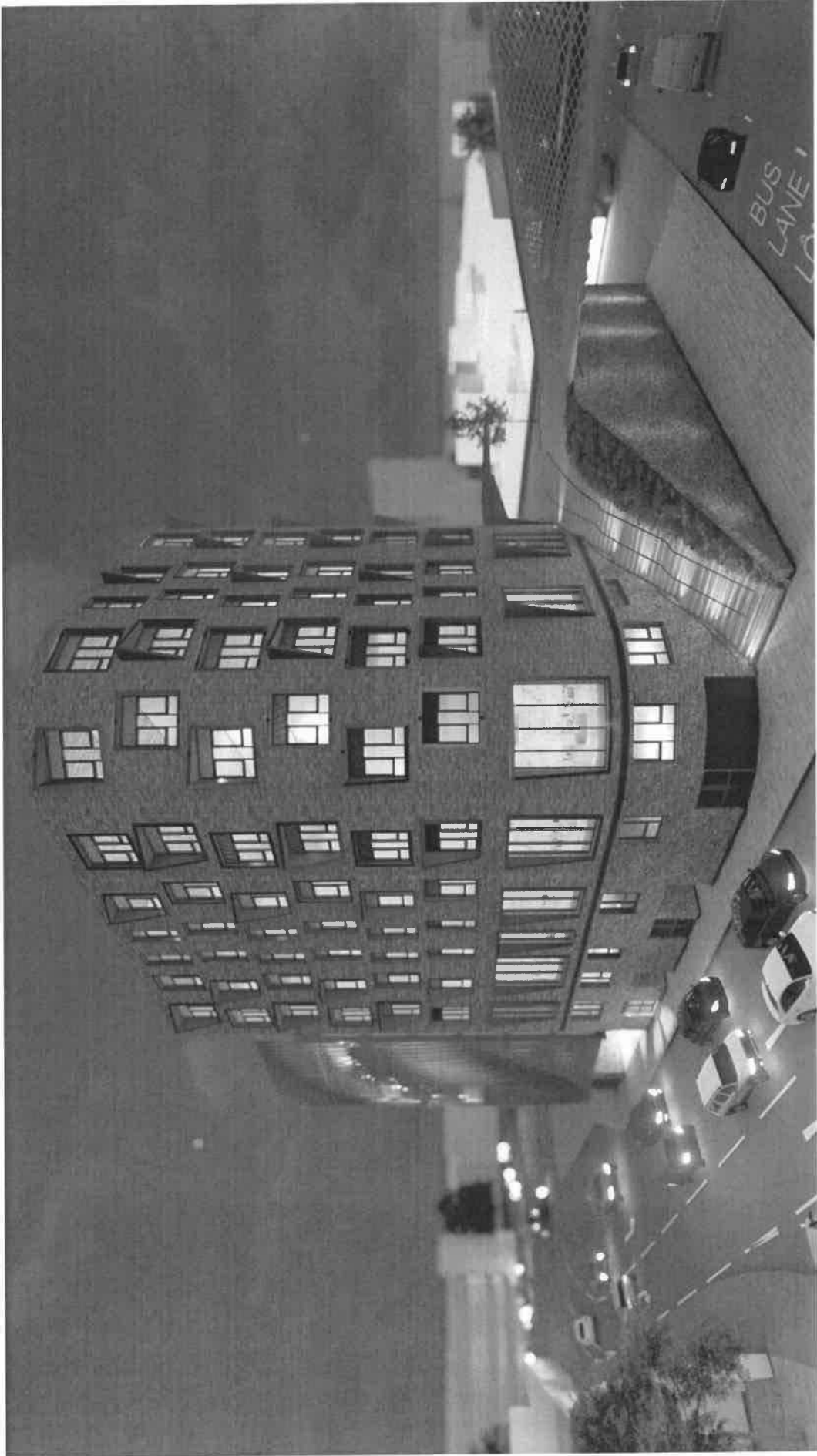


Residential from Oystermouth Road





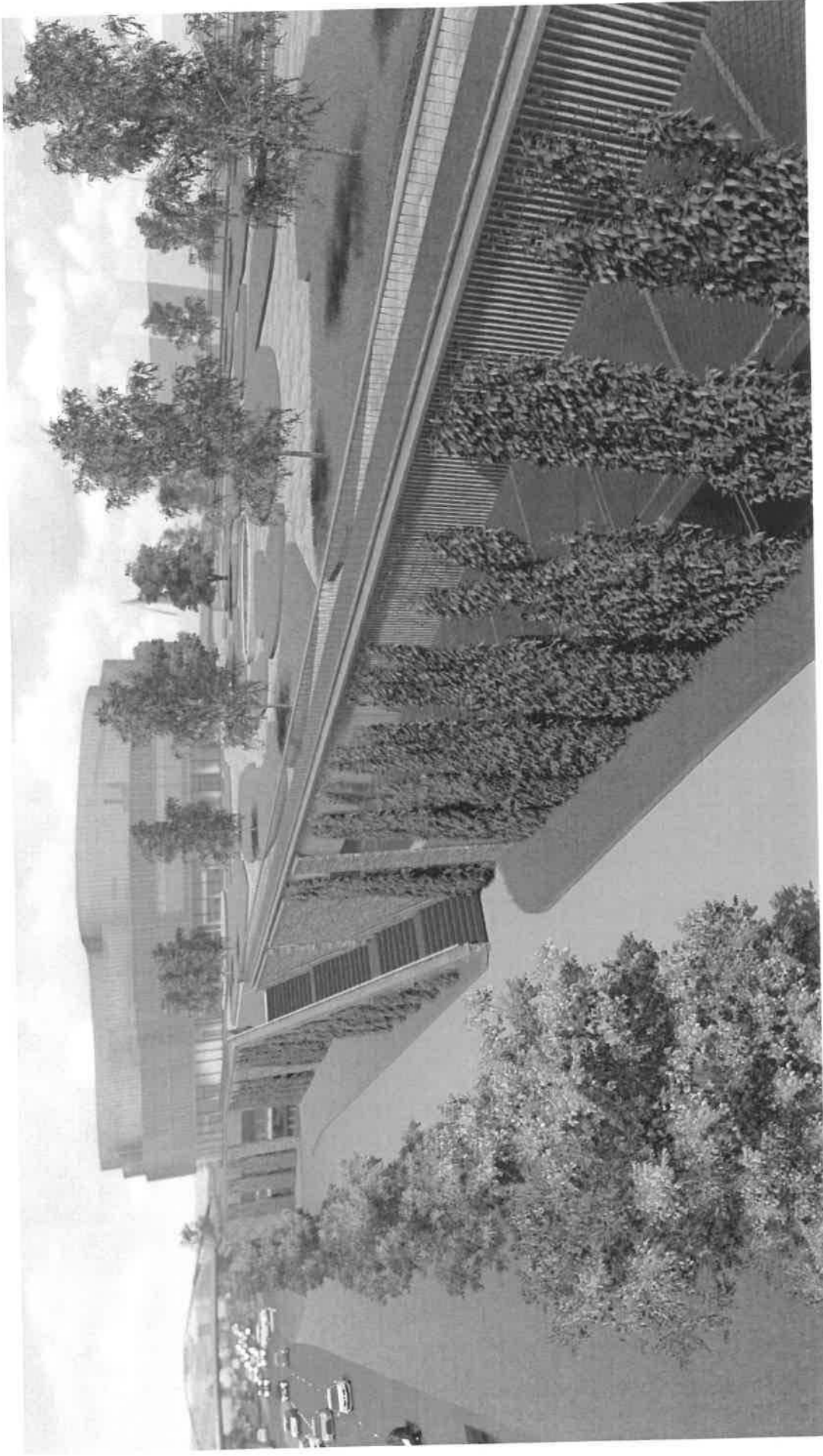
**Residential at night**



Residential from west (at night)



Residential from west



Green wall from east showing Coastal Park above



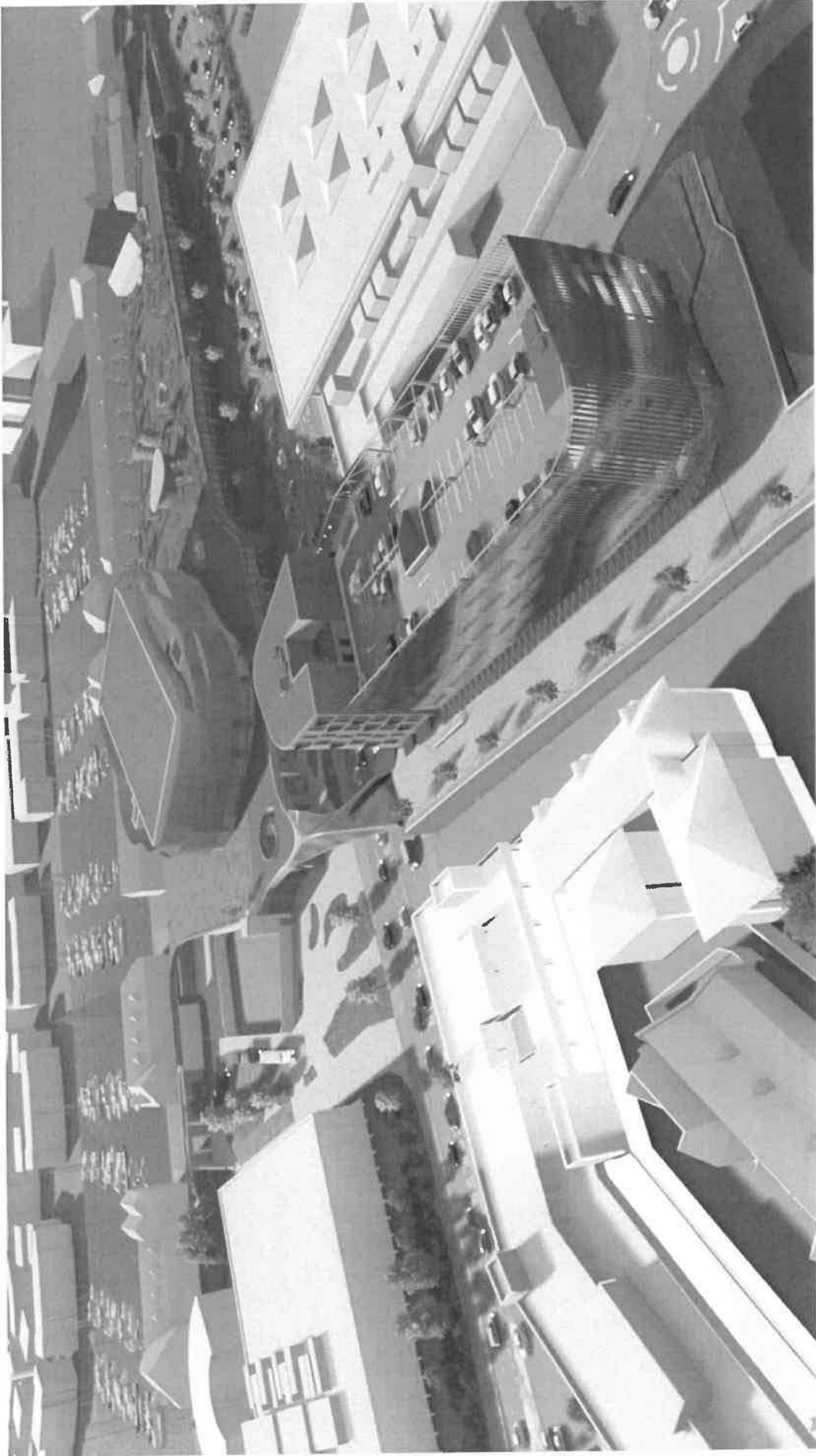
Green wall with Arena and Coastal Park



Oystermouth Road

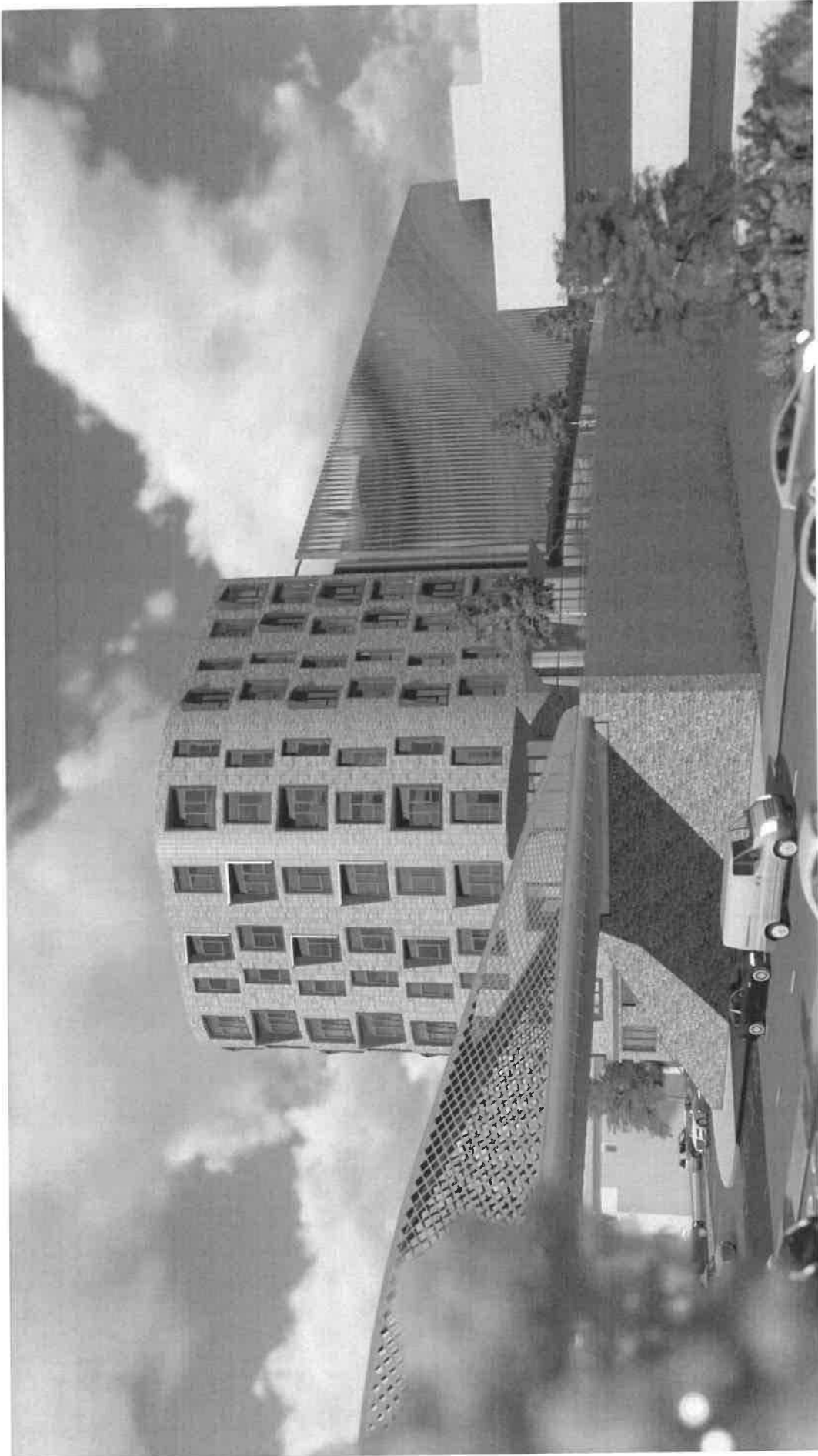


Oystermouth Road looking west



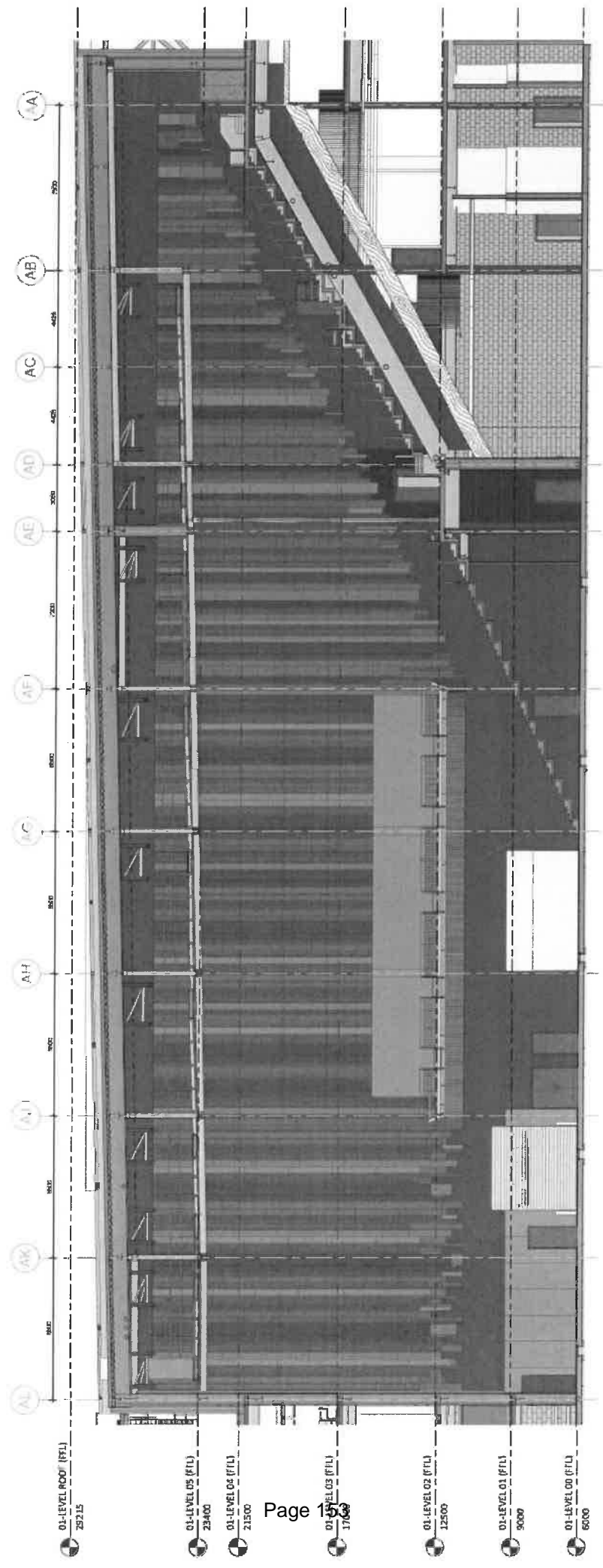
Aerial view from north





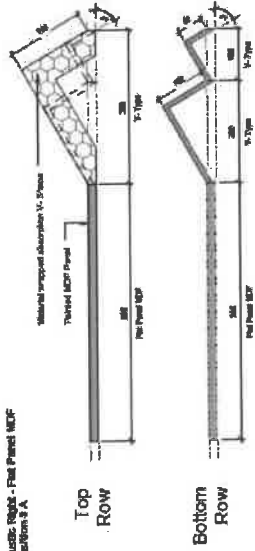
Residential from Oystermouth Road (East)

## **APPENDIX 10**

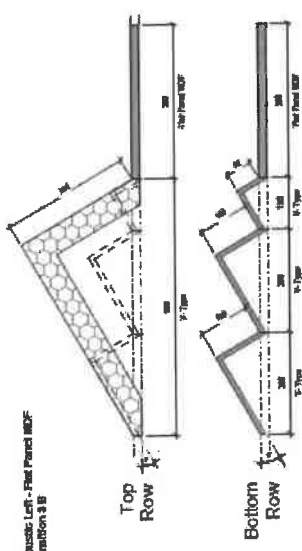


**Panels Folding**  
Scale: 1:5

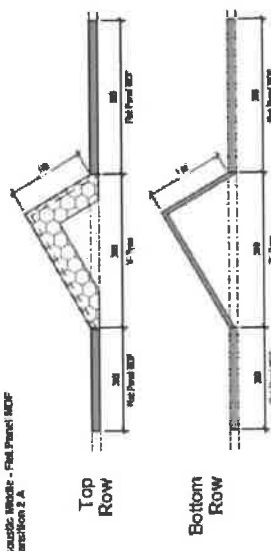
Acoustic Right - Flat Panel MDF Transition 2 A



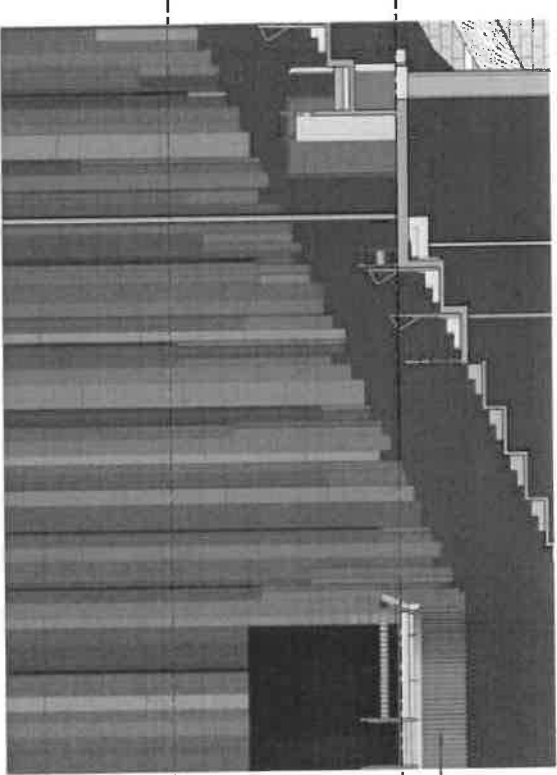
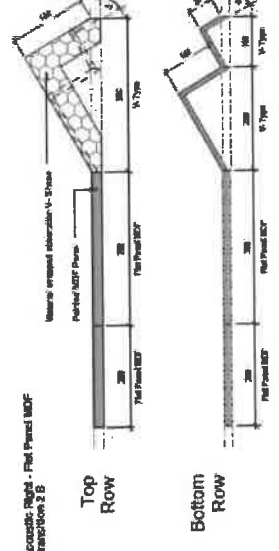
Acoustic Left - Flat Panel MDF Transition 2 B



Acoustic BRUSH - Flat Panel MDF Transitions 2 A



Acoustic Right - Flat Panel MDF Transition 2 B

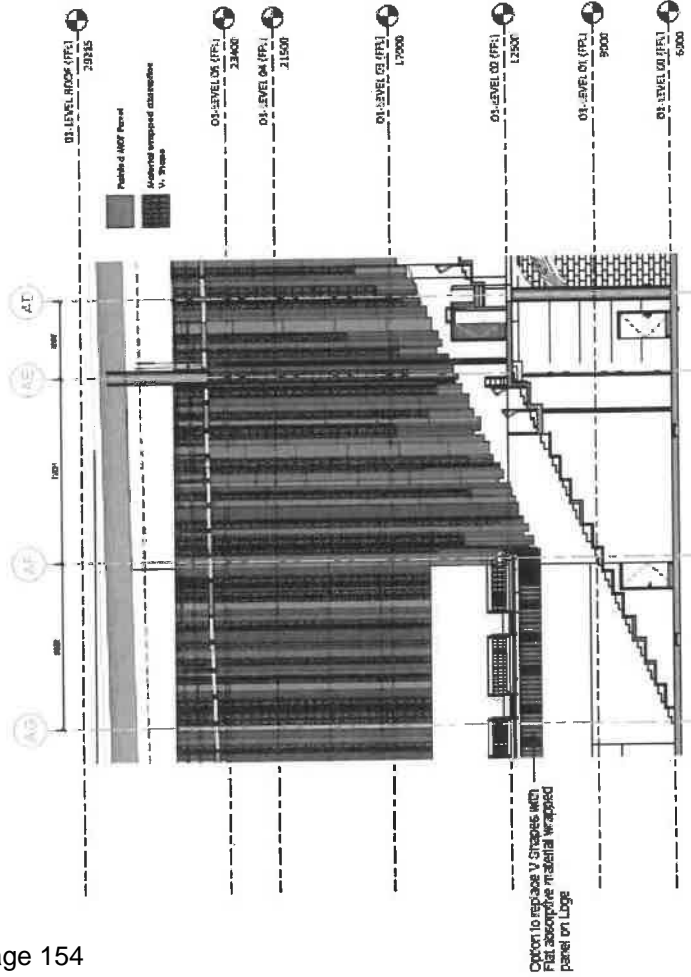


01-LEVEL 03 (FFL) 17000

01-LEVEL 07 (FFL) 11500

Option to replace V-Shapes with Flat absorptive material wrapped panel on Lodge

1 Auditorium Wall Finishes - Option 2 V-Shape Absorption & Flat Panel MDF - 3D View



Option to replace V-Shapes with Flat absorptive material wrapped panel on Lodge

2 Auditorium Wall Finishes - Option 2 - Elevation

1. All dimensions shall be in metric units.  
2. All dimensions shall be in metric units.  
3. All dimensions shall be in metric units.  
4. All dimensions shall be in metric units.  
5. All dimensions shall be in metric units.  
6. All dimensions shall be in metric units.  
7. All dimensions shall be in metric units.  
8. All dimensions shall be in metric units.  
9. All dimensions shall be in metric units.  
10. All dimensions shall be in metric units.

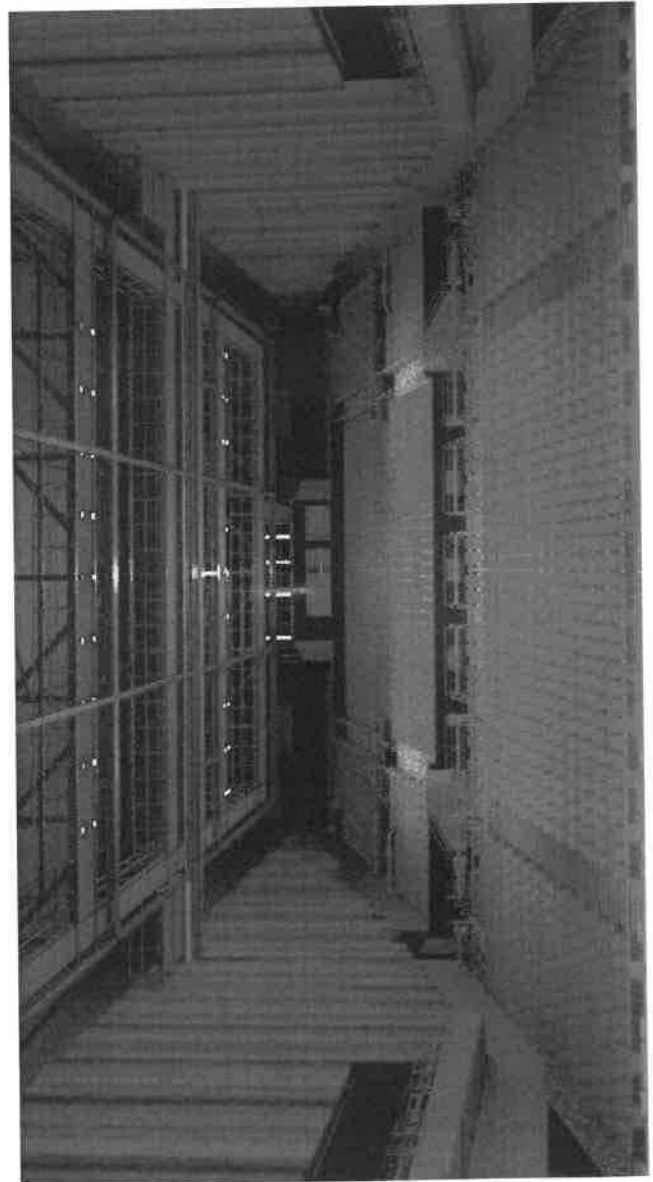
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 01-LEVEL 07 (FFL) 11500  
 01-LEVEL 08 (FFL) 23400  
 01-LEVEL 04 (FFL) 21500  
 01-LEVEL 05 (FFL) 17000  
 01-LEVEL 02 (FFL) 12500  
 01-LEVEL 01 (FFL) 9000  
 01-LEVEL 00 (FFL) 6000

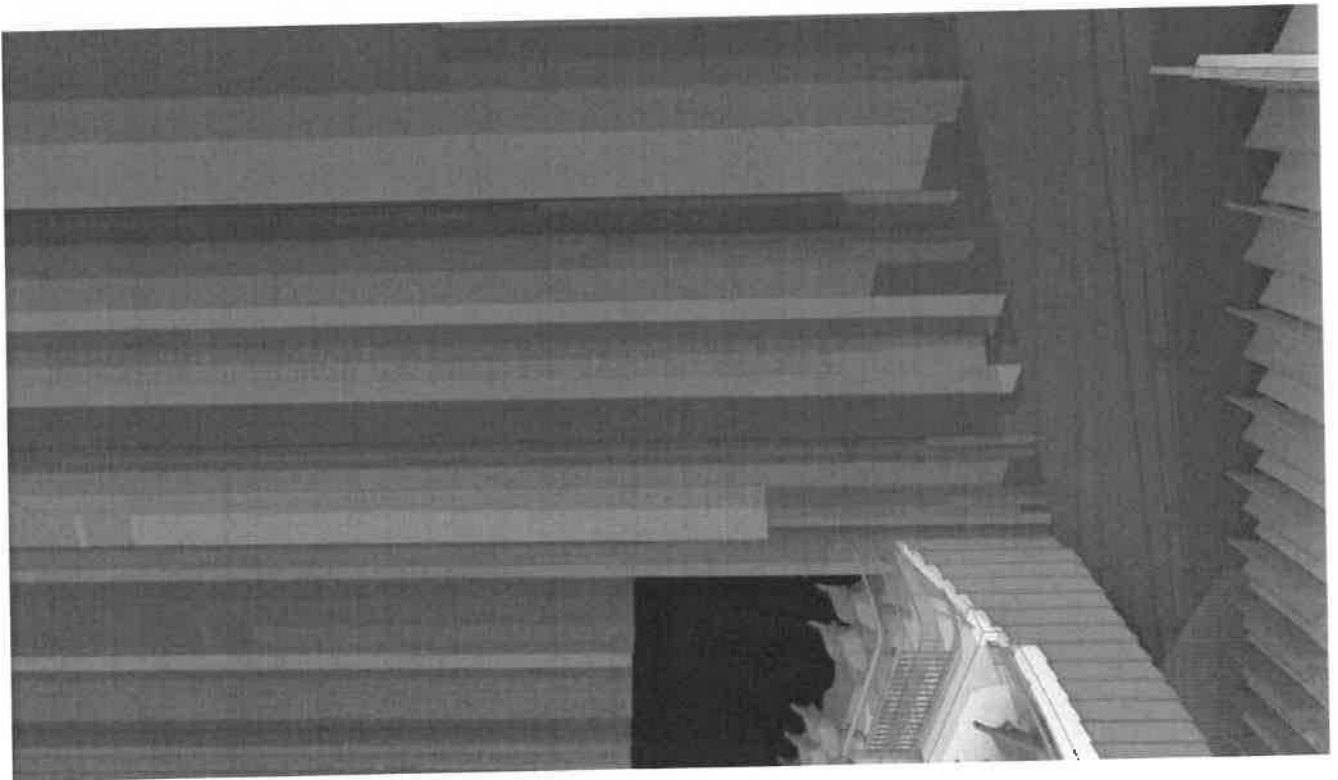
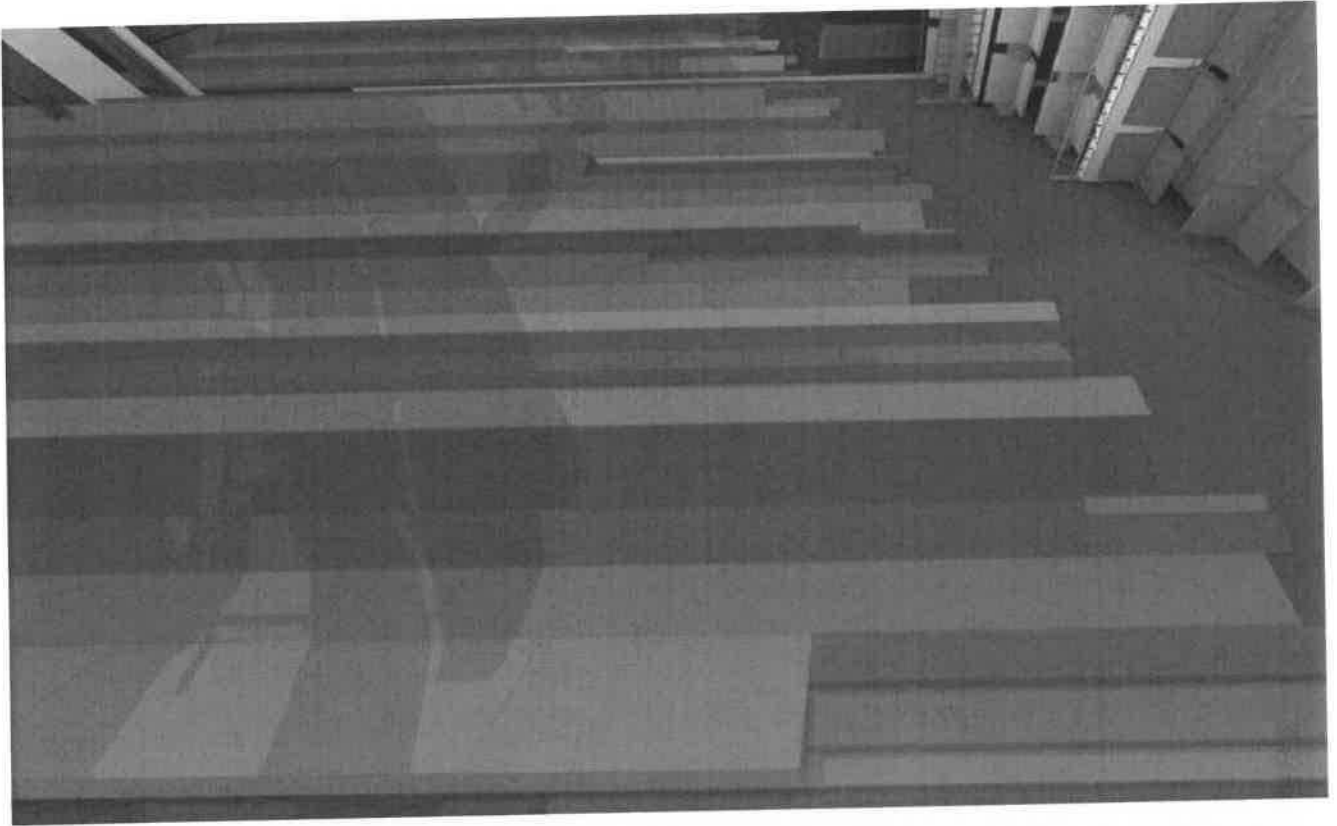
**BLOKINGHAM**  
 Group Contracting

**AFL**  
 architects

**Swiresec Central - Phase 1**  
 Swiresec  
 Project

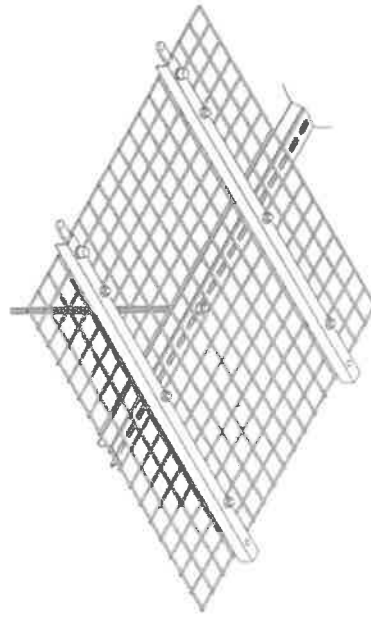
**INFORMATION**  
 527 P11  
 591-43-01-22-916-4-2401





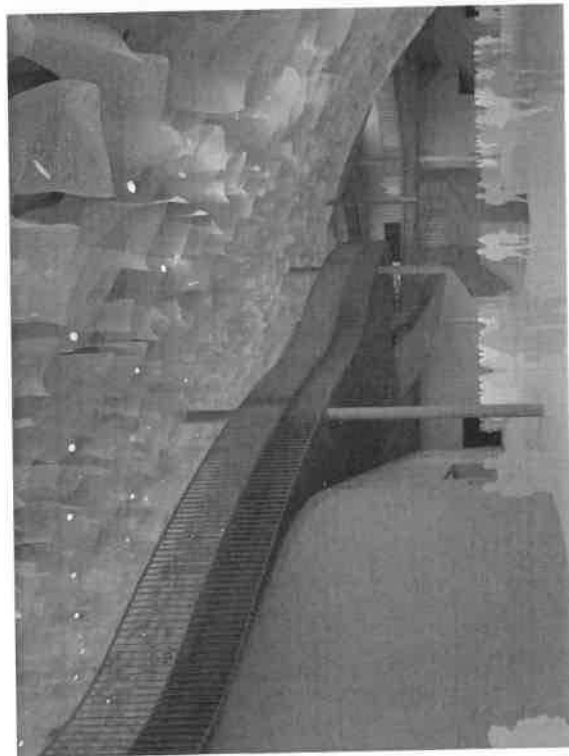


Stage 3 Proposal

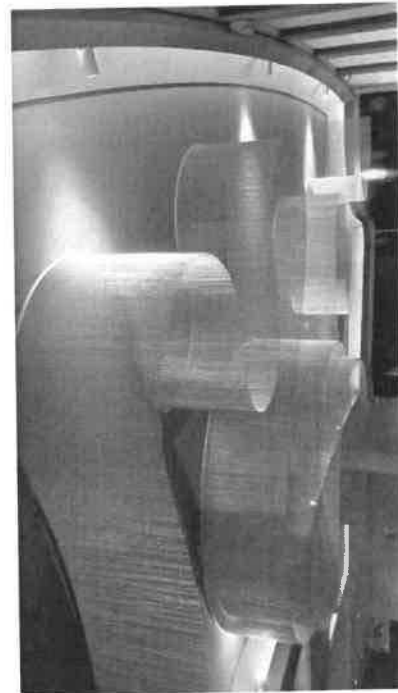


<b>Black</b> Code: 20001 Brilliant Code: 20201 Satin	<b>Grey</b> Code: 20012 Brilliant Code: 20212 Satin	<b>Coffee</b> Code: 20021 Brilliant Code: 20221 Satin	<b>Brown</b> Code: 20006 Brilliant Code: 20206 Satin
<b>Sand</b> Code: 20026 Brilliant Code: 20226 Satin	<b>Apricot</b> Code: 20090 Brilliant Code: 20290 Satin	<b>Orange</b> Code: 20013 Brilliant Code: 20213 Satin	<b>Gold</b> Code: 20003 Brilliant Code: 20203 Satin

Stage 4 alternative product (Kriskadecor)

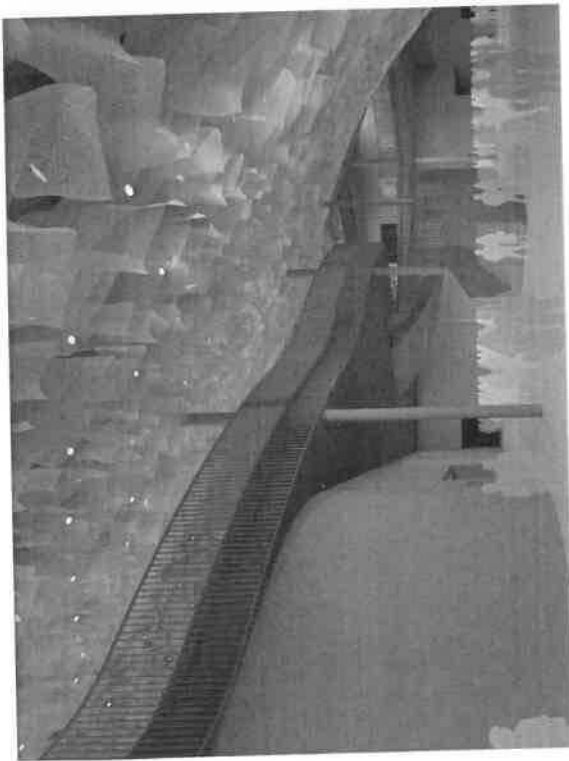


Stage 3 Proposal

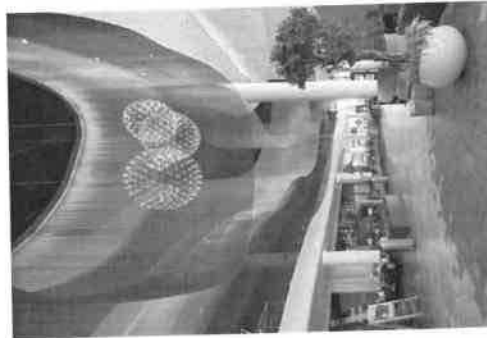
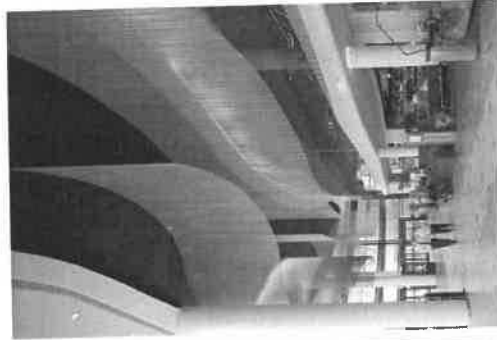


Stage 4 alternative product (Kriskadecor)





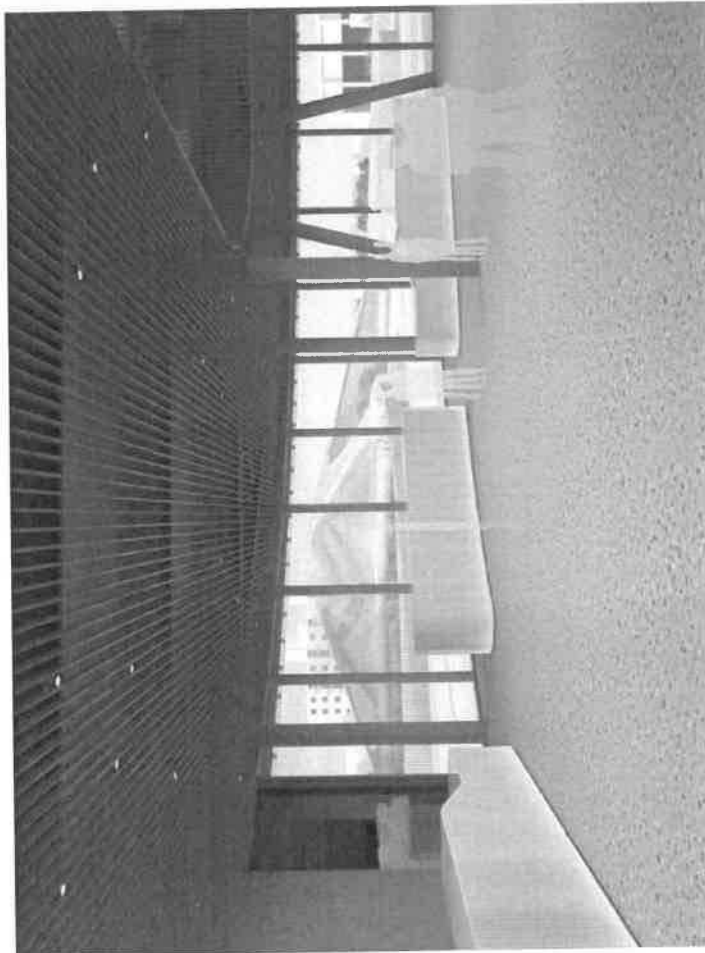
Stage 3 Proposal



Stage 4 alternative product (Kriskadecor)



Option: Altered joinery and merchandising display



Stage 3 and 4 Proposal

**Ceilings**

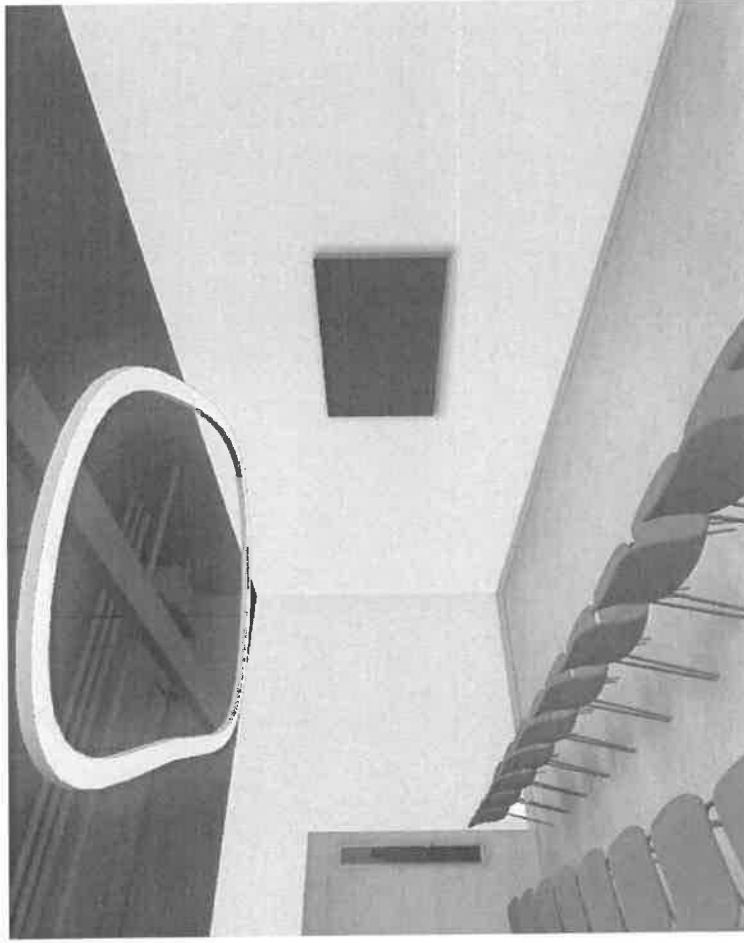
M60/130A TYPE PT-104 PAINT FINISH THE SOFFIT INCLUDING EXPOSED SERVICES (colour black)

P10/109 TYPE INS-305 PUNF PINNED 50mm FOAM (colour black)

*(WS3 also included "Expanded metal mesh on concealed grid system, anodised Black" which has been omitted following a client team instruction).*



Stage 3 Proposal

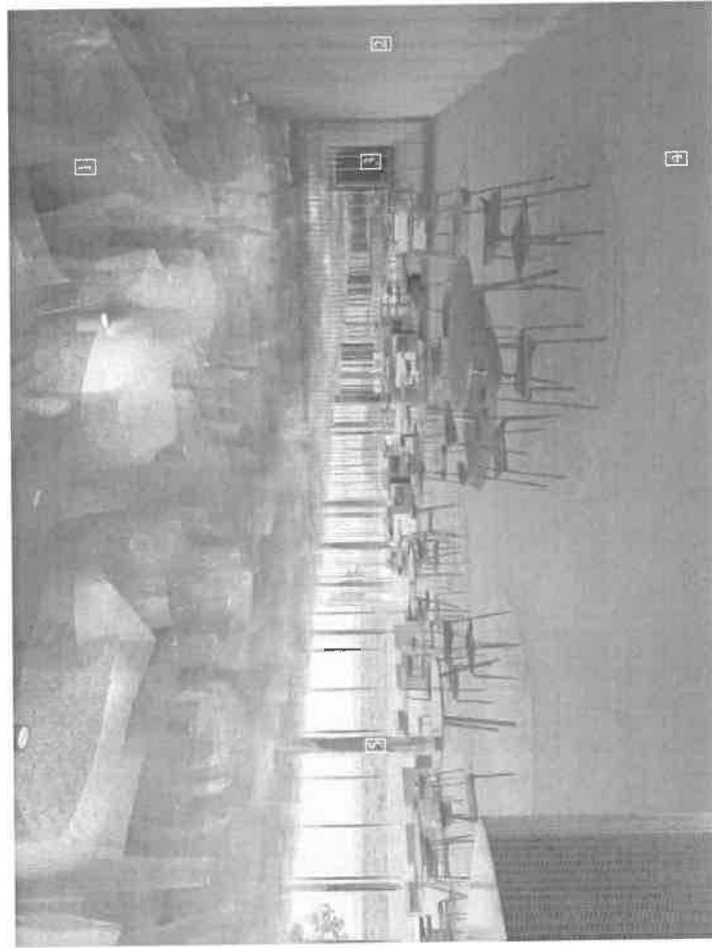


Stage 4 Proposal with carpet tile "Off the Grid" Dune 15105

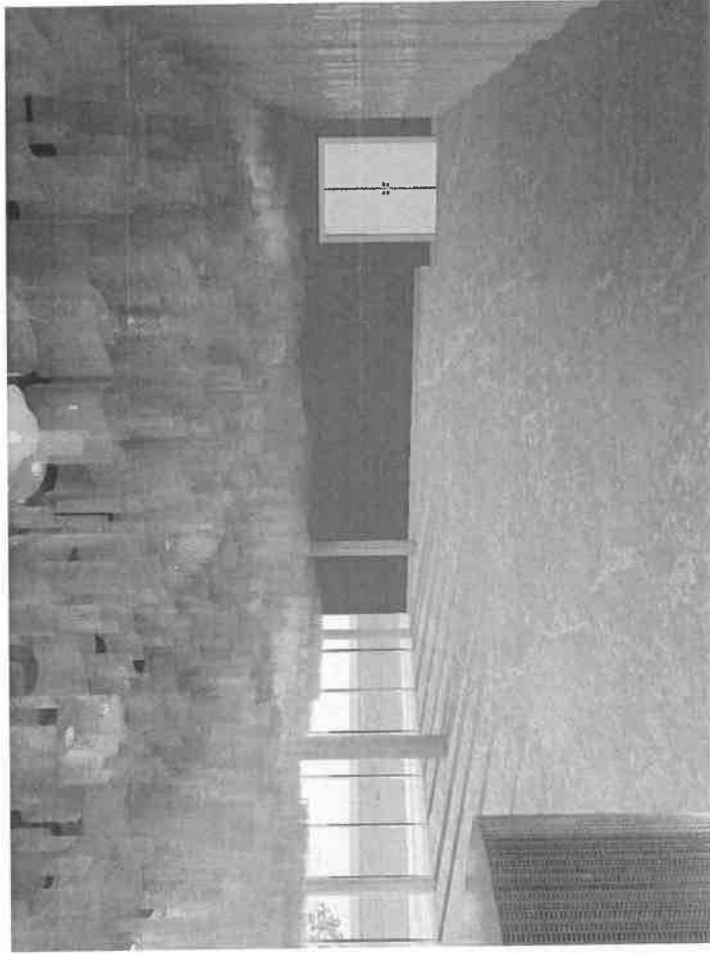
**Ceilings**  
CLG-812 SUSPENDED METAL MESH CEILING or ALUMINIUM CHAIN CEILING

*(WS3 ceiling was "Copper woven fabric mesh" but has been omitted because of its buildability and performance:*

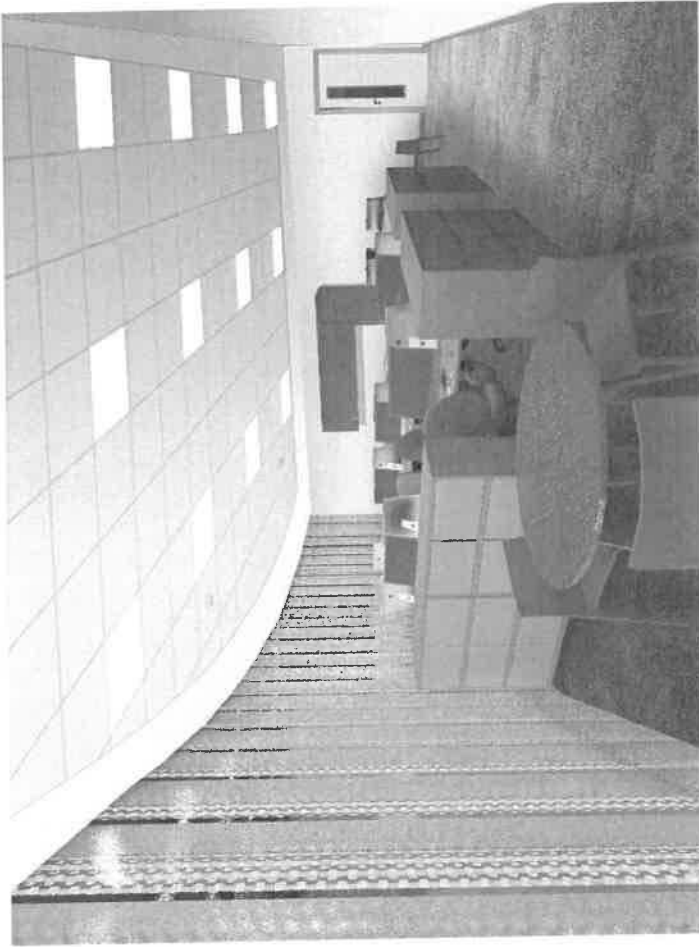
- *The copper material blocked mobile signals*
- *The woven fabric folding was not aesthetically pleasant!*



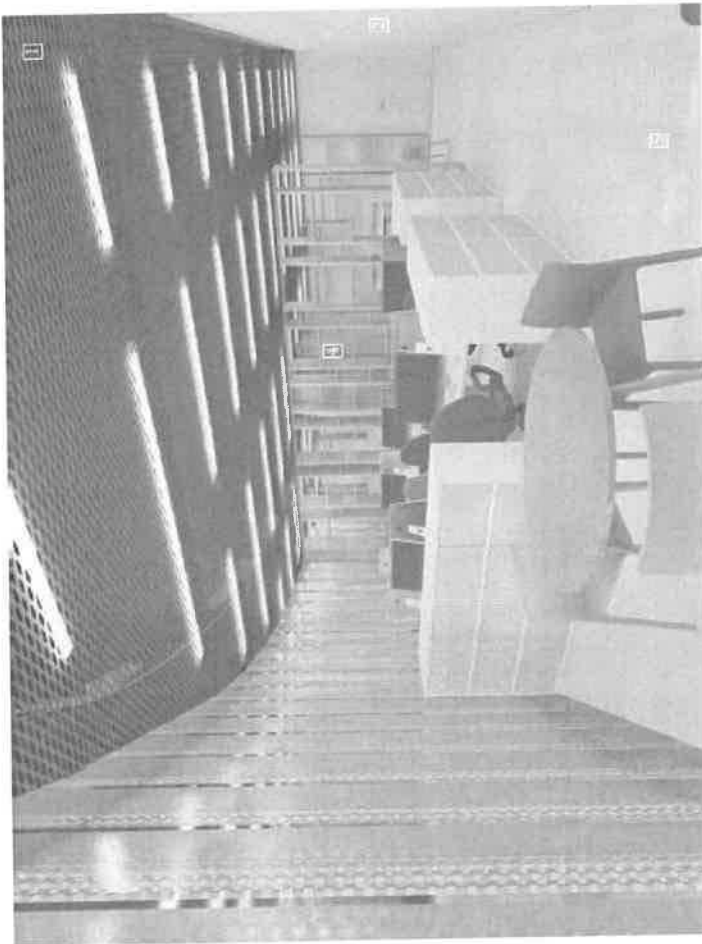
Stage 3 Proposal



Stage 4 Proposal



Stage 4 Proposal



Stage 3 Proposal

## **APPENDIX 11**

### Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 is a key piece of legislation for Wales, which seeks to improve the social, economic, environmental and cultural well-being of Wales. The six well-being objectives of the act and how the Swansea Central scheme addresses these are set out below.

### Wellbeing Goals & Sustainable Development Principle

There are seven well-being goals, which provide a shared vision for public bodies to work towards in an integrated manner.

The seven well-being goals are:

Goal	Scheme Response
A prosperous Wales	The scheme will substantial GVA per annum to the Swansea and Welsh economy.
A resilient Wales	The scheme is planned to catalyse further private sector investment in Swansea to create a broadened and more sustainable economy.
A healthier Wales	The scheme contains a number of GI initiatives including a new park and green walls to provide green space for people working and living in the city as a part of the Council's green Artery policy.
A more equal Wales	Equality is a key policy of the council and the EIA for the scheme is being implemented. In addition the Council's Beyond Bricks and Mortar policy encourages local sub- contracting and training opportunities for local labor.
A Wales of cohesive communities	The Swansea Central scheme is for all and will encourage community use and help create a stronger community within the city centre.
A Wales of vibrant culture and thriving Welsh language	Culture is at the heart of this project with a full cultural programme of events being run by Ambassador Theatre group in the arena. The scheme is being delivered in line with the Council's Welsh Language policy.
A globally responsible Wales.	<b>The scheme contributes to improving biodiversity adaption to and mitigating for climate change and enhancing natural resources are part of local and global environmental improvements.</b>  <b>The Strategy is part of the Council's delivery of it's duty to the Environment Act (Wales)</b>

The Council's key Policy Objectives and how the scheme contributes are set out below.

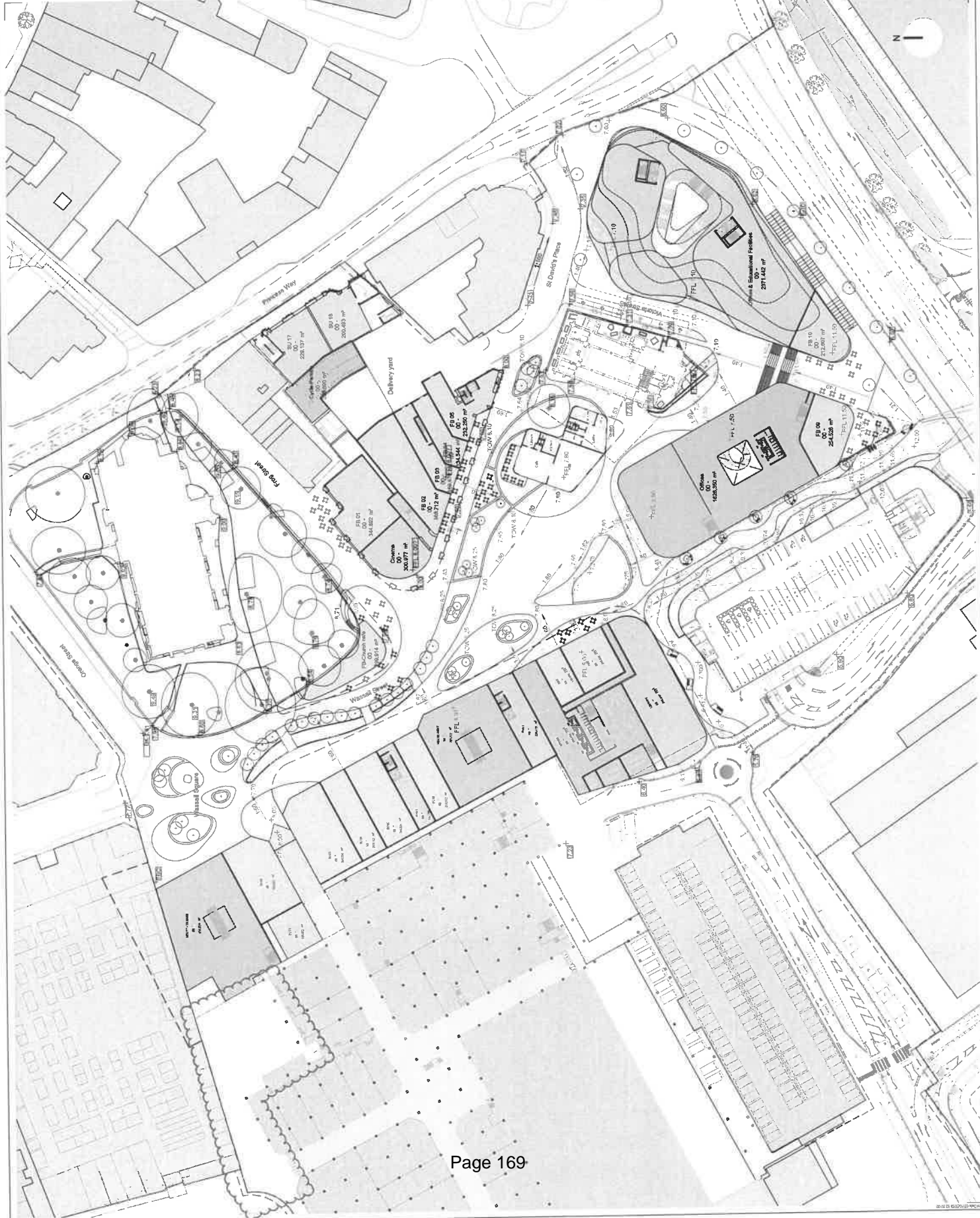
<b>Goal</b>	<b>Aim</b>	<b>Scheme Contribution</b>
<b>Safeguarding</b>	so that our citizens are free from harm and exploitation.	<b>The scheme is designed for all and has had design input from the police design team to address designing out crime. In addition the counter terrorism unit WECTU to minimise the potential of attack.</b>
<b>Improving Education &amp; Skills</b> need to succeed in life.	– so that everyone in Swansea gains the skills and qualifications	<b>The contractor Buckingham are applying the council's BBM policy to create training opportunities for local people. There will also be employment opportunities for local people.</b>
<b>Transforming our Economy &amp; Infrastructure –</b>	so that Swansea has a thriving mixed-use City Centre and a local economy that will support the prosperity of our citizens.	<b>This is a mixed use scheme that will add substantially to Swansea's city centre infrastructure and cultural offer to improve the economy and encourage further private sector investment into the economy.</b>
<b>Tackling Poverty</b>	so that every person in Swansea can achieve his or her potential.	<b>The scheme will create 600 jobs which local people can apply for to contribute to tackling poverty.</b>
<b>Maintaining and enhancing Swansea's Natural Resources and Biodiversity –</b>	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.	<b>The scheme contains substantial GI infrastructure in terms of a new public park and green walls. This encourages biodiversity and will link to the Green Artery policy for the City Centre. Electric charging will be included in the car parks to support sustainable travel.</b>
<b>Transformation &amp; Future Council</b>	so that we and the services that we provide are sustainable and fit for the future.	<b>The Arena will provide a facility that is supported by local people during consultation 84% of respondents supported the arena delivery. The council has also improved its listening to local</b>



		<p><b><i>residents as during consultation concerns were raised about the location of the arena and the hotel. The location of both the arena and hotel sites were adjusted to minimise impact on local residents.</i></b></p>
--	--	---

## **APPENDIX 12**

Capita Comments  
191009



LM	AC	Author & Designer	04/03/2018
LM	AC	Author & Designer	03/10/2018
Rev	0	Description	Date
<b>SKETCH</b>			
<b>Classification</b>			
Commercial in Confidence			
<b>Client</b>			
THE COUNCIL FOR THE CITY & COUNTY OF SWANSEA			
<b>Project</b>			
SWANSEA CENTRAL PHASE 2			
<b>Drawing</b>			
LEVELS SKETCH			
Scale @ A1	Drawn	Checked	Approved
1:500	LM	-	AC
Project No.	Date		
CS089842	OCTOBER 2018		
<b>Drawing Identifier</b>			
Name - Swansea - Civic Centre - Phase 2 - Levels Sketch			
Ref - SW/21/1407-ZS-SC-L-0003			
Author			
A			

**CAPITA**  
LANDSCAPE ARCHITECTURE  
15 Orleans Street, London, E2 7JG  
020 7731 4500  
www.capitalandscape.co.uk  
Capita Property and Infrastructure Ltd

## **APPENDIX 13**

**SWANSEA CENTRAL  
PRE-APPLICATION CONSULTATION  
REPORT**

**23 MARCH 2017**

**PREPARED BY  
BRYSON PR**

**FOR**



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## DESCRIPTION OF DEVELOPMENT

Outline planning application (with all matters reserved) for the refurbishment, alteration and / or demolition of all existing buildings / structures on the site (except St Mary's Church and St David's Church) and redevelopment of site with indicative access / layout and scale parameters on the north site of a maximum of 1 to 7 storeys and maximum new floorspace of 84,050 sqm comprising retail / commercial / office use (Classes A1/A2/A3/B1) residential (Class C3), non-residential institution (Class D1) and leisure (Class D2), multi storey car park and redevelopment of south site of a maximum of 40,700 sqm of floorspace comprising a new arena (Class D2), up to 13 storey hotel / residential building (Class C1/ C3), food and drink (Class A3), undercroft car park, potential energy centre. Across both sites, the provision of associated new public open space / public realm and landscaping, new pedestrian and vehicular access and servicing arrangements (including a pedestrian bridge link across Oystermouth Road), provision of new bus stops on Oystermouth Road, new pedestrian access through existing arches along Victoria Quay, relocation of Sir H Hussey Vivian statue, earthworks, and plant.

The application is submitted on behalf of the Council of the City and County of Swansea.

## PRE-APPLICATION CONSULTATION REPORT

### CONTENTS

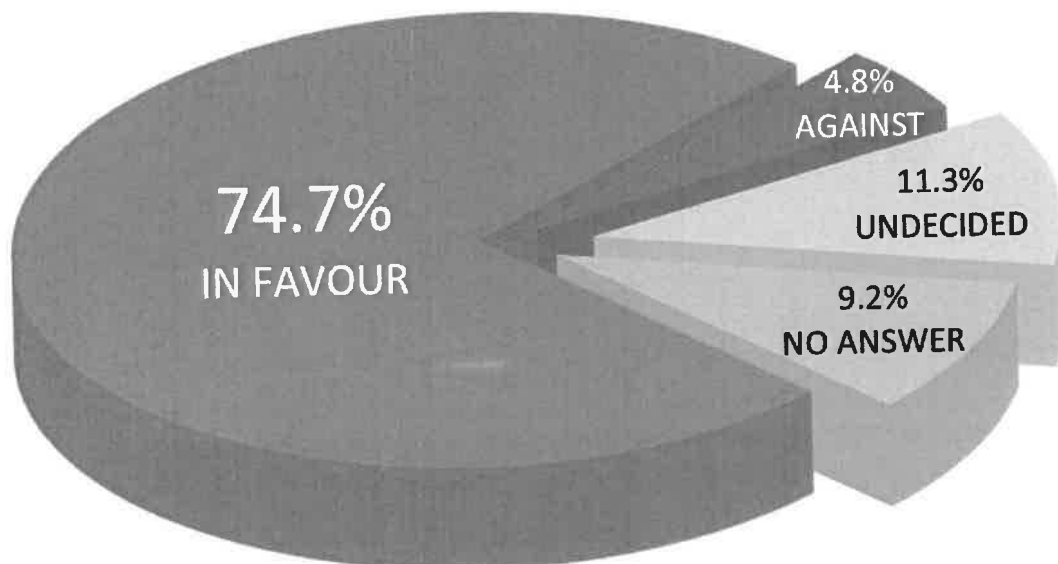
1. Introduction
2. Executive Summary
3. The Consultation Process
4. Participation & Feedback
5. Common Themes
6. Summary of the Applicant's Responses
7. Appendices
  - 7.1 Stage 1 feedback from the public and the applicant's responses
  - 7.2 Stage 2 feedback from the public and the applicant's responses
  - 7.3 Local stakeholders' feedback and the applicant's responses
  - 7.4 Local interest groups' feedback and the applicant's responses
  - 7.5 Statutory consultees' representations and the applicant's responses
  - 7.6 Consultees
  - 7.7 Consultation Day Invitations Area
  - 7.8 Stage 1 Consultation Event Attendees

# 1. INTRODUCTION

- 1.1 This is a supporting document to the above outline planning application for 'Swansea Central' (the name given to the proposed development of the combined St David's and LC car park sites in the city centre) submitted on behalf of the Council of the City and County of Swansea.
- 1.2 In this document we outline and report on the pre-application consultation undertaken on behalf of the applicant during the autumn of 2016 and the spring of 2017. This was organised by Bryson:PR in two stages, with Stage 1 covering November 2016 to early January 2017 and Stage 2 – the formal Pre-Application Consultation (PAC) process – running from the end of January 2017 through to early March 2017.
- 1.3 This document reports on both consultation stages. Stage 1 focused on consultation on the proposed outline layout for the development and the potential mix of uses, whilst Stage 2 incorporated the formal Pre-Application Consultation (PAC) process on the draft outline planning application. This document also includes the applicant's responses to all of the feedback and representations received during both consultation stages.
- 1.4 Our approach to consultation is based on three key principles – engagement with all relevant groups, clear communication of what is being proposed, and careful listening to the feedback that people provide.
- 1.5 Pre-application consultation should offer everyone who may be affected by the proposals or has an interest in the scheme, opportunities to find out about what is being proposed, to have their say, be listened to, and to have their views taken into account in the design process.
- 1.6 Effective consultation relies first and foremost on good presentation and explanation of the proposals. Once people understand the development proposals, they can then respond with meaningful and appropriate feedback – including comments and suggestions – that the applicant can then analyse and respond to where appropriate.
- 1.7 The applicant has therefore taken care to ensure that the illustrations of the scheme and all the supporting explanations are as easy to understand as possible. That said, it is extremely difficult to illustrate an outline application in an instantly meaningful way. The architects, Acme, have therefore drawn a number of illustrations that show the potential position, size and mass of buildings within the maximum parameters of the application. These drawings are purely illustrative at this stage but are probably the most effective way of demonstrating the potential content and nature of the proposed development. The way these illustrations have been used to present the scheme is shown in Section 3 on the Consultation Process.
- 1.8 The participation in the consultation and the feedback received is provided in Section 4 Participation & Feedback with full details of all the feedback being provided in the Appendices.
- 1.9 In Section 5 we provide an analysis of the Common Themes in the feedback received.
- 1.10 Section 6 provides a summary of the applicant's responses to the feedback received, with full details of these being included alongside the corresponding feedback points in the Appendices.

## 2. EXECUTIVE SUMMARY

- 2.1 Stage 1 of the pre-application consultation was undertaken from mid November 2016 to early January 2017. Activities included the provision of a project website, meetings with local stakeholders and interest groups, and a 3-day public exhibition held in St Mary's Square – all of which were supported by extensive publicity in the local media.
- 2.2 More than 3,500\* local people participated during Stage 1, 8% of whom either responded to our feedback questionnaire or submitted their views by email or letter.
- 2.3 Nearly 75% of respondents said they were in favour of the proposals for the development of a mix of uses with the St David's and LC car park sites being united by a broad pedestrian bridge over Oystermouth Road. Less than 5% were against the plans, while just over 11% were undecided.



- 2.4 Overall, there has been an overwhelmingly positive response to the proposals – with all the proposed uses achieving levels of support from 50% up to 87% – with the arena gaining the most support (87%) and the pedestrian bridge being not far behind at nearly 84%.
- 2.5 More than 2,500\* people participated in Stage 2. We published all of the draft outline planning application documents on the project website's downloads page and integrated the required period of formal consultation with the more general consultation with the public and local groups. This included an Open Day where people could discuss aspects of the proposals with relevant members of the professional consultants team before they submitted their feedback.
- 2.6 A wide range of comments, suggestions and formal representations were submitted. In Section 5 we identify the common themes arising from all of the feedback, and in Section 6 we provide a summary of the Applicant's responses to those issues. All of the points raised, along with the Applicant's responses, are provided in the Appendices.

\* NB: These numbers may include some overlaps between those attending events and those visiting the project website.



## **3. THE CONSULTATION PROCESS**

### **3.1 STAGE I**

This stage focused on the proposed outline layout for the development and the potential mix of uses.

#### **3.1.1 THE GENERAL PUBLIC**

At the beginning of the consultation process, we identified the public living and working in and around Swansea as the main body of people who should be given the opportunity to learn about and respond to the development proposals.

#### **3.1.2 LOCAL STAKEHOLDERS**

As well as the general public, we also identified a number of local stakeholders that should be informed and consulted about the proposals. These included the local residents living on or adjacent to the site, existing site occupiers and property owners, plus existing businesses and retailers on or adjacent to the site.

#### **3.1.3 INTEREST GROUPS**

In addition, a number of organisations and groups that might be interested and wish to have a say on the proposals were identified. These included civic groups, business organisations, transport groups and organisations, the police, youth, older age and minorities groups.

**3.1.4** The above groups formed the main focus of Stage 1 of the pre-application process.

#### **3.1.5 KEY STAKEHOLDERS**

As well as the three main groups above, there are a number of 'key stakeholders' that the development manager, Rivington Land, together with members of the professional development team and the Applicant, the Council of the City and County of Swansea, are in the continuing process of consulting with about the proposals. These key stakeholders include the various statutory consultees such as the utilities companies, and major on-site or adjacent occupiers/property owners that may be affected by the proposals. See Appendix 7.6 for a full list of these.

#### **3.1.6 INFORMING THE PUBLIC, THE LOCAL STAKEHOLDERS AND THE INTEREST GROUPS**

To communicate the proposals clearly to the public, local stakeholders and interest groups, we utilised a variety of media and activities including a project website, presentations at meetings and a public exhibition.

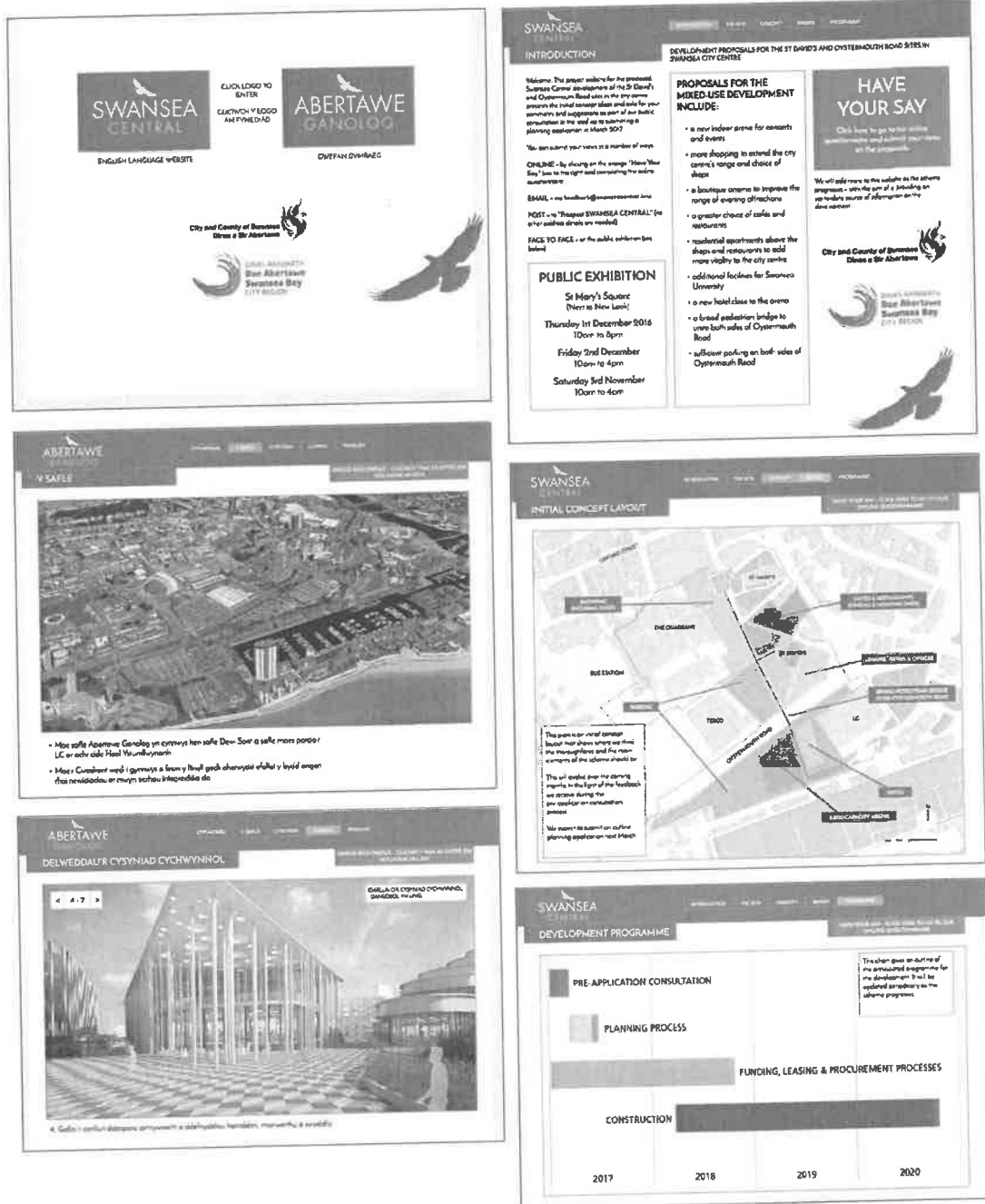
**3.1.7** These activities were all supported by a publicity campaign that achieved extensive coverage in the local press.



### 3.1.8 PROJECT WEBSITE

A website – [www.swansecentral.info](http://www.swansecentral.info) – was created to present and explain the proposals and provide conduits for people to have their say about them. There were two versions of this website, one in English and one in Welsh.

3.1.9 As can be seen by the following images, the website identified the location and extent of the site, illustrated the initial concept layout in the outline plans, provided indicative images showing the proposed locations and sizes (within the maximum parameters identified in the draft application) of the thoroughfares and buildings, and explained the programme for the development.



3.1.10 The website address was highlighted in every activity and all the publicity to ensure that the maximum number of people became aware of it and so had the opportunity to learn about the proposals.

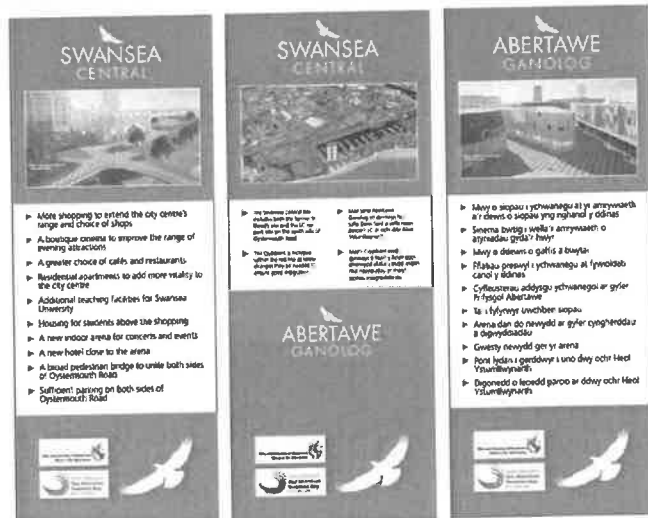
### 3.1.11 PRESENTATIONS AT CONSULTATION MEETINGS

Stage 1 of the pre-application consultation began on Monday 21<sup>st</sup> November 2016 with a presentation of the proposals to a number of key organisations and interested parties. Held at the Meridian Tower, this presentation set out the proposed mix of uses for the scheme, the proposed layout of the site and the anticipated development programme.

3.1.12 A selection of slides from the presentation are shown here:



3.1.13 Pop-up banners were also used:



- 3.1.14 A question and answer session was held after the presentation with questions about the scheme being mainly answered by the development manager, Rivington Land.
- 3.1.15 All the other local stakeholders and interest groups were invited to a series of similar consultation meetings with presentations and Q&A sessions held on Tuesday 13<sup>th</sup> December in The Depot studio space at the Grand Theatre.
- 3.1.16 Invitations – see these examples below – were distributed in PDF form to most groups by email prior to the end of November. However, printed invitations were also distributed by hand on 30<sup>th</sup> November to more than 500 addresses including both on-site residents, neighbouring retailers and businesses. For the distribution area, see Appendix 7.7.



- 3.1.17 The organisations and people invited to these consultation meetings included local interest groups, on-site and neighbouring residents (see above), and on-site and neighbouring retailers and businesses. For a full list of these see Appendix 7.6.

### 3.1.18 PUBLIC EXHIBITION

A public exhibition of the proposals was held on Thursday 1<sup>st</sup>, Friday 2<sup>nd</sup> and Saturday 3<sup>rd</sup> December 2016. It was held in St Mary's Square next to the New Look store and utilised a hired exhibition trailer plus external furniture. It was open from 10am to 8pm on the Thursday and from 10am to 4pm on the other two days and was fully staffed throughout by Rivington Land, officers of the Council and other development team consultants, including the project architect, Acme.



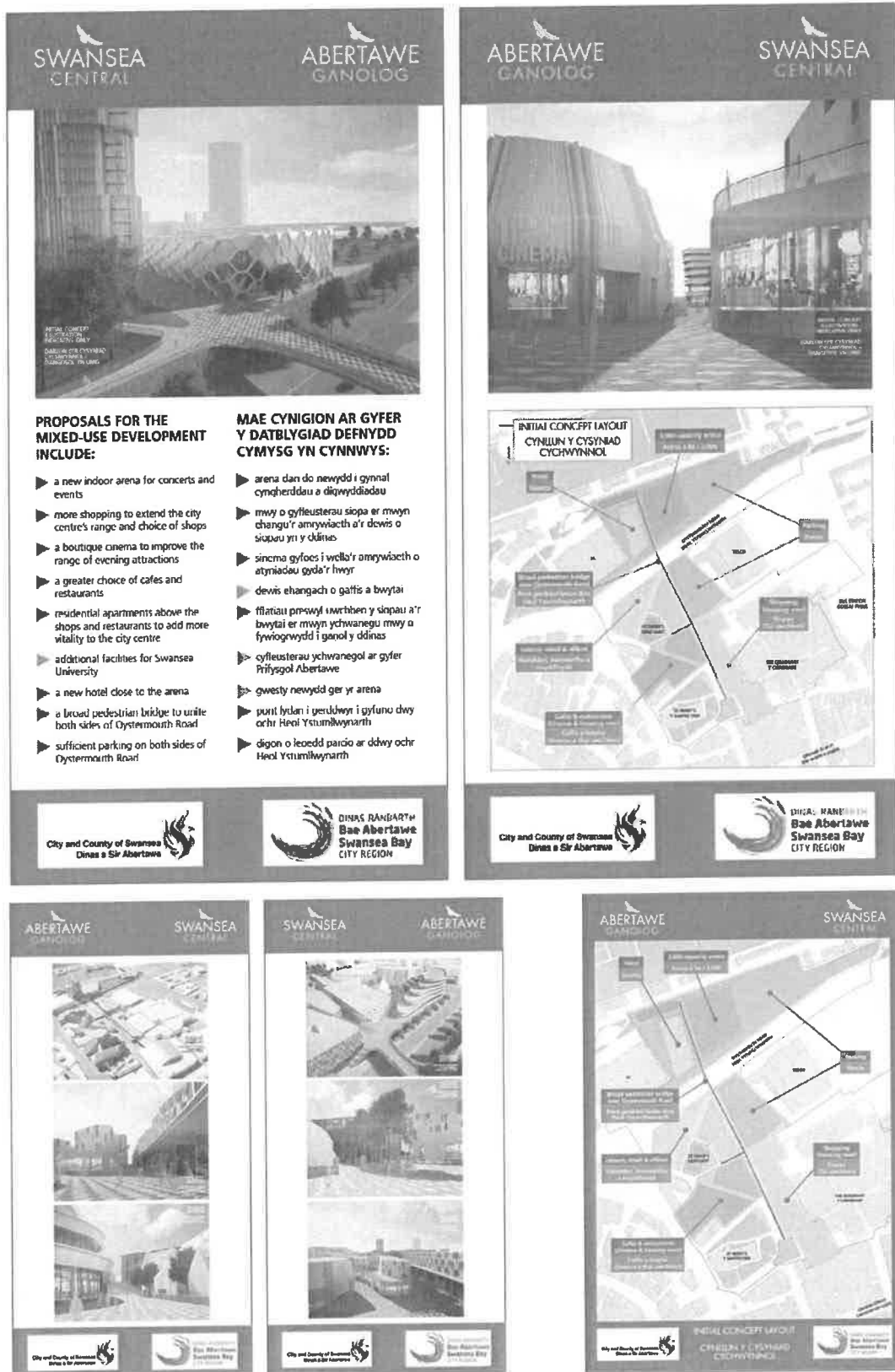
3.1.19 The exhibition was advertised in the Evening Post with a half page display advertisement inserted on Wednesday 23<sup>rd</sup> November and Wednesday 30<sup>th</sup> November.

 <b>ABERTAWÉ GANOLÓG</b>	 <b>SWANSEA CENTRAL</b>
<b>ARDANGOSFA GYHOEDDUS</b> am gynigion datblygu safleoedd Dewi Sant a Heol Ystumilwynarth	<b>PUBLIC EXHIBITION</b> of the development proposals for the St David's and Oystermouth Road sites
Dewch i weld y cynlluniau a <b>DWEUD EICH DWEUD</b>	See the plans and <b>HAVE YOUR SAY</b>
<b>SGWÂR Y SANTES FAIR</b> (Wrth ymyl New Look)	<b>ST MARY'S SQUARE</b> (Next to New Look)
<b>Dydd Lau 1 Rhagfyr:</b> 10am tan 8pm <b>Dydd Gwener 2 Rhagfyr:</b> 10am tan 4pm <b>Dydd Sadwrn 3 Rhagfyr:</b> 10am tan 4pm	<b>Thursday 1<sup>st</sup> December:</b> 10am to 8pm <b>Friday 2<sup>nd</sup> December:</b> 10am to 4pm <b>Saturday 3<sup>rd</sup> December:</b> 10am to 4pm
	<a href="http://www.SWANSEACENTRAL.info">www.SWANSEACENTRAL.info</a> 

3.1.20 A-boards were used around St Mary's Square to highlight the exhibition while it was open. Posters promoting the exhibition were also fixed on lamp posts around the city centre and next to car park Pay & Display machines in St Mary's, St David's and the LC car parks. (NB: All were removed immediately after the exhibition.)



3.1.21 The display panels utilised in the exhibition were similar in content to the information on the website, as can be seen here:

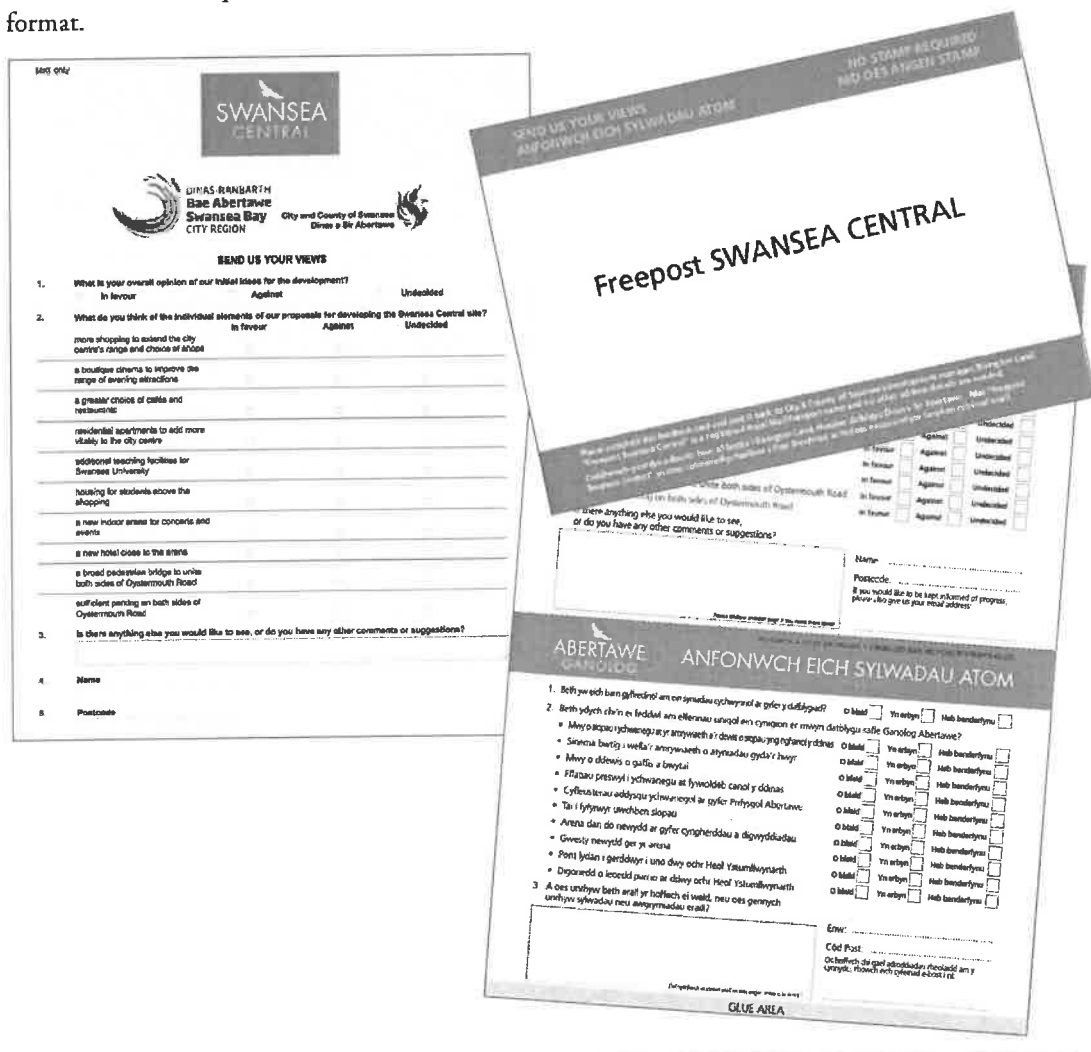


### 3.1.22 CONSULTATION FEEDBACK CONDUITS

Four main conduits for consultation feedback were provided throughout Stage 1 for people to submit their comments and suggestions on the outline proposals for the development. These were:

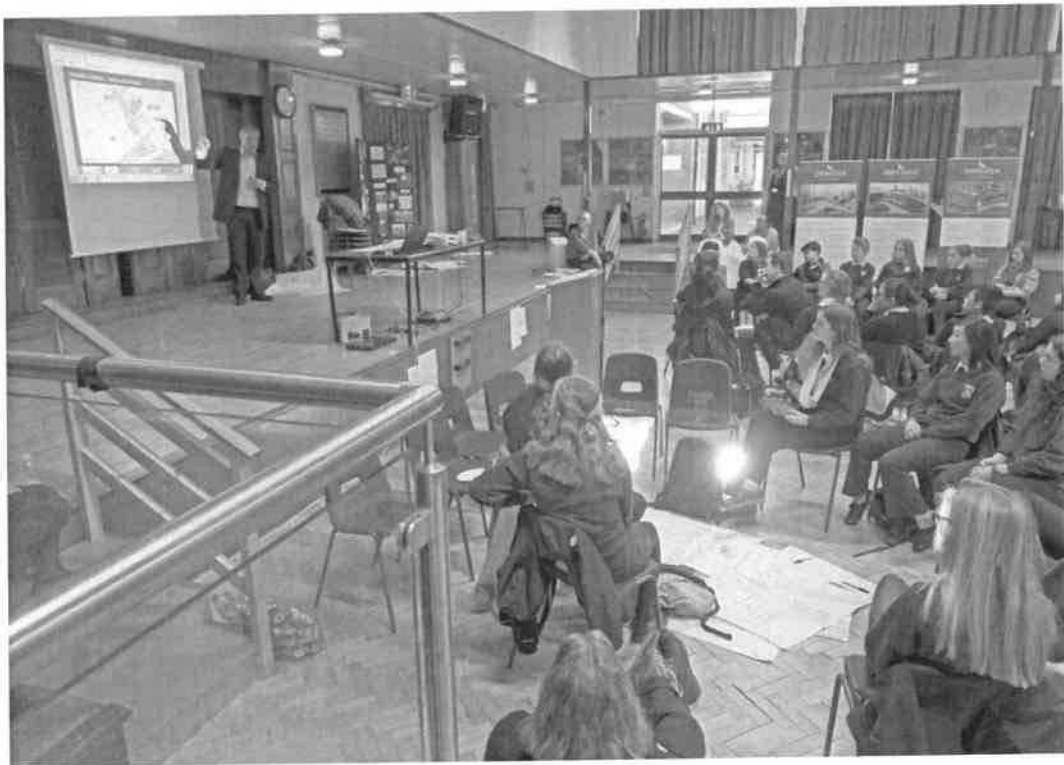
- Face-to-face for the public at the exhibition and for the local stakeholders and interest groups at the various consultation meetings
- Online questionnaire via the website
- An email address – [feedback@swanseacentral.info](mailto:feedback@swanseacentral.info)
- A Freepost address – ‘Freepost SWANSEA CENTRAL’. This could be used for either letters or by the pre-printed feedback cards distributed at the public exhibition and all of the consultation meetings. This Royal Mail registered ‘Freepost name’ (without any supplementary address information) ensured that all correspondence was delivered directly to Bryson:PR.

3.1.23 Both the online questionnaire and the printed Freepost cards are shown here. As with all the other material, these were provided in both English and Welsh. The questionnaires were identical in each format.





**3.1.24** Towards the end of Stage 1 – on 20<sup>th</sup> January 2017 – members of the development team attended one of the “Big Conversation” events at Bishop Vaughan Comprehensive School to present and discuss the proposals for Swansea Central with students from a number of Swansea’s secondary schools.



### 3.2 STAGE 2

This stage focused on the draft outline planning application, which was published at the end of January with all the documentation provided on the project website and made available for everyone interested to download.

3.2.1 This stage also incorporated the formal Pre-Application Consultation (PAC) that applicants of major schemes are now obliged to undertake and manage by the Town and Country Planning (Development Management Procedure) (Wales) (Amendment) Order 2016.

### 3.2.2 TARGETED CONSULTATION GROUPS

The general public of the Swansea area together with the same local stakeholders and interest groups as engaged with in Stage 1 (see Appendix 7.6) were the main focus of Stage 2.

3.2.3 In addition – as part of the PAC process – Rivington Land together with members of the professional development team and the Applicant, the Council of the City and County of Swansea, with the key stakeholders, continued their engagement with the key stakeholders as before. See Appendix 7.6 for the list of key stakeholders.

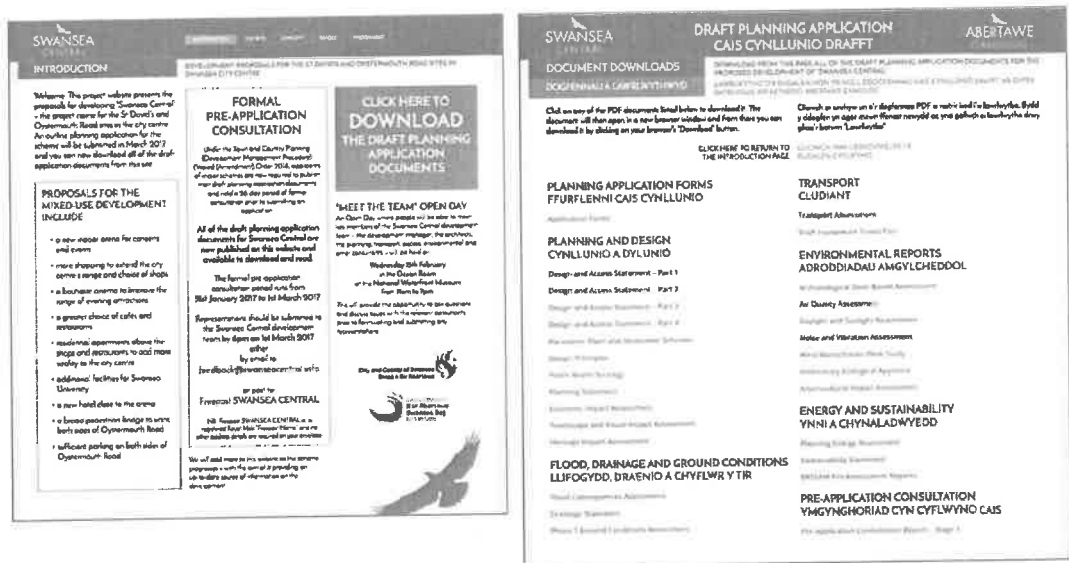
### 3.2.4 INFORMING THE ABOVE GROUPS

As in Stage 1, we informed all of the groups listed in Appendix 7.6 by email and telephone about the draft outline application and the details of the PAC. We also sent similar information by email to a database of 182 interested people collected from the feedback in Stage 1.

3.2.5 In addition, these communications were supported by a publicity campaign that achieved extensive coverage in the local press.

### 3.2.6 PROJECT WEBSITE

The project website – [www.swanseacentral.info](http://www.swanseacentral.info) – was updated on 31<sup>st</sup> January 2017 with details of the draft outline planning application, and with all of the application’s documentation being made available to download – as can be seen here:



### 3.2.7 FORMAL PRE-APPLICATION CONSULTATION PROCESS

The required formal PAC process was undertaken by publishing the draft outline planning application online (via the project website) – with Savills informing all of the statutory consultees, ward councillors, site occupiers and site neighbours by letter and posting notices around the site. The list of statutory consultees, site occupiers and site neighbours (see Appendix 7.6) was agreed with planning officers at the Council prior to commencement of the formal PAC process. A period of 28 days was set for the submission of representations. This ran from 31<sup>st</sup> January to 1<sup>st</sup> March 2017, with extra time being granted for those who requested it. Examples of the site notices and notification letters are shown below.

SCHEDULE 1	Article 4.(4)
Pre-application notices	
SCHEDULE 1B	Articles 2C & 2D
<b>PUBLICITY AND CONSULTATION BEFORE APPLYING FOR PLANNING PERMISSION</b>	
Town and Country Planning (Development Management Procedure) (Wales) Order 2012	
<b>PUBLICITY AND CONSULTATION BEFORE APPLYING FOR PLANNING PERMISSION NOTICE UNDER ARTICLES 2C AND 2D</b>	
(to be served on owners and/or occupiers of adjoining land and community consultees; and displayed by site notice on or near the location of the proposed development)	
<p><b>Purpose of this notice:</b> this notice provides the opportunity to comment directly to the developer on a proposed development prior to the submission of a planning application to the local planning authority ("LPA"). Any subsequent planning application will be publicised by the relevant LPA; any comments provided in response to this notice will not prejudice your ability to make representations to the LPA on any related planning application. You should note that any comments submitted may be placed on the public file.</p>	
<p><b>Proposed development at:</b> Former St Davids centre and other land north and south of Oystermouth Road, Swansea</p>	
<p><b>I give notice that:</b> Swansea City Council</p>	
<p><b>is intending to apply for planning permission to:</b> "Outline planning application (with all matters reserved) for the refurbishment, alteration and / or demolition of all existing buildings / structures on the site (except St Mary's Church and St David's Church) and redevelopment of site with indicative access / layout and scale parameters on the north site of a maximum of 1 to 7 storeys and maximum new floorspace of 84,050 sqm comprising retail / commercial / office use (Classes A1/A2/A3/B1) residential (Class C3), non-residential institution (Class D1) and leisure (Class D2), multi storey car park and redevelopment of south site of a maximum of 40,700 sqm of floorspace comprising a new arena (Class D2), up to 13 storey hotel / residential building (Class C1/ C3), food and drink (Class A3), undercroft car park, potential energy centre. Across both sites, the provision of associated new public open space / public realm and landscaping, new pedestrian and vehicular access and servicing arrangements (including a pedestrian bridge link across Oystermouth Road), provision of new bus stops on Oystermouth Road, new pedestrian access through existing arches along Victoria Quay, relocation of Sir H Hussey Vivian statue, earthworks, and plant."</p>	
<p>You may inspect copies of: the proposed application, the plans and other supporting documents from 1800 on 31 January at:</p>	
<p>online at <a href="http://www.swanseacentral.info">www.swanseacentral.info</a></p>	
<p>Computer facilities are available to view this information online at</p>	
<p>Swansea Central Library, Civic Centre, Oystermouth Road, Swansea, SA1 3SN</p>	
<p>between the hours of: Monday - closed. Tuesday – Friday 8.30 a.m. – 8.00 p.m. Saturday – Sunday 10 am – 4.00 p.m</p>	
<p>Anyone who wishes to make representations about this proposed development must write to the applicant/agent at <a href="mailto:feedback@swanseacentral.info">feedback@swanseacentral.info</a> or at freepost SWANSEA CENTRAL</p>	
<p><b>By:</b> 1 March 2017</p>	
<p><b>Signed:</b> Savills</p>	
<p><b>Date:</b> 31 January 2017</p>	



27 January 2017

Owner / Occupier

«Address\_1»

«Address\_2»

«Address\_3»

«Address\_4»

«Address\_5»

T: +44 (0) 20 7499 8644

33 Margaret Street  
London  
W1G 0JD  
savills.com

Dear Sir / Madam,

**Notice under SCHEDULE 1C (ARTICLE 2D) Consultation before applying for planning permission.**

**Town and Country Planning (Development Management Procedure) (Wales) (Amendment) Order 2016**

**Planning application for outline planning permission for the redevelopment of the Swansea Central site, on the site of the former St David's centre and other land north and south of Oystermouth Road, Swansea.**

I write to inform you that the City and County Council of Swansea is proposing to submit an outline planning application for the development of the former St David's centre and other land north and south of Oystermouth Road within the near future.

Under the Town and Country Planning (Development Management Procedure) (Wales) (Amendment) Order 2016, we are required to consult all owners/occupiers of land adjacent to the application site for a period of 28 days prior to the submission of the application.

In this context, we write to formally notify you that we have been instructed by the Council to make the above planning application publically available to view, for a period of 28 days to undertake statutory consultation in line with the above regulations.

A copy of the application, plans, and other supporting documents can be viewed online from 1800 on 31 January 2017 at: [www.swanseacentral.info](http://www.swanseacentral.info)

A consultation response can be sent online to [feedback@swanseacentral.info](mailto:feedback@swanseacentral.info) or addressed by post to: freepost SWANSEA CENTRAL.

All responses should be received by 1 March 2017.

Please note that this is a separate process to the consultation that the Council as planning authority will carry out when the application is formally submitted. Any views that you would like us to take into account should be provided to the addresses above.

Please find enclosed a formal notice under the Order.

Yours faithfully

**Savills**

Offices and associates throughout the Americas, Europe, Asia Pacific, Africa and the Middle East.

Savills (UK) Limited. Chartered Surveyors. Regulated by RICS. A subsidiary of Savills plc. Registered in England No. 2805138.  
Registered office: 33 Margaret Street, London, W1G 0JD



### 3.2.8 CONSULTATION 'OPEN DAY'

We fully integrated the on-going consultation with the public, local stakeholders and local interest groups with the formal pre-application consultation process and organised an 'Open Day' for these groups (see Appendix 7.6) from 11am to 7pm on Wednesday 15<sup>th</sup> February 2017 in the Ocean Room at the National Waterfront Museum.

3.2.9 The aim of this Open Day was to provide direct face-to-face access to a range of development team members so that people could ask questions and discuss issues directly with the relevant consultant – and thereby better inform the representations they then might submit. The consultants who attended the event included:

- the development manager, Rivington Land
- the planning consultant, Savills
- the architect, Acme
- the landscape architect, Capita Lovejoy
- the transport consultant, Mayer Brown
- the environmental consultant, Peter Brett Associates
- the sustainability consultant, Greengage
- the access consultant, Bevan Associates

3.2.10 The timing of this event in the middle of the formal process was set to allow people sufficient time to download and read the draft documentation, whilst also allowing sufficient time afterwards for people to compose and submit their representations, comments and suggestions.

3.2.11 In addition to local press publicity about the event, email invitations were sent to all of the local stakeholder and interest groups plus all those on our database of interested contacts from Stage 1.

3.2.12 Each consultant at the Open Day had a station featuring a display panel showing relevant material – a selection of which are shown below. In addition, a tactile model of the scheme was provided for the use of blind and partially sighted people.



3.2.13 A-boards outside and inside the National Waterfront Museum were used to direct people to the Open Day in the Ocean Room.



### 3.2.14 CONSULTATION FEEDBACK CONDUITS

Similar to Stage 1, we provided three main feedback conduits throughout Stage 2. These were:

- Face-to-face for the public at the open day for the public, local stakeholders and interest groups
- An email address – [feedback@swanseacentral.info](mailto:feedback@swanseacentral.info)
- A Freepost address – 'Freepost SWANSEA CENTRAL' – for written feedback sent by post.

## 4. PARTICIPATION & FEEDBACK

### 4.1 STAGE I

4.1.1 Some 2,886 people visited the project website during Stage 1 of the pre-application consultation.

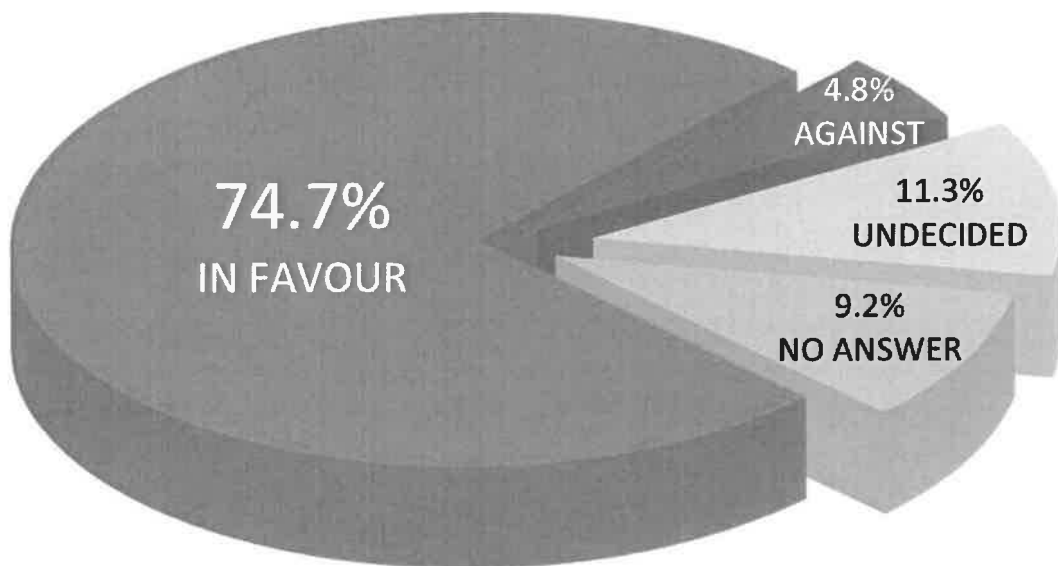
4.1.2 730 people visited the public exhibition.

4.1.3 Approximately 64 people representing a variety of businesses and organisations attended the consultation meetings. 40 of these – including representatives of major city centre retailers, business organisations, Government, Swansea University, University of Wales Trinity St David and the National Waterfront Museum – came to the first event, with the remainder coming to the other consultation meetings. See Appendix 7.8 for a list of invitees and attendees.

4.1.4 293 people in total (nearly 8% of the above) completed the feedback questionnaire (either online or by using the Freepost card) or wrote in by email or post.

#### 4.1.5 FEEDBACK – OVERALL OPINION

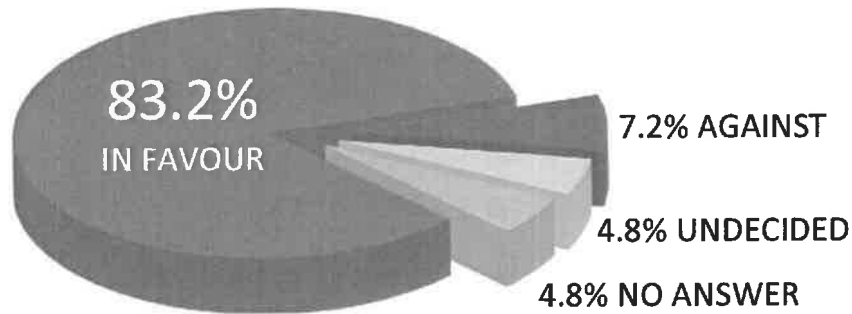
Of the 293 respondents, 74.7% said that they were in favour of the initial ideas for the development. Only 4.8% were against the proposals, 11.3% were undecided, and the remaining 9.2% did not answer the question.





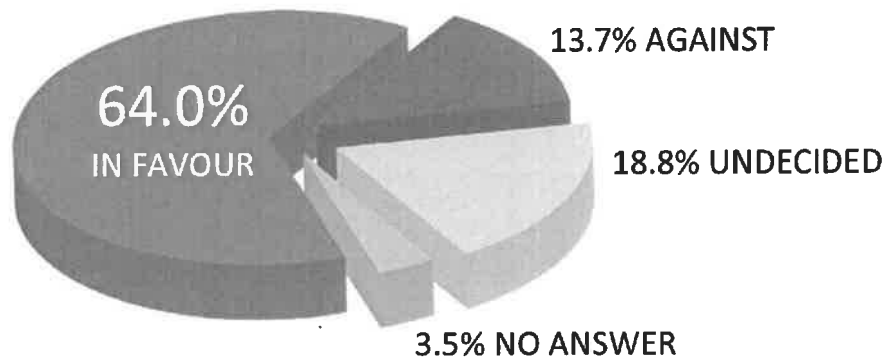
#### 4.1.6 FEEDBACK – MORE SHOPPING

83.2% of respondents said that they were in favour of more shopping to extend the city's range and choice of shops – making this use the 4<sup>th</sup> most popular in the proposed list of potential uses. 7.2% were against more shopping, 4.8% were undecided and a further 4.8% did not answer the question.



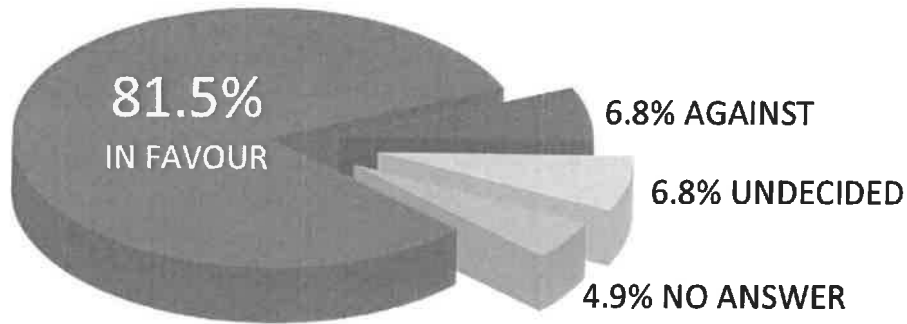
#### 4.1.7 FEEDBACK – BOUTIQUE CINEMA

64.0% of respondents said that they were in favour of a boutique cinema to improve the range of evening attractions – making this use the 9<sup>th</sup> most popular in the proposed list of potential uses. 13.7% were against such a cinema, 18.8% were undecided and 3.5% did not answer the question.



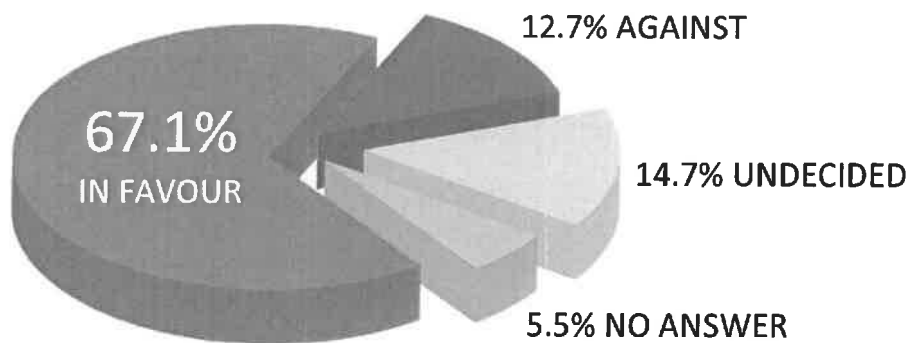
#### 4.1.8 FEEDBACK – MORE CAFÉS & RESTAURANTS

81.5% of respondents said that they were in favour of a greater choice of cafés and restaurants – making this use the 5<sup>th</sup> most popular in the proposed list of potential uses. 6.8% were against more restaurants, a further 6.8% were undecided and 4.9% did not answer the question.



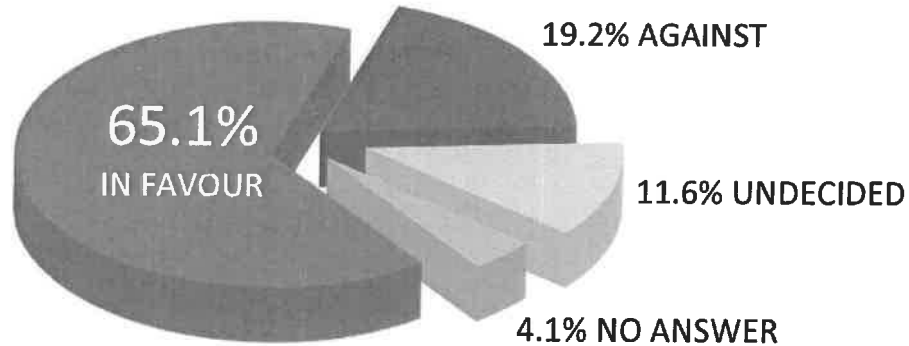
#### 4.1.9 FEEDBACK – HOUSING

67.1% of respondents said that they were in favour of residential apartments to add more vitality to the city centre – making this use the 7<sup>th</sup> most popular in the proposed list of potential uses. 12.7% were against the proposed housing, 14.7% were undecided and 5.5% did not answer the question.



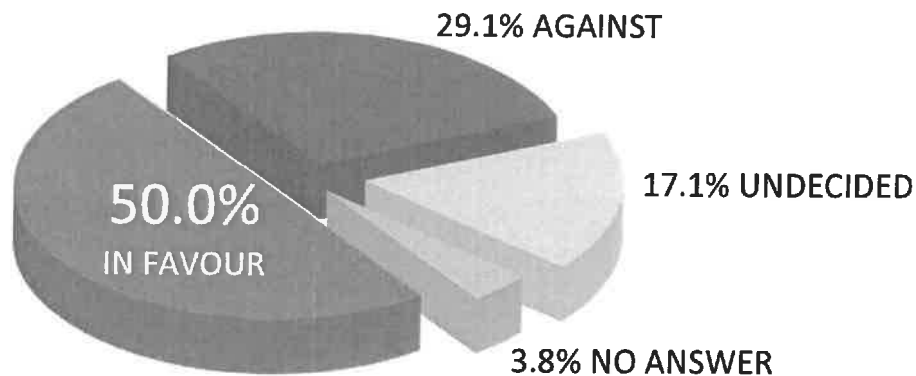
#### 4.1.10 FEEDBACK – UNIVERSITY FACILITIES

65.1% of respondents said that they were in favour of additional teaching facilities for Swansea University – making this use the 8<sup>th</sup> most popular in the proposed list of potential uses. 19.2% were against university facilities, 11.6% were undecided and 4.1% did not answer the question.



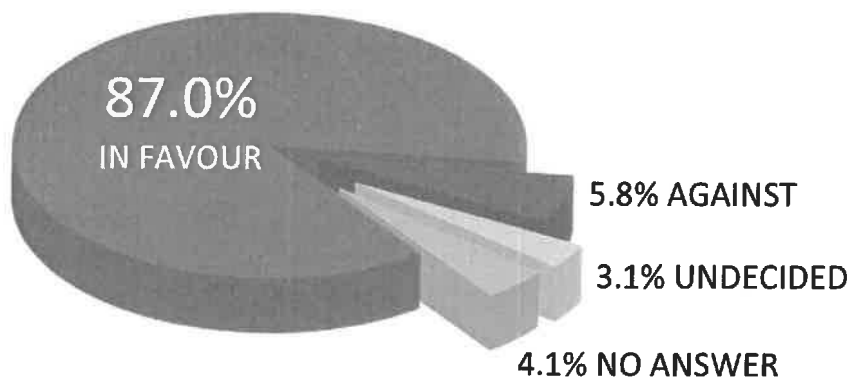
#### 4.1.11 FEEDBACK – STUDENT HOUSING

50.0% of respondents said that they were in favour of housing for students above the shopping – making this use the 10<sup>th</sup> and least popular in the proposed list of potential uses. 29.1% were against student housing, 17.1% were undecided and 3.8% did not answer the question.



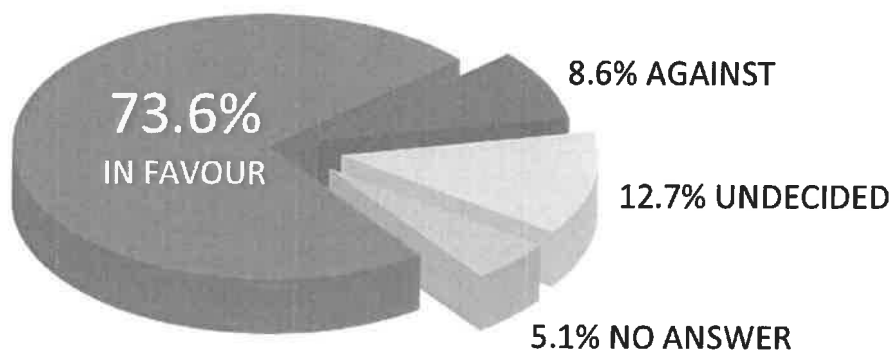
#### 4.1.12 FEEDBACK – INDOOR ARENA

87.0% of respondents said that they were in favour of a new indoor arena for concerts and events – making the arena the most popular in the proposed list of potential uses. 5.8% were against the arena, 3.1% were undecided and 4.1% did not answer the question.



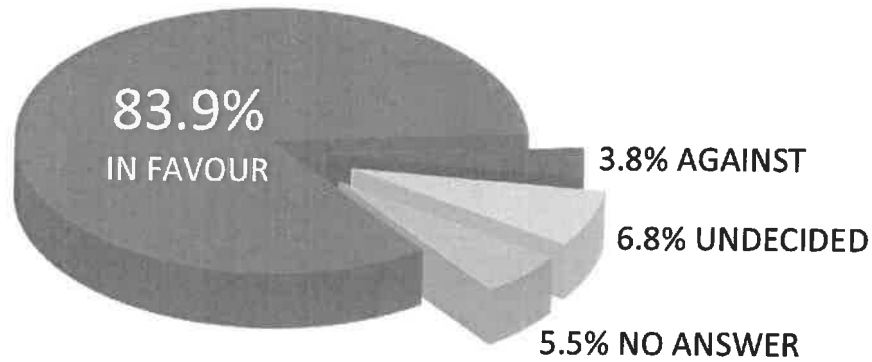
#### 4.1.13 FEEDBACK – HOTEL

73.6% of respondents said that they were in favour of a new hotel close to the arena – making this the 6<sup>th</sup> most popular in the proposed list of potential uses. 8.6% were against the hotel, 12.7% were undecided and 5.1% did not answer the question.



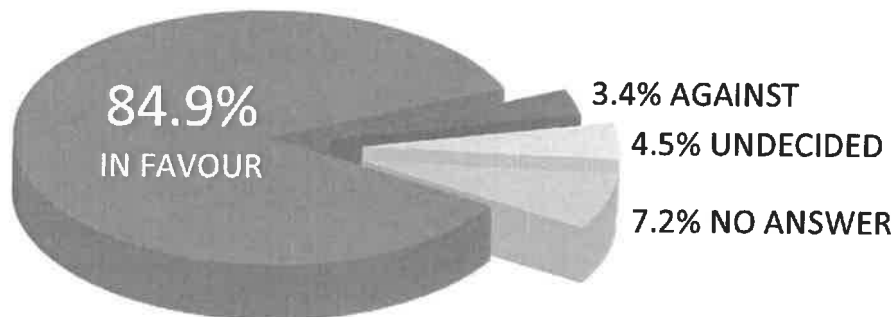
#### 4.1.14 FEEDBACK – PEDESTRIAN BRIDGE

83.9% of respondents said that they were in favour of the proposed broad pedestrian bridge to unite both sides of Oystermouth Road – making this use the 3<sup>rd</sup> most popular in the proposed list of potential uses. 3.8% were against the bridge, 6.8% were undecided and 5.5% did not answer the question.



#### 4.1.15 FEEDBACK – PARKING

84.9% of respondents said that they were in favour of sufficient parking on both sides of Oystermouth Road – making this use the 2<sup>nd</sup> most popular in the proposed list of potential uses. 3.4% were against sufficient parking, 4.5% were undecided and 7.2% did not answer the question.



#### 4.1.16 FEEDBACK – CONSULTATION MEETINGS

Although invitations were sent out in both English and Welsh in good time, attendance at the meetings – with the exception of the first one that approximately 40 people attended – was not high. The low attendance at the meetings held in The Depot studio space at the Grand Theatre on 13<sup>th</sup> December 2016 could be explained in part, at least, by the very heavy rain that fell throughout that day. However, no local residents at all came to the 2pm consultation meeting, despite our hand delivery of several hundred invitations to homes around the site, including many of those around Swansea Marina.



The first meeting held at the Meridian Tower



Meetings held at the Grand Theatre



#### 4.1.17 FEEDBACK BY THE CIVIC INTEREST GROUPS

This consultation meeting was attended by representatives of the Swansea Civic Society, Wheelrights, Sustrans and the police. Their questions, comments and suggestions are included below:

- 4.1.18
- Will there be permeability for cyclists?
  - You have not set out a vision yet re access by all modes
  - Civic Society wish to see an overall city-wide transport strategy
  - The arena operator will want to know how to get people in and out
  - Something significant needs to be done about crossing Oystermouth Road
  - Cycle route west to east? – the existing link to the bus station is not very pleasant
  - Would like covered cycle parking – Tesco's covered cycle parking gets well used because of that
  - How will you maintain access to Tesco's service yard and the Quadrant's car park?
  - City centre is dead after 5.30pm – what engagement will there be with traders about longer hours ?
  - A library for the public or Swansea University?

#### 4.1.19 FEEDBACK BY MINORITY GROUPS

This consultation meeting was attended by representatives of the 50+ group, children's rights, RNIB SAFE, Guide Dogs Cymru and the Council's Equalities Development Officer. Their questions, comments and suggestions are included below:

- 4.1.20
- Connectivity to the rail station – how will you get people from there to here?
  - Traffic is difficult across the city centre
  - Pedestrian access – how it affects people getting around the city
  - There is a slope on the LC side?
  - The bridge is good – visually impaired people find crossing the road at grade [surface level] difficult
  - Concerned about there not being enough open space and worried about wind levels around a 13-storey hotel
  - Will there be space outside for restaurants?
  - Congestion is a big concern – car parks should be outside town – not your job though
  - Bus companies – visually impaired people have to use buses, but can't get into the city centre for evening events because of a lack of services in the evening
  - Concerned about noise from arena as people exit late at night
  - Wind Street is a difficult environment in the evening – we do need a better environment elsewhere in the city centre
  - Parking charges are expensive. Congestion is caused by all the traffic lights
  - Shared space [where road and pedestrian surfaces have no defining boundaries such as kerbs] – visually impaired people don't like it and it confuses guide dogs

- What type and size of shops are you looking at? – a lot of shops are going elsewhere due to the [poor] environment
- Cycle routes and covered cycle parking are needed

#### 4.1.21 FEEDBACK BY LOCAL RETAILERS AND BUSINESSES

This consultation meeting was attended by representatives of a number of local retailers including the manager of the Quadrant Shopping Centre. Their questions, comments and suggestions are included below:

- 4.1.22
- It's a wet city – no cover?
  - Intelligent parking space information would be best – the existing Pay & Display system is not good
  - Road infrastructure – existing parking exits are poor, resulting in back-ups on site. There are too many traffic lights
  - What assistance will the Highways Department give?
  - Morfa looks great but you can't get in or out of it
  - Your transport engineers will prepare the plan, won't they?
  - The scale of the scheme is appropriate and targeting the next level up of retailers is right. But critical is the boutique cinema (we don't get a lot of films), and we need a new range of better quality restaurants. The bridge is also extremely important
  - How would access to the beach be?
  - What will happen to the existing St David's tenants?
  - Online retailing – is there still a requirement [for this development]?
  - There are lumps of leisure in this development – what are the relative percentages?
  - Will John Lewis ever come to Swansea?
  - Could it become another Parc Tawe?
  - As a bus company we run services to the universities up to 3am-4am. This development is likely to mean that we'll go through the night. Why we invest in student services is because of the high economic boost students bring to the city.
  - What's your view of Next with their representation elsewhere?

#### 4.1.23 FEEDBACK BY SWANSEA MARKET TRADERS

This consultation meeting was attended by a small number of market traders. Their questions, comments and suggestions are included below:

- 4.1.24
- When the Quadrant was built, it emptied the high street – what's this going to do?
  - Will there be space for independent retailers?
  - Will the parking be free?
  - Will the housing be rented?
  - Will there be studio apartments?



## 4.2 STAGE 2

4.2.1 2,517 people visited the project website during Stage 2.

4.2.2 More than 70 people came to the Open Day on Wednesday 15<sup>th</sup> February 2017.



**4.2.3** Questions, points and issues that were raised and discussed with the consultants at the Open Day included:

- Concerns about the height of adjacent buildings and the possibility of residents in the Excelsior building being overlooked
- Requests to know more about the south site car park, heights, and access through the dockyard wall
- Concerns about the control of anti-social behaviour
- Concerns about the position of the footpath along the wall overlooking Victoria Quay
- Concerns about potential privacy, light and noise impacts for Victoria Quay residents
- Concern about the location of the hotel
- Suggestion that culture to be an integral part of regeneration
- Suggestion to provide secure cycle parking and charging points for electric cycles
- Suggestion to provide seating in public realm areas
- Suggestion about the need for open spaces and views
- Request for the scheme to provide a high quality of accessibility including clear determination of routes, cycles to be pushed in pedestrian areas, no shared surfaces, tactile paving of the correct type, significantly better way-finding, and accessible lifts
- Request for good cycle routes and linkages
- Suggestion of temporary parking on Museum Green during construction
- Appeal for better bus services for the outskirts of Swansea and for Park & Ride
- Request for appropriate kerb heights at bus stops
- Request for maintenance of Blue Badge access and parking for the churches

**4.2.4** The above points were subsequently raised in the various representations and feedback submissions made during Stage 2 – which included some 37 from members of the public and a further 11 from local stakeholders and interest groups.

**4.2.5** 5 representations by statutory consultees and other key stakeholders were received by Savills – see Appendix 7.5.

**4.2.6** The feedback and representations received from the public and all of the groups and organisations consulted is provided along with the Applicant's responses in the Appendices 7.1 to 7.5.

## 5. COMMON THEMES

- 5.1 With an overall support level of nearly 75%, the public response to the outline proposals as measured by the responses to the feedback questionnaire in Stage 1 has been overwhelmingly positive. It is clear from this that the public of Swansea want to see this site developed and are happy with the mix of uses and the new pedestrian bridge over Oystermouth Road that have been proposed.
- 5.2 The proposal for an arena was particularly well received with 87% saying they were in favour and less than 6% against.
- 5.3 In fact all of the proposed uses scored 50% or more, with all bar student housing above the shops scoring 64% or more.
- 5.4 Student housing at 50% was easily the least popular with over 29% being against it and more than 17% being undecided.
- 5.5 The proposed boutique cinema – scoring 64% – was the 9<sup>th</sup> most popular use. Although the support level is still very close to a two-thirds majority, this use was perhaps lower than might have been expected. The fact that a further 19% were undecided, may perhaps indicate that, as well as there being some questioning of the need for another cinema, there is probably some lack of understanding as to what a boutique cinema actually is.
- 5.6 Whilst the above figures indicate the very high level of support for the proposed mix of uses, analysis of all the other written feedback – the comments and suggestions from the public and the feedback from local stakeholders and interest groups – has drawn out a number of common themes that provide some further insight beyond the relative popularity of the various proposed uses. These are detailed below.

### 5.7 COMMON THEMES IN STAGE 1

- **ANCHOR STORE, BETTER BRANDS AND RETAIL MIX** – A large number of people aspire to having a John Lewis or House of Fraser store in the city centre. They would also like to see a much-improved retail mix incorporating better quality national brands whilst also sustaining local independents – both for shopping and the food and beverage sector.
- **TOO MUCH RETAIL** – Many people expressed concern about the existing number of empty shops and questioned the need for more.
- **NEED FOR A CINEMA** – A number of people questioned the need for another cinema in the city centre.
- **WEATHER PROTECTION** – Swansea is a wet city and quite a number of people – both in their responses and face-to-face discussions with us at the exhibition and meetings – have raised the need for weather protection across the scheme, particularly for the bridge (where people have plenty of experience of using the existing exposed footbridge) and for the restaurants, cafés and shops.

- **DISLIKE OF STUDENT ACCOMMODATION** – Student accommodation above some of the shops was – at 50% – the lowest scoring of the initial uses proposed. It was also unpopular with a number of people who submitted comments.
- **ICE RINK AND SKATEBOARD PARK** – A number of people would like to see an ice rink in the city centre, and a smaller number would like a skateboard facility or indoor skiing.
- **NOT ENOUGH PARKING** – A number of people thought that there wasn't enough parking in the scheme.
- **MORE TREES AND GREENERY** – The desire to see more trees and vegetation incorporated into the scheme was also a popular theme.

## 5.8 COMMON THEMES IN STAGE 2

5.8.1 There were two further common themes that came to the fore in Stage 2, which were:

- **ST DAVID'S CHURCH** – The desire by St David's Church and its parishioners to ensure that the replacement church hall would be located close to the church, be of a similar size with appropriate facilities, and for accessibility, parking and drop-off facilities to be maintained.
- **OVERLOOKING, NOISE, DAYLIGHT AND ANTI-SOCIAL BEHAVIOUR** – LC and local residents – particularly those from Squire Court on Victoria Quay – expressed concerns about the possibilities of overlooking by the hotel, the impact by the hotel tower on daylight, noise from the arena and hotel's service yard, and anti-social behaviour along the footpath on the upper level near the top of the dockyard wall.

5.8.2 The above sets of common themes only pull out a number of issues that were each expressed by a number of people or groups. Many other points were raised in the comments, suggestions and representations submitted by both individuals and organisations. To see all of these, please read the tables contained in the Appendices.

## 6. SUMMARY OF THE APPLICANT'S RESPONSES

- 6.1 At the end of Stage 1 of the pre-application consultation – which was primarily about the proposed layout of the site and the preferred mix of uses – it is clear that there is a high level of overall support for the proposals within the community of Swansea.
- 6.2 In Stage 2 – which was focused on the draft outline planning application and incorporated the formal PAC process – we received a smaller number of submissions but these were much more focused on the proposals contained in the draft application.
- 6.3 Whilst our detailed responses to all of the points raised are included in the following Appendices 7.1 to 7.5, we summarise here our responses to the common themes identified in the previous section:
- **ANCHOR STORE, BETTER BRANDS AND RETAIL MIX** – A large new department store would be most people's choice for inclusion within the scheme and we will endeavour to provide this. However, there are very few department stores in the market and this may prove difficult. We are equally confident we can deliver new good quality retailers into Swansea thereby making it a far more attractive shopping experience overall.
  - **TOO MUCH RETAIL** – Independent studies have shown that there is capacity for additional retailing in Swansea. Retailer requirements have changed over the years and shop sizes and locations that once fitted their requirements may no longer be suitable. However, we have found in the past that when more retail is introduced to a city centre it helps to rejuvenate areas by bringing in more shoppers. Any empty units are likely to be occupied by other retailers who are looking for more economic space.
  - **NEED FOR A CINEMA** – We are looking to provide a cinema with a point of difference from the cinemas already operating in the city centre. The new cinema will be focused on providing a different customer experience, with luxurious and larger seating and food and drinks being brought to your seat by the staff. It is likely to be only 3 or 4 screens and will show a wider range of films rather than just 'blockbusters'.
  - **WEATHER PROTECTION** – A cover strategy has been developed to an outline proposal which includes different strategies for different locations and uses, ranging from architecturally integrated canopies on retail facades, potentially fully covered café / restaurant street and the covered bridge.
  - **DISLIKE OF STUDENT ACCOMMODATION** – In response to its relatively low popularity and a further review of the mix of uses, student housing is no longer part of the proposals.
  - **ICE RINK AND SKATEBOARD PARK** – The proposed mix of uses for the site has been developed carefully in line with the Council's planning policy aspirations for the site, and in response to expected demands from operators. The proposals include a significant proportion of leisure floorspace, which could be occupied by a range of leisure operators. This would not preclude an ice rink operator dependant on demand and viability.
  - **NOT ENOUGH PARKING** – The proposed scheme effectively maintains the current level of parking provision in the city centre and is set at a level that will support the proposals without

encouraging excessive use of the private car. This is in line with guidance set out in Planning Policy Wales (PPW) and the Swansea Central Area Regeneration Framework (SCARF). Policy is to reduce/discourage car trips into the centre and encourage increased use of the city's Park and Ride facilities. Parking data provided by the CCS shows that the existing 4 car parks directly affected by the scheme currently combined operate with significant spare capacity during the week and at weekends. A large proportion of this spare capacity is in the St David's car park which currently provides a poor parking and unattractive parking facility.

- **MORE TREES AND GREENERY** – The site is currently of very limited biodiversity value, comprising highly artificial and manmade habitats; as such, the proposed redevelopment provides the opportunity to include a range of habitat enhancement measures, which will deliver local biodiversity gains. These are outlined within the Preliminary Ecological Appraisal for the site and have been informed by the landscape proposals.

The Sustainability Statement and BREEAM Strategy have accounted for the inclusion of new trees on site and significant ecological enhancement. The planting will be selected to be sensitive to the local natural environment.

- **ST DAVID'S CHURCH** – The church hall is proposed to be located in a new building in approximately the same location as it is now. The size and layout of the hall will be based on the requirements of the church and a temporary hall will be provided near the Church during demolition and construction periods. The proposals will maintain access to the church for parking, accessibility and drop-off.
- **OVERLOOKING, DAYLIGHT, NOISE AND ANTI-SOCIAL BEHAVIOUR** – There won't be any hotel rooms below 5 meters above the podium level, ensuring that overlooking is minimised. Soft landscaping between the LC and the hotel will ensure that the customers do not feel unduly overlooked.

The daylight and sunlight assessment has been based on the maximum parameters so provides a worst-case assessment for the purposes of the outline planning application. Further daylight and sunlight assessment studies will be carried out at reserved matters stage to ensure the best location for the hotel, taking into account the LC's concerns.

It is now proposed that the current pathway by the wall will be moved inwards, away from the wall, thus ensuring that the public can't get very close to the wall and look over it. Small areas of the wall will be accessible in order to enjoy the quality of this heritage asset, but they will be chosen strategically and will be kept at a minimum to discourage many people gathering. CCTV cameras and adequate lighting will discourage anti-social behaviour. In addition, we have agreed to plant evergreen hedging to help protect the residents of Victoria Quay from overlooking.

Servicing for the arena will be under the proposed podium. This, combined with the presence of the GWR revetment wall, will ensure that vehicle activity and associated noise is contained.

The existing LC car park operates between 7am to 11pm. The proposed car park will need to be 24-hour operation to support the hotel and arena development. However, during night-time hours parking and servicing activity will be limited.



#### 6.4 NEXT STEPS

If the outline planning application is approved, the Applicant together with the development team led by Rivington Land will organise further consultation with all of the consultees once we start the detailed design during the reserved matters stage.

## 7. APPENDICES

### 7.1 STAGE I FEEDBACK FROM THE PUBLIC AND THE APPLICANT'S RESPONSES

- 7.1.1 The table on the following pages provides a summary of all of the feedback submissions made by members of the public during Stage 1. The applicant's responses to all the points raised are provided alongside, and references to where information is provided within the planning application are given where relevant.
- 7.1.2 The feedback card and online questionnaire used in Stage 1 contained three main questions, the answers to the first two of which gave people's overall opinion of the proposals and their preferences for the proposed mix of uses (see Section 4). The third was an open questions asking for people's comments and suggestions, a summary of which are reproduced in the following table.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
1.0	LAND USE				
1.1	Retail	<p>1. Too much retail, concerns about existing empty shops.</p> <p>2. Want shops, cafés and restaurants that are not in Swansea already.</p> <p>3. Would like extended shop hours.</p> <p>4. Would like to see a large department store / better quality shops.</p>	<p>15</p> <p>8</p> <p>1</p> <p>27</p>	<p>Independent studies have shown that there is capacity for additional retailing in Swansea. Retailer requirements have changed over the years and shop sizes and locations that once fitted their requirements may no longer be suitable. However, we have found in the past that when more retail is introduced to a city centre it helps to rejuvenate areas by bringing in more shoppers. Any empty units are likely to be occupied by other retailers who are looking for more economic space.</p> <p>We agree. We will be targeting retailers that are not currently in the city centre. This will then provide a wider shopping choice attracting members of the public who do not currently shop there and also providing a wider choice for those who do.</p> <p>We would agree with this comment. It has never made total sense that shops only open during office working hours thereby denying a large proportion of the public from shopping other than at weekends. We would very much like to see retailers opening later in the evening and maybe not opening in the morning until 10 or 10.30am. However it is the retailers who will eventually dictate this, although we will do our best to persuade them.</p> <p>A large new department store would be most people's choice for inclusion within the scheme and we will endeavour to provide this. However, there are very few department stores in the market and this may prove difficult. We are equally confident we can deliver new good quality retailers into Swansea</p>	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				thereby making it a far more attractive shopping experience overall.	
		5. Retail mix needs to be high quality.	1	See response to 1.1.1 and 1.1.4.	
		6. Starter units / pop-up shops for new small businesses / independents.	7	We are keen to encourage new retailers and smaller local retailers into the market and will be allocating some units for this purpose.	
1.2	Cinema	1. No need for cinema / not much of a crowd puller.	14	We are looking to provide a cinema with a point of difference from the cinemas already operating in the city centre. The new cinema will be focused on providing a different customer experience, with luxurious and larger seating and food and drinks being brought to your seat by the staff. It is likely to be only 3 or 4 screens and will show a wider range of films rather than just 'blockbusters'.	
		2. Add outside cinema.	1	Any cinema needs to be viable for it to work. An outside cinema would need clement weather for it to work. These can work very well in other parts of the world where weather is more predictable. We believe it would be difficult to make this work in most areas of the UK including Swansea.	
		3. Ensure cinema's pricing is fair.	1	The pricing of cinema tickets is set by the operator. However, we are proposing a different style of operator to those currently provided in the city centre. It is likely to be a smaller cinema with only 3 to 4 screens, which provides a different experience. Ticket prices are likely to be slightly more expensive than the large multi screens but we believe they still provide good value for money.	
		4. An IMAX.	2	We will keep this option under review. It does use up a significant amount of space, but the maximum parameters of the scheme would be able to	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		5. High end like Cinema de Lux	1	accommodate an IMAX. We are currently targeting a boutique style cinema operator.	
1.3	Cafés and Restaurants	1. Don't need more / chain restaurants. 2. Would like rooftop bars and restaurants. 3. Too many outlets in the city. Believe in Wind Street and surrounding area. 4. Better quality range of brands needed. 5. No good opening 50 new bars/restaurants and then having 50 existing ones close.	3	The vast majority of restaurants these days are run by 'chains'. However, we would be happy to involve some independent operators within the scheme.	
		6. Outside seating for cafés, etc.	1	There could be a rooftop restaurant at the top of the hotel. When we know more details of how the scheme will be laid out we will be investigating other opportunities for these uses.	
		1. Need big apartments to attract elderly downsizers. 2. Include affordable housing. 3. More housing.	1	Wind Street serves a particular purpose and does it very well. It is expected that the Swansea Central scheme will target a different type of customer and therefore operators. We agree with this and will be endeavouring to provide this type of operator.	
1.4	Residential		5	We will probably only be targeting only between 6 and 8 restaurants in the final scheme. However, this depends on the type of scheme eventually delivered and the demand there is. At this stage we are confident we can deliver this number of operators that will be new to Swansea.	
			3	The proposals incorporate areas for outdoor seating for the proposed café / restaurant uses. It is proposed that all of the restaurants we eventually provide will have facilities for outside seating. We will keep under review the demand for all the various possibilities of residential uses.	
			1	The proposals will deliver affordable housing in line with the Council's planning policy targets.	
			3	The number of residential units will be in line with the	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				demand.	
		4. Already too many apartments.	1	The number of residential units will be in line with the demand.	
1.5	University Facilities	1. Less university facilities, more shops. 2. Good to have library here.	2	The provision of University uses within the scheme is by no means certain. In any event we would not be looking to provide university space at the expense of shops and restaurants.	
1.6	Student Residential	1. No student accommodation. 2. Should be nearer to 2 <sup>nd</sup> Uni campus.	3 13 1	There is the possibility of a new public library in the scheme but this would be dependent on the Council deciding to move it here In response to its relatively low popularity and a further review of the mix of uses, student housing is no longer part of the proposals. Any proposed university uses would be dependent on a suitable arrangement between the City and the University but the proposals do not include student housing.	
1.7	Arena	1. Bigger if possible. 2. Against it.	6 2	The size of the arena will be driven by the demand of the operators. The result of the consultations so far show there is overwhelming support for an arena to be provided within the city centre.	
1.8	Hotel	1. Quality not budget. 2. Not a tall building. 3. Concern about towering over the LC and the arena.	2 2 1	A good quality hotel operator will be targeted. The location and scale of the hotel will ensure that the area will act as a gateway, further emphasised by the proposed quality of the buildings and their surrounding public realm. We are keeping the final height and exact location of the hotel under review (within the parameters) so as to minimise its impact on surrounding buildings whilst still providing a viable operation.	See Section DZ4 of the Design and Access Statement and the Design



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				<p>The daylight and sunlight assessment has been based on the maximum parameters so provides a worst-case assessment for the purposes of the outline planning application. Further daylight and sunlight assessment studies will be carried out at reserved matters stage to ensure the best location for the hotel.</p> <p>There won't be any rooms below 5 meters above the podium level, ensuring that overlooking is minimised. Soft landscaping between the LC and the hotel will ensure that the customers do not feel unduly overlooked.</p>	Principles document.
		4. Tower should be more ambitious.	5	There are extensive architectural requirements for the tower, which include its massing, proportion, articulation, visual interest and materiality. The planning application proposes up to 13 storeys.	See Section DZ4 of the Design and Access Statement and the Design Principles document.
		5. Needs a proper spa.	1	The provision of a spa will be discussed with the successful hotel operator.	
		6. Not needed.	2	A new good quality hotel would add significantly to the offer within the city centre. The existing good quality hotels operate with high occupancy demand and we believe there is ample opportunity for another operator.	
		7. Should not be sited next to LC.	1	The hotel's guests may wish to use the LC as a hugely popular destination. The hotel and arena are positioned along the north-south physical and visual connection and their proportions and uses dictate their positions.	See the Masterplan Concept chapter of the Design and Access Statement.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
1.9	Other Suggested Land Uses	<p>1. Office space also needed.</p> <p>2. Leisure facility like mini golf.</p> <p>3. Undercover children's play park / soft play.</p> <p>4. Ice rink / indoor skiing.</p> <p>5. Outdoor market space / night food market.</p>	<p>1</p> <p>1</p> <p>4</p> <p>10</p> <p>2</p>	<p>The proposed mix of uses for the site has been developed carefully in line with the Council's planning policy aspirations for the site, and in response to expected demands from operators. The proposals incorporate floor space that could be used for offices.</p> <p>The proposed mix of uses for the site has been developed carefully in line with the Council's planning policy aspirations for the site, and in response to expected demands from operators. The proposals include a significant proportion of leisure floor space, which could be occupied by a range of leisure operators. This would not preclude an indoor mini golf operator if there is demand.</p> <p>A draft play strategy for the development site has been developed to ensure there is a range of accessible play options across the site for different ages and abilities, which also takes in account the changing climate. The proposal will be developed in line with the overall aims of the regeneration and the Council's planning aspirations and policies during the reserved matters stage.</p> <p>The proposed mix of uses for the site has been developed carefully in line with the Council's planning policy aspirations for the site, and in response to expected demands from operators. The proposals include a significant proportion of leisure floor space, which could be occupied by a range of leisure operators. This would not preclude an ice rink operator dependant on demand and viability.</p> <p>We will keep under review the demand/availability of some form of outdoor market provided this accords</p>	<p>See Public Realm Strategy Document.</p>



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		6. Extend the Quadrant / integrate better.	5	with current Council policy. The proposal addresses the access situation of the Quadrant. By re-aligning its access route towards St Mary's it will be better positioned, better accessed and alongside high quality retail areas.	See the Illustrative Scheme Options part of the Design and Access Statement.
		7. More residential towers.	5	The height of the proposed blocks has been carefully assessed for their appropriate scale in terms of their urban qualities and light requirements. The position of the tower is the only one where such a tall building is allowed for, it acts as a gateway location and an urban marker. It also relates in scale to that side of Oystermouth Road.	
		8. Dance venues.	1	The proposed mix of uses for the site has been developed carefully in line with the Council's planning policy aspirations for the site, and in response to expected demands from operators. The proposals include a significant proportion of leisure floor space, which could be occupied by a range of leisure operators.	
		9. More commercial uses between arena and Civic Centre redevelopment.	1	There are cafes and restaurants proposed under the hotel and within the block of the arena facing the hotel.	See the Illustrative Scheme options part of the Design and Access Statement.
		10. More family attractions needed.	1	We are keen to have some family attractions within the final scheme.	
		11. Put the slip bridge back.	1	This is not within the site boundary and does not form part of the proposals.	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		12. Include a science centre.	1	This is something that could be incorporated should an operator come forward.	
		13. More sporting activities.	3	There is a very large existing and popular leisure facility opposite and adjacent to the site which is being developed.	
		14. Art gallery / art centre	1	The scheme has been designed to allow for the provision of some art/artistic space within the development.	
		15. All weather tourist attraction.	1	It is hoped that the final scheme delivered will be of sufficient quality and provide a sufficiently broad range of uses to provide a further attraction to the city centre.	
<b>2.0</b>	<b>HIGHWAYS MATTERS</b>				
2.1	Parking	1. Doesn't look like there's enough.	8	The proposed scheme effectively maintains the current level of parking provision in the city centre and is set at a level that will support the proposals without encouraging excessive use of the private car. This is in line with guidance set out in Planning Policy Wales (PPW) and the Swansea Central Area Regeneration Framework (SCARF). Policy is to reduce/discourage car trips into the centre and encourage increased use of the city's Park and Ride facilities. Parking data provided by the CCS shows that the existing 4 car parks directly affected by the scheme currently combined operate with significant spare capacity during the week and at weekends. A large proportion of this spare capacity is in the St David's car park, which currently provides a poor parking and unattractive parking facility.	See Sections 2 and 6 of the Transport Assessment.
		2. Would like underground parking.	2	This is cost prohibitive and would not provide the best design solution. It is also not possible due to the site	





Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		3. Design not to look like car parks.	1	levels in relation to the sea. The treatment of the car park's massing and façade is prescribed to have maximum possible visual interest and animation. The overflow car park by the arena is to have landscape features and be used as a park.	See Design Principles Document.
		4. Keep pricing down / affordable / free.	4	The pricing policy of all the car parking will set by the City Council once the car parks are operational.	
		5. Increased parking will not help traffic.	1	The proposals effectively maintain the existing parking provision and do not increase the level of parking.	See Sections 2 and 4 of the Transport Assessment.
		6. Retain LC parking.	2	The scheme will provide high quality multi-storey car parking with easy access to the LC.	
		7. Live parking signage.	1	Real Time Variable Message Parking Signs will be provided as part of the proposals.	See Section 4 of the Transport Assessment.
		8. South site should be parking only.	1	The South site is important in urban planning terms as a connection between the city centre and the sea and thus should have active uses.	
		9. Electric car charging points.	1	Electric car charging points will be provided within the proposed car parks.	See Section 4 of the Transport Assessment.
2.2	Cycling	Decent, segregated cycle tracks	4	Cycle facilities will be incorporated into the proposals. Exact details of the routes and layouts will be determined at the detailed planning stage.	See Sections 3 and 4 of the Transport Assessment.
2.3	Buses	1. Need bus stops with decent shelters.	1	New bus stops and shelters will be provided on Oystermouth Road.	See Section 4 of the Transport Assessment.
		2. Add limited bus and vehicle access to	1	The proposals will generate bus passenger growth and	See Sections 3



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		<p>scheme.</p> <p>3. More regular intervals later into the night.</p>	4	<p>greater demand for evening and night buses. The level of service provision will need to be reviewed with the bus operators and the Council's highways team. Improved bus facilities are to be provided as part of the development proposals.</p> <p>The proposals will generate bus passenger growth and greater demand for evening and night buses. The level of service provision will need to be reviewed with the bus operators and the Council's highways team. Improved bus facilities are to be provided as part of the development proposals.</p>	and 4 of the Transport Assessment.
2.4	Traffic	<p>1. Better traffic management needed.</p> <p>2. Arena events will cause traffic chaos.</p>	3	<p>The proposals will remove traffic movements from the central area, with service vehicle traffic being restricted to certain off-peak times of the day</p> <p>Specific measures will be put in place to control arena traffic during big events. The access arrangements have been designed to accommodate the predicted peak traffic movements.</p>	See Sections 3 and 4 of the Transport Assessment.
2.5	Public Transport	An elevated monorail / tram to The Mumbles.	3	This is not within the site boundary and does not form part of the proposals.	See Section 4 of the Transport Assessment.
<b>3.0</b>	<b>DESIGN MATTERS</b>				
3.1	Bridge	<p>1. As broad as possible.</p> <p>2. Concern about safety – needs to be well lit.</p> <p>3. Bridge not warranted.</p>	4	<p>The bridge will be designed to be a minimum of 5 meters in the middle section and much wider at the ends allowing for all required uses.</p> <p>Adequate lighting will be provided and will be designed in conjunction with the Police to design out crime.</p> <p>The proposed bridge will be a natural continuation of the street leading to it, thus it will feel like the best option for crossing the street. From Oystermouth Road, level ramps, stairs and lifts will lead up to the</p>	See Horizontal Deviation Plan.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
3.2	Outdoor Seating	Need seating, not just for cafés.	3	bridge, ensuring it is an accessible way to cross the road for all. The bridge is proposed to be covered and thus will make a more inviting crossing alternative in all conditions than level crossing. There was overwhelming support for the bridge from the public, with many people expressing that crossing Oystermouth Road can be a frustrating experience. Provision of outdoor seating opportunities has been recognised as an integral part of the public realm strategy to enable people to rest, to talk, and take time to soak up the experience. This will be developed at the detailed design stage.	See the Public Realm Strategy Document.
3.3	Public Toilets	1. More public toilets needed. 2. 4 times more space for female toilets than male ones.	5 1	Noted and will be developed at the detailed design stage. Toilet provision will be in accordance with standards and regulations.	
3.4	Culture	1. Public art needed. 2. Outdoor areas for busking and performances. 3. Play space.	3 1 1	This is noted, and opportunities for public art will be explored at the reserved matters (detailed) application(s) stage. Noted. Play and cultural elements will be developed at the detailed design stage. See response to ref. 1.9.3 on play. The play proposal will be developed in line with the overall aims of the regeneration and the Council's planning aspirations and policies during the reserved matters stage.	
3.5	Site Boundary	1. Needs to be larger (include Tesco). 2. Relocate Tesco.	1 3	The Tesco site sits outside of the Council's ownership and the store's relocation does not form part of this outline planning application. The Tesco site sits outside of the Council's ownership and the store's relocation does not form part of this outline planning application.	See Public Realm Strategy Document.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		3. Keep to north site.	2	The southern site provides significant opportunities and will allow for the delivery of a comprehensive scheme.	
3.6	Ecology, Energy and Sustainability	1. Eco paving, green walls, raised planted areas, green roofs, bee hives.  2. Renewable energy generation.  3. More trees and greenery.	2  3  8	The principle aims behind the public realm design have been to provide a high quality sustainable development by introducing a series of interventions to increase green space, and enhancing the ecological value and biodiversity of the site by providing green infrastructure. The integral components of the green infrastructure include, but are not limited to, tree and shrub planting (in ground and raised), green roofs (intensive and extension green roofs), habitat wall/features (e.g. bee hives and insect hotel to ecologist's recommendations to maximise biodiversity value), etc. Materials would be carefully selected to reflect the quality of the character areas illustrated in the hard landscape strategy, and to consider the environmental impact through the Green Guide to Specification. These principles will be carefully considered during reserved matters stage.  The application of photovoltaic panels is to be considered as the design develops for buildings with accessible, un-shaded roof space.  The site is currently of very limited biodiversity value, comprising highly artificial and manmade habitats; as such, the proposed redevelopment provides the opportunity to include a range of habitat enhancement measures, which will deliver local biodiversity gains. These are outlined within the Preliminary Ecological Appraisal for the site and have been informed by the landscape proposals.	See Public Realm Strategy Document.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				The Sustainability Statement and BREEAM Strategy have accounted for the inclusion of new trees on site and significant ecological enhancement. The planting will be selected to be sensitive to the local natural environment.	Assessments.
		4. Greenery must be well maintained.	1	The BREEAM strategy proposed for the non-residential development requires the production of a landscape and habitat management plan by a suitably qualified ecologist, appropriate to the site which considers all new soft landscaping covering at least the first five years of occupation/ operation.	See the BREEAM Pre-Assessments.
		5. Sustainability should be a priority.	3	<p>The development proposals are meeting key sustainability objectives, responding to local needs and requirements, and conforming to best practice sustainability criteria. Sustainability priorities that have been addressed include:</p> <ul style="list-style-type: none"> <li>• Consideration of climate change and the long-term needs of the development as well as short term requirements;</li> <li>• A range of buildings to provide employment opportunities and grow the economic potential of the area;</li> <li>• Biodiversity improvements to enhance well-being, visual amenity and ecosystem resilience;</li> <li>• Areas of public realm and play space to provide areas for social interaction, relaxation and connectivity;</li> <li>• Inclusive design to enable the whole community</li> </ul>	See the Sustainability Statement.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				<p>to benefit from the development;</p> <ul style="list-style-type: none"> <li>A safe and attractive layout and design that is well connected through sustainable means of transport;</li> <li>Use of local materials where possible to minimise travel distances, improve the local economy and protect Welsh heritage; and</li> <li>Demonstration that a BREEM 'Very Good' level can be achieved for all buildings, demonstrating all-round sustainability.</li> </ul>	
3.7	Weather Protection	<ol style="list-style-type: none"> <li>More canopies.</li> </ol>	5	<p>A cover strategy has been developed to an outline proposal which includes different strategies for different locations and uses, ranging from architecturally integrated canopies on Retail facades, potentially fully covered cafe / restaurant street and the covered bridge.</p> <p>See 3.7.1.</p>	See Section 4.2 of the Design and Access Statement.
3.8	Linkages	<ol style="list-style-type: none"> <li>Bridge should have cover / protection.</li> <li>Improved links from station.</li> </ol>	8 1	<p>The application boundary does not stretch up to the station, but the proposals will provide improved pedestrian links through the development site, which will connect into existing routes to the station.</p>	See Section 4 of the Transport Assessment.
3.9	General Design Comments	<ol style="list-style-type: none"> <li>Create an inside/outside feel (like Cabot Circus).</li> <li>Create Welsh feel (unlike St David's in Cardiff).</li> <li>Quality materials and design for longevity.</li> </ol>	1 3 3	<p>A cover strategy has been developed to an outline proposal which includes different strategies for different locations and uses, ranging from architecturally integrated canopies on Retail facades, potentially fully covered cafe / restaurant street and the covered bridge.</p> <p>Noted. Details will come through at the detailed design stage.</p> <p>Materiality is prescribed for each Zone with relevant</p>	See Section 4.2 of the Design and Access Statement.  See Section 4.5 of



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				architectural requirements specified within the Design Principles Document. From those materials the exact specification will come out at later stages and will be robust and appropriate for their use and location.	the Design and Access Statement and the Design Principles Document.
		4. Make it open and inviting with good spaces between buildings.	2	The public realm vision has been developed around place shaping and making as one of the core values. This has also been embedded in the design principles in the Design and Access Statement.	See Design and Access Statement and Public Realm Strategy Document.
		5. Concern for treatment around churches.	1	The design objectives of the spaces around the two churches aim to improve their settings. Initial proposals include low-key interventions that respect their heritage and character for better integration within the city, as well as allowing for better appreciation of the historical settings. All detailed design work around the churches will be done through discussions with the churches.	See Public Realm Strategy Document.
		6. Keep St David's church hall.	1	The Church Hall is proposed in a building that will be located in approximately the same location as it is now. The size and layout of the hall will be based on the requirements of the church and a temporary hall will be provided near the church during demolition and construction periods.	See Design and Access Statement.
		7. Preferred original scheme fly-through.	1	Noted. The fly-through is updated to reflect each design stage.	
		8. Good wheelchair access and clear pathways for the visually impaired.	2	All pedestrian desire line routes will as far as possible be kept clear. The levels are such that ramps and steps will be kept to a minimum. Where steps are unavoidable these will meet BS 8300 there will be alternative ramp options. All ramps will meet BS8300.	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		9. Want to see much more detail, especially on character, views, heritage, routes, spaces, etc..	1	The reserved matters application(s) will provide the appropriate level of details. The examples used in the Design Principles and Design and Access Statement are intended to demonstrate the intentions of quality.	
3.10	Way-finding	Good signage needed.	1	Noted. This will be developed at the detailed design stage. The way-finding strategy for the development site would be developed in line with the principles set out in the Public Realm Strategy Document, and to fit into the Swansea city-wide way-finding strategy. The strategy aims to enhance the arrival experience and orientation, as well as to identify key destinations.	See p.34 of the Public Realm Strategy Document.
3.11	Impact on Victoria Quay	1. Concern for noise and anti-social behaviour impact for residents.	2	It is now proposed that the current pathway by the wall will be moved inwards, away from the wall, thus ensuring that the public can't get very close to the wall and look over it. Small areas of the wall will be accessible in order to enjoy the quality of this heritage asset, but they will be chosen strategically and will be kept at a minimum to discourage many people gathering. CCTV cameras and adequate lighting will discourage anti-social behaviour.	See the Design Principles Document and Design and Access Statement.
		2. Concern for privacy – retain the wall.	2	The wall will be retained.	
		3. Concern re overlooking by hotel.	1	Please see above.	





## 7.2 STAGE 2 FEEDBACK FROM THE PUBLIC AND THE APPLICANT'S RESPONSES

- 7.2.1 The table on the following pages provides a summary of all of the feedback submissions made by members of the public during Stage 2. The applicant's responses to all the points raised are provided alongside, and references to where information is provided within the planning application are given where relevant.

Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
1.0	<b>LAND USE</b>				
1.1	Cinema	Does the footfall in the existing cinemas justify another one?	1	We are looking to provide a cinema with a point of difference from the cinemas already operating in the city centre. The new cinema will be focused on a different customer experience, with more luxurious and larger seating and food and drinks being brought to your seat by the staff. It is likely to be only 3 or 4 screens and will show a wider range of films rather than just 'blockbusters'.	
1.2	Retail	There is not enough footfall to support the existing retail.	1	We have undertaken separate independent reviews of the retail capacity for the city centre and these show that there is more capacity than we are providing. We are also going to be targeting different retailers with a different offer than those currently trading.	
1.3	Students/University	University seems to be the great saviour at present, but am unsure about putting all your eggs in one basket. Student frequented building may not be compatible with the other stated aims for the area.	1	It is by no means certain that the University will occupy any buildings within the site. However, if there were to be some university buildings they would be more likely to be office, leisure and exhibition orientated than for teaching purposes.	
1.4	Arena	1. Could the arena be dual purpose – also serving as an ice rink? 2. Not convinced of the wisdom of having an arena in such a congested area.	1	It would not be possible to use the arena also as an ice rink. These are very different uses and could not be accommodated within the space planned. The arena has been located in an area that provides direct access to the main road system. Modelling work contained in the Transport Assessment confirms that the proposed access arrangements and highway network can accommodate the predicted peak traffic movements.	See Section 6 of the Transport Assessment.
1.5	Hotel	Does the bed occupancy of existing hotels justify another one?	1	A new good quality hotel would add significantly to the offer within the city centre. The existing good quality hotels operate with high occupancy demand	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
1.6	Library	Good idea to locate the public library here but what will happen to the archives?	1	and we believe there is ample opportunity for another operator. A working group is currently looking at the options and will be consulted on in due course.	
1.7	Church & Hall	1. St David's need for an adjacent church hall must be met.  2. The new church hall should be at least as big as the existing one and have appropriate facilities. 3. Parking, drop-off and access needs of parishioners, particularly the elderly and infirm, plus weddings and funerals vehicles should be met 4. The priest needs a garage for his car. 5. Existing church, grounds and living quarters should be preserved. 6. Quality of building work should be high quality, energy efficient and with all necessary facilities. 7. Request regular feedback from the Council with further consultation. 8. Church hall should be separate from any other building.	20  12 20 2 3 1 1 1	The church hall is proposed to be located in a new building in approximately the same location as it is now. The size and layout of the hall will be based on the requirements of the church and a temporary hall will be provided near the Church during demolition and construction periods. See 1.7.1.  The proposals will maintain access to the church for these uses.  The garage will stay in its current location and is not proposed for demolition. The churches and associated listed structures will not be changed. All changes around the churches, such as additional lighting or changes to landscaping will be designed in consultation with the churches. Agreed and have been set out as such through the Design Principles Document. The applicant will formally consult upon submission of the outline planning application and in the context of future reserved matters proposals. The church hall will be incorporated into another building near to where the existing one is.	See Section 4 the Transport Assessment



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		9. Can a covered walkway between the hall and church be provided?	2	The hall entrance will be close to the church but can't be physically connected to allow for better setting of the church within the public realm proposals.	
		10. Any [adjacent] businesses should be compatible with the church – i.e. not licenced premises, music venues, etc.	1	Noted.	
		11. Mosaic of the Virgin and Child on the side of the Ty Mam Duw housing complex should be saved and incorporated into the new development.	1	Noted.	
<b>2.0</b>	<b>DESIGN</b>				
2.1	Layout	Critical commentary on shift of city centre southwards, general layout based on single new backbone, car dependency, amount of retail, and limited amount of residential.	1	The proposals are in accordance with Swansea Central Area Regeneration Framework that requires strong links to be maintained.  Car parking is an inherent requirement for the scheme due to current customer expectations but there will also be provision for cyclists and access to public transport.  The amount of retail and residential will be determined by occupier demand.	
2.2	Building Heights	1. The university building will completely overshadow St David's Church.	1	The maximum parameters of the proposed adjacent buildings have been assessed within the submitted Daylight and Sunlight Assessment. This has shown that, under the maximum parameters, on the equinox the church would be in full or partial sunlight between 10:00 and 16:00. On a winter's day the period of sunlight would be shorter and on a summer's day the period of sunlight would be longer. Therefore, this does not cause complete overshadowing.	See Daylight / Sunlight Assessment.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				The massing of the surrounding buildings has been carefully considered and resulted in set-backs where appropriate.	
		2. Object to the overwhelming height of the hotel building.	1	The location and scale of the hotel and arena will ensure that the area will act as a gateway, further emphasised by the proposed quality of the buildings and their surrounding public realm. The height and location of the hotel have been carefully considered in terms of its effect on its neighbours and in terms of townscape views.	
2.3	Heritage	<p>1. Low scale of St David's church requires special consideration to allow adequate open space around it to breathe.</p> <p>2. Proposed curved building screens off the historic fabric [of St David's] and both adjacent buildings are over dominant.</p>	1	The massing of the proposed surrounding buildings has been carefully considered.	
		3. Listed church boundary wall forms part of historic curtilage of St David's and should not be demolished.	1	The existing modern buildings are very intrusive on the setting of the church and so there is no original setting left to preserve. Notwithstanding this, the massing of the proposed surrounding buildings has been carefully considered in terms of heritage, townscape and environmental effects.	
2.4	Churches	<p>1. Visibility of St David's Church should be preserved.</p> <p>2. Church hall should be sympathetic in design [to existing church].</p>	1	Much of it has already been rebuilt.	See p.20 of Heritage Assessment.
			1	The scheme has responded sensitively to St David's Church by creating an attractive public realm which follow good urban design principles. The active fronts and staggered building heights to work proportionately with the space.	
			2	The architectural requirements will be based on discussions with the church and what is appropriate for the building's setting at the detailed design stage.	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		<p>3. Setting of St David's should not be overwhelmed by the new buildings.</p> <p>4. Daylight impact on St David's church and area is of concern.</p>	<p>1</p> <p>1</p>	<p>The massing of the surrounding buildings has been carefully considered in terms of heritage and townscape.</p> <p>The potential impacts are limited to the east elevation of the church; the affected rooms include entrance vestibules. It should be noted that this occurs under the maximum parameters and the masterplan allows the west boundary of DZ2d to be pulled back by up to 15 m, which would likely fully mitigate significant impacts.</p> <p>Daylight availability to the west corner of the church is improved due to the increased distance from the adjacent building.</p>	<p>See Chapter 6 of the Daylight and Sunlight Assessment.</p>
2.5	Architecture	1. Will the design avoid repeating the dark materials and overshadowing of the old St David's development?	1	<p>The masterplan proposes to prescribe six main materials. The materials may be used as whole surfaces, details or decoration as best seen appropriate to the function, scale and surroundings of the building. The buildings should not repeat the same material as the neighbouring building facing it directly. The proposed materials are as follows:</p> <ol style="list-style-type: none"> <li>1. Copper and copper alloy (not patinated) can range from light to darker colour, can be shiny or matt.</li> <li>2. Terracotta/ porcelain can be any colour and can be shiny or matt.</li> <li>3. Stained glass can be any colour.</li> <li>4. Iron oxide-pigmented Concrete, which is reddish in tone.</li> <li>5. Corten steel, a natural mid-brown material.</li> <li>6. Brick, warm red or orange tone in colour.</li> </ol>	See Section 4.5 of the Design and Access Statement and the Design Principles Document.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				<p>The exceptions to the above are DZ3, where anodised metal is allowed and DZ4b, outlined below. Anodised metal can be many colours, ranging from light to dark, warm to cold in tone.</p> <p>DZ4b: As an anchor which extends its presence into the evening, the arena facade will play a role in the night-time identity of the development. A number of materials have been proposed, all of which contribute to the animation of the façades and reduce the visible impact of the form and mass both in the daytime and night:</p> <ol style="list-style-type: none"> <li>1. Copper alloy cladding coated to prevent oxidation, which can be lighter goldish or darker, shiny or matt</li> <li>2. Anthracite or black cladding with LED lighting to glow in colour in openings.</li> <li>3. Timber structure and ETFE translucent skin throughout the entire envelope, with LED lighting to glow in colour.</li> </ol> <p>If part of a digital scheme, the arena could have digital screens, provided they are positively integrated. Each material option could have LED lighting to glow in colour through the facade openings.</p>	
		<p>2. It is paramount that the architectural quality is very high.</p>	1	<p>Agreed. The outline planning application incorporates a number of key parameters and principles to inform the detailed design to ensure that it is delivered to a high quality. These are set out in the Design Principles Document.</p>	
		<p>3. Would like to know more about the</p>	2	<p>The outline planning application will specify a broad</p>	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		proposed materials.		palette of high quality materials, which will be used to inform the future reserved matters (detailed) planning application(s).	
		4. Not convinced that there is a theme or character thought out for the area (e.g. to reflect the talk of bring the city to the sea).	1	The design concept of creating an historical / geographical interaction walk that references the change in scenery of the natural landscape of the countryside, through to the city centre and the seafront has been embedded in the design principles of both hard landscape and soft landscape e.g. by applying a planting palette that changes gradually from terrestrial to maritime species along the new North-South link. The intention is not be limited to public realm but to extend the (way-finding) concept to structure / building / art. The details would be considered carefully and developed during the reserved matters application.	See Public Realm Strategy Document.
2.6	Residential Amenity – Privacy	Complete loss of privacy for residents in Victoria Quay.	1	It is now proposed that the current pathway by the wall will be moved inwards, away from the wall, thus ensuring that the public can't get very close to the wall and look over it. Small areas of the wall will be accessible in order to enjoy the quality of this heritage asset, but they will be chosen strategically and will be kept at a minimum to discourage many people gathering. CCTV cameras and adequate lighting will discourage anti-social behaviour.	See the Design Principles Document and Design and Access Statement.
2.7	Residential Amenity – Daylight / Sunlight	The impact of loss of daylight affecting residents of Victoria Quay.	1	Mitigation of the potential impacts identified has been investigated in more detail and is covered by an updated Daylight and Sunlight Assessment. In summary, possible solutions to fully mitigating significant impacts have been identified.	See Chapter 6 of the Daylight and Sunlight Assessment.





Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
2.8	Residential Amenity -- Noise	1. Increased noise for residents in Victoria Quay.	2	<p>The wall will be retained. See also 2.6.</p> <p>The proposed Music Noise Levels (MNL) for the arena have been set to reduce the likelihood of significant adverse impact on the residents of Victoria Quay. No significant effect is likely to be observed provided the development complies with proposed limits. With appropriate design consideration it is considered that the proposed limits are achievable.</p> <p>The servicing area for the arena will be enclosed which is likely to contain any noise associated with its use. As a result of this, and the existing wall between the arena and dwellings to the south, the servicing of the arena is unlikely to lead to any significant noise issues.</p> <p>Plant noise emission targets have been set at the dwellings along Victoria Quay. These levels have been set to reduce the possibility of a significant adverse effect associated with noise from fixed plant units.</p> <p>As per the noise report, the noise impact associated with the increase in road traffic flows on the local road network is likely to be negligible for the dwellings at Victoria Quay.</p>	
		2. Objection to methodology used for noise assessment and scoping out of vibration assessment.	1	<p>The measurement position ST2 was selected to be representative of noise sensitive receptors on Victoria Quay. As this position is partially screened from the dominant noise sources, the measured levels (and therefore the noise emission limits) are considered worst case.</p>	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
2.9	Bridge Link	Vital to have the bridge – so much better than [at grade] crossing.	4	Assessment criteria were agreed with the Environmental Health Department at the Council.  Plant noise emission criteria associated with the proposed development have been set to reduce the likelihood of potential significant adverse noise effects at the nearest noise sensitive receptors. It is highly unlikely that potential fixed plant units associated with the arena and hotel will produce a significant vibration impact to affect residential dwellings along Victoria Quay.  Support is noted and welcomed	
2.10	Weather Protection	1. Swansea is wet and windy, weather protection is important.  2. Weather protection on bridge is particularly important.  3. Tall building south of Oystermouth Road and others may need added protection against sand-blast effect.	1	A cover strategy has been developed to an outline proposal which includes different strategies for different locations and uses, ranging from architecturally integrated canopies on Retail facades, potentially fully covered cafe / restaurant street and the covered bridge.  See 2.10.1.	See Section 4.2 of the Design and Access Statement.
3.0	<b>PUBLIC REALM</b>				
3.1	Street Furniture	1. Thought needs to be given to the street furniture – avoid the use of cold, wet and unused marble seating as on Princess Way.	1	The prevailing winds are primarily from the west followed by the north east. This will reduce the potential for sand-blasting.  Street furniture would be selected for its material quality, strength and aesthetic value, combined with durability and robustness. A minimalist approach would be taken, with careful coordination of design,	See Section 2.4 of Wind Microclimate Desk Study.  See p.34 of Public Realm Strategy Document.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				<p>colour and location.</p> <p>The majority of street furniture used within the development is expected to utilise either stainless steel / galvanised steel / oxidized steel elements, but these finishes may be enhanced with FSC timber, powder coated and concrete aspects where appropriate, for example FSC timber surface is considered to be more suitable as seating surface compared to cold stone/concrete/metal. These details will be carefully considered during the reserved matters application.</p> <p>The design of the seating will meet all aspects of BS8300 and will have a suitable seat height and be provided with arms and back rests as needed. The seats will be located at 50m intervals</p>	
		2. Position furniture to enable informal meeting and interaction [see also Accessibility below]	1	<p>Positioning of street furniture would respond to the characters of each of the identified public realm areas, and be done thoughtfully to create the sense of place and to enable interaction, without compromising the pedestrian flow in general.</p> <p>All street furniture will be positioned outside pedestrian desire lines to ensure pedestrian flows are not interrupted and that people with visual impairments will not find them a barrier.</p>	
3.2	Public Art	Swansea has a strong artistic community and public art should reflect this.	1	This is noted, and opportunities for public art will be explored at the reserved matters (detailed) application(s) stage.	
3.3	Routes and	Increased footfall on the walkway along the	1	The retail areas along the marina would benefit from	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
	Connections	retment wall adversely affecting residents of Victoria Quay.		increased footfall. See 2.6.above	
3.4	Anti-Social Behaviour	The potential increase in anti-social behaviour likely to affect residents in Victoria Quay.	1	We are proposing to move the current pathway by the wall inwards, away from the wall thus ensuring that the public can't get very close to the wall and look over it. Small areas of the wall will be accessible in order to enjoy the quality of this heritage asset, but they will be chosen strategically and will be kept at a minimum to discourage many people gathering. CCTV cameras and adequate lighting will discourage anti-social behaviour.	
<b>4.0</b>	<b>TRANSPORT</b>				
4.1	Car Parking	1. There are too many car parks already.  2. Concerned about [perceived] loss of parking.	1	The proposals reduce the number of city car parks by condensing the St Mary's and St David's car parks into one new modern multi storey car park. The proposed car parking provision has been reviewed carefully in response to current and predicted demand.  The proposals effectively maintain the current level of parking provision within the city centre.	See Sections 2 and 4 of the Transport Assessment.  See Sections 2 and 4 of the Transport Assessment.
4.2	Buses	1. Evening and night buses are inadequate.  2. Could we have tram or trolley bus services.	1	The proposals will generate bus passenger growth and greater demand for evening and night buses. The level of service provision will need to be reviewed with the bus operators and the Council's highways team. Improved bus facilities are to be provided as part of the development proposals.	See Sections 3 and 4 of the Transport Assessment.
4.3	Accessibility	1. Surfaces of pedestrian areas should suit the	1	This has not been considered as part of the development proposals.  The paving will be non-slip when wet and dry. The	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		needs of wheeled aids, strollers and mobility scooters.		paving will have 'tight' and level joints to avoid trip hazards. All gullies and gratings will have slots less than 13mm to prevent trip hazards.	
		2. Rest areas needed.	1	See 3.1.1 - these will be positioned at 50m intervals.	
		3. Seating to have back rests.	1	Backs and armrests would be incorporated in seating where appropriate.	
4.4	Traffic	Concerns about impact on traffic management and parking in and around the marina area .	1	The marina area is currently protected by parking restrictions.	
<b>5.0</b>	<b>ENERGY / SUSTAINABILITY</b>				
5.1	Sustainability Measures	1. What plans are there for energy generation?	2	The Planning Energy Assessment describes the buildings as being design to allow the future connection of a City District Heating Network. As an alternative, and should the City District System not be available, local Combined Heat and Power (CHP) would be considered for the most suitable building types e.g. residential and the hotel. The application of photovoltaic panels is also to be considered as the design develops for buildings with accessible, un-shaded roof space.	
		2. Show more evidence of eco-construction principles, use of environmentally friendly materials, etc.	2	The Sustainability Statement refers to the intention to minimise material wastage, use recycled materials and for the selection of materials to be guided by the development of a sustainable procurement plan to ensure environmental consideration in their selection. The use of local materials will also be targeted where feasible.  The BREEAM strategy proposed for the non-residential development proposed includes several measures to prioritise the use of environmentally friendly and	See the Sustainability Statement and BREEAM Pre-Assessment.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
5.2	Ecology	<p>1. What intention is there for trees and other planting to contribute to management of global warming?</p> <p>2. What plans are there to protect the River Tawe as a clean and healthy 'corridor'?</p>	2	<p>responsibly sourced materials. Two credits have been targeted for the 'BREEAM MAT 1' credit, which encourages the use of construction materials with a low environmental impact over the full life cycle materials. One credit has been targeted for the 'BREEAM MAT 2' credit for the specification of materials for boundary protection and external hard surfaces that have a low environmental impact. Two credits have been targeted for the 'BREEAM MAT 3' credit, which requires the adherence to a clear sustainable procurement framework to guide material procurement in a socially, economically and environmentally responsible manner.</p> <p>The public realm strategy aims to create and strengthen the green infrastructure within the development site by providing a hierarchy of green spaces, each with various vegetation types.</p> <p>An increase in vegetation diversity offers climate change adaptation benefits which include improving air quality; reducing pollution; cooling urban heat islands; increased biodiversity; wildlife habitats; rainfall interception etc., hence contributes to amelioration of global warming.</p> <p>Given the distance between the site and the River Tawe, and the already highly urbanised nature of the intervening habitats, no specific ecological recommendations have been made. It is anticipated that a Construction Environmental Management Plan (CEMP) will be put in place for the site prior to construction works commencing. These will ensure</p>	See Public Realm Strategy Document.
			1		See the Preliminary Ecological Appraisal.



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
				mitigation measures such as pollution control etc. are put in place to protect surrounding habitats.	
		3. Prefer to have greenery on the bridge, not a tunnel-like [weather protection structure].	1	<p>The bridge has not been designed yet and only the following principles are proposed:</p> <ul style="list-style-type: none"> <li>The proposed bridge connecting the northern and southern parts of the site will ease pedestrian flow along the new route and help the already-congested Oystermouth Road.</li> <li>The bridge is to have appropriate cover and act as part of the Green Artery of DZ5.</li> <li>This connection is considered to be the continuation of the public realm of the new north-south link, with potential greening opportunities to both sides of the bridge as part of the design and of the roof.</li> </ul>	See Section DZ4 of the Design Principles Document.
		4. Suggest use of living/green walls.	2	The BREEAM strategy has accounted for the enhancement of ecology. The specific details of these enhancements will be taken from the green infrastructure strategy.	
		5. Suggest roof gardens & green roofs.	1	<p>There will be provision of green roofs to the development site, which includes 'Arena Parkland', an intensive green roof (roof garden), by the arena to the south side of the site, and other extensive green roofs. The location of such will be subject to the design of buildings during reserved matters application.</p> <p>The green roofs will be taken into account for the ecological enhancement calculations of the BREEAM assessment. Species diversities of these features will determine the level of enhancement achieved.</p>	See the Public Realm Strategy Document.
		6. Will the greenery be maintained given that	1	There will be an overall Management Strategy for the	See p.39 of the



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		we can no longer maintain our parks.		Development to ensure the successful establishment and maintenance of the soft landscape proposals. Once established, the proposals would be managed under an Estate Wide Landscape Management Plan to ensure continuity and monitoring of the soft landscape.	Public Realm Strategy Document.
<b>6.0</b>	<b>OTHER / MISCELLANEOUS</b>				
6.1	Encouragement of Play	<p>1. There should be more encouragement, permission, and design for play.</p> <p>2. There is some reference to a play strategy, but what is this and who is leading it?</p> <p>3. Concerned about the rooftop car park. More and clearer thought needs to be put into this, otherwise it could become a scrubby, scruffy place with no clear purpose. Too much use of grasscrete could make it an uncomfortable space.</p>	<p>1</p> <p>1</p> <p>1</p>	<p>A draft play strategy for the site has been developed. The play strategy will ensure that there is a range of accessible play options across the Site for different ages and abilities. It is expected that this strategy will be developed as proposals for the site progress.</p> <p>It is expected that this strategy will be developed as proposals for the site progress.</p> <p>The design concept of the 'Arena Parkland' is to create a multipurpose green open space, which has a green informal parkland character when it is not in use as an overflow car park linked to the use of the proposed arena.</p> <p>The detailed layout would be developed carefully in line with the parameters identified such as safety, circulation, etc., during the reserved matters application.</p> <p>The grass reinforcement geogrid grass has been suggested in hard landscape strategy which is suitable for reinforcing grass prone to worn, rutted and muddy areas caused by pedestrian and vehicular traffic, and hence different from the conventional grasscrete</p>	<p>See the Public Realm Strategy Document.</p> <p>See the Public Realm Strategy Document.</p> <p>See the Public Realm Strategy Document.</p>





Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
6.2	Construction Management	Concerned about noise and disruption caused by volume of heavy plant and machinery plus increased traffic. How will the construction site be managed?	1	<p>system, which is a cellular reinforced concrete system with limited areas/voids for grass growth.</p> <p>A Construction Management Plan will be agreed with the Council prior to the commencement of development. This will control times of vehicle movements/activity and vehicle routing.</p>	
6.3	Property Values and CPO	1. What will be the impact of these proposals on our property [in Paxton Drive]?	1	<p>No adverse effects are identified on Paxton Drive related to air quality, noise, wind environment, daylight/sunlight.</p> <p>There will be no traffic impact on Paxton Drive. On street parking is currently controlled and restricted by yellow line parking restrictions.</p>	See associated technical assessments submitted with the planning application.
6.4	Signage & Way-finding	2. Are there plans to compulsory purchase our property [in Paxton Drive]?	1	There are no current plans to CPO properties on Paxton Drive as part of the planning application proposals.	
6.5	Flood	Clear, legible signage/way finding is essential.	1	It is expected that a detailed strategy for signage and way-finding would be developed as part of the future reserved matters (detailed) planning application(s).	
6.6	General Requests	What flood protection plans are there? Could Tesco be relocated?	1	The management of all sources of flood risk over the development lifetime is referred to in the Flood Consequences Assessment.	See Flood Consequences Assessment.
6.7	General Comments	1. Don't understand what we're supposed to comment on as everything is just 'illustrative' – architecture shown looks 'pick & mix'.	1	<p>The Tesco site sits outside of the Council's ownership and its relocation does not form part of this outline planning application.</p> <p>The outline planning application is intended to set a number of parameters and design principles that will inform the future reserved matters (detailed) application(s). There will be further opportunities to comment at these next stages.</p>	



Ref.	Key Issue	Summary of Comments	Raised by (No.)	Response	Reference within Application Submission (where relevant)
		2. Concern about the competition with and relationship with Wind Street businesses.	1	A different type of restaurant offer is intended for the scheme from those currently operating in Wind Street.	



## 7.3 LOCAL STAKEHOLDERS' FEEDBACK AND THE APPLICANT'S RESPONSES

- 7.3.1 The table on the following pages provides all of the representations made by the local stakeholders during both stages of the consultation process. The applicant's responses to all the points raised are provided alongside, and references to where information is provided within the planning application are given where relevant.

Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
1.0	<b>Richard Proctor, Chief Executive, Bay Leisure Ltd (14.02.17)</b>		
1.1	Important for there to be direct and convenient access routes from the <b>car park</b> to and from the LC. To be covered if possible.	Direct and convenient access will be provided along Victoria Quay via the existing walkway on the northern side of the marina. We will continue to review to see if there are other routes that can be provided when we look at more detailed design.	See the section on DZ4 in the Design and Access Statement.
1.2	We are very concerned about the impact the proposed <b>hotel</b> will have on the waterpark at the LC. The waterpark side wall (facing the proposed development) is fully glazed and therefore any proposed building in front of these windows will have a negative impact and raises concerns: <ul style="list-style-type: none"> <li>The hotel building will block the <b>site lines</b> from the waterpark as well as the <b>light</b> (concerns regarding making the building darker and colder).</li> <li><b>Overlooking</b> of customers using the LC.</li> </ul>	The daylight and sunlight assessment has been based on the maximum parameters so provides a worst-case assessment for the purposes of the outline planning application. Further daylight and sunlight assessment studies will be carried out at reserved matters stage to ensure the best location for the hotel, taking into account the LC's concerns.  There won't be any rooms below 5 meters above the podium level, ensuring that overlooking is minimised. Soft landscaping between the LC and the hotel will ensure that the customers do not feel unduly overlooked.	See the section on DZ4 in the Design and Access Statement.
2.0	<b>S. Simmons on behalf of Squire Court Management Company (Victoria Quay) (15.02.17)</b>		
2.1	We are <b>STRONGLY FOR</b> this development and see it as the beginning of a new era for Swansea, but concerned about impact on Squire Court and all other properties in Victoria Quay.	Support is noted and welcomed.	
2.2	Positioning of <b>hotel</b> (re. privacy) and relocation of <b>car parking</b> (re. accessibility for disabled people and families with small children).	The daylight and sunlight assessment has been based on the maximum parameters so provides a worst-case assessment for the purposes of the outline planning application. Further daylight and sunlight assessment studies will be carried out at reserved matters stage to ensure the best location for the hotel, taking into account the LC's concerns.  There won't be any rooms below 5 meters above the podium level, ensuring that overlooking is minimised. Soft landscaping between the LC and the hotel will ensure that the customers do not feel unduly overlooked.	See the section on DZ4 in the Design and Access Statement and the Design Principles document.



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
2.3	Requirement for <b>temporary car parking</b> for the LC whilst construction is taking place.	Direct and convenient access will be provided along Victoria Quay via the existing walkway on the northern side of the marina. Temporary parking will be provided during construction. The level of parking and location still needs to be determined and will depend on the final scheme layout and construction phasing. The St David's car park will also remain in place until the DZ3 car park is provided to provide the necessary parking spaces during construction. Wayfinding measures and signage from St David's car park will be enhanced.	See p.40 of the Transport Assessment.
2.4	Earth bank behind the <b>revetment wall</b> of the Old Dock to remain due to stability issues.	The structural integrity of the wall will be considered in the temporary conditions (i.e. during construction) and permanent conditions by the structural engineering team.	See the section on DZ4 in the Design and Access Statement.
2.5	Privacy and anti-social behaviour due to proximity of people using <b>proposed raised walkway</b> .	We are proposing to move the current pathway by the wall inwards, away from the wall thus ensuring that the public can't get very close to the wall and look over it. Small areas of the wall will be accessible in order to enjoy the quality of this heritage asset, but they will be chosen strategically and will be kept to a minimum to discourage many people gathering. In addition, we have agreed to plant evergreen hedging to help protect the residents of Victoria Quay from overlooking.	See the section on DZ4 in the Design and Access Statement and the Design Principles document.
2.6	<b>Servicing hours and car parking operation</b> . We will want to see a restriction order put on these parking areas between at the very least 12.00 midnight and 7.00am so that residents are not disturbed during these hours. <b>Noise impacts</b> .	Servicing for the arena will be under the proposed podium. This, combined with the presence of the GWR revetment wall, will ensure that vehicle activity and associated noise is contained. The existing LC car park operates between 7am to 11pm. The proposed car park will need to be 24-hour operation to support the hotel and arena development. However, during	See p.20 of the Transport Assessment.



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
2.7	<b>Management and maintenance of proposed soft landscaping.</b>	night-time hours parking and servicing activity will be limited.  There would be an overall Management Strategy for the development to ensure the successful establishment and maintenance of the soft landscape proposals. Once established, the proposals would be managed under an estate-wide Landscape Management Plan to ensure continuity and monitoring of the soft landscape.	See p.39 of the Public Realm Strategy Document.
2.8	<b>Noise and disturbance from the development to residents of Squire Court / Victoria Quay.</b>	The proposed music noise levels for the arena have been set to reduce the likelihood of significant adverse impact on the residents of Victoria Quay. No significant effect is likely to be observed provided the development complies with proposed limits, which it will be required to do. With appropriate design consideration, it is considered that the proposed limits are achievable.  The servicing area for the arena will be enclosed, which is likely to contain any noise associated with its use. As a result of this, and the existing wall between the arena and dwellings to the south, the servicing of the arena is unlikely to lead to any significant noise issues.  Plant noise emission targets have regard to the dwellings along Victoria Quay. These levels have been set to reduce the possibility of a significant adverse effect associated with noise from fixed plant units.  As per the noise report, the noise impact associated with the increase in road traffic flows on the local road network is likely to be negligible for the dwellings at Victoria Quay.	See Chapters 7 and 8 of the Noise and Vibration Assessment.
<b>3.0</b>	<b>Deb Checkland, Excelsior Residents Service Ltd (28.02.17)</b>		
3.0	There are concerns about the <b>noise and dust impact</b> of the development. How do you anticipate maintaining this quality	The risk of dust impacts affecting amenity during the construction phase will be controlled by measures within the	See Section 6.1 of the Air Quality Assessment.



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	of life, both in the development/building stages, and the final result?	Construction Environmental Management Plan (CEMP) for the development.	
3.2	How will the bridge be different from the existing bridge, which is very underused, as pedestrians prefer to find their find their way across the dangerous dual carriage way at ground level?	The proposed bridge will be a natural continuation of the street leading to it, thus it will feel like the best option for crossing the street. From Oystermouth Road level, ramps, stairs and lifts will lead up to the bridge, ensuring it is an accessible way to cross the road for all. The bridge is proposed to be covered and thus will make a more inviting crossing alternative in all conditions than level crossing.	
3.3	We are pleased to see that the buildings will take account of the historic fragments, which remain out of the glories of Victorian Swansea, and note that these will be recognised in the scale and heights of the new developments, and would support this approach. Please keep us informed on these issues, as clearly this is very early notice, and no details are provided.	Support is noted. The applicant can confirm a commitment to consulting interested parties as the design progresses.	
3.4	Please take the opportunity to bring back some of the ancient street names, and recognition of Swansea's Historic characters.	Noted. This will be reviewed at the appropriate time in the project.	
4.0	<b>Canon Michael Flook, Roman Catholic Dean of Swansea and Parish Priest of St. David's</b>		
4.1	Attempted transfer of lease of the flats adjacent to St David's Church by Gwalia Housing Association.	Noted that this is being dealt with by the diocese's solicitor.	
4.2	Requirement of replacement church hall which is suitable for our needs and the needs of the city. The design of the hall is important to serve the needs of its users. This should be as close to the church as possible, preferably joined onto it. The provision of a hall on the first floor of an adjacent building is out of the question.	The church hall is proposed in the building approximately the same location as it is now. The size and layout of the hall will be based on the requirements by the church and a temporary hall will be provided near the church during demolition and construction periods.	See Section DZZ in the Design and Access Statement.
4.3	I sincerely hope that as a result of your developments the city's appearance will be greatly enhanced, and that the changes which we will have to undergo, here at St. David's, will be part of that enhancement.	The design and appearance of the proposed development will be considered carefully during the reserved matters stage.	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
5.0	<b>First Cymru (03.03.17)</b>		
5.1	As a local bus operator, we obviously welcome any developments likely to result in passenger growth into our business and this plan has attractors likely to do this.	Support is noted and welcomed.	
5.2	Logistically, we need to understand where our <b>night time services will operate from when Wellington Street</b> is closed off to through traffic.	Night time bus services will still be able to continue to operate from Wellington Street, which will be converted to two-way operation. A turning area will be provided at the end of Wellington Street to allow buses to turn and exit onto West Way. Alternatively, the proposed bus stops on Oystermouth Road could be used for night-time services.	See p.11 of the Transport Assessment.
5.3	We also need to ensure that the <b>new bus stops</b> on Oystermouth Road are positioned in such a way not to affect buses needing to be in the correct lanes for any turning manoeuvres off Oystermouth Road.	The proposed eastbound bus stop will be located in the existing bus lane, alongside the Tesco store. Buses will be able to access the required lanes from this location as they currently do.  The proposed westbound bus stop will be provided in the form of a lay-by alongside the LC building. The lay-by will be positioned well in advance of the West Way junction allowing adequate time for the bus to access the appropriate turning lane.	See p.11 of the Transport Assessment.
6.0	<b>South Wales Police (13.03.17)</b>		
6.1	<b>Street lighting</b> should meet the British Standard 5489 and enhance and compliment CCTV.	Noted for the future stages of landscape and building design.	
6.2	The whole of the development must be protected by monitored <b>CCTV</b> . Ideally there will be clear lines of sight between the CCTV cameras. Existing CCTV cameras will have to be relocated. We would ask that we be consulted when it comes to resiting these cameras.	Noted for the future stages of landscape and building design. Details of façade-integrated CCTVs to be developed at detailed design stage.	
6.3	Poor landscape design proposals can compromise the <b>safety and security</b> of people and properties: <ul style="list-style-type: none"> <li>Overgrown shrubs and other thick barriers that are in close proximity to public areas must be avoided.</li> </ul>	Noted for the future stages of hard and soft landscape design.	





Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	<ul style="list-style-type: none"> <li>• Clear sightlines must be maintained over long distances. Windows and doors must not be obscured by landscaping features and trees in public areas must not have any foliage below 2 metres from the ground.</li> <li>• Trees and other landscaping features must not be positioned where they could create hiding/entrapment spaces, obscure signage, lighting or CCTV, or provide a potential climbing aid into properties.</li> <li>• Planting schemes should take into account growth rates, heights and spread. The positioning of thorny or spiny shrub species in front of vulnerable boundaries or buildings can help deter graffiti and potential intruders.</li> <li>• Landscaping should be utilised as a form of hostile vehicle mitigation.</li> </ul>		
6.4	<p>Well-designed <b>street furniture and public art</b> in streets and public spaces is vital in helping to create a safer, attractive and more urban environment that reinforces civic pride.</p> <ul style="list-style-type: none"> <li>• Such street art and furniture should also be considered in protecting crowded places as an alternative to barriers, from unlawful entry by vehicles whose drivers are intent on causing serious injury or worse to pedestrians.</li> <li>• Street furniture and public art should respond to the local context of landscape and buildings. Simple bold designs using good quality materials are more attractive and longer lasting. Innovative and contemporary designs should be encouraged where appropriate.</li> <li>• Attractive and innovative public art helps to create a more distinctive urban environment that reinforces civic pride.</li> <li>• Street furniture, such as bus shelters, public seating, phone boxes and signage must not obscure views of users, obstruct pedestrian movement or be positioned to</li> </ul>	Noted for the future stages of hard and soft landscape design.	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
6.5	<p>encourage anti-social behaviour.</p> <ul style="list-style-type: none"> <li>• The number of signs and barriers must be minimised.</li> <li>• Seating should be of a design that prevents people from lying down.</li> <li>• Where possible design should deter skate boarding.</li> </ul> <p>Where landscape proposals are close to buildings, public routes and access points to public spaces, a strong <b>maintenance</b> regime is required.</p> <p>Pathways through open spaces must maintain clear sightlines and views without creating potential hiding/entrapment spaces, for example, through poor positioning or type of shrubs.</p> <p>Landscape schemes are more successful when there is a suitable budget allocated to the proposal and there is an agreed local maintenance programmes.</p> <p>A neglected environment can act as a catalyst for vandalism and anti-social behaviour.</p>	<p>There would be an overall management strategy for the development to ensure the successful establishment and maintenance of the soft landscape proposals. Once established, the proposals would be managed under an estate-wide Landscape Management Plan to ensure continuity and monitoring of the soft landscape.</p>	<p>See p.39 of the Public Realm Strategy Document.</p>
6.6	<p><b>Natural features</b> and their ecology are important to support and sustain wildlife. Natural vegetation also absorbs pollutants that keep the air we breathe cleaner.</p> <p>Mature natural features give a sense of distinction and continuity with their surroundings. Existing trees and vegetation provide an immediate impact to a new development and are effective in defining spaces. The appropriate use of native and ornamental species of vegetation can also positively enhance the environment of a development.</p> <p>In all situations, development proposals should seek to retain</p>	<p>Noted for the future stages of soft landscape design.</p>	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	and incorporate existing trees, hedges and appropriate vegetation.		
6.7	External barriers or a strengthened perimeter to prevent a penetrative (ramming) or close proximity (parked or encroachment attack) must be installed to provide appropriate <b>hostile vehicle mitigation</b> to IWA 14 (PAS 68/69) standards to control access to pedestrian areas/crowded places.	Noted for the future stages of landscape and building design. Attention will be given to the design standard of these barriers so that they feel like part of the overall design strategy.	
6.8	Vehicle access into crowded pedestrian areas must be controlled and loading areas need ideally to be located away from pedestrian areas at the rear of properties. Measures should be put in place that reduce the speed of vehicles approaching the site or its defences e.g. bends or chicanes. Reduced speed can be used to design an appropriately matched barrier system to resist the <b>hostile vehicle impact</b> , thereby potentially reducing costs and infrastructural / engineering impacts as well as potentially allowing for more visually acceptable barrier solutions to be deployed.	Noted for the future stages of landscape and building design	
6.9	There should be separate access control to <b>service areas of the arena</b> . There should also be an ability to reject vehicles in areas where deliveries are to be made without compromising the security or disruption of traffic flow.	Agreed. Details will be picked up at the detailed design stag and once the arena operator is known and their requirements identified.	
6.10	<b>Vehicle access for church users</b> needs to be controlled.	Agreed. Details will be picked up at the detailed design stage.	
6.11	There must be clear <b>pedestrian accessibility</b> to allow ingress and egress from crowded places.	Agreed. Details will be picked up at the detailed design stage.	
6.12	<b>Bins</b> are discouraged within crowded areas e.g. café quarters, shopping centres etc. Bin stores must be secure areas and preferably located away from the main buildings to prevent arson attack.	Noted for the future stages of hard landscape design.	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
6.13	<p>Access to the rear service yards of the retail units, commercial units, arena etc. must be controlled and these areas must be protected by gates and fencing. The fencing and gates must be at least 2.4 metres high, robust and should preferably meet Secured by Design standards and specifications.</p>	<p>Noted for the future stages of landscape and building design.</p>	
6.14	<p><b>Anti-terrorism measures for proposed buildings:</b></p> <ul style="list-style-type: none"> <li>• Buildings should be orientated so that they overlook public space and neighbouring buildings to support informal oversight by those who use and visit the locations. There should be sufficient space provided at vehicle entrances to allow proportionate screening of vehicles (and their occupants / loads) as and when the threat dictates.</li> <li>• Building materials should be used which reduce the risk of fragmentation including blast resistant glazing and structural design which reduces the risk of building collapse.</li> <li>• Deep recesses or alcoves should be designed out and there should be clear lines of sight around a building.</li> <li>• The roofs of buildings must be solidly constructed and protected. Access to the roof areas must be made difficult.</li> <li>• Buildings must be protected against ram raiding. Every vulnerable door and window should be protected by, for example, bollards, raised kerbs, flower containers etc. This will not be necessary if there is controlled vehicle access and mitigation into these areas.</li> <li>• Roof lights, where necessary, must be of a polycarbonate construction and secured by non-return screws. Roof glazing and service openings, where present should be protected.</li> </ul>	<p>Noted for the future stages of building design including entrance orientation, glazing specifications and protection of primary structure.</p> <p>Recessed doors will not be allowed where possible.</p> <p>Mitigation against hostile vehicles should be through integrated landscaping where possible and not bollards.</p>	
6.15	<p><b>Pipe work</b> should be recessed into the fabric of the buildings.</p>	<p>Noted for the future stages of building design.</p>	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
6.16	<p><b>Access from public areas</b> into private areas in for example offices, the commercial units, theatres, restaurants etc., must be controlled e.g. by proximity readers. Rooms where valuable property or information is stored should be protected by Secured by Design doors and must be kept locked when unoccupied.</p>	<p>Noted for the future stages of building design.</p> <p>Security doors will be installed as per landlord / tenant / operator / brand requirements and to meet all standards and regulations.</p>	
6.17	<p><b>Door security:</b></p> <ul style="list-style-type: none"> <li>• Doors and locks should be installed which are better able to withstand entry from armed intruders and robust ground floor facade materials provided which together will help to provide cover for people caught up in a firearms attack.</li> <li>• All external doors fitted to buildings should, where applicable, meet the minimum standards specified by Secured by Design i.e. LPS 1175 SR2, PAS 24 2016 or equivalent. If this not possible the doors and windows should be manufactured and installed to Secured by Design standards and specifications.</li> <li>• Fire doors must have no external furniture fitted and be alarmed.</li> <li>• All vertical lift doors must be locked in place, internally and externally, when the units are unoccupied.</li> <li>• Anti-ram raiding measures must be in place to protect external doors/windows.</li> <li>• In respect of operating mechanisms external fittings must be avoided. Internal mechanisms must be secure and sited away from the door openings.</li> <li>• All glass in door panels or panels adjacent to doors should be laminated (7.4mm) with appropriate fixings.</li> <li>• Consideration should be given to shuttering external doors not protected by monitored CCTV the shuttering again meeting Secured by Design Standards i.e. LPS 1175 SR2. Internal shutters are an option.</li> </ul>	<p>Noted for the future stages of building design.</p> <p>Security doors will be installed as per landlord / tenant / operator / brand requirements and to meet all standards and regulations.</p>	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
6.18	<p><b>Window security:</b></p> <ul style="list-style-type: none"> <li>All vulnerable windows e.g. ground floor windows should meet the Secured by Design Standards i.e. LPS 1175 SR2, PAS 24 2016 or equivalent.</li> <li>Laminated glass (at least 6.8 mm thick) should be installed in areas which are main congregating points and are "crowded places", i.e. areas with high density e.g. café quarters, main shopping areas, arena etc.</li> <li>Consideration should be given to shuttering ground floor windows that are not protected by monitored CCTV, the shuttering again meeting Secured by Design Standards i.e. LPS 1175 SR2 or equivalent. Internal shutters are again an option.</li> </ul>	<p>Noted for the future stages of building design.</p> <p>Windows will be design and installed as per landlord / tenant / operator / brand requirements and to meet all standards and regulations.</p>	
6.19	<p>Individual commercial buildings and offices should have monitored <b>alarm systems</b> fitted. Any alarm wires should be protected. All rooms where valuable property/ information is stored should be protected by the alarm system.</p> <p>Personal attack alarms linked to the alarm system should be installed in areas where staff are likely to be vulnerable e.g. reception areas, cash offices, accounts offices etc.</p>	<p>Noted for the future stages of building design.</p> <p>Alarm systems will be installed as per landlord / tenant / operator / brand requirements and to meet all standards and regulations.</p>	
6.20	<p><b>Cash handling</b> areas must enjoy good natural surveillance, be installed within a solid brick surround and ideally have an outward opening air lock door system.</p>	<p>Noted for the future stages of building design.</p>	
6.21	<p><b>Car park design (entry and exit routes):</b></p> <ul style="list-style-type: none"> <li>Car parks should be located on the peripheral of development. This keeps the possibility of a vehicle borne device to legitimately park close to a crowded area</li> <li>The number of entry and exit routes into a parking facility must be minimised- for pedestrians and for vehicles.</li> </ul>	<p>Car parks are proposed near Oystermouth Road for easy access.</p> <p>Noted for the future stages of building design regarding entrance / exit points.</p>	
6.22	<p><b>Car park design (CCTV):</b></p>	<p>Noted for the future stages of building design.</p>	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	<ul style="list-style-type: none"> <li>• Vehicle parking areas should benefit from monitored CCTV coverage.</li> <li>• The CCTV must protect the main entrances into a car park, all parking bays, the pay and display machines and in a multi storey car park (MSCP) protect all levels and the stairwells.</li> <li>• The cameras must be protected in vandal proof housing.</li> <li>• Images produced must be admissible in a court of law and the Data Protection Act must be complied with.</li> <li>• Signs indicating CCTV is in operation must be prominently displayed throughout parking facilities.</li> </ul>		
6.23	<p>Car park design (<b>lighting</b>):</p> <ul style="list-style-type: none"> <li>• Lighting installed should meet the British Standard 5489, be controlled by photo electric cells and compliment and enhance CCTV.</li> <li>• The lighting must be protected against vandalism.</li> </ul>	Noted for the future stages of building design.	
6.24	<p>Car park design (<b>ground floor security</b>):</p> <ul style="list-style-type: none"> <li>• MSCP's must be designed so that it is impossible to enter other than via the designated access points.</li> <li>• In the MSCP the ventilation panels and other openings which are easily accessible must be designed or protected by, for example, grilles or bars, not to afford entrance to would be criminals.</li> </ul>	Noted for the future stages of building design.	
6.25	<p>Car park design (<b>stairwells</b>):</p> <ul style="list-style-type: none"> <li>• Stairwells must be open and well lit. As much natural light as possible must be allowed into the stairwells.</li> </ul>	Noted for the future stages of building design.	
6.26	<p>Car park design (<b>natural surveillance</b>):</p> <ul style="list-style-type: none"> <li>• There must be clear lines of sight across the parking facility. Alcoves and recesses, i.e. hiding places, must be designed out.</li> </ul>	Noted for the future stages of building design.	
6.27	<p>Car park design (<b>walls and surface colouring</b>):</p> <ul style="list-style-type: none"> <li>• The walls and car park surfaces in a MSCP must be white/ light coloured to reflect the light hence</li> </ul>	Noted for the future stages of building design.	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
6.28	<p>brightening up the car park.</p> <p>Car park design (<b>access control</b>):</p> <ul style="list-style-type: none"> <li>When the MSCP is closed it must be locked and totally secure. The main entrance point could be shuttered. Shutters must meet the security standard LPS 1175 SR2.</li> </ul>	Noted for the future stages of building design.	
6.29	<p>Car park design (<b>door, window and shutter security</b>):</p> <ul style="list-style-type: none"> <li>All doors and windows fitted in a MSCP must meet the Loss Prevention Standard LPS 1175 SR2, PAS 24 24 2016 or equivalent i.e. Secured by Design standards.</li> </ul>	Noted for the future stages of building design.	
6.30	<p>Car park design (<b>signage</b>):</p> <ul style="list-style-type: none"> <li>The main entrances must be well signposted and of prominent design and there must be good signage to highlight the entrances.</li> <li>Signs must be displayed at the pay and displays advertising helpline telephone numbers.</li> </ul>	Noted for the future stages of building design.	
6.31	<p>Car park design (<b>ramps</b>):</p> <ul style="list-style-type: none"> <li>The ramps between the levels in a MSCP should have uneven surfaces. I am aware that multi storey car parks are frequented by skateboarders so this measure could be incorporated into the design to try and prevent this occurring.</li> </ul>	Noted for the future stages of building design.	
6.32	<p>Car park design (<b>management and maintenance</b>):</p> <ul style="list-style-type: none"> <li>Car parks must be well maintained with graffiti removed immediately. They must be regularly cleaned and also records kept of any incidents that occur at the parking facilities.</li> </ul>	Noted for the future stages when a site-wide Management Strategy will be developed.	
6.34	<p>Consideration should be given for car parks to achieve the Park Mark Safer Car Park award.</p>	Noted for the future stages of building design.	





## 7.4 LOCAL INTEREST GROUPS' FEEDBACK AND THE APPLICANT'S RESPONSES

- 7.4.1 The table on the following pages provides all of the representations made by the local interest groups during both stages of the consultation process. The applicant's responses to all the points raised are provided alongside, and references to where information is provided within the planning application are given where relevant.

Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
1.0	<b>Swansea Civic Society (03.03.17)</b>		
1.1	<b>Design &amp; Access Statement Part 1- History and Constraints</b> A reasoned analysis as to why the original scheme failed should be provided before proceeding with a replacement.	It is not clear if this comment relates to the Hammerson scheme proposal or the former St David's Centre.  The Hammerson scheme for this area was led by the private sector and the downward economic cycle affected viability and ultimately led to withdrawal of their proposals. Due to lack of private sector interest, the Council has now stepped in to encourage regeneration of the city centre to move forward.  We believe the former St David's shopping centre failed due its poor design and layout that led to high levels of vacancy, culminating in a run down development with significant levels of anti social behaviour.	
1.2	There is no justification given for the <b>demolition of St. David's MSCP</b> requiring £??m's to build a replacement a 100 m away. Similarly the relocation of the Dewi Saint sheltered accommodation to the Vetch at an estimated cost of £4m to £5m is unjustified when the policy is to repopulate the city centre.	The existing St David's car park is poorly designed and very much under used. As such it is more of a liability to the Council and residents than a benefit. The new proposed car park will be well designed, user friendly, and will provide a safe environment. It needs to be located as close as possible to the new retail units that are to be provided in order to persuade operators to locate in this area. The relocation of the car park and Llys Dewi Sant also frees up the site which can be put to better use as part of the proposals.	
1.3	The scope of this Design and Access Statement has been extended to include alterations to <b>Castle Square</b> even though it does not form a part of the development site. This is not appropriate, unacceptable and should be removed from the outline planning application documents. A separate consultation and planning process should be implemented by the City administration if the intention is to redevelop Castle Square.	Castle Square falls outside the planning application boundary but it is mentioned within the application submission as part of the important historic context around the site. The only reference to its potential future improvement in the PAC submission was in the Design and Access Statement (p.73), which has now been removed.	
1.4	Reference is made to the <b>SCARF</b> , but consideration as to how	It is the Council's vision (as set out in the SCARF) to connect	See relevant part of the Design



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	<p>it fits within the wider city is seriously lacking in a number of key aspects:</p> <ul style="list-style-type: none"> <li>To suggest that a <b>gateway approach</b> is achieved with a tower block hotel and an arena in a shed is misplaced.</li> <li>Queries <b>bridge</b> link.</li> </ul>	<p>the city centre to the marina area and further to the sea front. The location and scale of the hotel and arena will ensure that the area will act as a gateway, further emphasised by the proposed quality of the buildings and their surrounding public realm.</p> <p>The proposed bridge will be a natural continuation of the street leading to it, thus it will feel like the best option for crossing the street. From Oystermouth Road level ramps, stairs and lifts will lead up to the bridge, ensuring it is an accessible way to cross the road for all.</p> <p>The bridge is proposed to be covered and thus will make a more inviting crossing alternative in all conditions than the level crossing.</p> <p>There was overwhelming support for the bridge from the public during the consultation process, with many people expressing that crossing Oystermouth Road can be a frustrating experience.</p>	<p>and Access Statement (Section 4.1).</p>
1.5	<p>The proposals for <b>parking</b> provisions must be coordinated with the long term provisions available across the whole of the city centre revisiting the "Strategic Parking Study" of 2009.</p> <p>A significant number of existing off-street car parks are currently subject to development proposals removing up to 1000 No. spaces. The Civic Centre project will impact a further 650 No. spaces. This outline application will remove 1100 spaces.</p> <p>The main objective of increasing activity and occupation is contradicted by the 988 No. spaces as replacements with a</p>	<p>The proposed scheme effectively maintains the current level of parking provision in the city centre and is set at a level that will support the proposals without encouraging excessive use of the private car. This is in line with guidance set out in Planning Policy Wales (PPW) and the Swansea Central Area Regeneration Framework (SCARF).</p> <p>Policy is to reduce / discourage car trips into the centre and encourage increased use of the city's Park and Ride facilities. Parking data provided by CCCS shows that the existing four car parks directly affected by the scheme currently combined operate with significant spare capacity during the week and at weekends. A large proportion of this spare capacity is in</p>	<p>Details of the parking survey results and commentary on the schemes parking provision is set out in the Transport Assessment in Sections 2 and 6.</p>



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
1.6	further 175 No. when necessary the "Arena parkland". This is totally inadequate. With the prospect of high rise developments to either side of both pedestrian and road ways, a careful assessment is required to avoid creating the effect of a series of inner city canyons.	the St David's car park, which currently provides a poor parking and unattractive parking facility. The heights of the buildings and the width of the streets have been established after careful consideration towards the site's context (including nearby heritage assets) and the townscape views. The parameters have also been assessed with regards to daylight and sunlight and microclimate to ensure that a quality scheme can be delivered at reserved matters stage.	
1.7	To achieve <b>active frontages</b> , the design framework must insist upon maintaining glazed shop fronts and not permit later concealments as has been allowed to New Look block and Primark. This policy should also prevent the installation of security shutters and limit shop window posters to <20% of area. The long term appearance of the development must be as active as the original plans and the promise given by the artist's impressions.	The development seeks to maximise active frontages in all Development Zones for all appropriate uses, not just retail. Those facades that can't provide the natural activation of glazed and reflective surfaces will still offer visual interest and quality. This can be achieved through sculptural articulation and expression, materiality and texture, which the Design Principles allow for.	See all relevant sub-chapters of the Design Principles document.
1.8	The all year round popularity of Swansea Market, the Quadrant and Oxford Street arcades is because they are covered and protected from the often <b>wet and windy climate</b> . Small high level projections will prove inadequate.	An outline cover strategy has been developed which includes different strategies for different locations and uses, ranging from architecturally integrated canopies on retail facades, potentially fully covered cafe / restaurant street and the covered bridge.	See Section 4.2 of the Design and Access Statement.
1.9	The repeated architectural images of numerous thin columns must be rejected. If implemented these will become obstructive and certainly not <b>DDA compliant</b> .	The colonnade is part of the illustrative scheme and is just an idea of what could happen. All detailed design is to take place at later stages and full consideration will be given to all relevant regulations, standards and guidance to ensure that a high quality and accessible development is delivered.	
1.10	The zone DZ4c hotel location should be restricted in <b>height</b> to no taller than the Arena and LC, not a tower block.	The proposed hotel / residential building is part of the gateway approach and has been designed to provide a high quality marker building.	
1.11	References to means of access, transportation and the road network must first demonstrate a proper <b>integrated approach</b> due to their impacts beyond the planning boundary	The scope of the Transport Assessment was agreed in advance with the Council's highways team. The assessment undertaken considers all modes of transport and how the	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
1.12	<p>for this development.</p> <p><b>Materials</b> will be dark and depressing long term, not unlike the original St. David's.</p>	<p>proposals will integrate with the existing facilities.</p> <p>The masterplan proposes to prescribe six main materials. The materials may be used as whole surfaces, details or decoration as best seen appropriate to the function, scale and surroundings of the building. The buildings should not repeat the same material as the neighbouring building facing it directly. The proposed materials are as follows:</p> <ol style="list-style-type: none"> <li>7. Copper and copper alloy (not patinated) can range from light to darker colour, can be shiny or matt.</li> <li>8. Terracotta/ porcelain can be any colour and can be shiny or matt.</li> <li>9. Stained glass can be any colour.</li> <li>10. Iron oxide-pigmented Concrete, which is reddish in tone.</li> <li>11. Corten steel, a natural mid-brown material.</li> <li>12. Brick, warm red or orange tone in colour.</li> </ol> <p>The exceptions to the above are DZ3, where anodised metal is allowed and DZ4b, outlined below. Anodised metal can be many colours, ranging from light to dark, warm to cold in tone.</p> <p>DZ4b: As an anchor which extends its presence into the evening, the arena facade will play a role in the night-time identity of the development. A number of materials have been proposed, all of which contribute to the animation of the façades and reduce the visible impact of the form and mass both in the daytime and night:</p> <ol style="list-style-type: none"> <li>4. Copper alloy cladding coated to prevent oxidation, which can be lighter goldish or darker, shiny or matt</li> <li>5. Anthracite or black cladding with LED lighting to glow in colour in openings.</li> <li>6. Timber structure and ETFE translucent skin throughout the entire envelope, with LED lighting to glow in colour.</li> </ol>	<p>See Section 4.5 of the Design and Access Statement and all relevant parts of the Design Principles document.</p>



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
		<p>If part of a digital scheme, the arena could have digital screens, provided they are positively integrated. Each material option could have LED lighting to glow in colour through the facade openings.</p> <p>The New Look building is part the northern-most area of the new proposed connection between the city centre and the marina and thus in urban design terms it should be re-aligned to suit this connection. The new retail units will be of much better quality.</p>	
1.13	Amendments to the <b>design</b> and retention of the New Look building suggested.		
1.14	Illustrations clearly identify the long climb required to get to the <b>bridge</b> over Oystermouth Road, the inclusion of alternatives routes for pedestrians to get to an at-grade road crossing is required.	<p>The proposed bridge will be a natural continuation of the street leading to it. The ramp will be very gentle and will be accessible for all users, ensuring it does not feel like a climb. From Oystermouth Road, level ramps, stairs and lifts will lead up to the bridge, ensuring it is an accessible way to cross the road for all. The bridge is proposed to be covered and thus will make a more inviting crossing alternative in all conditions than the level crossing.</p>	
1.15	What provision has been made for unlimited <b>vehicular access and parking for residents</b> ?	<p>Parking for residents will be restricted and controlled through on-street parking controls, with limited designated residents parking being provided within the new St David's car park.</p> <p>There are on-going discussions within the Council as to the future location of the library.</p> <p>The ramp will be very gentle with straight landings ensuring seamless connections to all entrances.</p>	See Section 4 of the Transport Assessment.
1.16	<p>Comments on <b>DZ2</b>:</p> <ul style="list-style-type: none"> <li>It has been implied and recommended that the existing Public Library facility is relocated to Zone DZ2c. This should be either discounted or made a firm commitment within this outline application.</li> <li>Access to units and the achievement of active frontages will be compromised by the impact of the ramp leading south to the bridge (also comment made in relation to DZ3).</li> </ul>		
1.17	Concerns about <b>parking</b> allocation to hotel / apartment building and the arena. In addition the drop off zone is very limited and is no provision for a <b>coach park</b> has been made.	<p>Parking for the hotel / residential building will be available in both new car parks, and also in the other city centre car parks generally. How parking will be allocated has yet to be</p>	See Section 4 of the Transport Assessment.



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
		determined.  As detailed on the drawings, coach parking will be provided on site in the purpose built coach drop off/pick up area next to the arena and hotel, and also in a the new six space coach lay-by on the south side of Oystermouth Road.	
1.18	Request for alternative arrangements for the arena should an operator not be found.	We are confident, following research and meetings with potential operators that there is good demand from the market and that an experienced and competent operator will be secured for the arena.	
1.19	Request for clarification on <b>operations of arena</b> (with regards to visitors, parking, servicing).	It is proposed that the arena will have capacity to be used for conferences, music concerts, comedy shows and other performances. The parameter plans have been designed carefully to accommodate the requirements of key arena operators with regards to capacity, parking provision and servicing.	
1.20	It is disingenuous to describe the roof top over flow car park as " <b>Arena Parkland</b> ". It will replicate the LC car park as it currently is, but two floors up and necessarily must include designated accesses for emergency vehicles and therefore need to be constructed with the ability to support not only cars but the heaviest of fire engines etc.	The upper deck of the podium will be used for car parking when needed during arena events and peak shopping times such as Christmas, thus the area will be mainly a park with soft landscaping, resting places and play areas. Dedicated routes for emergency vehicles will need structural strengthening, but not across the whole podium. These areas will be designed for extra loads.	
1.21	The current proposals will create a <b>canyon</b> effect on Oystermouth Road.	The northern side of Oystermouth Road will have limited frontage as the buildings will be set back and stairs / ramps will lead up to the bridge level. The southern side will be activated and landscaped thus ensuring it doesn't feel like a canyon but an urban road.	
1.22	A significant problem is one of <b>mixing cyclist with pedestrians</b> , especially those pedestrians with young children or dogs.	This is acknowledged. It is proposed to create a permeable scheme allowing access for all. Shared pedestrian / cycle routes will be provided where appropriate, but in areas where conflicts will create safety issues, cyclists will be required to dismount or use other routes. There are	See Section 3 of the Transport Assessment.



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
		designated cycle routes already in existence around the city, including in the vicinity of the proposed development. It is proposed to provide ample cycle parking adjacent to the scheme so that where there are pedestrian only routes, cyclists will be able to park their cycles securely and have foot access to any pedestrian areas.	
1.23	Key concerns are to select suitable materials for the public realm.	A landscape strategy has been provided to ensure that a high quality public realm environment is achieved in keeping with the overall aims of the regeneration project. These principles would expect to be captured and details of such will be developed during the reserved matters stage.	See p.24-29 of the Public Realm Strategy Document.
1.24	None of the design options for the bridge appear to have merit and will not prove capable of maintenance in the long term.	<p>The bridge has not been designed in detail yet and only the following principles are proposed as part of the outline planning application:</p> <ul style="list-style-type: none"> <li>• The proposed bridge connecting the northern and southern parts of the site will ease pedestrian flow along the new route and help the already-congested Oystermouth Road.</li> <li>• Access stairs will be provided on the northern and southern sides, here also connecting Oystermouth Road to the podium.</li> <li>• The bridge is to have appropriate cover and act as part of the Green Artery of DZ5.</li> <li>• This connection is considered to be the continuation of the public realm of the new north-south link, with potential greening opportunities to both sides of the bridge as part of the design and of the roof.</li> <li>• The underside of the bridge should be carefully treated to enhance aesthetic qualities that do not distract motorists and minimise maintenance.</li> <li>• The introduction of digital interventions should be considered to link up the two 'Digital Squares' to both sides of the bridge.</li> </ul>	See Section 1.11 of the Design Principles document.





Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
		<ul style="list-style-type: none"> <li>The bridge should not have a mid-support and should span the whole width of Oystermouth Road if practicable.</li> </ul>	
1.25	This proposal does not address the need for a City wide <b>travel plan</b> and leaves the responsibility to individual development sites including the Arena. This is a totally inadequate approach for a project proposal on this scale.	Agreed. A site wide plan will be developed as the proposals evolve and through discussions with the Council's highways team. Individual operators Travel Plans will be based on the city-wide travel plan strategy.	See Section 4 of the Transport Assessment and the Draft Framework Travel Plan.
1.26	Clearer indication of how and when each element may proceed as a <b>demolition and construction</b> . The end result must be capable of being delivered without negative impacts.	The scheme is likely to be developed on a phased basis having regard to a delivery strategy that will form part of the reserved matters.	
1.27	Comments on <b>phasing</b> (specifically with respect to car parking) and <b>construction</b> impacts which should be properly managed.	The construction of new car parking will be phased to ensure that only one area of new car parking is constructed at a time. Other car parks will remain open until the car park under construction is built and open.	
1.28	The Swansea Civic Society welcomes appropriate development that can be delivered and that will improve this delightful City.	Support is noted and welcomed.	
1.29	If suitably designed and managed in the longer term the <b>Arena</b> could be a significant asset and we would welcome it on that basis.	Noted, we welcome the support for the arena.	
1.30	Comments on proposed <b>land uses</b> : <ul style="list-style-type: none"> <li>The promised increased extend and extended retail offer if delivered will be welcome although with the number of significant premises either empty or struggling at present this will be difficult to achieve.</li> <li>A boutique cinema to improve the range of evening attractions and a greater choice of cafés and restaurants with residential apartments above the shops and restaurants will add more vitality to the city centre.</li> <li>The discussion relating to additional facilities for Swansea University, appear to be at a preliminary stage</li> </ul>	The proposed land uses within the scheme provide a direct response to key planning policy aspirations for the site and Swansea city centre. On-going discussions with potential occupiers will clarify the final uses in due course	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	<p>and cannot be relied upon.</p> <ul style="list-style-type: none"> <li>• The suggestion of a new public library is misleading at present.</li> <li>• A new hotel close to the arena may come to fruition although a number of previous hotel schemes have struggled.</li> </ul>		
1.31	<p>The parking provisions on both sides of Oystermouth Road are in our opinion insufficient.</p>	<p>Assessments undertaken in the Transport Assessment show that the parking is sufficient to accommodate peak parking demand and takes into account that the current parking provision is underused. The levels of parking have also been set at a level not to encourage excessive car trips into the centre and promote sustainable travel.</p>	<p>See Section 2 and 6 of the Transport Assessment.</p>
<b>2.0</b>	<b>Guide Dogs Cymru and Vision Impaired West Glamorgan (01.03.17)</b>		
2.1	<p>Against the retention of kerbs throughout the development, and plans for shared space.</p>	<p>The scheme as it stands is illustrative only to outline and define the overarching public realm design principles, one of which is the incorporation of shared space concept.</p> <p>Detailed consideration would be given at the reserved matters stage to accessibility and ease of movements through best practice and consultation with accessibility groups during the design development stage.</p>	
2.2	<p><b>Footbridge</b> to be for pedestrians only, and for cyclists to be required to dismount. This is reassuring as sharing the bridge with cyclists would put both cyclists and pedestrians at risk. The only means to safely achieve this would be to have a completely separate cycling route clearly delineated with solid barriers and not just painted lines. We are concerned that pressure from local groups might result in cycling being permitted, but as the bridge is the link to the new conference facility, there are times when this will be busy, and when cycling would be even more inappropriate.</p>	<p>It is proposed that the footbridge will be for pedestrian use only. Ample cycle parking will be provided adjacent to this area for cyclists to use when wishing to access pedestrian-only areas.</p>	
2.3	<p>Important it is to install the correct <b>tactile paving</b>.</p>	<p>The correct paving, including blister, patten, colour and gradients will be incorporated.</p>	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
3.0	<b>Wheelrights (01.03.17)</b>		
3.1	<p>Liked the prospect of direct access to the foreshore across a new <b>bridge</b> over Oystermouth Road. We note that it is to be wide enough (We were told 6m.) to accommodate pedestrians and cyclists. We would request that this bridge should meet the design standards for a cycle bridge.</p> <p>We are able to see and approve of the gentle ramped access from the North to the bridge, but are unsure of the arrangements for the South side. As a minimum, we would be requesting ramped access routes to connect with the westward and eastward sections of the existing cycleway on the Boulevard. These ramped access routes should be usable for cyclists entering and exiting these routes.</p>	There will be ample secure cycle parking for cyclists who wish to access the pedestrian only areas.	
3.2	<p>Since the area would in general be a "destination area", as opposed to a through route for cyclists, <b>unsegregated mixing of cyclists and pedestrians</b> would seem appropriate.</p> <p>Also asking for a city centre <b>cycling "box"</b>, consisting of a cycle-friendly route around the main shopping area, using the Westway, Kingsway and Princessway, St. Mary's Sq. and Wellington Street. We request that provision be made for taking its southern leg along Wellington Street through the proposed development to Princess Way.</p>	There will be ample secure cycle parking for cyclists who wish to access the pedestrian only areas.	
3.3	<p>We support Sustrans's request that a strategy be developed to accommodate the needs of people accessing the area by <b>all forms of transport</b>: i.e. car, bus, train, bike and foot including the disabled, including attractive routes to/from the bus and train stations.</p>	The scheme will be designed to accommodate all forms of transport	
3.4	A little concerned lest too much <b>parking</b> be provided, thereby adding to the congestion in the approaches to the area.	The proposed scheme effectively maintains the current level of parking provision in the city centre and is set at a level that will support the proposals without encouraging excessive use of the private car.	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
4.0	<b>Sustrans Cymru (01.03.17)</b>		
4.1	Figure 5. Indicative New Routes, Design Principles includes a <b>dismounted cycle route</b> through centre of the development. This is particularly concerning and not compliant with walking and cycling infrastructure specifications set out in the Welsh Government's Active Travel Design Guidance.	There will be ample secure cycle parking for cyclists who wish to access the pedestrian only areas.	
4.2	We note that the bridge over Oystermouth Road is still referred to as <b>pedestrian bridge</b> on the website and in some documents. We have raised concerns about the lack of facilities for cycling across Oystermouth Road. Sustrans Cymru has called for the bridge to be both a facility for both walking and cycling. The bridge forms part of a clear desire line for those accessing new/existing destinations on foot or by bike and connecting existing walking and cycling routes on Oystermouth Road.	There will be ample secure cycle parking for cyclists who wish to access the pedestrian only areas.	
4.3	Public Realm Strategy shows enhanced pedestrian linkages but not <b>cycling linkages</b> . These linkages need to be 'active travel linkages'. The plan should demonstrate how the development layout will help facilitate journeys to it on foot and by bike.	There will be ample secure cycle parking for cyclists who wish to access the pedestrian only areas.	
4.4	Figure 5. Indicative New Routes, Design Principles shows a ramp situated to the north east of the bridge, situated away from the desire line on the south side and with no ramped access to Oystermouth Road on the north side. Lifts will require those who are cycling to dismount and the proposed location of the ramp creates a circuitous route. The Active Travel Act requires <b>pedestrian and cycle infrastructure</b> for everyday journeys such as shopping and going to work to be direct and convenient. The present arrangement with lifts and one ramp does not allow for this.	Shared access routes will be provided where appropriate. Where pedestrian only routes are designated, there will be ample secure cycle parking to allow cyclists to access on foot.	
4.5	The annotation for cycle routes is not clear on Figure 5. Indicative New Routes, Design Principles. It does not	Proposals are indicative and in outline only. Exact details of the routes cannot be determined until the scheme is fixed	See Section 1.5 of the Design Principles document.



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	differentiate between existing and those routes which will be provided by the development. If showing existing routes then this is incorrect. The plan needs to be amended to show clearly what will be provided by the development. Also there is a break in the cycle route shown at the centre of the development. How will this be managed when the development is operational? Local authorities are advised not to use Cycle dismount signs by the Active Travel (Wales) Act 2014.	and the detailed planning stage.  The referenced diagram combines the existing and proposed routes. There is no diagram showing purely the new ones as the proposed ones will need to tie into the existing ones.	
4.6	Sustrans Cymru objects to the scheme.	Noted. We trust that the commentary provided in response to your detailed comments is of assistance in alleviating these concerns.	
<b>5.0</b>	<b>Elysium (01.03.17)</b>		
5.1	The team behind Elysium gallery is of the opinion that this project should cater for all sections of the <b>community</b> and be representative of the <b>creative</b> as well as the commercial industries.	We agree and will look to provide facilities as far as possible that benefit a wide section of the community. This will be described in more detail at the next level of design.	
5.2	Elysium feels that there should be room within the development plans for a <b>multi-functional venue</b> that acts as the cultural hub of Swansea, which highlights the wide range of talent and diversity of its citizens.	We would welcome the opportunity to have further meetings with Elysium and other creative organisations to see how these requirements can be accommodated within the scheme.	
5.3	<b>Elysium</b> being located within the Rivington Land development plan for the city would offer an exciting focal point for the city.	This is agreed, and the applicant is keen to discuss opportunities to accommodate creative groups within the development if possible.	



## 7.5 STATUTORY CONSULTEES' REPRESENTATIONS AND THE APPLICANT'S RESPONSES

- 7.5.1 The table on the following pages provides all of the representations made by the statutory consultees and other key stakeholders during both stages of the consultation process. The applicant's responses to all the points raised are provided alongside, and references to where information is provided within the planning application are given where relevant.

Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
1.0	Welsh Government (Department for Environment and Rural Affairs) (31.01.17)		
1.1	With regard to Agricultural Land Classification and Planning Policy Wales 4.10.1, the Department has no observations to make.	NONE REQUIRED	
2.0	Welsh Water (22.02.17)		
2.1	Having reviewed the details submitted I would advise we would <b>object</b> to the proposed development in its current form.  We have been liaising with the applicants regarding their proposals and suggested solutions that have been submitted in order to overcome the objection. We will continue to work with them until an appropriate solution can be found.	Objection is noted, and the applicant can confirm a commitment to continuing to work with Welsh Water to develop a mutually acceptable solution.	
2.2	Parts of the re-development site would be situated in close proximity to 1650mm <b>public combined sewer</b> where it will result in damage to the public infrastructure and /or our ability maintain it. As such there will be undue risk to the development, the health and safety of its occupants, the repairs as well as undue risk of pollution and detriment to the environment. We therefore <b>OBJECT</b> to the proposal.	Alternative solutions to the standard easement arrangements are being investigated so that the development can be situated closer to the sewer than the nominal 8.25m offset. .	
2.3	In relation <b>faul water</b> drainage arrangements, in principle the faul flows can be accommodated within the public combined sewerage system located in the vicinity of the proposed re-development.	Comments noted. We will engage further with Welsh Water in due course to agree specific discharge locations.	
2.4	No surface water, highway or land drainage <b>run-off</b> will be permitted to discharge directly or indirectly into the public sewerage system.	The condition cannot be accepted as drafted here, because it leaves the applicant no option other than to use infiltration into the ground to dispose of surface water. Infiltration testing has not yet been undertaken and this may demonstrate that the ground is not suitable to receive water in this way. We propose that the comment is amended to include at the end "subject to demonstration of compliance with the Building Regulations hierarchy".	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
2.5	Some public sewers and lateral drains may not be recorded on our maps of public sewers because they were originally privately owned and were transferred into public ownership by nature of the Water Industry (Schemes for Adoption of Private Sewers) Regulations 2011. The presence of such assets may affect the proposal. In order to assist you may contact Dwr Cymru Welsh Water on 0800 085 3968 to establish the location and status of the apparatus in and around your site. Please be mindful that under the Water Industry Act 1991 Dwr Cymru Welsh Water has rights of access to its apparatus at all times.	Noted.	
2.6	No problems are envisaged with the Waste Water Treatment Works for the treatment of domestic discharges from this site.	Noted.	
2.7	In order to assess the effect the proposed development will have on the existing water supply, further assessments will be required to protect the integrity of the water supply system.	We are liaising with Welsh Water as to the expected impact to their system based on estimates for increased demand.	
3.0	Cadw (24.02.17)		
3.1	The application area is located some 115m southwest of scheduled monument known as Swanseae Castle (GM012) and 175m southwest of scheduled monument known as Original Swanseae Castle (GM441). The documentation accompanying the pre-application consultation includes an Archaeological desk-based assessment and a Heritage Impact Assessment but neither of these documents considers the impact of the proposed development on the setting of Swanseae Castle (GM012). Section 6.5.5 of Planning Policy Wales 2016 is clear that the impact of a development on the setting of a scheduled monument is a material consideration in the determination of a planning application. Consequently,	The Heritage Impact Assessment has been updated to include an assessment of Swanseae Castle.  Whilst the development would be seen from the tower of Swanseae Castle, it will not make any adverse or dominant impact on that view, which in any case is rarely experienced as high-level access to the castle is not permitted.	See Sections 2.7 and 3.6 of the Heritage Impact Assessment.





Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	the applicant should evaluate this impact either as a stand-alone document or as an addendum to the Heritage Impact Assessment.		
4.0	The Coal Authority (01.03.17)		
4.1	There is no requirement to submit a Coal Mining Risk Assessment in support of a planning application for the redevelopment of this site.	NONE REQUIRED	
5.0	Natural Resources Wales (15.03.17)		
5.1	We have reviewed Swansea Central Preliminary Ecological Appraisal, prepared by Peter Brett Associates dated January 2017. Part of the preliminary ecological appraisal included a phase 1 Habitat survey prepared by Parsons Brinkerhoff, May 2015. Section 4.2.7 states that the survey area has the potential to support roosting, foraging and commuting bats. We agree with the recommendation in the phase 1 habitat survey that states that all buildings to be demolished, refurbished or subject to disturbance require further survey work. Similarly bat tree assessments are required on any trees to be felled.  Surveys should be carried out in accordance with 'Bat Surveys; Good Practice Guidelines 2nd Edition' published by the Bat Conservation Trust 2012.  Whilst we acknowledge this is an outline application, we are unable to provide advice on European protected species until sufficient surveys have been carried out and submitted for review.	A site walkover survey was completed for the site on 31 October 2016. This specifically included a preliminary bat roost assessment of all exterior building elevations and trees within the site in accordance with industry standard guidelines (Collins [Ed], 2016) (i.e. fulfilling the Parsons Brinkerhoff recommendation for 'further assessment').  Given the results of this assessment, no adverse significant effects on bats are anticipated as a result of the proposed redevelopment and no specific mitigation (including further survey) or compensation measures are considered necessary.	See Section 4.4.3 – 4.4.10 of the Preliminary Ecological Assessment.
5.2	We have reviewed the Phase 1 Ground Conditions Assessment (Desk Study) Report submitted with this application. We note the presence of potential historic and contemporary sources of <b>contamination</b> including extensive Made Ground, electrical sub-station, historical tanks,	Recommendation for intrusive works made in the Phase 1 Desk Study.  Pollutant linkages have been summarised in Phase 1 Desk Study Report.	See Section 6.3 of the Phase 1 Desk Study.  See Section 4.5 of the Phase 1 Desk Study.



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
	<p>historical garages and carriage sheds, saw mill and extensive historical railway land. It is noted that potential source-pathway-receptor linkages have been identified primarily associated with the potential of localised hotspots of contamination and the potential risk to groundwater.</p> <p>We support the recommendations of the report that an intrusive site investigation (together with sampling and monitoring) should be undertaken to establish actual on-site conditions which may be associated with historical and current land use conditions. We refer the applicants to the following guidance to inform further assessment and quantify potential risks:</p> <ul style="list-style-type: none"> <li>• GPLC1 – Guiding principles for land contamination (Environment Agency, 2010)</li> <li>• WLGA document 'Development of Land Affected by Contamination: A Guide for Developers'</li> <li>• CLR11 'The Model Procedures for the Management of Land Contamination' (Environment Agency, 2004)</li> <li>• Groundwater protection: Principles and practice (GP3). (Environment Agency, 2010)</li> </ul>		
5.3	<p>We have reviewed the <b>Flood Consequences Assessment</b> (FCA) provided in support of this application and found to give a reasonable estimation of flood risk to the development (notwithstanding the uncertainties associated with Flood Risk analysis). The FCA highlights that there will be a significant flood risk to the Swansea Central site within the current century as a result of sea level rise due to climate change. Therefore the development of the site would not be compliant with TAN15.</p> <p>The FCA suggests that development of the site could be made compliant with TAN 15 if suitable flood mitigation options are</p>	Noted.	



Ref.	Summary of Comments	Response	Reference within Application Submission (where relevant)
5.4	<p>provided such as construction of new Flood Defences. It is noted that the FCA indicates that the City and County of Swansea Council has made a formal commitment to develop an acceptable long term proposal for a Strategic Flood Risk Management Strategy through its Cabinet paper "The Management of Future Risks of Flooding from the Effects of Climate Change, 20th October 2016".</p> <p>Providing that this commitment will be upheld, we do not have any adverse comments to this application for Outline Planning Permission from a flood risk perspective.</p> <p>Would like to see a robust <b>CEMP</b> which details ways of working and pollution prevention measures to ensure no detriment to the Tawe which is failing under WFD during construction and lifetime of development.</p>	<p>Noted. It is expected that a CEMP would be provided at the detailed design stage.</p>	



## 7.6 CONSULTEES

### 7.6.1 KEY STAKEHOLDERS

The group of Key Stakeholders comprised:

STATUTORY CONSULTEES	WARD COUNCILLORS
Welsh Government	The Coal Authority
Natural Resources Wales	Neath Port Talbot Borough Council
Dwr Cymru Welsh Water	Carmarthenshire County Council
Highways Department, CCS	The Glamorgan-Gwent Archaeological Trust
CADW	Swansea Business Improvement District

WARD COUNCILLORS	
Cllr Sybil Crouch	Cllr Fiona Gordon
Cllr Erika Kircher	Cllr David Phillips

SITE OCCUPIERS & NEIGHBOURS	
The Quadrant Shopping Centre	Llys Dewi Sant residents
St David's site retail & business occupiers	Excelsior block residents
St Mary's Church	Other neighbouring residents
St David's Church	Neighbouring retailers & businesses
LC/Bay Leisure	Tesco
National Waterfront Museum	

### 7.6.2 LOCAL STAKEHOLDERS

The group of Local Stakeholders comprised:

LOCAL STAKEHOLDERS	
Swansea Market Traders Association	South Wales Police Crime Prevention
First Cymru	Wales Extremism & Counter Terrorism Unit
National Express	Taxi Operators Association

### 7.6.3 INTEREST GROUPS

The group of Local Interest Groups comprised:

INTEREST GROUPS	
Swansea Civic Society	Swansea Bay Business Club
Guide Dogs Cymru	South Wales Chamber of Commerce
Wheelrights	Swansea University Students Union
Sustrans	UW Trinity St David Students Union
Pubs & Clubs Watch	Youth and over 50s groups (via CCS links)
Swansea Environment Forum	Disability groups (via CCS links)
	LGBT, BME & other minority groups (via CCS links)

## 7.7 CONSULTATION DAY INVITATIONS AREA

### 7.7.1 DISTRIBUTION AREA

The area covered by the hand delivery of invitations to on-site and neighbouring residents, retailers and businesses is shown here by the shaded blue-green coloured area:



## 7.8 STAGE I CONSULTATION EVENT ATTENDEES

### 7.8.1 ATTENDEES

Individuals plus representatives of the following organisations attended either the Tower event on 21<sup>st</sup> November or the Consultation Day of meetings held at the Grand Theatre on 13<sup>th</sup> December:

TOWER EVENT	
CCS (various)	Gill Davies MP
Marks & Spencer	Computeraid
Powell Dobson	University of Wales Trinity St David
WH Smith	Kier Construction Wales
Hygrove	Julie James AM
Swansea Bay Business Club	Swansea BID
Cushman & Wakefield	Whiterock Wales
Volcano	The Quadrant
iCreate	Tesco
Swansea University	Andrew Scott
ARCH	Welsh Government
POBL Group	Wilkinson
Primark	CLC Chartered Surveyors
Morgan La Roche	Swansea West MP
National Waterfront Museum	Debenhams

CIVIC INTEREST GROUPS	
Swansea Civic Society	Sustrans Cymru
Wheelrights	Wales Extremism & Counter Terrorism Unit

MINORITY GROUPS	
50+	Guide Dogs Cymru
Equalities Development (CCS)	RNIB SAFE
Children's Rights (CCS)	

LOCAL RETAILERS & BUSINESSES	
First Cymru	Bay Estates & Letting Agents
Pop Up	The Jewellery Centre
Act Training	The Quadrant Shopping Centre

LOCAL RESIDENTS	
None	

MARKET TRADERS	
Something Different	Unit 45a

## **APPENDIX 14**

## **BREEAM STATUS - RESPONSE TO UPDATE OF PBA TECHNICAL NOTE RELATING TO ECOLOGICAL ENHANCEMENT.**

- 1.1 Greengage have been appointed to provide BREEAM advise at Swansea Phase 1 from the concept design stages. A key element of the BREEAM strategy is the enhancement of site ecological value.
- 1.2 The Preliminary Ecological Appraisal found the site to have low ecological value with limited potential for protected and notable species.
- 1.3 In accordance with the BREEAM requirements, a set of ecological recommendations were provided in order to maximise ecological enhancement based on the specific conditions of the site and in accordance with the design proposals.
- 1.4 The original recommendations were incorporated into the landscape design proposals and allowed the maximum credits to be achieved for ecological enhancement in under credit issues LE04 and LE05.
- 1.5 As detailed in the updated note from PBA, the development has changed such that some of the recommendations are no longer applicable based on current design proposals. These recommendations have therefore been updated to accommodate the changes in the design. It is noted that this does not significantly reduce the ecological enhancement for the site.
- 1.6 Based on the revised ecological recommendations that will be incorporated into the proposals there will be no reduction in performance of the scheme in relation to the targeted BREEAM credits. As the design continues to develop, the implementation of these enhancement measures will be monitored to ensure that the uplift in ecological value is achieved.





now part of



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E: bristol@peterbrett.com

Your ref: -

Our ref: 38858-3001

05 June 2019

Rhodri Jones  
Planning Ecologist  
Swansea Council  
Civic Centre  
Swansea  
SA1 3SN

**Attn: Rhodri Jones**

By email: Rhodri.Jones2@swansea.gov.uk

Dear Rhodri

## **RE: Ecology Information to Support Reserved Matters Application**

In 2017, Peter Brett Associates, now part of Stantec, produced an Ecological Appraisal Report in support of the redevelopment of Swansea Central. The technical note, appended to this letter provides a summary of the ecological enhancement measures to be implemented as part of Phase 1 of the development, as considered within the current Reserved Matters Application.

Implementation of these measures within the Reserved Matters site will accord with those recommendations made within the ecology report submitted as part of the outline planning application (PBA, 2017), and will result in ecological enhancement within this phase of development.

I trust that the above and the attached are sufficient to support the ecology matters relating to the Reserved Matters Application.

Yours sincerely

**Rachel Manning**  
**Senior Associate Ecologist**  
For and on behalf of  
**PETER BRETT ASSOCIATES LLP**

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peterbrett.com

## TECHNICAL NOTE

**Job Name:** Swansea Central  
**Job No:** 38858  
**Note No:** 3001 - 002  
**Date:** 5<sup>th</sup> June 2019  
**Prepared By:** Johanna Stewart (Principal Ecologist)  
**Subject:** Ecology Information to Support Reserved Matters Application

Item	Subject
1.	<p><b>Introduction</b></p> <p>This technical note has been produced on behalf of Rivington Land Limited in support of the redevelopment of an area of land known as Swansea Central (hereafter referred to as 'the Site').</p> <p>Outline planning permission was originally granted for the Site in June 2017. A Section 73 application to the outline planning above was submitted on 29th April 2019. This was approved on 4th June 2019.</p> <p>The current technical note relates to the Reserved Matters Application relevant to part of Phase 1 of the Site, as shown on the plan appended to this technical note (Appendix A). The description of Reserved Matters Application is provided below:</p> <p><i>"Approval of new reserved matters (access, appearance, landscaping, layout and scale) for part of Phase 1 of Swansea Central, including parts of: Development Zones 1a, 3, 4a, 4c and 5 of outline planning permission 2017/0648/OUT as amended (LPA Ref: 2019/0980/S73, pursuant to Condition 3, comprising details of the: servicing areas; Mixed use block extending to 36.5m, comprising multi storey car park, new commercial floorspace (use Class A1/A3/B1/D1) and residential flats (Use Class C3) to the north of Oystermouth Road; and associated ground level public realm improvements; approval of details pursuant to Condition 6 (landscaping strategy), Condition 8 (levels), Condition 9 (external finishes), Condition 11 (wind mitigation), Condition 21 (surface water drainage), and Condition 35 (ecological enhancement measures)."</i></p> <p>Condition 35 states:</p> <p><i>"The detailed ecological enhancement measures as outlined in the Ecological Appraisal shall be incorporated as part of the submission of reserved matters into each phase of the development prior to that part of the development being occupied. Reason: In order to enhance the ecology of the site in accordance with the Environment (Wales) Act, 2016".</i></p>
2.	<p><b>Background</b></p> <p>The Ecological Appraisal referred to in the Condition was produced to inform the development, and included a walkover survey, protected species assessment and inspection of buildings and trees for roosting bats (Swansea Central – Preliminary Ecological Appraisal, Peter Brett Associates, 2017). The Site was found to have very limited ecological value due to the predominantly artificial and manmade habitats, with limited potential to support protected and notable species. Three buildings were identified with bat roosting potential, St David's Priory Church, St. Mary's Church and the Old Court House, however these buildings are to be retained within the proposed redevelopment and therefore no further survey or mitigation was necessary. These buildings are located outside the boundary of the Reserved Matters site. The Ecological Appraisal report</p>

## TECHNICAL NOTE

Item	Subject
	detailed precautionary measures in relation to breeding birds and invasive species and detailed a number of ecological enhancements to support compliance with national and local planning policy.
3.	<p><b>Aims</b></p> <p>This technical note provides the detail of the ecological enhancement measures to be provided within the current Reserved Matters Phase 1 site (see Appendix A), with an overview summary of other ecological measures that will be included within the wider site, for reference.</p>
4.	<p><b>Delivery of Ecological Enhancements within the Reserved Matters Phase 1 Site</b></p> <p>The Reserved Matters Phase 1 site is limited in extent, comprising the multi-storey car park building, hotel access and associated public realm only. Ecological enhancement measures that will be delivered as part of the Reserved Matters Phase 1 site will comprise:</p> <ul style="list-style-type: none"> <li>• 10no. Schwegler Type 25 Brick Nest Box, to be located on the northern facade of the residential block at 4.5 – 5m+ above the top floor of the car park, with no windows below. These boxes will provide suitable nesting condition for swifts <i>Apus apus</i>. The location of these boxes is shown on SW1-AFL-00-09-DR-A-20107: Planning GA, Site Plan, Roof Level, Wildlife Boxes; and</li> <li>• Areas of soft landscape planting. These will include a selection of native and wildlife friendly species and will aim to enhance the local habitat by providing species that are known to have high ecological value, including species identified within Swansea Local Biodiversity Action Plan, where appropriate. Plants will also be selected for landscape, visual and microclimate benefit. Full details are provided within Capita Lovejoy (2019): Swansea Central Phase 1: Landscape and Public Realm Report Updates for RMA Submission.</li> </ul>
5.	<p><b>Delivery of Ecological Enhancements within the Wider Site</b></p> <p>The wider site will include a variety of measures to deliver ecological enhancement (outwith the boundary of the current Reserved Matters Phase 1 Application). These have been provided for context and will include:</p> <ul style="list-style-type: none"> <li>• Provision of new seminatural habitat and wildlife friendly planting within the Coastal Park, South Site Public Realm and tree planting along Oystermouth Road which provides east-west connectivity as well as part of the 'Green Artery' within the North Site Public Realm connecting to historic buildings to the north;</li> <li>• Provision of wildlife boxes within the Coastal Park, including: 10no. bee bricks, 10no. bird nest boxes with 32mm entrance holes (suitable for house sparrow <i>Passer domesticus</i> and other small birds) and 2no. bat boxes (suitable for light tolerant, crevice dwelling species, such as pipistrelle bats); and</li> <li>• Installation of a green wall, to be incorporated on the northern elevation of the South Car Park. This will comprise the planting of evergreen and semi-evergreen species (for example, Clematis offering benefit to invertebrates) along a green wall wiring system.</li> </ul>

# TECHNICAL NOTE

Appendix A: SW1-AFL-00-09-DR-A-20107

## DOCUMENT ISSUE RECORD

Technical Note No	Rev	Date	Prepared	Checked	Reviewed (Discipline Lead)	Approved (Project Director)
38858/3001/002	1	05/06/18	JS	-	RM	SB

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All dimensions and notes to be checked on site.

All construction shall be in accordance with the applicable building code and all other applicable codes.

These drawings shall be used for construction only. They are not to be used for any other purpose.

The owner shall be responsible for obtaining all necessary permits and approvals from the appropriate authorities.

All work shall be in accordance with the applicable building code and all other applicable codes.

All work shall be in accordance with the applicable building code and all other applicable codes.

All work shall be in accordance with the applicable building code and all other applicable codes.

**Wildlife Boxes**

- 1. All wildlife boxes shall be installed in accordance with the applicable building code and all other applicable codes.

P.O. 04.06.2019 002 Project Name  
 P.O. 22.01.2019 001 Project Name

Project: [Blank]  
 Location: [Blank]

Swansea  
 Swansea

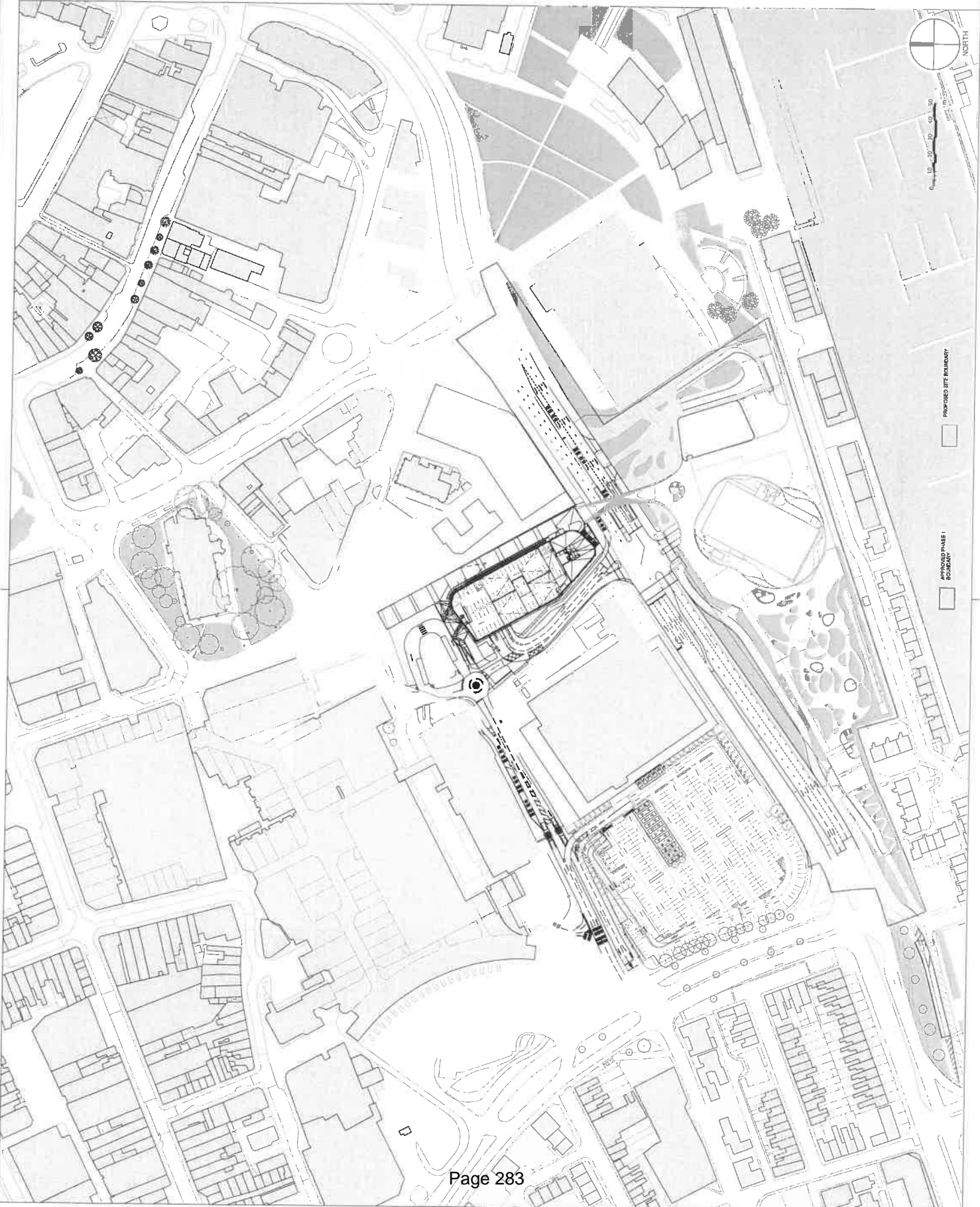


**BUCKINGHAM**  
 Group Contracting

**AFL**  
 architects

Planning GA, Site Plan,  
 Roof Level, Wildlife Boxes

PLANNING  
 SW1-AFL-08-09-DR-A-00007





Rivington  
LAND

Rivington Land Ltd

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## Appendix 2 Swansea Digital Core Principles

### Council Digital Core Principles.

The city centre development in phase one is aligned to the new City Centre Digital strategy. The strategy identifies the long-term vision and aspirations for a digital Swansea across the following core themes:

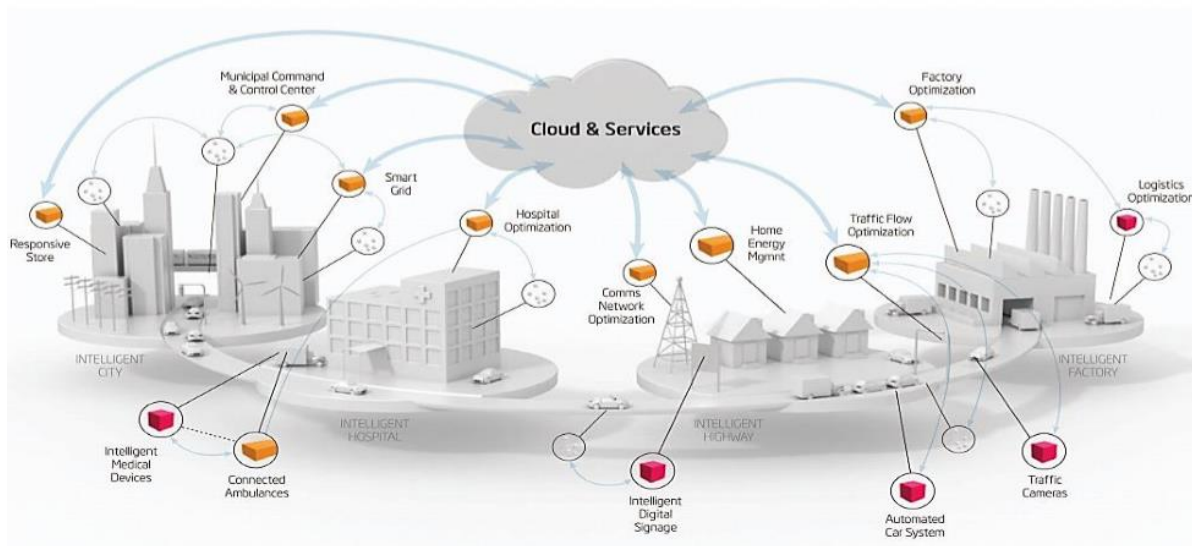
- Improving health and well-being (for residents and visitors) through the use of digital technology
- Enabling digital businesses
- Enabling joined-up public services through technology
- Ensuring public safety and security
- Optimising operations and cost.



The core digital infrastructure will enable cloud services for the public sector, residents and businesses. Delivery of the strategy will be phased and piloted over many years and is dependent on investment. However, examples of what this could mean includes:

- Wi-Fi access for residents and visitors on the move in the city centre
- Energy efficient street lighting with central management of brightness / dimming and fast digital reporting of faults
- Noise detection which could be used in conjunction with CCTV and trigger a real-time community safety response
- Movement detection to monitor footfall and traffic flow and aid city planning
- Air pollution detection linked to dynamic traffic management

- Intelligent waste collection and street cleansing, e.g. solar powered bins with sensors that are emptied when full, real-time monitoring of streets for the purposes of cleansing, aids planning, reduces operational costs and supports a greener environment
- Access to traffic information for residents, visitors and blue-light services via integrated digital technology
- Detection of parking spaces for residents and visitors and utilisation data / monitoring for the Council
- Smart buildings to reduce energy consumption, using technology to give real-time alerts and information around fire, security, lifts, communications, and access, whilst automatically adjusting areas such as lighting and temperature when not occupied
- Enhancing leisure and cultural experiences through the use of social media and digital technologies
- Improving information for residents and visitors with a disability via digital technology
- Increasing mobile working for public sector staff so services can be delivered close to the communities they serve
- Enabling residents, businesses and visitors to access digital public services 24/7.



City Centre phase one is aligned in the following ways:

- Planning has taken a holistic approach to Wi-Fi and security, linking with the tactical use of street furniture. The proposal takes a long-term sustainable view of CCTV, community safety and City Centre Wi-Fi in the design of phase one
- In the absence of a Regional Digital Strategy the phase one proposal has made reasonable planning assumptions around long-term digital developments, e.g.



Welsh Government's ambition to provide a fibre link along the M4 corridor, East to West Wales

This is the first part of the journey delivering the core digital infrastructure and directly supports the connected city strand of the city deal, of which Swansea is the main focus.

## Check List of issues to be resolved for decision making.

ITEM	STATUS	SIGNED OFF BY	STATE OF COMPLETION
CITY Deal Terms and Conditions	T&C's agreed	Cabinet	Amber
Council budget savings achieved	Agreed	Cabinet	Green
ATG agreement to Gateway 3 Design	Agreed	Cabinet & Officers	Green
ATG Deed of Variation	Awaiting final ATG sign off	Cabinet & Officers	Amber
Total Project Cost & Rivington Recommendation	Received	Cabinet	Green
Building contract	Agreed –subject to Cabinet approval	Cabinet & Delegation to Officers	Green
Planning pre-start conditions	In place subject to entering into building contact.	Planning	Green
Pobl agreement	Agreed	Cabinet in August 2019	Green
CCS approvals to Stage 4 design	Agreed	Cabinet & Officers	Green
3 <sup>rd</sup> Party agreements	Agreed	Officers	Green
Title indemnity	Insurance quotes in place.	Officers	Green
Tesco – plan B	Option A ongoing fall back Plan B agreed	Officers	Green
Future Generations Act	Fully addressed.	Cabinet & Officers	Green
Digital strategy	Agreed	Cabinet & Officers.	Green

## Equality Impact Assessment (EIA) Report – 2017/8

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 [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk).**

<b>Where do you work?</b>
Service Area: Regeneration
Directorate: Place

**(a) This EIA is being completed for a:**

Service/ Function  <input type="checkbox"/>	Policy/ Procedure  <input type="checkbox"/>	Project  <input checked="" type="checkbox"/>	Strategy  <input type="checkbox"/>	Plan  <input type="checkbox"/>	Proposal  <input type="checkbox"/>
--	--	--	--	--------------------------------------	--

**(b) Please name and describe here:**

**Swansea Central Phase 1 Mixed Use Development**

**Location**

The scheme will be built on land laying immediately to the north and south of Oystermouth Road on land currently used as LC car park, St Mary's car park and St David's shopping centre.

**Scheme Description**

The Swansea Central Phase 1 is a mixed use development involving the design and build of an Arena, 2 multi-storey car parks, Coastal Park, Bridge, Residential, and Commercial units. Cabinet authority to fund and deliver will be sought in August 2019. Subject to Cabinet approval, the Council will become the developer who will fund and enter into contract with a main building contractor to build the scheme.

The development on the south side of Oystermouth road consists of an Arena, Multi-Storey car park and Coastal Park. The development on the north side of Oystermouth road consists of a block containing Multi-storey car park, Residential units, and Commercial Units. Both sides of the development will be connected by a newly built Bridge.



Indicative plan of development

## Planning

Outline planning permission has been granted for Swansea Central Phase 1 (2017/0648/OUT) and Reserved Matters application has also already been approved. (2018/1648/RES)

Due to a change in design on the north development block a Section 73 planning application has been subsequently approved by Planning (2019/0980/S73), followed by a Reserved Matters application being submitted shortly.

A proposal to change the access over the new bridge to allow cyclists as well as pedestrians has also been submitted to Planning and is currently under consideration (2019/1112/NMA).

Early Works include amendments to road layout at Wellington Street, approved under planning application (2018/1125/FUL and 2019/0061/NMA), and listed building consent works to Revetment Wall approved under planning application (2018/1823/LBC).

## Timescales

Early works have already commenced on site at Wellington Street and on the Revetment Wall.

The Swansea Central scheme is programmed to start on site in September 2019 with completion targeted for 2021, subject to Cabinet approval to fund and deliver the scheme in August 2019.

## EIA Screening

Due to the scale of the development, separate EIA screening and impact assessments have been carried out on the following distinct elements of the scheme, all of which are accessible from this one main document by reference to the Contents Page:

<b>Contents</b>	<b>Page</b>	<b>Needed: Screening Form/Report/Both</b>
a) Arena – (Screening Form) creation of a new 3500 seat indoor arena for music concerts, comedy events, conferencing.	4 – 6	Both
b) Arena – (Full Report)	7 - 24	
c) Coastal Parkland (Screening Form) – creation of a new 1 Acre coastal themed park at podium level above new south side car park	25 - 31	Screening
d) Car Parks – creation of two new multi-storey car parks, one to the north and one to the south side of Oystermouth Road providing approx. 939 car parking spaces in total	32 - 37	Screening
e) Bridge – creation of new pedestrian and cycle friendly partially covered bridge over Oystermouth	38 - 42	Screening

Road to connect the development on the South side to the north and existing city centre.		
f) Residential & Commercial – Creation of 33 residential apartments on the north side of Oystermouth Road together with 6 commercial units.	43 - 46	Screening

**(c) It was initially screened for relevance to Equality and Diversity on: 6<sup>th</sup> June 2017**

**(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 checked="" 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 checked="" type="checkbox"/> |
| Asylum seekers.....               | <input checked="" type="checkbox"/> | Community cohesion .....             | <input checked="" type="checkbox"/> |
| Gypsies & Travellers.....         | <input checked="" type="checkbox"/> | Marriage & civil partnership .....   | <input checked="" type="checkbox"/> |
| Religion or (non-)belief.....     | <input checked="" type="checkbox"/> | Pregnancy and maternity.....         | <input checked="" type="checkbox"/> |
| Sex.....                          | <input checked="" type="checkbox"/> |                                      |                                     |

**(e) Lead Officer**

**Name:** Chantel Ellis/Dawn Jenkins

**Job title:** Project Officer/Physical Regeneration Manager

**Date:** 10/7/19

**(f) Approved by Head of Service**

**Name:** Philip Holmes

**Date:** 24/7/19

## a) Arena – Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact your directorate support officer or the Access to Services team (see guidance for details).

### Section 1

Which service area and directorate are you from?

Service Area: Regeneration

Directorate: Place

### Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### (b) Please name and describe below

Arena - South of Oystermouth Road

The proposed Arena venue will be approx. 8,300 m2 and will host a range of concerts, comedy shows, musicals, and sports events such as boxing, exhibitions and conferences. Similar sized arenas being developed across UK including Hull Venue, O2 Indigo London and Edinburgh Playhouse and will become part of a new circuit of mid-scale venues.

City Deal funding has been secured (subject to a 5 case business model) to deliver the Arena.

We have procured ATG as the operator and they were engaged in July 2017 following a Cabinet approval June 2017

### Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line  
service delivery

(H)

Indirect front line  
service delivery

(M)

Indirect back room  
service delivery

(L)

### (b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

Because they  
need to

(H)

Because they  
want to

(M)

Because it is  
automatically provided to  
everyone in Swansea

(M)

On an internal  
basis  
i.e. Staff

(L)

### Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+)	<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"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>			
	<input type="checkbox"/>			

Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>

**Q4 HAVE YOU / WILL YOU UNDERTAKE ANY PUBLIC CONSULTATION AND ENGAGEMENT RELATING TO THE INITIATIVE?**

YES  NO (If NO, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

**If yes, please provide details below**

Information has been gathered through our three Consultation events which focused on the overall SC redevelopment were held in Nov 2016, Dec 2016 and Feb 2017 - *More than 700 people have visited these events and we've received more than 100 feedback cards. In response to the key question "What is your overall opinion of our initial ideas for the development?" so far 74.7% are in favour.*

Focusing on the **Arena** itself the following was recorded:-  
*87.0% of respondents said that they were in favour of a new indoor arena for concerts and events – making the arena the most popular in the proposed list of potential uses. 5.8% were against the arena, 3.1% were undecided and 4.1% did not answer the question.*

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility <input checked="" type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility <input type="checkbox"/> (L)
--	---	--

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk <input type="checkbox"/> (H)	Medium risk <input checked="" type="checkbox"/> (M)	Low risk <input type="checkbox"/> (L)
---	--	--

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

Yes  No **If yes, please provide details below**

Highways, Leisure, Waste, Museums, Maintenance, IT, Access to Services, Comms and Engagement, Legal, Finance, Procurement

**Q7 HOW DID YOU SCORE?**

*Please tick the relevant box*

MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed  
Please go to Section 2

MOSTLY L → LOW PRIORITY / NOT RELEVANT →  Do not complete EIA  
Please go to Q8 followed by Section 2

**Q8 If you determine that this initiative is not relevant for a full EIA report, you must provide adequate explanation below. In relation to the Council's commitment to the**

**UNCRC, your explanation must demonstrate that the initiative is designed / planned in the best interests of children (0-18 years). For Welsh language, we must maximise positive and minimise adverse effects on the language and its use. Your explanation must also show this where appropriate.**

## **Section 2**

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 – no electronic signatures or paper copies are needed.

Screening completed by:
Name: Chantel Ellis
Job title: Programme Support
Date: 6.6.17
Approval by Head of Service:
Name:
Position:
Date:

**Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)**



## **b) Arena– Report**

### **Section 1 – Aims (See guidance):**

**Briefly describe the aims of the initiative:**

#### **What are the aims?**

The Arena forms part of the wider Regeneration Strategy, specifically forming part of Swansea Central Phase 1 development. Regeneration as part of the Swansea Central Area Framework and the Corporate Aim of creating a vibrant and viable city and economy.

- To create an Indoor Arena for concerts, conferences, and events.
- The Arena will enable future integration of the city centre to the Waterfront – Linking the City Centre experience to the Sea.
- Create a first class environment with economic benefits for the city that positively impact on peoples decisions to visit and live in the city.
- Enable enhanced Social Cohesion
- Foster good relations between different groups
- Reduction in Social exclusion
- Contribute to the goals of the Future Generations act 2015, Equality Act 2010 and Planning Policy Wales 2018

#### **Who has responsibility?**

Rob Stewart – Leader  
Robert Francis Davis – Councillor  
Phil Roberts – Chief Executive  
Martin Nicholls – Director  
Phil Holmes – Head of Services  
Huw Mowbray - Development and Physical Regeneration Manager  
Lee Richards – Team Leader  
Regeneration Team  
Planning Team  
Finance Team  
Procurement Team  
Highways Team  
Legal Team  
Culture and Tourism Team

**Who are the stakeholders?**

All residents of and visitors to Swansea as well as local businesses and other organisations based in the area

**Section 2 - Information about Service Users (See guidance):**

**Please tick which areas you have information on, in terms of service users:**

- |                                   |                                     |                                  |                                     |
|-----------------------------------|-------------------------------------|----------------------------------|-------------------------------------|
| Children/young people (0-18)..... | <input checked="" type="checkbox"/> | Carers (inc. young carers) ..... | <input checked="" type="checkbox"/> |
| Older people (50+).....           | <input checked="" type="checkbox"/> |                                  |                                     |
| Any other age group (18+) .....   | <input checked="" type="checkbox"/> | Race .....                       | <input checked="" type="checkbox"/> |
| Disability .....                  | <input checked="" type="checkbox"/> | Religion or (non-)belief .....   | <input checked="" type="checkbox"/> |
| Gender reassignment .....         | <input checked="" type="checkbox"/> | Sex .....                        | <input type="checkbox"/>            |
| Marriage & civil partnership..... | <input type="checkbox"/>            | Sexual orientation.....          | <input type="checkbox"/>            |
| Pregnancy and maternity .....     | <input type="checkbox"/>            | Welsh language.....              | <input checked="" type="checkbox"/> |

**Please provide a snapshot of the information you hold in relation to the protected groups above:**

### From Census Data 2011

The usually resident population of Swansea was 239,023 in 2011, an increase of 15,500 or seven per cent since 2001

#### Children /Young People

Of this population around 17% (41,400) are aged under 16.

#### Any other age group/older people (50+)

Nearly one in five (18 per cent, 42,800) of Swansea residents were aged 65 or over

#### Disability

In 2011 Swansea had a higher percentage of residents with a long term health problem or disability, at just under a quarter of all people (23.3%, around 55,700); slightly above the Wales average (22.7%). This proportion has fallen slightly since 2001 (24.7%).

#### Race/Religion

In terms of ethnicity, the census recorded that 94% of Swansea's usually resident population were white (around 224,700 people). The proportion of non-white ethnic population in Swansea has increased from 2.2% in 2001 (around 4,800 people) to 6.0% in 2011 (14,300), with the largest non-white ethnic groups in Swansea now Chinese (2,050 people, 0.9%) and Bangladeshi (1,944, 0.8%).

Fifty-five per cent (131,451) of Swansea residents stated Christian as their religion in 2011, a 16 percentage point drop since 2001. Over one third (34%, 81,219) of the population in Swansea stated they had no religion in 2011, up from around 44,000 in 2001. The largest minority religion in Swansea is Muslim (5,415, or 2.3% of all people).

In 2011, 7.2% (17,233) of people in Swansea were born outside the UK, an increase of 3.6 percentage points (around 9,300 people) on 2001.

#### Marriage & civil partnership

A higher proportion of residents aged 16 and over are single in 2011 than 2001 (up from 29.7% to 36.7%). Conversely a lower proportion was married in 2011 (43.8%) than in 2001 (50.1%). The numbers and proportions separated or divorced have also increased over the ten year period.

#### Welsh language

2011 Census Key Statistics: Table  
QS207WA: Welsh language skills (detailed)

All usual residents	W06000011: SWANSEA		WALES	
	Numbers	Percentage	Numbers	Percentage
All categories: Welsh language skills	239,023	100	3,063,456	100
No skills in Welsh	193,938	81.1	2,263,975	73.9
Can understand spoken Welsh only	12,906	5.4	162,859	5.3
Can speak Welsh: Total	26,532	11.1	568,500	18.6
Can speak but cannot read or write Welsh	4,839	2.0	85,605	2.8
Can speak and read but cannot write Welsh	2,703	1.1	45,767	1.5
Can speak, read and write Welsh	18,668	7.8	431,759	14.1
Can speak and other combinations of skills in Welsh	322	0.1	5,369	0.2
Can read but cannot speak or write Welsh	3,969	1.7	44,327	1.4
Can read and write but cannot speak Welsh	1,372	0.6	18,742	0.6
Can write but cannot speak or read Welsh	306	0.1	5,053	0.2

## Swansea Visitor data/Tourism 2018 (Increases)

Total economic impact of tourism £M 417.85  
% change on 2016 (£'s 2017) 1.7%

Total visitor days (Millions) 8.06  
% change on 2016 2.0%

Staying visitor days (Millions) 4.99  
% change on 2016 3.3%

Total visitor numbers (Millions) 4.64  
% change on 2016 1.0%

Number of staying visitors (Millions) 1.57  
% change on 2016 2.9%

Number of day visitors (Millions) 3.07  
% change on 2016 0.0%

Number of FTE jobs supported by tourism spend 5,704  
% change on 2016 0.5%

Below are the Characteristics of the visitors to Swansea:-

### **Little change in visitors to Swansea Bay**

As evident in the below tables, there is little significant difference in the type of visitors heading to Swansea Bay, Mumbles and Gower, compared to three years ago.

#### **Marital status**

##### **Marital status % of interviews 2015 % of interviews 2012**

Married or equivalent 75% 75%

Single, never married 15% 15%

Widowed / divorced / separated 9% 10%

Refused 1% 0%

Swansea Bay attracts a high proportion of people in a relationship, with three quarters of visitors to Swansea Bay are married, or equivalent, which is the same proportion reported in 2012.

In addition, 15% are single and 9% are widowed, divorced or separated.

#### **Social class**

##### **Social class % of interviews 2015 % of interviews 2012**

ABC1 69% 70%

C2 18% 17%

DE 12% 13%

Refused 1% 0%

The majority (69%) of visitors to Swansea Bay are ABC1 – this is not significantly different to 2012.

#### **Gender**

##### **Gender % of interviews 2015 % of interviews 2012**

Male 50% 51%  
Female 50% 49%

There remains an even split of male and female visitors to Swansea Bay.

### **Age**

The age of visitors to Swansea Bay has not changed significantly in the last three years.

A large proportion (58%) of visitors are aged between 35 and 64, but fewer visitors at either end of the age scale, with 7% aged 16 to 24 and 5% over 75 years old.

### **Welsh language**

#### **Welsh Language % of interviews 2015 % of interviews 2012**

Yes – fluently 5% 6%

Yes – not fluently 9% 9%

No 86% 85%

Most (86%) visitors to Swansea Bay do not speak Welsh. Only a very small proportion (5%) speak fluent Welsh, and 9% speak the language, but not fluently.

### **Illness and disability**

#### **Long-standing**

#### **illness/disability/infirmity % of interviews 2015 % of interviews 2012**

Yes 9% 11%

No 91% 89%

The vast majority (91%) of visitors do not have any long-standing illness, disability or infirmity. Those that do (9%), 80% say that it limits their day-to-day activities in some way.

#### **Age % of interviews 2015 % of interviews 2012**

16-19 2% 3%

20-24 5% 5%

25-34 13% 14%

35-44 19% 20%

45-54 20% 20%

55-64 19% 19%

65-74 16% 16%

75+ 5% 3%

### **Ethnicity**

#### **Ethnicity % of interviews 2015 % of interviews 2012**

White 96% 96%

Asian or Asian British 1% 1%

Chinese or other ethnic group 1% 1%

Black or Black British 0% 1%

Mixed / other 1% 1%

Nearly all (96%) visitors to Swansea Bay are white British or another white background.

### **Residency**

#### **Residency % of interviews 2015 % of interviews 2012**

Wales 50% 42%

Rest of UK 41% 46%

Overseas 9% 12%

- There has been an increase in Welsh residents taking a holiday or short break in Swansea Bay, with half (50%) of visitors in the area making the trip from elsewhere in the country compared to 42% in 2012
- Fewer visitors are from the rest of the UK (41% compared to 46% in 2012) and overseas (9% compared to 12% in 2012).
- Large proportion (85%) of overseas visitors reach Britain by plane, an increase on 2012 (72%).

**Any actions required, e.g. to fill information gaps?**

No Actions required at present.

**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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thinking about your answers above, please explain in detail why this is the case.**

Children and Young People

The new Arena area will provide more for young people to do within the City Centre – events that they can enjoy and socialise with others. The Arena’s events programme will adhere to the Future Generations Act and ensure that children and young people are catered for.

We will also encourage the operator to hold Welsh Cultural events which will be educational for young people.

Any other age group/older people (50+)

The Arena development will provide more for these age groups to enjoy within the City Centre - events that they can enjoy and socialise with others.

The design will also comply with the Planning Policy Wales (PPW) to ensure ease of access to all – older members of the public can feel at ease in attending events due to ease of access into and out of the building.

Disability

We are engaging with the Disability Liaison Group on a regular basis – in terms of accessing the impact (refer to the following Engagement section.)

The Arena will be fully accessible to disabled people. It’s also being designed accordingly to the PPW which ensures that ease of access for all.

An Access Consultant sits on the design team to provide advice throughout the design process. Along with this a Design and Access Statement was developed for the Planning application and which has to be adhered to. (Report available on request). This report covers such areas as:-

- Access issues
- Continual review of design to ensure the disability agenda remains key in the design process
- Adopt a Pan Disability Approach –Considering the needs of all disabled groups equally

Regarding the access to the Arena the pedestrian, cycle and vehicle routes have been considered with their associated bridges, crossings, controls, gradients and materials, but as the design develops the requirements for people with hearing, visual and learning disabilities will equally be considered to ensure that all disability groups are equally considered in the detailed design

The design of the Arena building and surrounding public realm which provides access into the Arena has considered the following elements of the design from a disability perspective and will adopt suitable design concepts to enhance a disabled user’s experience of attending the venue:-

- Kerbs
- Paving
- Tactile warnings and Tactile paving

- Crossing controls
- Signage and Wayfinding
- Public Seating
- Street Furniture
- External Lighting
- Lifts and Stairs

***Statement of Intent - It is the design team's intention to produce a design which satisfies a pan disability approach and all best practice guidance with the result that the new development incorporates the broadest possible needs of the disabled community of Swansea and the larger demographic which will visit the development.***

#### Gender Reassignment/Sexual Orientation

Once the Arena is open, engagement between the operator ATG and the LGBT Liaison Group can ensure that they would benefit from nights when the arena is hosting acts which would appeal to the 'gay community'.

After consultation with LGBT Forum Oct 2016 it was stated that some members of the group feel that they have to avoid public places because of the lack of gender neutral toilet facilities – The Arena will be providing these facilities so this group can be ensured that they will feel comfortable attending events that the Arena will offer.

The Arena will also provide conference facilities and event areas which will be open to everyone to take advantage of.

The Arena development will have state of the art CCTV and the Crime Prevention Officers are involved in the design process to enable this group to avoid homophobic abuse.

#### Race/Religion/Carers

The Arena development will provide a place of entertainment for all groups of the community to get together and build relationships thereby contributing to Social Cohesion within the City Centre.

#### Welsh Language

We have approached the Welsh Commissioner and have received the following response:-

*As ATG will be leasing the arena rather than running it on our behalf the WL standards are not relevant.*

*However, they would urge us to ensure that ATG and the new arena promote and facilitate using Welsh.*

#### Poverty and Social Exclusion/Community Cohesion

The new Arena will enable Community Cohesion by bringing together different groups within the venue. It will also affect Poverty and Social Exclusion in that the Arena will provide events that some members of the community before could not afford to attend as the costs of travel to other venues would be prohibitive. Social Exclusion as a result would decrease as the venue will offer those who were previously disadvantaged to feel more included within what's going on in the City Centre.



## **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?

As part of the reserved matters planning application for Swansea Central Phase 1 a public consultation event was held exhibiting the detailed design proposals for scheme which includes the Arena. The event was publicised and invites sent to groups to stakeholder groups to attend. Individual meetings were also organised between the project team and special interest groups, to ensure a thorough consultation was undertaken.

We ensured that the public consultation events and meetings were accessible to all in that we had the audio loop available and the offer of sign language and welsh translation was also available on request. All literature was also produced in Welsh and English.

The programme was designed to comply with national policy and guidance promoting pre-application consultation.

It was also designed to comply with the latest Planning Policy Wales documentation.

In addition to the public exhibition, the project team encouraged individuals to provide formal feedback on the proposal via forms made available at the event, at special interest meetings, and on the Swansea Central website. Steps were taken to ensure engagement with the community was continued after the event, with a dedicated project email address and Freepost mailing address made available to for correspondence purposes. The public exhibition materials were also made available on the Swansea Central website to allow those who were unable to attend the event to provide informed feedback.

The exhibition attracted 223 attendees. The project team received formal feedback from 78 members of the local community in the course of carrying out the above public engagement.

The project team collated 52 completed feedback forms over the course of the exhibition, with a further 26 received via the project's Freepost address and the development's website. In total, 78 feedback forms were collected and the findings detailed in this report.

The key objectives of the consultation were:

- To engage with the local community in accordance with both national planning policy and local guidance.
- To properly explain the proposed detailed design proposals and lay out the potential benefits of the scheme.
- To give local residents and stakeholders the opportunity to provide direct feedback and ask questions regarding the proposal.
- To ensure the local community was informed of the various channels through which people could voice their opinions on the proposal, primarily through feedback questionnaires, but also by directing questions towards project team members in attendance, a dedicated email address, and a Freepost mailing address.

#### Public exhibition

The exhibition was held at St David's Church Hall. This is next door to St David's Church, which is immediately adjacent to the application site. This venue was chosen on account of it being easy to find, its proximity to the project site, and equal access considerations.

The event was held on Friday 15 June and ran all day from 9.30am to 8pm in order to ensure that as many interested parties as possible would be able to attend at a time convenient to them. Please see images of the exhibition at Appendix 1.

## Publicity

A number of channels were utilised in order to ensure the event was well publicised in compliance with the aforementioned policy and guidance as well as in English and Welsh. The following activities were undertaken with this in mind:

- Two half-page press adverts and online advertising
- Flyers distributed locally
- Development website updates
- Individually addressed letters sent via post (appendix 3)
- An advert on the Castle Square big screen

Two half-page adverts were placed in the 4 June and 13 June editions of a local news publication - the *South Wales Evening Post*. These also appeared as banners online. The adverts provided key information regarding the exhibition including the location, date, and time in both English and Welsh. The advert also provided contact details for the project team and invited the local community to share its views on the proposals.

A flyer was delivered by hand by members of the project team to relevant interest groups and businesses in the area. The flyer provided key information regarding the exhibition including the location, date, and time in English and Welsh. The flyer also provided contact details for the project team and invited the local community to share its views on the proposals.

The Swansea Central development website ([swanseacentral.info](http://swanseacentral.info)) provided key information regarding the exhibition including the location, date, and time in Welsh and English. The site also provided contact details for the project team and a full downloadable version of the boards available two days before the exhibition. The website also invites the local community to share its views on the proposals with an electronic version of the feedback form available two days before the exhibition.

An advert was also placed on the Castle Square big screen. The advert provided key information regarding the exhibition including the location, date, and time in both Welsh and English. The advert also provided contact details for the project team and invited the local community to share its views on the proposals.

## **What did your engagement activities tell you? What feedback have you received?**

The consultation strategy was devised in three 'phases' in order to best inform the general public about the scheme, while also providing opportunities to engage closely with special interest groups and explain the detailed design proposals.

The first phase consisted of meetings with interested stakeholder groups, this included a cabinet members briefing, as well as meetings on an individual basis with neighbours. A series of meetings were also set up with special interest groups to discuss key elements of the project.

### Meetings with stakeholder groups

The scheme was presented to members on Wednesday, 6 June. Key areas in relation to the Arena part of the development that were discussed included construction timelines and costs. The project team were able to answer all queries or revert back to any outstanding concerns.

The following groups were also met with on an individual basis. All were supportive of the scheme in general and no specific comments about the Arena were raised.

- Museum
- Tesco
- St David's Church

There was a total of five special interest sessions over the course of Thursday 14 June and Friday 15 June. These focused on trees, transport, local residents, community groups and business and civic society. Invites were sent to relevant groups for each session in English and Welsh. There were also English and Welsh speakers available at each session as well as a hearing loop, which was used at the community group session.

On Friday, 15 June a special interest session was held with various local community groups in an area adjacent to the main exhibition. Invitees included representatives of disability groups, cycling and Mother & Baby groups. Only the disability groups attended with four representatives. This was the only group who raised comments specifically related to the Arena and approach/access into the Arena venue. The group welcomed the pedestrianised routes to the Arena – particularly the bridge and covered areas along the route, although there were concerns about how cyclists would be encouraged to dismount.

### **The Schools engagement will be detailed in section 6.**

The following section presents the data collected from the feedback channels open to the public. Most of this was via feedback forms filled in at the public exhibition by people in attendance, with a small proportion of those received later via the Freepost address. All respondents have had the chance to review the information presented about the proposals either in person or online.

In total, 78 completed feedback forms were submitted to the project team. The feedback collated from these forms is displayed and analysed in the following section.

Of the 78 completed forms returned to the project team, 52 were received during the course of the public exhibition. A further three were returned via the Freepost mailing address, and 23 were completed online, as set out in the below table.

<b>Feedback forms</b>	
Collected at exhibition	52
Returned by post	3
Submitted online	23
<i>Total</i>	<i>78</i>

The feedback forms provided the opportunity for the project team to collect both qualitative and quantitative data about people's responses to the application.

Respondents were asked to think about a number of statements, and state in each case whether they agreed or disagreed, or did not know. These statements related to separate aspects of the proposed design for Swansea Central Phase 1 scheme. If they expressed an opinion on the statement, they were asked whether they felt strongly or not about their opinion.

Respondents were also given the opportunity to provide any other comments that they considered relevant or would like to make. These have been analysed after the quantitative questions below.

The total number of answers for each question varies, as some respondents omitted some. The total number of answers collected for each question is noted above the respective question where applicable.

**Question one** asked whether respondents agreed with the statement 'I am in favour of the design for the new 3,500-capacity indoor digital arena', and was completed by 77 of 78 respondents. The results were as follow:

- Strongly agree, 45
- Agree, 15
- Disagree, 5
- Strongly disagree, 4
- Don't know, 8

'I am in favour of the design for the new 3,500-capacity indoor digital arena'

- Don't know 8
- Strongly agree, 45
- Agree, 15
- Disagree, 5
- Strongly disagree, 45

As can be seen from the figures above, the design of the digital arena was supported by 60 of 77 respondents (80%), with almost three-fifths of all respondents saying that they strongly agreed with the statement.

Only nine respondents (12%) did not agree that they were in favour, with only two of those strongly disagreeing.

Eight respondents (11%) did not know whether they agreed with the statement.

To people left general feedback to say that we should ensure that Swansea's Grand Theatre must remain despite the development of a new Arena.

In addition to the public exhibition, there has also been a programme of schools engagement (feedback detailed in section 6)

**How have you changed your initiative as a result?**

**Responses to feedback**

The project team has carefully considered all of the feedback received during the community engagement process.

Issue raised during engagement	Response
--------------------------------	----------

Noting that Swansea's Grand Theatre must remain	This does not fall within the scheme's domain and as far as the project team is aware there are no plans for it to close.
---	---

**Any actions required (e.g. further engagement activities, mitigation to address any adverse impact, etc.):**

Further consultation to be carried out at the next stage.

Ongoing liaison with the Julie Humphries and the Welsh language team.

**Section 5 – Other impacts:**

Please consider how the initiative might address the following issues - see the specific Section 5 Guidance

<b>Foster good relations between different groups</b>	<b>Advance equality of opportunity between different groups</b>
<b>Elimination of discrimination, harassment and victimisation</b>	<b>Reduction of social exclusion and poverty</b>

**Please explain any possible impact on each of the above.**

This scheme will have a positive impact on the above as it will be a place to bring the general public together and different communities together. It will give the residents of Swansea and visitors to the area the opportunity of experiencing concerts and events which they may not have had the means to do so in the past.

The Arena will have CCTV installed and regular meetings take place with the police regarding reduction in crime etc. The Arena including all event and conference areas will be fully accessible.

**What work have you already done to improve any of the above?**

Beyond Bricks and Mortar have contributed to Tender documentation for the procurement of the Arena operator and the Arena main contractor contract to maximise social benefits from the development and operation of the scheme.

In a recent Focus Group consultation event one concern was raised over shared spaces– An accessibility consultant has been appointed to ensure that all areas of the design will meet the requirements for the whole spectrum of potential users. Accessible routes and step free access are important considerations throughout the public realm leading into the Arena. Vertical movement is provided by stairs and ramps. This also contributes to the main objectives of the PPW by ensuring ease of access for all.

ATG, the Arena operator have detailed their play strategy in their procurement documentation detailing how they will be going out to schools to run different workshops which will enable children of all ages and abilities to enjoy the Arena regardless of socio-economic background.

An **Economic Impact Assessment** has been developed on the Swansea Central programme one of the key objectives of this Economic Impact Assessment are as follows is to consider whether the economic benefits generated by the development of the Arena are well aligned with the economic and social needs of the local area.

The report also details:-

## **SUSTAINABILITY STRATEGY**

Emphasis is also placed on reducing inequalities and poverty. The strategy states that a mix of housing opportunities should be provided and the development should be designed for the needs of all communities. To tackle ill health, proposals should mitigate air quality issues and provide green open space, which will also promote good health and well-being.

A changing places facility will be provided within the Arena which will enable people to access a changing area which will accommodate their needs.

### **Is the initiative likely to impact on Community Cohesion? Please provide details.**

The Arena will encourage wider use of the Centre of Swansea from all of Swansea's communities and also encouraging all communities to engage with each other and Also all feedback from these communities will be taken into account in the design details.

### **How does the initiative support Welsh speakers and encourage use of Welsh?**

All of the signposting approaching Swansea Arena will be in Welsh and English.

Guidance from the Welsh Commissioner - it is stated in the Welsh Language Standards (Number 1) Regulations 2015 that:

(1)(5) According the these regulations-

(a) references to any activity carried out by a body, or to any service which is provided by a body, are to be read as if they include a reference to that activity being carried out **on behalf of the body**, or to that service being provided on behalf of the body, by a third party under arrangements made between the third party and the body;

(b) pursuant to that, unless there is a compliance notice to provide evidence to the contrary, a body will have failed to conform to a standard in relation to an activity which it has arranged to be carried out, or a service which it has arranged to be provided, by a third party if that activity or that service has not been carried out or provided according to the standard.

The above clause means that the body must ensure that any service which is provided or any activity which is carried out on its behalf by a third party conforms with the standard(s) which pertain to that service or that activity. The type of relevant arrangements can include arrangements made through a contract or partnership.

The Welsh Language Commissioner has a Welsh language promotion team which works closely with third sector businesses and organisations to increase their use of the Welsh language. The team can offer advice and support to companies such as ATG to assist them in completing a Welsh language promotion plan, which is a way of planning their use of the Welsh language with an emphasis on trying to increase that use over time. The team also offers a proof-reading service which assists organisations in the private sector or the third sector in a practical way as they start to make use of the Welsh language.

The Arena will be able to promote Welsh culture in holding events. There could possibly be the opportunity to work with the local Fforwm Iaith or Menter Iaith Abertawe.

**Actions (to mitigate adverse impact or to address identified gaps in knowledge).**

Ongoing liaison with the Welsh language promotion team which works closely with third sector businesses and organisations to increase their use of the Welsh language. The team can offer advice and support to companies such as ATG to assist them in completing a Welsh language promotion plan, which is a way of planning their use of the Welsh language with an emphasis on trying to increase that use over time. The team also offers a proof-reading service which assists organisations in the private sector or the third sector in a practical way as they start to make use of the Welsh language. Each organisation has an allowance of up to 1000 words.

A member of the project team to attend regular Engagement Team meetings to obtain feedback and process continuity.

## **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.**

Improving the City Centre and its offer for future generations.

**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:**

Schools were sent tasks to complete on what they would like to see from the Arena and surrounding parkland.

Feedback from



A response was received from Glynollen Primary School, where 24 pupils took part in an exercise looking at the proposals, and considering what play options they would like, what temporary activities they supported, and what sort of acts they would prefer to see in the arena.

The third task of the exercise related directly to the Arena. Pupils were asked what they would like to see happen at the arena in future. Suggestions included:

- Musical theatre
- Comedy
- Pop concerts
- Circus
- Music festival (big weekend)
- Stunt show (freestyle BMX)

The exhibition team has noted the responses alongside the play responses from the exhibition, which were very helpful, and they have been fed back to ATG for consideration.

The project team is also holding monthly meetings with the play team who were involved in helping to arrange the above event.

**Actions (to mitigate adverse impact or to address identified gaps in knowledge).**

Further consultation for Children’s Rights Team, Youth Support Services and Schools and Play Team

## Section 7 - Monitoring arrangements:

Please explain the monitoring arrangements for this initiative:

**Monitoring arrangements:** Each stage will include an EIA update

**Actions:** Update report

## 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](mailto: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
News letters	Buckingham/SC	Monthly	Stakeholders being kept informed	
Website	SC	Monthly	All other stakeholders being kept informed	
Press Releases	SC	As and when necessary	Stakeholders being kept informed	
Tactile Model of hoarding to be developed to aid the visually impaired (during construction)	SC	Before hoarding is erected	Visually impaired are in receipt of the models	
Competitions to be arranged through schools and visits scheduled – i.e. Time Capsules	SC	Throughout project	Schools are included in the consultation process	
Ongoing liaison with the Welsh language promotion team	SC	Throughout project	All material is translated accordingly	
Further consultation for Children's Rights Team, Youth Support Services and Schools and Play Team	SC	Throughout project	Keeping young people involved in the consultation process	
A member of the project team to attend regular Engagement Team meetings to obtain feedback and process continuity.	SC	Throughout project	Continuous engagement feedback being fed into the design process	

## c) COASTAL PARKLAND DEVELOPMENT – SCREENING FORM

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact your directorate support officer or the Access to Services team (see guidance for details).

### Section 1

Which service area and directorate are you from?

Service Area: Planning & City Regeneration

Directorate: Place

### Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### (b) Please name and describe below

Swansea Central Phase 1 Coastal Parkland Development

The Swansea Central Phase 1 is a mixed use scheme comprising Arena, 2 multi-storey car parks, Coastal Park, Bridge, Residential and Commercial units for which Cabinet authority to fund and deliver will be sought in August 2019. Subject to Cabinet approval, the Council will become the developer who will fund and enter into contract with a main building contractor to build the scheme.

Outline planning permission was granted for Swansea Central Phase 1 and due to change in the design of the north development block which comprises the Residential and Commercial elements of the scheme, a Non-material Amendment has been subsequently approved by Planning, with the Reserved Matters application being submitted shortly thereafter to cater for a start on site in September 2019 with completion targeted for 2021.

The new coastal themed parkland will be created on the roof of the new two storey south side car park which is being constructed on the current LC car park site. The park is approximately 1 Acre. The parkland will therefore be on the same level as the entrance to the new arena which is being built adjacent to the new car park with coastal park above.

Access to the park will be possible from a number of key locations.

- from the new arena and new bridge to the North East

- from stairwell and public lift beside new arena
- from the South East via footpath along existing revetment wall
- from North West via ramp over Paxton St tunnel down onto existing Oystermouth Road pavement

The coastal park will have primary and secondary routes through the parkland to connect it with other parts of the scheme such as the north side development via the new bridge, and will also connect into the existing city centre cycle network.

The primary route through the park will be shared between pedestrians and cyclists and continue over the new bridge into the city centre and back onto Oystermouth Road cycle route in the other direction. Bicycle parking facilities will also be provided for in the park at the eastern end near the new arena. Different routes within the parkland will have different flooring treatments to differentiate between the different routes. A mixture of different coloured tarmac with granite set edging with some composite decking is being proposed for the hard landscaped areas.

The aim of the parkland is to create an accessible destination for people of all ages and abilities. The design of the parkland will have a coastal theme and will incorporate opportunities for natural play and discovery as oppose to providing traditional playground equipment.

The multi-generational approach to play aims to encourage play and education through peer interaction. The parkland has zoned areas to cater for different age groups:

- Adventure zone – to challenge children age 14+
- Active play zone – active play for 11-16 year olds
- Water and sand zone – ages 4-11, wheelchair accessible
- Social play zone – multi-generational social team games
- Explorative play zone – young children, natural materials

People will benefit from an improved sense of wellbeing that can be brought about by green open space. The proposed planting scheme will focus on native planting to increase biodiversity. Whilst it has been necessary to remove trees to clear the site in readiness for the development, trees have been translocated where possible, timber has been stored for reuse by community projects, and lots more new trees are being planted to replace those lost.

Seating areas will feature throughout the park, these will be a mixture of benches and reclaimed log seating.

Planting will be used to screen areas, create privacy for adjacent properties and act as a secondary barrier to veer people away from the edges of the park which will have a 14000mm high balustrade system around the perimeter.

The park will incorporate three viewing holes giving people a view down inside the car park, also acting as a source of natural light to the car park below.

Plans for the park also include the creation of a new kiosk/commercial unit sitting between the park and the new arena serving food and beverages. It will have a large outdoor covered area with tables and chairs so people can enjoy the facility whilst watching their children play in the park.

- Kiosk A – 44m2
- Kiosk B – 50m2
- Kiosk C – 32m2
- Kiosk D – 32m2
- Kiosk E – 52m2
- Unit F – 267m2
- Total – 478m2

Adjacent to the commercial unit, accessible public WC facilities will be built. (Changing places and gender neutral facilities will be provided in the nearby arena).

Bilingual signage in the park will be in Welsh and English. As part of the wayfinding strategy through the park an information point will be located on the eastern end near the arena and various play and ecology interpretation points will be located throughout the park. A connection will also be made to Swansea’s Dillys Dragon trail to strengthen the connection from the park to the city centre.

The primary route through the park will also act as a means of access for emergency vehicles to the new arena adjacent. As such, drop bollards will be necessary on the western entry point into the park to prevent any other vehicles gaining entry into the park. The drop bollards will only be opened in an emergency.

**Q2(a) WHAT DOES Q1a RELATE TO?**

Direct front line  
service delivery

(H)

Indirect front line  
service delivery

(M)

Indirect back room  
service delivery

(L)

**(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?**

Because they  
need to

(H)

Because they  
want to

(M)

Because it is  
automatically provided to  
everyone in Swansea

(M)

On an internal  
basis  
i.e. Staff

(L)

**Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...**

High Impact

Medium Impact

Low Impact

Don't know

	(H)	(M)	(L)	(H)
Children/young people (0-18) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+) →	<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"/>
Gender reassignment →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q4 HAVE YOU / WILL YOU UNDERTAKE ANY PUBLIC CONSULTATION AND ENGAGEMENT RELATING TO THE INITIATIVE?**

YES        NO (If NO, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

**If yes, please provide details below**

Swansea Central development has been the subject of several public consultation events which outlined the development proposals to build a mixed use scheme which incorporates the coastal park. Public consultation events have taken place at appropriate stages in the design process to obtain public opinion which has been fed back into the design.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility

(H)

Medium visibility

(M)

Low visibility

(L)

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk

(H)

Medium risk

(M)

Low risk

(L)

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

**Yes**       **No**      **If yes, please provide details below**

Finance, Legal, Corporate Property, Events, Parks

**Q7 HOW DID YOU SCORE?**

*Please tick the relevant box*

**MOSTLY H and/or M** → **HIGH PRIORITY** →  **EIA to be completed**

**Please go to Section 2**

**MOSTLY L** → **LOW PRIORITY /** →  **Do not complete EIA**

**NOT RELEVANT**

**Please go to Q8 followed by Section 2**

**Q8 If you determine that this initiative is not relevant for a full EIA report, you must provide adequate explanation below. In relation to the Council’s commitment to the UNCRC, your explanation must demonstrate that the initiative is designed / planned in the best interests of children (0-18 years). For Welsh language, we must maximise positive and minimise adverse effects on the language and its use. Your explanation must also show this where appropriate.**

The EIA screening demonstrates that there are minimal equality implications in relation to the design and development of the coastal parkland element of the Swansea Central scheme.

The parkland will be accessible for all and provide a new green space in the city centre for all residents of Swansea to enjoy. A new car park directly underneath, cycle racks, and direct shared pedestrian and cycle routes over the new bridge and into the city centre towards other transport hubs will make the park accessible via all modes of transport.

The interests of young people have been taken account at the public consultation events, via school newsletter and through Big Conversation Events.

At the public consultation event, a board designed for young people asked them to put a post it note on the play options they would most like to see in the new park. Sensory trail path, table tennis & group game play,

natural play, and water play were the most popular options which have been fed back into the design process. Two people also commented that accessible play equipment should be provided and again this feedback has been fed back to the design team.

All schools were also set a task via the school newsletter which again asked them to vote for the play options they would most like to see in the new park. The options which received the most votes included water play, movement play, natural play, and boulder play. All results were gratefully received and have been fed back into the design process.

Opportunities will be provided to young people throughout the construction of with school visits, competitions, and time capsule initiatives being planned.

The park will be managed by the Council's Parks section and as with all parks in the authority, bilingual (Welsh & English) signage and information points will be used throughout the park and approach to.

## Section 2

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 – no electronic signatures or paper copies are needed.

Screening completed by:
Name: Dawn Jenkins
Job title: Regeneration Manager
Date:

Approval by Head of Service:
Name: Phil Holmes
Position: Head of Planning & City Regeneration
Date:

Please return the completed form to [acesstoservices@swansea.gov.uk](mailto:acesstoservices@swansea.gov.uk)

## 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
News letters	Buckingham/SC	Monthly	Stakeholders being kept informed	
Website	SC	Monthly	All other stakeholders being kept informed	
Press Releases	SC	As and when necessary	Stakeholders being kept informed	
Tactile Model of hoarding to be developed to aid the visually impaired (during construction)	SC	Before hoarding is erected	Visually impaired are in receipt of the models	
Competitions to be arranged through schools and visits	SC	Throughout project	Schools are included in the consultation process	



scheduled – i.e. Time Capsules				
Work experience opportunities may also exist for young local people during the construction period as social benefits are being sought through the contract.				

## E) CAR PARK DEVELOPMENT – SCREENING FORM

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact your directorate support officer or the Access to Services team (see guidance for details).

### Section 1

Which service area and directorate are you from?

Service Area: Planning & City Regeneration

Directorate: Place

### Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/

Policy/

Function

Procedure

Project

Strategy

Plan

Proposal







### (b) Please name and describe below

Swansea Central Phase 1 Car Parks Development

The Swansea Central Phase 1 is a mixed use scheme comprising Arena, 2 multi-storey car parks, Coastal Park, Bridge, Residential and Commercial units for which Cabinet authority to fund and deliver will be sought in August 2019. Subject to Cabinet approval, the Council will become the developer who will fund and enter into contract with a main building contractor to build the scheme.

Outline planning permission was granted for Swansea Central Phase 1 and due to change in the design of the north development block which comprises the Residential and Commercial elements of the scheme, a Non-material Amendment has been subsequently approved by Planning, with the Reserved Matters application being submitted shortly thereafter to cater for a start on site in September 2019 with completion targeted for 2021.

One multi-storey car park (MSCP) is being built on the south side of Oystermouth Road and another MSCP is being built on the north side of Oystermouth Road. A total of 939 car parking spaces will be created between the two car parks which will replace the existing LC and St Mary's surface level car parks and the existing St David's multi-storey car park and will serve the new development (arena, commercial, parkland etc) as well as meeting existing needs of city centre, LC, museum etc.

The car parks will be modern well lit and welcoming environments built to Parking Standards and also to strict new fire safety standards. 63 of the spaces will be allocated for disabled blue badge holders in line with guidance.

28 Electric charging points will be installed for drivers of electric vehicles including 4 specifically for disabled electric car drivers. The infrastructure has been futureproofed in this regard to cater for predicted future increase in electric car usage, thereby allowing us to increase the number of electric car charging points in the future if/when required.

The car parks will have accessible pedestrian entrances at key locations to allow convenient access to the Arena and City Centre. Each floor in the car park will be accessible via stairwell and lift. Disabled parking spaces will be located nearest the entrances/stairwell/lift for convenience. Within the car park, a dedicated pedestrian walkway painted on the floor will help pedestrian circulation between vehicle and entrance/exit points.

The car parks will be well lit and will utilise as much natural light as possible. The south side car park will benefit from natural light provided through 'holes/cut outs' in the roof which will form a feature in the parkland which will sit on the roof of the car park.

A security consultant has been engaged throughout the car park design process, and CCTV coverage will be provided within the car parks. Once built, an application will be made to apply for Park Mark Safer Parking Award Standard to give customers added reassurance regarding safety.

Modern car parking equipment will be installed to make it convenient for users to pay via a variety of payment methods including cash, card or mobile phone.

Motorcycle and bicycle parking facilities will also be provided for within the car parks meaning that people can park regardless of mode of transport.

Bilingual road signage will direct road users to the car park entrances off of Oystermouth Road. For convenience and to help avoid congestion, information boards on the Highway will show available spaces within the car parks. All road markings and signage within the car park will also be displayed in Welsh and English.

**Q2(a) WHAT DOES Q1a RELATE TO?**

Direct front line  
service delivery

(H)

Indirect front line  
service delivery

(M)

Indirect back room  
service delivery

(L)

**(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?**

Because they  
need to

(H)

Because they  
want to

(M)

Because it is  
automatically provided to  
everyone in Swansea

(M)

On an internal  
basis  
i.e. Staff

(L)

**Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...**

	High Impact	Medium Impact	Low Impact	Don't know
	(H)	(M)	(L)	(H)
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+)	<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"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Q4 HAVE YOU / WILL YOU UNDERTAKE ANY PUBLIC CONSULTATION AND ENGAGEMENT RELATING TO THE INITIATIVE?**

YES        NO (If NO, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

**If yes, please provide details below**

Swansea Central development has been the subject of several public consultation events which outlined the development proposals to build a mixed use scheme containing multi-storey car parks . Public consultation events have taken place at appropriate stages in the design process to obtain public opinion which has been fed back into the design.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility	Medium visibility	Low visibility
<input checked="" type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

(b) **WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk	Medium risk	Low risk
<input type="checkbox"/> (H)	<input checked="" type="checkbox"/> (M)	<input type="checkbox"/> (L)

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

Yes       No      **If yes, please provide details below**

Finance, Legal, Highways, Car Parks

**Q7 HOW DID YOU SCORE?**

*Please tick the relevant box*

MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed

**Please go to Section 2**

MOSTLY L → LOW PRIORITY / →  Do not complete EIA

**NOT RELEVANT**

**Please go to Q8 followed by Section 2**

**Q8 If you determine that this initiative is not relevant for a full EIA report, you must provide adequate explanation below. In relation to the Council's commitment to the UNCRC, your explanation must demonstrate that the initiative is designed / planned in the best interests of children (0-18 years). For Welsh language, we must maximise positive and minimise adverse effects on the language and its use. Your explanation must also show this where appropriate.**

The EIA screening demonstrates that there are minimal equality implications in relation to the design and development of the two new car park elements of the Swansea Central scheme.

The car parks will be modern well lit, accessible and safe environments to park whilst visiting the existing and new city centre facilities. All floors of the car parks will be accessible to pedestrians via lifts or stairwells.

The interests of young people have been taken account at the public consultation events. Whilst car parking does not directly relate to children's needs, the provision of car parks is essential to meet the needs of young people as they may rely on parent/guardian who will utilise the car parks to take young people to the

new facilities being built alongside the car parks. The design of the car parks complies with Car Parking standards and as such will provide dedicated child & parent parking spaces.

Opportunities will be provided to young people throughout the construction of with school visits, competitions, and time capsule initiatives being planned. Work experience opportunities may also exist for young local people during the construction period as social benefits are being sought through the contract.

The car parks will be maintained and operated by the Council's car parking section and as with all Council car parks, bilingual (Welsh & English) signage will be used throughout the car park and approach to.

## Section 2

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 – no electronic signatures or paper copies are needed.

Screening completed by:
Name: Dawn Jenkins
Job title: Regeneration Manager
Date:

Approval by Head of Service:
Name: Phil Holmes
Position: Head of Planning & City Regeneration
Date:

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

## 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
News letters	Buckingham/SC	Monthly	Stakeholders being kept informed	
Website	SC	Monthly	All other stakeholders being kept informed	
Press Releases	SC	As and when necessary	Stakeholders being kept informed	
Tactile Model of hoarding to be developed to aid the visually impaired (during construction)	SC	Before hoarding is erected	Visually impaired are in receipt of the models	
Competitions to be arranged through schools and visits scheduled – i.e. Time Capsules	SC	Throughout project	Schools are included in the consultation process	

<p>Once built, an application will be made to apply for Park Mark Safer Parking Award Standard to give customers added reassurance regarding safety.</p>				
<p>Work experience opportunities may also exist for young local people during the construction period as social benefits are being sought through the contract.</p>				

# G. BRIDGE SCREENING FORM

<b>Section 1</b>
Which service area and directorate are you from?
Service Area: Planning & City Regeneration
Directorate: Place

## Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## (b) Please name and describe below

Swansea Central Phase 1 Bridge Development

The Swansea Central Phase 1 is a mixed use scheme comprising Arena, 2 multi-storey car parks, Coastal Park, Bridge, Residential and Commercial units for which Cabinet authority to fund and deliver will be sought in August 2019. Subject to Cabinet approval, the Council will become the developer who will fund and enter into contract with a main building contractor to build the scheme.

Outline planning permission was granted for Swansea Central Phase 1 and due to change in the design of the north development block which comprises the Residential and Commercial elements of the scheme, a Non-material Amendment has been subsequently approved by Planning, with the Reserved Matters application being submitted shortly thereafter to cater for a start on site in September 2019 with completion targeted for 2021.

A new bridge will connect the development on the south side of Oystermouth Road to the development on the North side and existing city centre. The bridge will be in approximately the same location as the existing pedestrian bridge that traverses Oystermouth Road but will be significantly different in design.

The new bridge will be ramped (gradient compliant with the Equality Act 2010) on the north side down into the existing city centre where the current St David's shopping centre is located. On the south side, the bridge will effectively land on the public realm square at the front of Arena's main entrance which is at podium level, adjacent to the new parkland.

The bridge will be a steel structure 12m wide in width and will be partially covered to help protect users from the elements at its central point over Oystermouth Road.

The bridge will be exclusively for the use of pedestrians and cyclist as a shared path, as a means of crossing Oystermouth Road and connecting the city centre to the new Arena and parkland.

The bridge will connect into the existing cycle network in a westerly direction through the new parkland and onto Oystermouth, and in a northerly direction up into the city centre, onto St Mary's and Princess Way.

Detailed designs of the bridge are currently being prepared which will include suitable lighting, resting points on the ramped approach, and wayfinding markers.

## Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input type="checkbox"/> (H)	<input checked="" type="checkbox"/> (M)	<input type="checkbox"/> (L)

## (b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

Because they	Because they	Because it is	On an internal
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need to  (H)      want to  (M)      automatically provided to everyone in Swansea  (M)      basis i.e. Staff  (L)

**Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...**

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+) →	<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"/>
Gender reassignment →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers) →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q4 HAVE YOU / WILL YOU UNDERTAKE ANY PUBLIC CONSULTATION AND ENGAGEMENT RELATING TO THE INITIATIVE?**

YES        NO (If NO, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

**If yes, please provide details below**

Swansea Central development has been the subject of several public consultation events which outlined the development proposals to build a mixed use scheme which incorporates the new bridge. Public consultation events have taken place at appropriate stages in the design process to obtain public opinion which has been fed back into the design with the concept of creating resting points on the ramped access onto the bridge being one such suggestion which will feature in the design.

During the public consultation carried out for the original outline planning application, it was intended that the bridge would be for pedestrian use only and cyclists would need to dismount. In order to comply with the Active Travel Plan Wales Act 2013, it was subsequently felt that cyclists should also be allowed to use the bridge without dismounting. Therefore a Non-Material Amendment (NMA) to the original planning permission was submitted. Prior to submission, a letter was sent to all access groups that were originally consulted and invited/attended the public consultation, to advise of the proposed amendments to means of access over the bridge and through the new parkland, to allow cyclists as well as pedestrians.

This NMA application was approved by Planning on 11<sup>th</sup> June 2019.

Two responses were received to the letter that was issued to the access groups, and a meeting was held on 18<sup>th</sup> June with a representative from RNIB to discuss concerns raised over the amendments. At the meeting, a 3D tactile model of Swansea was used to illustrate the location of the proposed new bridge within the development. The design team are currently working on the detailed designs for the bridge and have been tasked with ensuring safety and accessibility of all users including visually impaired. We have therefore agreed to maintain close dialog with the RNIB representative (and other access groups via RNIB) during the detailed design of the bridge so that a suitably accessible and acceptable final design is reached. The use of a more detailed 3D tactile

model of the bridge design will be developed if required to help illustrate the design to visually impaired at the next meeting.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility <input checked="" type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility <input type="checkbox"/> (L)
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**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk <input type="checkbox"/> (H)	Medium risk <input checked="" type="checkbox"/> (M)	Low risk <input type="checkbox"/> (L)
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**Q6 Will this initiative have an impact (however minor) on any other Council service?**

Yes       No      **If yes, please provide details below**  
 Finance, Legal, Highways

**Q7 HOW DID YOU SCORE?  
Please tick the relevant box**

**MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed  
Please go to Section 2**

**MOSTLY L → LOW PRIORITY / NOT RELEVANT →  Do not complete EIA  
Please go to Q8 followed by Section 2**

**Q8 If you determine that this initiative is not relevant for a full EIA report, you must provide adequate explanation below. In relation to the Council's commitment to the UNCRC, your explanation must demonstrate that the initiative is designed / planned in the best interests of children (0-18 years). For Welsh language, we must maximise positive and minimise adverse effects on the language and its use. Your explanation must also show this where appropriate.**

The EIA screening demonstrates that there are some equality implications in relation to the design and development of the new bridge as part of the Swansea Central scheme.

As stated above there will be ongoing communication with local access groups during the detailed design of the bridge so that a suitably accessible and acceptable final design is reached.

The bridge will be accessible to pedestrians and cyclists and will provide a safe crossing over Oystermouth Road. The bridge will provide direct connection between the existing city centre and new development on the north of Oystermouth road to the new development on the South side including the arena, parkland and car park.

The bridge will connect into existing cycle routes to help create interconnected communities with sustainable means of transport.

The interests of young people have been taken account at the public consultation events, via school newsletter and through Big Conversation Events.

Whilst children have provided comments and suggestions on other elements of the Swansea Central development, and the bridge is a purely a means of connecting the elements of the development, we haven't received any comments or suggestions in relation to the bridge itself from children.

Opportunities will be provided to young people throughout the construction of with school visits, competitions. Work experience opportunities may also exist for young local people during the construction period as social benefits are being sought through the contract.

The bridge will be adopted as Council highway once built and will therefore be maintained by the Council's highways section.

Any signage or wayfinding on the bridge or the ramped approach will be bilingual (Welsh & English).

## Section 2

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 – no electronic signatures or paper copies are needed.

<b>Screening completed by:</b>
Name: Dawn Jenkins
Job title: Regeneration Manager
Date:
<b>Approval by Head of Service:</b>
Name: Phil Holmes
Position: Head of Planning & City Regeneration
Date:

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

## 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
News letters	Buckingham/SC	Monthly	Stakeholders being kept informed	
Website	SC	Monthly	All other stakeholders being kept informed	
Press Releases	SC	As and when necessary	Stakeholders being kept informed	
RNIB Updates	SC	Once stage 4 detailed plans are available	Meeting held	
Tactile Model of hoarding to be developed to aid the visually impaired (during construction)	SC	Before hoarding is erected	Visually impaired are in receipt of the models	
Competitions to be arranged through schools and visits scheduled – i.e. Time Capsules	SC	Throughout project	Schools are included in the consultation process	

Work experience opportunities may also exist for young local people during the construction period as social benefits are being sought through the contract.				
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## K) RESIDENTIAL AND COMMERCIAL DEVELOPMENT – SCREENING FORM

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact your directorate support officer or the Access to Services team (see guidance for details).

### Section 1

Which service area and directorate are you from?

Service Area: Planning & City Regeneration

Directorate: Place

### Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/  
Function

Policy/  
Procedure

Project

Strategy

Plan

Proposal

### (b) Please name and describe below

Swansea Central Phase 1 Residential/Commercial Development

The Swansea Central Phase 1 is a mixed use scheme comprising Arena, 2 multi-storey car parks, Coastal Park, Bridge, Residential and Commercial units for which Cabinet authority to fund and deliver will be sought in August 2019. Subject to Cabinet approval, the Council will become the developer who will fund and enter into contract with a main building contractor to build the scheme.

Outline planning permission was granted for Swansea Central Phase 1 and due to change in the design of the north development block which comprises the Residential and Commercial elements of the scheme, a Non-material Amendment has been subsequently approved by Planning, with the Reserved Matters application being submitted shortly thereafter to cater for a start on site in September 2019 with completion targeted for 2021.

The residential and commercial elements of the scheme are to be incorporated into a new building being built on the north side of Oystermouth road, adjacent to one of the new multi-storey car parks.

The residential element consists of 13 no. 1 and 20 no. 2 bed units. The 33 units will be built above and below the commercial units which will have a frontage onto the new ramp running from the city centre to the new bridge crossing Oystermouth Road.

Following a procurement exercise, we now have an agreement with a local registered social landlord who will lease the residential property on completion from the Council on a long 125 year lease for a premium payment. A turnkey operation means that the units will be fitted out (excluding fitted kitchen appliances) before the lease is granted to the housing association who will let the individual units to tenants who require affordable homes to live in.

The residential units will not only need to satisfy current building regulations but have also been designed to be Design Quality Requirements (DQR) compliant. This Welsh Government legislation sets out minimum functional standards for Welsh Housing to ensure well designed, good quality homes are provided for to safeguard tenants best interests. The DQR compliance will ensure the residential units are designed and built to be:

- flexible and adaptable to meet the changing needs of tenants, have shower and bath facilities, and meet Lifetime Homes(LHS) and Housing Sight standards (RNIB);
- safe environments with minimal hazards;
- secure, and comply with Secure by Design Standards;
- of sufficient size and have convenient layout

The commercial space being built includes a number of units of varying sizes. The commercial units will be retained by the Council and let out individually to business tenants. The units will have an accessible

active frontage onto the new ramp running from the city centre to the new bridge crossing Oystermouth Road. The units will be built to shell finish allowing individual tenant fit out.

**Q2(a) WHAT DOES Q1a RELATE TO?**

Direct front line service delivery

Indirect front line service delivery

Indirect back room service delivery

(H)

(M)

(L)

**(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?**

Because they need to

Because they want to

Because it is automatically provided to everyone in Swansea

On an internal basis i.e. Staff

(H)

(M)

(M)

(L)

**Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...**

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+)	<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"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input checked="" 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"/>
Community cohesion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q4 HAVE YOU / WILL YOU UNDERTAKE ANY PUBLIC CONSULTATION AND ENGAGEMENT RELATING TO THE INITIATIVE?**

YES        NO (If NO, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

**If yes, please provide details below**

Swansea Central development has been the subject of several public consultation events which outlined the development proposals to build a mixed use scheme containing residential and commercial units. Public consultation events have taken place at appropriate stages in the design process to obtain public opinion which has been fed back into the design.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility  
 (H)

Medium visibility  
 (M)

Low visibility  
 (L)

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk  
 (H)

Medium risk  
 (M)

Low risk  
 (L)

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

Yes     No    **If yes, please provide details below**  
Finance, Legal, Corporate Property, Housing

**Q7 HOW DID YOU SCORE?**  
*Please tick the relevant box*

**MOSTLY H and/or M** → **HIGH PRIORITY** →  **EIA to be completed**  
**Please go to Section 2**

**MOSTLY L** → **LOW PRIORITY / NOT RELEVANT** →  **Do not complete EIA**  
**Please go to Q8 followed by Section 2**

**Q8** If you determine that this initiative is not relevant for a full EIA report, you must provide adequate explanation below. In relation to the Council's commitment to the UNCRC, your explanation must demonstrate that the initiative is designed / planned in the best interests of children (0-18 years). For Welsh language, we must maximise positive and minimise adverse effects on the language and its use. Your explanation must also show this where appropriate.

The EIA screening demonstrates that there are minimal equality implications in relation to the design and development of the residential and commercial elements of the Swansea Central scheme.

The residential units will be modern fit for purpose affordable housing and are being built to be DQR compliant. The main entrance to the residential apartments will be from the ramp with all floors being accessible via lift or stairs.

The commercial units will sit on the third floor of the residential building and will wrap around underneath the new car park. The units will also be accessible from the ramp leading to the new bridge also being built as part of the development (subject to a separate EIA). The Council will retain the commercial units and lease to commercial operators and local businesses to create employment opportunities for local people.

The interests of young people have been taken account at the public consultation events, through school newsletter engagement, and via Big Conversation events. The housing being provided will be modern living accommodation to meet young family's needs and there will be employment and work experience opportunities for young local people during the construction of and the operation of the commercial premises thereafter. Opportunities will also be provided to young people throughout the construction of with school visits, competitions, and time capsule initiatives being planned.

**Section 2**

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 – no electronic signatures or paper copies are needed.

Screening completed by:
Name: Dawn Jenkins
Job title: Regeneration Manager
Date:
Approval by Head of Service:

Name: Phil Holmes
Position: Head of Planning & City Regeneration
Date:

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

## EIA Action Plan:

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Website	SC	Monthly	All other stakeholders being kept informed	
Press Releases	SC	As and when necessary	Stakeholders being kept informed	
Tactile Model of hoarding to be developed to aid the visually impaired (during construction)	SC	Before hoarding is erected	Visually impaired are in receipt of the models	
Competitions to be arranged through schools and visits scheduled – i.e. Time Capsules	SC	Throughout project	Schools are included in the consultation process	



## Appendix 5 - Revenue In year Action

### 1. Key Financial Background

- £28.5m of headroom has been created to fully cover the first 6 years of repayments via the capital equalisation reserve and MRP reprofiling. By year 7 further income generation will be online (including phase 2) which will assist capital repayment
- 
- By April 2020 the authority will have repaid £120m of existing debt
- The £79m required to fund the councils contribution to the project is over £40m less than the amount repaid since 2012.
- It will create new revenue streams for the council, which subject to further decisions will assist and may cover the councils repayment requirements
- The cost of unsupported borrowing is now a 1/3rd less than in 2004.
- The identified level of unsupported borrowing in 2012 would be £93m if adjusted for inflation.

### 1. Directorate Budget Savings.

#### Place £nil shortfall

In year action will be taken to permanently address the budget and a continued forecast nil outturn is forecast. This is in line with previous year's performance.

#### Education £2m base shortfall

Many of the pay, price and demand pressures identified in the second quarter budget monitoring report are a continuation of the overspend position from 2018/19. Ongoing robust management action will continue. This will seek to mitigate pressures and continue to bring forward additional savings where possible.

The scale of external demand and cost pressures facing education services is such that no continuing robust management action will be able to bring the net spending across the directorate into balance within the 2019-20 financial year. By far the most significant area of education spending is the delegated schools budget and whilst this cannot be reduced in year it would be possible to effectively 'top slice' the budget in 2020-21, as a one off base adjustment, to effectively recover any net overspend by the year end on the 1st April 2020. Any such retrospective 'top slicing' would be in addition to any cash or real terms reductions in funding for schools approved as part of the Council budget for 2020-21. The LEA central budgets will also be subjected to a further review to maximise the contribution the authority can make to redressing the balance and thus reduce any potential impact on schools delegated budgets.

### **Social Services one off shortfall £1m rising to £4m after one off grants**

At the halfway point of the financial year, the forecast outturn is for a c £1.0m overspend on gross expenditure of c. £175m. This is a significantly improved half year position compared with recent financial years.

The £1.0m is predominantly made up of a £975k shortfall on likely achievement of savings.

In order to address the £1m gap, an in year review of gross expenditure across the Directorate compared to last financial year is being undertaken. For any increases above 2% wage inflation, remedial action will be taken to bring increased spend back below 2% by year end.

In addition to the above, a vacancy freeze will be implemented across the Directorate for any posts which do not give rise to either a safeguarding or business continuity risk.

Finally WG have announced a further tranche of regional grants to address Winter pressures and the local authority will seek to draw down further funding to accelerate transformational activity this financial year.

In light of the above, there is a good deal of confidence that the Social Services & Poverty and Prevention Directorate will achieve a balanced budget by year end (if not a small underspend).

However there remains concern that at least £4million of grant income will cease in the new financial year creating an additional financial burden for which alternative income or further compensatory savings have not yet been agreed.

### **Resources in year balanced one off but base shortfall of £1.4m**

Corporate Services underwent significant change in 2017/18 which followed into 2018/19, in order to realise savings and rebalance the budget.

The Directorate has proactively and strictly managed any overspending in Quarter 1, and as a base budget has performed well. The legacy savings from the previous years have affected the budget and for Quarter 2 these have been offset by underspends on service areas mainly as a result staff savings through managing vacant posts and from a one off income item in relation to the Liberty Stadium court case and CTRS underspend which is dependent on caseloads. This has resulted in an overall variance of £-65k.

Detailed plans and proposals are in place for all of the savings variances above by 31<sup>st</sup> March 2020.

Action Plans for Resources include:

- Releasing of vacancies in each service
- Ensuring all legacy savings are achieved, which were previously allocated to services
- Service budget reviews to release additional savings, reviewing the risk across the Council including impact on other Directorates.
- A range of other measures are being considered as part of in year and annual budget savings considerations, these include.
  - Review of the CTRS which is a demand-led service
  - Reductions in corporate services.
- Bringing forward savings as a result of digital wherever possible
- Reducing and stopping fees and subsidies wherever possible.

## **2. Future Stress Tested Scenarios**

In extremis, if for any reason schemes could not progress and all spend to date, plus now sought, was deemed ultimately abortive capital costs to be written off to revenue, it would exceed the totality of General Fund Reserves and clearly breach the Council's fiduciary duty. That is one of several reasons why the capital equalisation reserve was established by Council on top – predominantly to smooth future costs of the whole scheme when it fully progresses – but also to provide “insurance” in the worst case scenario. It is intended that the capital equalisation reserve is actually used to offset some of the future costs as shown in the capital financing table above, even further.

The Section 151 officer is required under the Constitution to determine a source of funding for the scheme as it is not in the existing capital programme. This is unsupported capital borrowing present with some future offset from City Deal Grant, capital receipts and some limited future net revenue operating income streams. The total amount envisaged spent over the next two years is substantial. The level of ongoing risk and magnitude of the decision is therefore very substantial and must be fully borne in mind when taking any decision to proceed.

Any capital spending within the envisaged affordability envelope in the medium term is predicated on creating the necessary headroom to increase overall capital financing costs by 50% and making all current and planned future revenue savings to achieve that headroom. Deviation from that plan will limit the ability to finance the future capital ambition. There is already substantial current deviation from the revenue planning assumptions in the current year of around £3m per annum. This position also masks a number of one off actions and one off grant which when they fall out will increase the underlying gap to nearer £7m. Cabinet has previously resolved in August 2019 to task all Directors with bringing forward credible plans to balance. Those are still to be fully developed but some progress is being made.

The current planning assumption is that in agreeing these step phases all necessary action will be taken at officer and member and Cabinet level to assure and ensure no material deviation from revenue savings plans in the current and all future years to enable capital to proceed in stepwise fashion as

requested. A Welsh Audit office letter is attached as appendix 7. The contents of which need to be considered as part of decision making.

Whilst neither the Section 151 officer or Cabinet may bind or fetter future decision of Council, the decision to proceed “locks in” yet more spend that must be ultimately financed. Given the outlook for public finances over the longer term, where real term cuts for local government potentially remain the order of the day, failure to fully offset that locked in spend with other savings would itself increase the likelihood of the Section 151 officer forming an opinion that future resources could fall short of future expenditure.

### **3. Future Disposal Option**

It might be appropriate at a future point in time, once Council have completed their market intervention and place shaped and led the city’s regeneration to take a step back and consider onward disposal of the asset to free up future revenue spending power (by reducing net debt) or provide a source of capital receipts for future wave of capital spending. This would likely only realistically be after the cessation of the initial 15 year city deal period to ensure compliance with the deal, and could otherwise be subject to any grant clawback provisions applying at the time. Any such future beneficial capital receipts have not been factored into the evaluation of costs in this report. Equally foregone future revenue income from amongst others potentially increased car park income has not been factored in to any potential disposal. Potential future disposal consideration will need to weigh the immediacy of a capital receipt with lost future income at that time.

**FINANCIAL IMPLICATIONS : SUMMARY**

**Portfolio: PLACE**

**Service : City Regeneration & Planning**

**Scheme : Swansea Central phase 1 - Full scheme indicative capital cost**

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	Actual spend to 31st March 2018 2015/16 to 2017/18 £'000	Actual 2018/19 £'000	Approved 2019/20 £'000	Indicative 2020/21 £'000	Indicative 2021/22 £'000	Indicative 2022-33 £'000	Ongoing cost 2022-33 £'000	TOTAL £'000	Notes
<b>1. CAPITAL COSTS</b>									
RIBA Stages 1-4 (inc. enabling) RIBA Stage 5: Build City Centre CCTV Capitalised staff <b>EXPENDITURE</b>	4,212	5,131	8,857 5,511	25,000	40,853 1,000 336	43,531		18,200 114,895 1,000 742	1 2
	<b>4,212</b>	<b>5,201</b>	<b>14,704</b>	<b>25,000</b>	<b>42,189</b>	<b>43,531</b>	<b>0</b>	<b>134,837</b>	
<b>Financing</b>									
WG Loan CCS Regen Reserve C06325 City Deal Capital receipts from residential disposals CCS USB <b>FINANCING</b>	4,212	1,988 1,256		3,047	1,523	1,523 4,900	16,756	6,200 1,256 22,849 4,900 99,632 0	3
	<b>4,212</b>	<b>5,201</b>	<b>14,704</b>	<b>25,000</b>	<b>42,189</b>	<b>43,531</b>	<b>0</b>	<b>134,837</b>	

<b>2. REVENUE COSTS</b>	£'000	£'000	£'000	£'000	£'000	£'000	FULL YEAR £'000	
City Deal annual contribution	100	50	50		50		250	
Officer revenue costs not capitalised	450						450	
<b>EXPENDITURE</b>	<b>550</b>	<b>50</b>	<b>50</b>		<b>50</b>	<b>0</b>	<b>700</b>	
<b>Financed by:</b>								
Contingency fund	550	50					600	
Addition to revenue budget			50		50		100	
<b>Total</b>	<b>550</b>	<b>50</b>	<b>50</b>		<b>50</b>	<b>0</b>	<b>700</b>	

**Notes**

- 1 Estimated cumulative budget to Nov'19, to complete RIBA Stage 4.
- 2 £5.5m balance of existing £24m approved budget. Additional £25m required in 19/20 to commence build
- 3 Repayment of £16.7m USB on receipt of City Deal grant over remaining 11 years

Swansea Central Phase 1 - Indicative cash flow statement

Scheme cost	<u>£m</u> <u>135</u>		Repayment
<i>Financed by:</i>			
WG Loan	6	20 years interest free	£0.3m per annum
CCS Match funding	1		
USB	123		
Capital Receipts	<u>5</u>		
Total	<u>135</u>		

City Deal	23												
Years	15												
Per annum	1.5												
Phasing of borrowing													
USB (£)	<table border="1" style="width: 100%; text-align: center;"> <tr> <th>18-19</th> <th>19-20</th> <th>20-21</th> <th>21/22</th> <th>22-33</th> <th>Total</th> </tr> <tr> <td>2</td> <td>40</td> <td>42</td> <td>39</td> <td>-</td> <td>123</td> </tr> </table>	18-19	19-20	20-21	21/22	22-33	Total	2	40	42	39	-	123
18-19	19-20	20-21	21/22	22-33	Total								
2	40	42	39	-	123								

Potential Future Pool borrowing to consider

	£m		
Current	458	4.22%	19.3276
New	123	3.17%	3.8991
	<u>581</u>	<u>4.0%</u>	<u>23.2267</u>
New MRP rate	2.50%		

	Phasing MRP (rate set at 2.5%)							
	£m							
MRP	18-19	19-20	20-21	21-22	22-23	23-24	24-25	
MRP	2	0.00	0.05	0.05	0.05	0.05	0.05	0.05
MRP	40	0.00	0.00	1.00	1.00	1.00	1.00	1.00
MRP	42	0.00	0.00	0.00	1.05	1.05	1.05	1.05
MRP	39					0.98	0.98	0.98
MRP	123	0.00	0.05	1.05	2.10	3.08	3.08	3.08

Int half year, in year borrowing

	£m							
Int	2	0.04	0.08	0.08	0.08	0.08	0.08	0.08
Int	40		0.84	1.69	1.69	1.69	1.69	1.69
Int	42			0.89	1.77	1.77	1.77	1.77
Int	39				0.82	1.65	1.65	1.65

Interest	123	0.04	0.93	2.65	4.37	5.19	5.19	5.19
----------	-----	------	------	------	------	------	------	------

Total	0.04	0.98	3.70	6.47	8.27	8.27	8.27
City Deal	0.00	-3.00	-1.50	-1.50	-1.50	-1.50	-1.50
Loan Repay	0.00	0.00	0.00	0.00	0.30	0.30	0.30
Local subsidy	0.04	-2.02	2.20	4.97	7.07	7.07	7.07

	19-20	20-21	21-22	22-23	23-24 onwards
	£m	£m	£m	£m	£m
Total financing	0.98	3.70	6.47	8.27	8.27
City Deal Grant	-3	-1.5	-1.5	-1.5	-1.5
Loan Repayment	0	0	0	0.3	0.3
Local subsidy	-2.02	2.20	4.97	7.07	7.07
Capital equalisation reserve		0	-1	-2.5	0
Net cost		2.20	3.97	4.57	7.07
Budget/MTFP		2	4	5	7

### Estimated balance on capital equalisation reserve

	£M
Capital equalisation reserve balance end 18-19	15
Used to help set 19-20 budget	-3.5
Used as above to smooth costs for this scheme	-3.5
Allocated for Oracle ERP Cabinet September	-3.6
Added to reserve by Council 24 October	2.6
Allocate to City Centre JV due Cabinet November	-0.9
Still available to fund future capital or revenue	6.1



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**Reference:** 191022HDR  
**Date issued:** 22 October 2019

Dear Phil

## City and County of Swansea Council

### Financial Sustainability Review

As you will be aware, the Wales Audit Office is currently undertaking a review of financial sustainability across all Welsh Councils. I would like to thank you and your team for providing your self-assessment submission in line with the requested deadlines.

We will be undertaking the detailed work on this review over the next few weeks and as part of that process we look forward to meeting with both yourself and the Council Leader to discuss your current financial position and future strategy.

We have undertaken an initial review of your self-assessment and key documentation and consider it appropriate to bring to your attention some of our early concerns, particularly in view of some significant capital investment decisions the Council may be considering in the coming weeks.

As you will know our 2018 annual audit letter included the following conclusion:

“I am satisfied that the Council and the Group have appropriate arrangements in place to secure economy, efficiency and effectiveness in their use of resources, but the Council continues to face significant financial challenges”

We reached this conclusion for the following reasons:



- For the last three years the Council had not been able to maintain its cost of services within annual budgets and as a result had utilised reserves to fund these overspends;
- The Council had continued to have difficulty in delivering its planned levels of efficiency savings in a number of service areas;
- The Medium-Term Financial Strategy (MTFS) had identified the need to find further significant levels of efficiency savings to deliver balanced budgets; and
- The Council was planning to undertake a significant capital investment programme including the 21st Century Schools programme and major capital schemes flowing from the Swansea Bay City Deal including the digital village (£30 million) and the Swansea Arena and Swansea City Centre development (£130 million). Significant unsupported funding would be required to finance these developments.

Since we reported this conclusion, we have continued to monitor the Council's financial position. We have also been working with officers to derive assurance that the 'Sustainable Swansea – Fit for the Future' programme can deliver the financial savings and income generation targets set out in the Council's 2019-20 budget at the pace and scale required. Whilst this work is ongoing, to date, officers have been unable to provide us with the level of assurance needed. The quarter 1 monitoring return for 2019-20 projects a year-end overspend of £4m and shows that services are not delivering their planned efficiency savings and will need to develop alternative savings proposals. Your financial sustainability self-assessment describes an intended freeze on service expenditure budgets for the next 4 years, and this will require each service to identify further significant efficiency savings to cover all inflationary pressures. In addition, the MTFS shows a cumulative budget deficit by 2022-23 of £63million.

We understand that you will soon be considering whether to proceed on the Swansea Central Phase 1 project. This will involve taking out significant additional unsupported borrowing with capital financing costs that will worsen the budget deficit going forward by up to £9million p.a., according to the November 2018 report to Cabinet.

Given the current financial position, increasing future pressures, previous difficulties experienced in 'closing the gap', and impending decisions that may significantly heighten the Council's financial risk, I feel it more timely to convey my concern now, in advance of us reporting our financial sustainability review. You will of course be aware of the need for statutory officers to ensure the financial prudence of decision making, and no doubt be seeking the assurance that you require to address these financial challenges in a sustainable way.

We look forward to meeting you on 29 October to discuss these issues as we continue to seek the assurance we require on the financial sustainability of the Council.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Huw Rees', with a horizontal line extending to the right.

Huw Rees  
Engagement Director

# Agenda Item 10.



## Report of the Cabinet Member for Homes, Energy & Transformation

Cabinet - 21 November 2019

### Housing Commissioning Review Findings

<b>Purpose:</b>	This report seeks approval to implement the Housing commissioning review findings and to undertake formal tenant consultation regarding the future model of the District Housing Office service.
<b>Policy Framework:</b>	Sustainable Swansea – Fit for the Future
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:  <ol style="list-style-type: none"><li>1. The key findings of the review are approved for implementation.</li><li>2. The proposed change to the future model of the District Housing Office service is subject to a formal tenant consultation exercise and the results are reported back to Cabinet prior to implementation.</li></ol>
<b>Report Author:</b>	Lynda Grove
<b>Finance Officer:</b>	Aimee Dyer
<b>Legal Officer:</b>	Lyndsay Thomas
<b>Access to Services Officer:</b>	Rhian Millar

#### 1.0 Introduction

- 1.1 This report focuses on the findings of the Housing Commissioning review and seeks endorsement to implement the findings and approval to undertake a formal tenant consultation exercise on the proposed change to the future model of the District Housing Office service. Appendix A contains background information on the review process and data which underpins the findings such as service scope, cost, performance, customer, risks and external review feedback.
- 1.2 The aim of the Housing review has been to look at how the service can 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 acknowledges that much of the

structure of the service has been in place for a number of years and the way in which service users wish to communicate with organisations and businesses is changing whilst at the same time, demands on services continue to increase.

- 1.3 The review also looks 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 for service users. The long term sustainability of District Housing Offices has also been examined.

## **2.0 Service Background**

- 2.1 The service is based within the Place Directorate and provides a wide range of statutory and preventative functions across two divisions, i.e. Landlord Services and Strategic Housing.

- 2.2 Landlord Services provides a comprehensive housing management service to 13,525 Council properties. The service is primarily delivered through 9 District Housing Offices. It also provides housing advice, homelessness prevention and tenancy support via the Housing Options service. Strategic Housing provides a range of strategic/service planning and direct operational functions including a leasehold management function for 637 leaseholders. A detailed list of those services subject to review are attached at Appendix A, reference point 1.

- 2.3 The Housing service's overall purpose is to manage and invest in Council housing stock, support individuals and sustain communities. Good quality housing plays a significant role in helping meet the Council's vision for Swansea.

- 2.4 The service provides a diverse range of functions with some distinct characteristics as follows;
- The service is complex, high profile and one of the largest social housing providers in Wales.
  - It is funded differently to other Council services as the majority of housing services are funded by the Housing Revenue Account (HRA).
  - 89% of the total HRA expenditure is realised via rental income which can only be spent on Council housing.
  - The majority of the services are frontline, provide support, are provided at the homes of tenants and residents, are preventative in nature and have a direct impact on individuals and communities.
  - Getting things wrong could have an impact on the reputation of the Council and there could be serious consequences on individuals if services fail as our service users are often the most vulnerable in society.
  - Investment in housing has a big economic impact locally, for example, the service will have delivered £498m of improvements to achieve the Welsh Housing Quality Standard (WHQS) by December 2020. This will result in direct benefits to individuals in relation to safety, security, reduced heating costs and a positive impact on health. In addition improving existing Council housing and building new Council homes provides considerable benefits to the wider community in terms of employment, investment in the local

economy and help to supply more affordable housing to meet the known need.

- 2.5 To maintain a focus on sustainability and continuous improvement the service must adapt the way it responds to increasing demands and the significant challenge of Universal Credit. This is impacting on tenants and the amount of HRA income available to run services. In addition, there are a number of key challenges and pressures facing the service. These include an ageing population, new statutory homelessness duties, building new Council houses, ongoing investment and regeneration of estates, the impact of austerity and the implementation of new legislative requirements such as the Renting Homes (Wales) Act 2016.

### **3.0 Service Improvements**

- 3.1 The review has highlighted that the way service users access housing services is changing with more transactions being undertaken over the phone and online. In response, the service needs to significantly invest in new technology and introduce agile/mobile working for staff. This will have a positive impact on the way services run, how service users can access them and generate efficiencies by reducing reliance on paper based processes.
- 3.2 The key findings of the review are categorised under the headings of maximising income, improving service user access, improving operational systems and processes, service specific issues and the future model of the District Housing Office service.

It is recommended that the following key findings are implemented;

#### **a. Maximising income**

- Increase resources in the Rents team in order to offer early support to tenants and minimise the impact of arrears on tenants themselves and the HRA business plan.
- Explore the introduction of charges for some functions not currently charged for, subject to stakeholder consultation.
- Review the annual leasehold management charge.
- Review the capacity of the Furniture Store.
- Consider phasing out paying for TV licences for new Sheltered tenants and review the scheme for existing tenants, subject to tenant consultation.
- Develop a HRA Asset Management Plan.

#### **b. Improving service user access**

- Upgrade outdated telephony systems.
- Implement a digital solution to improve the way service users can make online transactions such as rent payments.

#### **c. Improving operational systems/processes**

##### **Back office systems**

- Implement the corporate electronic document management system.

### **Software solutions/new systems**

- Procure new software solutions for key business critical areas, i.e. Homelessness, leasehold service charges, asset management/WHQS, Renewal & Adaptation database and the Tenancy Support case management system.

### **d. Service specific improvements**

Some services/functions are facing more significant challenges and need to consider how they can address the issues and/or overhaul systems with IT improvements, etc, as follows;

#### **Housing application, assessment and waiting list**

- Modernise the housing application, assessment and waiting list process utilising new technology to improve the service user experience and facilitate access to Housing.

#### **Empty properties/Voids/lettings**

- Maintain the focus on minimising the time taken to let a property as it has a big impact on the availability of housing and on loss of income. Improvements will include extending early viewings while a property is in repair and continuing to promote Home Swapper to encourage tenants to swap their homes.

#### **Prospective tenants**

- Help prepare new tenants, particular vulnerable households to be 'tenancy ready'.

#### **Furnished tenancy scheme**

- Implement a computerised inventory system to replace the manual system of coding furniture.
- Consider the implementation of a points based choice system to examine how the scheme could be more financially viable to those not in receipt of benefit.
- Explore expansion of the scheme to other social landlords to increase income.
- Carry out a pilot to charge a £20 re-delivery fee when a prearranged delivery is missed unless its due to exceptional circumstances.

#### **Sheltered service**

- Continue the ongoing review of this service to support people to remain in their homes for longer. This includes working with Social Services to explore how the extra care provision model could be incorporated into the existing sheltered housing provision and the introduction of assistive technology.
- Other improvements include reviewing the use of guest bedrooms and communal areas and introducing a handyman service to assist tenants with minor jobs such as putting up curtain rails and changing light bulbs.

#### **Anti-social behaviour (ASB)**

- Increase resources in the ASB Support Team to effectively deal with high level ASB.
- Procure a noise "app" to help complainants provide evidence of noise

problems and help reduce ASB incidents.

### **Neighbourhood Support Unit**

- Implement the findings of a pilot to not alarm voids in some areas. This is taking place to help inform future alarm/service provision.

### **Estate management/gardening scheme**

- Implement changes to the eligibility criteria for the “Tend and Mend” service to help manage demand.
- Explore a garden tool hire scheme and work with the Local Area Coordinators (LAC) to identify any opportunities for community run initiatives and commercial opportunities.
- Continue to work with the Tenants Panel to update the Estate Management strategy to ensure resources are targeted effectively to meet tenants priorities to maintain safe and attractive estates.

## **3.3 Future Model of the District Housing Office Service**

3.4 Information from a range of sources has been used to assess the long term sustainability of District Housing Offices.

- This information suggests that the DHO footprint should be reduced from 9 to 6. The proposals being considered include closing Penlan, Eastside and West Cross offices. To effectively manage the reduction in DHOs, housing services would continue to be provided from the nearest housing offices and Neighbourhood officers would make more home and estate visits.
- Housing advice/rent surgeries are proposed for local community buildings for tenants who may not want a home visit. Feedback will be sought from tenants, Ward Members and staff to identify potential community space venues for surgeries should the proposals go ahead. This could include local schools as an approach has been made from one to offer use of their community space. The service is taking this opportunity to trial a surgery in the school which started in September 2019.
- Tenants would still be able to pay their rent in local post offices, shops displaying the payzone sign, online, over the phone and by direct debit, or by calling into other District Housing Offices or the Civic Centre. Recycling bags can be picked up from local libraries, some shops, post offices, ordered online/over the phone or by putting request tags out with recycling bags.
- A project is taking place to co-locate the District Housing office with the Library service in Gorseinon in 2020.
- The implementation of a digital solution/customer portal will improve the way service users can access more housing services and make online transactions via a computer, mobile or tablet device.

## **3.5 Service user/Stakeholder Feedback on Proposals**

Four internal stakeholder workshops took place with colleagues from services across the Council such as Social Services, Employability, Welfare Rights, Planning, Parks, Union, Local Area Coordinators, etc. The responses were very positive, with further ideas identified to improve how services continue to work together. A consultation exercise took place with Local Ward Members which was undertaken by the Area Housing Managers.

3.6 In June, all tenants and leaseholders were invited to provide responses on the proposals to reduce the number of District Housing offices via written feedback slips, online or by attending events in the local District Housing Offices. The number of responses totalled just under 150. The feedback highlighted the value tenants place on the housing services provided in communities and concern over staffing and any job losses.

3.7 It is envisaged that any changes will not create compulsory job losses and a seamless transition of services will be maintained with no impact on the established tenant/staff relationships. Another key concern raised was that any improvements to IT systems should not replace the face to face service being delivered but should enhance it as a mechanism for those who choose to contact the service in this way. A further formal tenant consultation process on the future model of the District Housing office service will take place in early 2020. A copy of the consultation letter is attached at Appendix C.

### 3.8 **Summary and Conclusion**

- The review has illustrated the vast majority of functions delivered are statutory, frontline and/or provide a significant preventive and supporting role which have a direct impact on individuals and communities.
- Investment in housing also has a big economic impact locally with £498m being invested in meeting the WHQS by December 2020.
- The majority of the total HRA expenditure is funded via rental income.
- The extensive range of services provided make a significant contribution to Corporate priorities. They also contribute to the wider national and local agenda of health, well-being, public service improvement and play an important direct and indirect preventative role.
- The service needs to respond to and progress a number of high profile issues over the next few years. Some examples of these include achieving WHQS, developing post 2020 improvement schemes, the new Renting Homes (Wales) Act 2016, delivering the More Homes strategy and Homelessness Strategy.
- There is a need to invest to save and provide greater service efficiencies via a significant number of IT improvements. This will improve service user access, streamline back office processes, give staff better tools to deliver services and allow more time spent to support service users.
- The findings suggest that the DHO footprint should be reduced from 9 to 6 which will help make local services more sustainable for the future. An implementation plan will be drafted subject to the proposals and formal consultation process being approved. This will be the subject of a future report to Cabinet.
- Demand and expectation from the public continues to increase whilst performance continues to be maintained/ improved and satisfaction levels are positive.
- The review has identified potential service improvements across many areas in Housing. Service users will continue to be encouraged to become actively involved as part of the Tenant Participation Strategy to ensure Housing services are efficient and responsive.



#### **4.0 Equality and Engagement Implications**

4.1 The Council is subject to the Public Sector Equality Duty (Wales) 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.

4.2 The Equality Impact Assessment process ensures that we have paid due regard to the above. An EIA screening form was completed in July 2019 and is attached at Appendix B. It identified that a full EIA will be required as part of the formal tenant consultation process. The EIA screening indicated that the proposed service improvements in the Housing service will have no negative impact.

4.3 Feedback on services has been sought from Tenants and Leaseholders as part of the review process and the Council's Tenant Participation Strategy. A further formal consultation exercise is planned for early 2020.

#### **5.0 Legal implications**

5.1 A formal consultation process will be undertaken in accordance with Section 105 of the Housing Act 1985 to inform and consider any representations made by secure tenants on the proposed changes to the future model of the District Housing Office service.

#### **6.0 Financial Implications**

6.1 There are no financial implications associated with this report. Any investment requirements will be met from existing budgets.

**Background papers:** Progress report to Scrutiny Programme Committee 1<sup>st</sup> August 2019

<https://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=188&MId=8749&Ver=4&LLL=0>

#### **Appendices:**

Appendix A: Background information on review process and data to support findings

Appendix B: EIA screening form

Appendix C: Copy of tenant consultation letter

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1. Service Scope
2. Vision
3. Service Priorities
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7. How services are provided elsewhere
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9. Stakeholder engagement
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## 1. Service Scope

The Housing Service is structured across two divisions, i.e. Landlord Services and Strategic Housing and a summary of what is delivered is included below.

<b>Landlord Services</b>
<p>Landlord Services provides a comprehensive council housing management service to 13,525 council owned properties. It also provides services such as the provision of housing advice, homeless prevention, tenancy support and a furnished tenancy scheme. The service is delivered to council tenants primarily through 9 District Housing Offices and includes tenancy, estate, lettings, rent and empty property management and the sheltered housing service.</p> <p>Housing Options provides general housing advice and information, homeless prevention, money advice and assessment services, council tenant transfers and the management of council temporary accommodation and housing related support to residents across all tenures.</p>
<b>Strategic Housing</b>
<p>Strategic Housing provides a range of service planning/direct functions. It co-ordinates the investment and improvement to council housing stock and liaison role with tenants. It enables the provision of new affordable housing via the allocation of Welsh Government funding and co-ordinates the development of new build council housing. It determines the annual Housing Revenue Account (HRA) Business Plan, manages the rent setting/accounting function and leaseholder services, is responsible for delivering the Local Housing Strategy, identifying local housing need and the statutory requirements for Tenant consultation and communication.</p> <p>It is also responsible for the delivery of private sector grants, council house adaptations, delivering improvements in renewal areas and coordinating energy efficiency improvements across all housing tenures and improvement of housing standards in the private sector.</p>

The key areas covered by the review are the core business and frontline service user functions that manage homes and estates. These functions focus on delivery of the Housing Revenue Account (HRA) business plan, making sure properties are let, ensuring the rent is paid, preventing anti-social behaviour, sustaining tenancies, estate management activities, etc. The core property functions focus on the investment in and delivery of the Welsh Housing Quality Standard (WHQS) (excluding the repairs service as this has been subject to review by Building Services). Other core support functions, some of which generate income/and or receive funding such as furnished tenancies and sheltered services, have also been reviewed to ensure they are shaped to support the overall housing corporate priorities and are effective in the services they provide. Finally, some indirect support functions, which assist frontline delivery such as policy development, training and tenant consultation and communication, have been reviewed.

A full list of the functions are detailed below.

<b>Core Business and Service user Functions which maximise income/deliver HRA Business Plan</b>	<b>Rent Management and Leasehold Management Financial &amp; Orchard Management</b>	<b>Lettings/ void property management</b>	<b>Tenancy/estate management for existing tenants (DHOs)</b> Sustaining tenancies, tenancy agreements/property upkeep, gardens, tenancy enforcement, allocations, inspections, ASB, transfers, referrals, etc. <b>Housing advice</b> Applications and tenant transfers
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<b>Core Property Functions - to maintain housing stock, support service provision</b>	<b>Improvements to housing stock/repairs policy/liaison role with tenants/technical strategy/assessment for work programme and management of disrepair process.</b>	<b>Sustainability of office assets/agile working</b>
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<b>Core support &amp; other functions</b>	<b>Adaptations</b> Delivery of private sector grants, including renovation grants, mandatory DFGs and council house adaptations.	<b>Furnished Tenancies</b> For new tenants to rent.  Affordable assistance to help with the set up of their home	<b>Neighbourhood Support Service</b> Providing void property security and to enhance estate/tenancy management services by providing a 24 hour landlord response.	<b>Estate Caretaking Service</b> All aspects of council housing estates including management of open spaces, safety issues, caretaking and routine inspections of estates	<b>Sheltered Service</b> Provision of a warden service at 31 complexes across the city, including regular visits and support to tenants to enable them to lead an independent life.	<b>Tenancy Support</b> Provision of free advice and support to all residents across all tenures. Support clients to sustain their tenancies, address anti-social behaviour issues and manage new tenancies. Provide help with applying for benefits, managing debt, coping with mental or physical illness, overcoming alcohol or drug abuse etc.	<b>Homelessness Assistance</b> Homelessness prevention/ assessment services, manage Council temporary accommodation/ money advice services.  Coordinate the nomination agreement with RSLs, coordinate and develop partnerships with voluntary sector organisations, utilise the Adapt register to source suitable properties to meet individuals specific needs, development/ delivery of the Homelessness Strategy.
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<b>Indirect Support Functions</b>	<b>Policy/Performance/Service Development/Training/Tenant participation/communications</b>	<b>Enabling role</b>	<b>More Homes Programme</b>
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<b>Code</b>
<b>GF</b>
<b>HRA</b>

## 2. Vision

The 'vision' for the Housing and Public Health service is that '*We will provide good quality homes and services which support communities and help to safeguard and protect both people and the environment of Swansea*'.

## 3. Service Priorities

Good quality housing plays a significant role in helping meet the Council's vision for Swansea. The review has captured the headline priorities that apply across all services that support the delivery of key Corporate priorities, in particular safeguarding people from harm, tackling poverty, transforming our economy and infrastructure and maintaining and enhancing Swansea's natural resources and biodiversity. In addition, the extensive range of housing services contribute to the wider national and local agenda of health, well-being, poverty, public service improvement and plays a direct and indirect preventative role.

The Well-being of Future Generations (Wales) Act 2015 requires public bodies to carry out their functions in a sustainable way, which improves economic, social, environmental and cultural well-being. Safe and secure housing is fundamental to the wellbeing of individuals, the wider community, and an essential element in achieving the well-being of future generations. Without a secure, affordable home, it is difficult for people to progress in other areas of their lives including employment, education, training, health and family life. The review has been undertaken in accordance with the requirements of the Act.

Poverty and low income prevents people from accessing the full range of housing choices and can make housing costs hard to sustain. The Housing Service is a key contributor to the Council's anti-poverty agenda through a wide range of activities. These include the provision of Council housing as a safe, secure and affordable option for households, support with financial matters, homelessness prevention, working with the private rented sector to improve conditions and security for tenants, provision of tenancy support to enable people to live independently and through the development of additional affordable housing to meet needs.

Key service priorities are as follows;

<ul style="list-style-type: none"> <li>• Fulfil statutory duties.</li> <li>• Maximise income to the HRA and deliver a viable rolling 30 year business plan.</li> <li>• Meet statutory consultation requirements</li> <li>• Prevent homelessness.</li> <li>• Maximise people's independence and the ability to live in their homes for longer.</li> <li>• Help tenants to sustain tenancies.</li> <li>• Tackle ASB and help tenants affected by anti-social behaviour and support community cohesion across estates and improve the wider environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve housing conditions in the private sector.</li> <li>• Deliver WHQS by December 2020 and maintain it thereafter.</li> <li>• Deliver the More Homes strategy to increase the supply of affordable housing/new build Council housing.</li> <li>• Co-ordinate delivery of the Social Housing Grant programme, increase the supply of affordable homes.</li> </ul>
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#### 4. Service characteristics

The service area is large with some distinct characteristics and challenges.

The distinct characteristics are as follows;

- The service is complex, high profile and one of the largest social housing providers in Wales.
- It is funded differently to other Council services. The majority of housing services are funded by the HRA with resources mainly generated by rental income which can only be spent on Council housing.
- The HRA has a net annual turnover of £81m and includes a Capital programme spend in excess of £43m per year. The net cost of the Housing General Fund (HGF) service is £2.2m and it has a capital programme of £7m per year. (Appendix A reference point 1 highlights which services are funded from the HRA or HGF).
- The service co-ordinates a Social Housing Grant and Housing Finance Grant Programme working in partnership with Registered Social Landlords and developers to deliver more affordable housing (this totalled £13m in 18/19).
- There is a national ambition to provide/build more homes. The Council has developed a More Homes strategy to respond to this challenge.

- Many of the services are frontline, provide support, are preventative in nature and have a direct impact on individuals and communities.
- Much of the service is provided at the homes of tenants and residents and this is enhanced by a local 24/7 Neighbourhood Support Unit.
- Getting things wrong could have an impact on the reputation of the Council and there could be serious consequences on individuals if services fail as our service users are often the most vulnerable in society.
- Investment in housing has a big economic impact locally, for example the service will have delivered £498m of improvements to achieve the WHQS by December 2020. This will result in direct benefits to individuals in relation to safety, security, reduced heating costs and a positive impact on health. In addition improving existing Council housing and building new Council homes provides considerable benefits to the wider community in terms of employment, investment in the local economy and help to supply more affordable housing to meet the known need.
- It provides a significant response to tackling homelessness along with partners and agencies.
- Work in partnership with other service providers/agencies to support individuals and families who maybe in crisis.

## 5. External review of key service areas

Over the last few years, a number of services within Housing have been subject to review due to budget pressures, legislation changes and external review/funding. These include Adaptations and Renewals, Homelessness, Tenancy Support and the Sheltered Housing service. In addition, the work undertaken to invest and improve the housing stock up to the WHQS has recently been scrutinised by the Wales Audit Office (WAO) together with a national WAO study on Homelessness and Adaptations.

### Service issues from external review

Two high profile services have recently been subject to scrutiny by the Wales Audit Office and one has recently undergone an in-depth exercise with partners as a result of new Welsh Government legislation to review outcomes for service users.

- **Improvements to Housing stock/WHQS** – In 2018, the Wales Audit Office undertook a review to look at whether the Council has effective arrangements in place to meet the WHQS by 2020. Overall, the findings identified that tenants are satisfied with the improvement works and the Council has a sound approach to meeting the WHQS by December 2020. The WAO made a number of recommendations for improvements in its final report. These have been included in an action plan which was considered by the Service Improvement and Finance Scrutiny Performance Panel in March 2019.
- **Adaptation services** - The WAO have undertaken a review of adaptation services across all local authorities in Wales in order to consider improvements for service users. The service's response to the findings and an action plan on the recommendations have been considered by the Adult Services Scrutiny Performance Panel in June 2019.
- **Homelessness** – This service has recently been subject to review as part of the work it has undertaken with a significant number of stakeholders to develop the Homelessness Strategy and action plan. The findings from the Scrutiny Homelessness Working Group held in June 2018 fed into the development of the strategy. Scrutiny Programme Committee considered the final draft of the strategy in October 2018 and in November 2018 prior to Cabinet approval. Delivery of the

action plan in collaboration with partners will result in improved access to services for service users.

- The review and some research carried out by Shelter's Take Notice Project identified the need to consider minimal cost improvements to Housing Options reception area to enhance the physical environment for service users. Work is being carried out with Facilities and the Ministry of Furniture on what improvements can be made to this frontline service.

## **6. Statutory requirements and responsibilities**

Swansea is one of 11 Local Welsh Authorities who have retained their housing stock and landlord role. In delivering this role, the Authority must comply with a number of statutory functions and responsibilities. These include operating a Housing Revenue Account, housing advice, allocations scheme, maintenance of the stock and estates, delivering the Welsh Housing Quality Standard, dealing with antisocial behaviour and evaluating the local housing and accommodation needs of Swansea residents.

There are a range of statutory functions in relation to vulnerable people. This includes the requirement to provide DFGs to people with a disability and to assess the needs of people presenting themselves as homeless and to provide them with accommodation if they are considered as vulnerable under the legislation.

## **7. How services are provided elsewhere**

Research has been undertaken to see how the other Welsh Local Authorities deliver services but comparison is difficult as many are split across different portfolios, structured differently, have different demand issues, don't operate a 24/7 landlord presence etc. However, the majority do deliver their housing activities in a similar way to Swansea through specialist teams for homelessness, rents, liaison work for WHQS, neighbourhood teams and most have area/estate based offices.

## **8. Working with partners to deliver services**

Successful internal and external partnership working is critical to the performance and delivery of services and the right outcomes to service users. As the service is so diverse the number of partnerships are vast and include legal, social services, police, fire, probation, local health services, universities, Supporting People, Multi-Agency Public Protection Arrangements, Women's aid, RSLs to name just a few.

## **9. Stakeholder engagement**

The review commenced in August 2018 and the following framework was put in place for the review process;

- A Review Programme Board and 11 Staff focus groups were established
- SWOT sessions were undertaken with all staff and regular team briefings held
- Head of Service video messages cascaded to staff
- A number of service user surveys and tenant events took place
- A consultation exercise took place with Local Ward Members which was undertaken by the Area Housing Managers.
- Meetings held with Union representatives
- Internal stakeholder workshops were attended by a wide range of colleagues from other services across the Council such as Social Services, Employability, Welfare Rights, Planning, Parks, Union, Local Area Coordinators, etc.
- Liaison with other external stakeholders took place via a number of mechanisms including questionnaires/ongoing partnership meetings etc to address service improvements. These included the Department of Work & Pensions, local housing

associations, Tenancy Support Unit providers, The Wallich, Police, Community Safety, SWP Domestic Abuse Unit, Supporting People, Emerging Role of Sheltered Housing regional group and Western Bay Care and Repair.

- Some service areas have recently been subject to extensive partner consultation such as homelessness when developing the homelessness strategy with other agencies such as CRISIS, Shelter, etc and others subject to scrutiny via WAO reviews, i.e. WHQS and adaptations.
- Feedback from the WAO reviews has been incorporated into the review process.

## **10. Service user Demand**

Service user demand remains high across services, examples from 2018/19 include;

- 2511 homeless applications,
- 2091 referrals to the Tenancy Support Unit,
- A total of 1257 private sector and Council house adaptations,
- Removal of 1,116 tonnes of rubbish,
- 1499 end of tenancies and 1423 properties were let,
- Visits and support to 1068 sheltered tenants,
- Management of 2465 furnished tenancy packs compared to 50 in 1996 when a pilot started,
- 4352 incidents reported to the Neighbourhood Support Unit,
- Around 1600 enquiries to District Housing offices in a one week period.

Whilst demand remains high, it is encouraging that service user satisfaction across services is positive. Examples of these include;

- A comprehensive tenant's survey was sent out to around 13,500 tenants in 2017/18 and a total of 2807 responses were received. A subsequent WAO telephone survey with 680 respondents was carried out in 2018. Findings indicated 80% of respondents were satisfied with the condition of their home, 82% satisfied with their neighbourhood, 88% satisfied with responses to enquiries, 80% satisfied with the housing service and 83% were satisfied they are kept informed. Findings of the survey and areas for improvement were published in Open House magazine which is sent to each tenant. This information highlighted some areas of dissatisfaction, in particular 17% of tenants were not satisfied with the information they receive about their home. An article was included with the survey findings to advise tenants that officers had met with a tenant's panel to discuss what improvements can be made to the way tenants access information. Information in this Open House edition also included how tenants can find out when their bathroom and kitchen improvements are due to take place.
- Service user surveys in 2017/18 for the adaptations service indicate that 98% are satisfied with the delivery of housing adaptations/repairs to their properties and 100% of service users were satisfied regarding repair loans.
- The Tenancy Support Unit undertook a small user questionnaire in 17/18. Results indicate that overall, service users feel better about managing new accommodation, relationships and money. They also said they feel better mentally and physically after receiving support. Almost 100% said that support was available when they need it and it had helped them to achieve the things they wanted and that they could live more independently.
- A new Homelessness Strategy has been implemented for 2018-22. Its development involved detailed consultation with service users and partner



organisations to ensure that they had the opportunity to influence the content of the strategy and action plan.

- A number of tenant groups meet with senior managers on a regular basis to discuss service issues, i.e. Building & repairs group, Estate management & Caretaking group, Sheltered Repts panel and Highrise group. In addition, two Tenants consultative panel meetings were held during the review process to discuss service priorities, what services they value, etc. Feedback included the value of face to face contact, services provided by the NSU, support to tenants on Universal Credit claims, improvements suggested for Furnished Tenancy Scheme, Tend and Mend Service, environmental improvements/pathways, clearer information for services e.g TSU, NSU, the role of neighbourhood officers, works carried out on homes, costs for furnished tenancy.

The majority of housing services routinely aim to collect and analyse service user satisfaction to identify any trends of dissatisfaction etc in order to make improvements. However, these surveys are paper based which can be off putting for a service user to complete, return by post etc and this impacts on response rates. Paper survey methods are also resource intensive and have cost issues re postage/printing etc, so further work will be undertaken to identify IT solutions and best practice to increase service user feedback. Staff having the IT tools out on site and in homes will improve the way data can be directly collated from individuals.

Whilst some services set targets for improving satisfaction rates, e.g. % of tenants satisfied with outcome of their ASB case 77.8% against a target of no less than 60% and % of people successfully able to manage their money following TSU support 82% against a target of no less than 70% this is not applicable across all Housing services. Individual service areas need to look at what improvements can be put in place to address this when considering better mechanisms to capture data.

In addition, the Welsh Government requested all Local authorities undertake an annual STAR survey in 2019 which Registered Social Landlords have completed for some time. In August, the Housing service sent out this survey to all its tenants and responses are currently being analysed. The STAR survey is a core set of 7 questions which allow the Welsh Government to compare year on year like-for-like comparisons amongst social housing providers. However the STAR framework is currently subject to review and consultation with housing providers on potential changes is taking place.

## **11. Service user complaints**

Whilst Housing services experience high volumes of service user demand, the overall number of complaints remain fairly static. In 2018/19, 174 stage 1 complaints were received. However only 35 of these were justified and 48 were part justified. 84 were not justified. Complaints are analysed at the end of each financial year to establish whether there are any common themes identified. The complaints cover the range of diverse service functions provided by Housing and the relevant manager will review the findings to ensure any related service improvements are considered.

## **12. Performance information**

The service collects a significant amount of performance information to demonstrate how its performing and to identify areas for service improvements. These include National Indicators set by the Welsh Government which are collected

annually, together with Corporate and local indicators, the majority of which are measured on a quarterly basis.

National indicators - Whilst demand on services continues to be high, performance in a number of areas remains positive, e.g. in 17/18 national performance indicators for the delivery of Disabled Facilities grants and homelessness prevention were in the second quartile of local welsh authorities which is encouraging as the volume of cases/demand dealt with were among the highest. Performance in both these areas has continued to improve since 2017/18. Results for 18/19 for homeless prevention (result – 75.4% against a target of 67%) and the average number of calendar days taken to deliver a Disabled Facilities Grant (result - 235 days against a target of 265 days).

Four new indicators being collected for 2019/20 include the number of additional affordable housing units delivered per 10,000 households, average number of days to complete repairs, percentage of homes that meet the WHQS and rent lost due to properties being empty.

Corporate Performance Plan indicator - There is only one indicator for Housing in the Corporate Plan, i.e. the average number of days all homeless families with children spent in Bed & Breakfast accommodation (result for 18/19 was 1.5 days against a target of 6 days).

Local indicators - There are a number of local indicators which are used to gauge performance in different service areas. Key ones include those that focus on maximising income and outcomes for tenants. The following information looks at which performance indicators achieved target and those that missed in 18/19.

<b>Target achieved 2018/19</b>	<b>Target missed 2018/19</b>
<ul style="list-style-type: none"> <li>• Void loss £1,501,025 against a target £1,569,947.</li> <li>• Number of void properties was 196 against a target of 230.</li> <li>• % of rent collected as a % due was 97.75% against a target of 97.5%.</li> <li>• % of tenants satisfied with outcome of their ASB case 77.8% against a target of no less than 60%.</li> <li>• % of people successfully able to manage their money following TSU support 82% against a target of no less than 70%.</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of current tenant arrears were £2,116,555 against a target of £1,450,000.</li> <li>• Average number of calendar days taken to re-let a void property was 90 days against a target of 75 days.</li> </ul>

There are ongoing challenges to performance in two key areas, i.e. rent arrears and how quickly properties are let. The challenge of Universal Credit is having an impact on arrears and a number of service improvements have been identified to tackle this. In relation to how long it takes to let a property, the WHQS programme is currently having an impact on the turnaround time of a void property. This was acknowledged by the 2018 Welsh Audit Office (WAO) review as a number of voids are undergoing major improvements, i.e. kitchen and bathroom renewal. A number of service improvements are being put in place to reduce the time taken to let a property. It is also hoped that the turnover of around 1450 tenancies ending and

being let each year will slow down as the current investment and significant kitchen and bathroom programme will help tenants want to settle longer.

### **13. Service cost**

#### **Housing Revenue Account (HRA)**

The HRA operates as a ring fenced account whereby income from rents can only be used to pay for HRA services.

For 2018/19 the net annual income for the HRA = £80.64m

Monies from rents/other income/Welsh Gov MRA (£9.2m) = £71.5m

Monies from borrowing = £5.3m

Monies used from reserves = £0.6m

89% of the total HRA expenditure is realised via rental income and the remaining amount comes from borrowing/reserves.

#### **Current Spend**

In terms of spend, over £54m is spent on the maintenance/improvement of the housing stock, £0.9m on the More Homes development programme and just under £10m is used to repay borrowing costs. The cost of running the Housing Management service is just over £15m which covers the majority of services in scope (excluding homelessness, tenancy support, and adaptations services which are resourced by a mix of general fund/Welsh Government and Supporting People funding).

#### **General fund housing services**

For 18/19 the total expenditure for General Fund housing services =£4,579,500

A number of the services generate income = £-2,247,200, so total net budget for 2018/19 = £2,332,300.

#### **Number of staff delivering the service**

Across all the services in Housing, there are 362 FTEs (295.09 funded by the HRA, 68.31 from the GF).

#### **Housing Management cost comparison**

Research has been undertaken to see how the other Welsh Local Authorities deliver services but comparison is difficult as many are split across different portfolios, structured differently, have different demand issues, don't operate a 24/7 landlord presence etc. However, the majority do deliver their housing activities in a similar way to Swansea through specialist teams for homelessness, rents, liaison work for WHQS, neighbourhood teams and most have area/estate based offices.

Some cost data is available for the 11 stock holding local authorities for 18/19 HRA spend on management costs per property. These costs range from £622 to just over £1,800 however, a detailed breakdown of who provides what services for these costs is not available. Out of the 11 authorities, Swansea is in the mid-range with an average cost per property of £1,146. Approximately 63% of this relates to employee costs with the remainder made up of premises 11%, transport 2%, supplies and services 11% and support services e.g. legal/IT/procurement services etc is 13%.

#### **14. Service Achievements and Good Practice**

Improvements have been made across a number of services with recognition for some as best practice as follows;

- Track record of implementing projects, e.g. Housing Futures & More Homes.
- 1<sup>st</sup> pilot scheme of 18 new Council properties in Colliers Way was completed on target. 2 further schemes started in 2019 and were awarded Innovative Housing Programme funding.
- Retrofit scheme commenced to transform 6 resiform bungalows to include renewable technology, such as PV and battery storage to make them more energy efficient.
- Facilitated full spend of £10.5m Social Housing Grant and £2.5m Housing Finance Grant allocation for 18/19.
- Introduced a Leaseholder loan scheme to help those leaseholders facing major service charge invoices.
- Leasehold practices appeared in Best practice guide for major works by Welsh Government.
- The Housing Service provides extensive support to Universal Credit claimants. This has included the successful provision of Universal Support (US); as previously contracted by the DWP, Personal Budgeting Support (PBS) and Assisted Digital Support (ADS) was provided for Council tenants by the Rents Team and by Tenancy Support for private rented and Housing Association tenants.
- New relationships built with the DWP, particularly at a local level, including shadowing between Job Centre Staff and Housing staff, presentations to Job Centre staff in relation to rent and rent arrears, close links built and regular liaison with relevant DWP representatives; Partnership Manager, Work Coaches, Homelessness Work Coach.
- Introduction of Rents Surgeries to provide intensive face-to-face support to tenants.
- The ASB service has been recognised as good practice by partner agencies and officers have received awards from the police.
- Achieved the Wales Housing Management Standard for tackling ASB and increased service user satisfaction with the outcome of their case.
- A streamlined, more responsive estate caretaking service ensures rubbish on estates and in blocks of flats is cleared quickly. There is more emphasis on prevention with a successful rubbish amnesty undertaken.
- Commissioning of a Regional Housing Market Assessment for Mid and West Wales (6 local authorities and 2 national parks) is underway.
- Production of an ambitious four year Homelessness Strategy and a well-established focus on successful homelessness prevention work.
- Establishment of the Homelessness Prevention Fund.
- Significant reduction in use of bed and breakfast through the development of alternative forms of temporary accommodation.
- Development of Cross-Borders regional provision to provide temporary supported accommodation for women with complex needs.
- Increased the number of adapted temporary accommodation units to make them fully accessible.
- Development of the holistic, BAYS+ Service for young people incorporating a range of services, alongside homelessness advice and assistance.
- Successful Move-On Strategy, which ensures that individuals can effectively transition from supported accommodation into a permanent home.

- Improved access to the private rented sector by embedding the Private Rented Sector Access Team within Housing Options, in partnership with the Wallich.
- Development of provision for rough sleepers including establishment of a Rough Sleeping Intervention Team and extension of the support offered to a 7 day service.
- Working with Swansea Hope and partners to resource Swansea Night Shelter to provide temporary accommodation and re-settlement support to rough sleepers during the coldest months.
- Collaborative approach with the voluntary sector and Health Service (i.e. Homelessness Nurse and Mental Health Outreach Nurse) that provides advice and support to rough sleepers.
- The WAO reported Swansea has robust, comprehensive and wide-ranging plans in place to support the Council's ambition to meet the WHQS by December 2020.
- Homes Preparation unit recycles household goods and furniture left in empty properties to reduce landfill/tipping costs.
- Mobile wardens have been introduced for adults 60 years + in the community.
- A pilot at a sheltered housing complex has proved a success in bringing together older people and children. Working with XL Wales, an educational charity, older people at the complex and children from the nearby Gendros primary school worked together on a number of hands-on skills and activities. XL Wales want to expand the scheme across the city.
- Tenant Participation Advisory service recognised Swansea for the way it handled its communication to tenants post Grenfell.
- A number of WAO adaptation report recommendations reference activities adopted in Swansea.
- The ADAPT scheme provides a register of adapted homes for disabled residents which is a partnership between local RSLs and the Council.
- Partnership with Western Bay Care and Repair handyman scheme to provide Minor Adaptations and Comfort, Safety Security assistance to elderly and disabled residents quickly.
- The service has enabled much needed additional accommodation to be brought back into use and empty properties converted through the Welsh Government Houses into Homes/Landlord Loans scheme and Grants For Nominations assistance.
- Track record of delivering the £8-10m annual Housing Adaptations and Improvement capital programme assisting elderly and disabled residents to remain living independently at home with over 1800 households assisted each year.

## 15. Service Improvement findings

The headline emerging issues of the review fall into the categories below and are detailed in the following tables:

- Maximising income
- Improving service user access
- Improving operational systems and processes
- Service specific issues

<b>a. Maximising income</b>
The vast majority of funding for the HRA comes from the collection of rent. The introduction of Universal Credit (UC) has meant that the Rents Team is facing significant challenges to maximise income. As a result there is a need to increase resources in this team in order to offer early support and minimise the impact on

tenants themselves and on the HRA business plan.

The Rents Team has over the last 18 months, experienced an unprecedented increase in demand in terms of volume, complexity of work and support required by tenants. The team continue to implement numerous strategies and support measures to mitigate the impact of Welfare Reform on tenants and rent arrears. These measures include; awareness campaigns, targeted preventative work, dedicated training for officers, enhancing the working relationship with Welfare Rights/Employability, increased partnership working with other support services, the introduction of weekly Rents Surgeries at DHOs, restructure of the Rents Team to incorporate Rents Officers and specialised UC Rents Officers. These are in addition to changes to all processes, procedures and working practices within the Rents team which are ongoing.

It has been identified as part of the review that the Rents Team should be located together in one office, that further development should be considered in respect of how the Rents Team is structured and reinforcing the Rents Team with Officers focussed on early targeted support, including specific provision in respect of welfare benefits.

Staff focus groups identified a number of opportunities that should be explored further to maximise income which include:

Exploring the introduction of charges for some functions not currently charged for, e.g. lift maintenance/window cleaning/ NSU/lost alarm pendants (Sheltered) subject to stakeholder consultation.

- A working group of senior officers has been set up to examine the feasibility of additional service charges.

Reviewing the annual leasehold management charge and options to charge solicitors for work relating to the resale of leasehold properties.

- As part of the annual leasehold service charge bill a management charge of £50 is included. This contributes to the cost of providing the leasehold management service, which is funded by the HRA. An analysis has identified that an inflationary increase should be applied as the cost of this service is no longer fully recovered by the charge. Work is currently underway to ensure that any legal requirements set out in the leases would be met.
- Information is currently supplied to solicitors as part of the conveyancing process when leasehold properties are sold. An analysis is currently being undertaken with other local authorities to identify potential charging options and prices.

Reviewing the capacity/floor space of the Furniture Store to store furniture items we have a statutory duty to store in order to reduce costs rather than paying contractors for storage.

- There is a statutory duty for the Council to protect a households belongings if they are at risk where they may be homeless and have a priority need. Costs for storage have risen significantly to £16,108 in 2018/19. Whilst there is no available space within the Furniture store building, there is a possibility of hiring a container outside. An analysis is being undertaken on legal and logistical issues to see if this will result in savings. At the same time the policy and procedure are being reviewed to ensure belongings are protected for the minimum period only.

Considering phasing out paying for TV licences for new Sheltered tenants and review the scheme for existing tenants subject to tenant consultation.

- This currently costs around £12,000 per year. The impact of the recent announcement to withdraw free TV licences for the over 75's and the current uncertainty over the future of concessionary schemes could have a significant impact on costs if the HRA were to continue these payments.

In addition:

- A HRA Asset Management Plan is being developed which will include key actions to explore opportunities to generate additional income from HRA garages, leases and car parks.
- The service will continue to seek capital funding income streams including WG Arbed Ambyth and Enable programmes to support provision of energy efficiency schemes.

### **b. Improving service user access**

The way service users access services is changing, with significantly more transactions being undertaken over the phone and online.

- A key priority is the upgrade of the different telephony systems across satellite offices which are out dated and do not work efficiently to enable direct service user access to the relevant officer/team. Work is underway to replace these systems and link the offices to the Council's Unified Comms system. This will improve service user access and allow calls to be routed to relevant services more efficiently.
- Improvements are required to online transactions, e.g. rent payments, housing applications, grant applications, report repairs, fly tipping, incidents of anti-social behaviour online, etc. Officers are exploring digital solutions which will allow service users to access more housing services online via a computer, mobile phone or tablet device.
- An upgrade of the Council's online payments system is due to be implemented which will improve the way service users can make rent payments via a mobile phone/tablet.

The service needs to invest to save in new technology as IT will have a significant positive impact on the way services run, how service users can access them, cost reduction, officer time and inefficiencies in paper based and back office processes.

### **c. Improving operational systems/processes**

#### **Agile mobile working WiFi & communication**

- Historically, access to IT systems for staff has been provided via fixed desktop computers. In order to facilitate a more agile/mobile approach to working a number of improvements to hardware devices and network infrastructure are being implemented. Desktop machines have been replaced with laptops as part of a corporate programme and the service will install staff WiFi into offices to allow offices to be used in a more 'agile' way. Frontline staff have also been issued with smart phones to allow access to emails on site and enable service users to contact them directly.
- Officers are also exploring mobile solutions which would allow officers to input information whilst on site and in service users' homes.

### **Back office systems**

- Many processes and records across all services are currently paper based which causes significant inefficiencies both for physical storage and access to information.
- An electronic document management system is required to facilitate the introduction of more modern ways of working. A Corporate project is examining these issues for all services and Housing is currently piloting this. Improvements to back office systems will simplify and reduce time spent on a number of transactional processes.

### **Software solutions/new systems**

- A number of services are currently reliant on unsupported bespoke databases, i.e. homelessness, leasehold service charges, asset management/ WHQS, Renewal & Adaptation service and the Tenancy Support case management system. These systems were developed as short term solutions and pose significant risk around long term resilience. Officers are currently exploring replacements and costings for these systems to ensure that more robust solutions are introduced for these key business areas.

### **Service specific issues**

Some services/functions are facing more significant challenges and need to consider how they can address the issues and/or overhaul systems with IT improvements, etc, including:

#### **d. Service specific issues**

**Housing application, assessment and waiting list** –There is a need to modernise the housing application, assessment and waiting list process as well as improving the way the service user can access this service and information on properties and estates online. This will help manage service user expectation of realistic housing options/likely waiting times, minimise the time a property remains empty, reduce an officer's time spent making abortive offers due to no contacts and the service user not really wanting the area they originally chose.

Housing Options are currently working in partnership with Shelter who are carrying out research into the Council's Waiting list process/Allocations Policy in conjunction with RSL's across the city. The project will include research from a service user perspective for those who have gone through the waiting list process or are currently on the waiting list and also look at each organisations processes to help identify best practice, etc.

The findings from this will feed into Swansea's review of its Allocations Policy and aim to improve the service user experience for anyone applying for accommodation.

Options for new technology are being explored to improve the service user journey of applying for housing. This will include providing more detailed information on property types and areas to ensure service users' expectations can be better managed and an interactive website to advertise properties which are readily available. In addition, improving back office processes, removing paper applications and files will free up staff time to support the service user to manage their housing need/expectations.



**Empty properties/Voids/lettings** – The void and lettings processes have previously been subject to a systems thinking review and continue to be scrutinised as they have a big impact on loss of income when a property is empty. Current void levels are around 200 which is a significant reduction from when they stood at over a 1000 in 2002.

A number of service improvements are being considered to reduce the time taken to let a property. These include; promoting alternatives to transfers via HomeSwapper to encourage tenants to swap their homes, extending early viewings while the property is in repair, making changes to how waiting lists are updated with the aim of reducing abortive offers and in liaison with Building Services monitoring the void process stages to minimise rent loss and turnaround times. It is hoped that the turnover of around 1500 tenancies ending and being let each year will slow down as the current WHQS investment and significant kitchen and bathroom programme should help tenants be happier in their homes and want to settle in them longer.

**Prospective tenants** - The service also needs to consider what mechanisms it could put in place to prepare new tenants for successfully managing a tenancy.

Housing Options and the Tenancy Support Unit are currently looking at ways to ensure that new tenants, particular vulnerable households, are tenancy 'ready' at the point of signing for a property. In addition to looking at moving to a more support-on-demand service, it is also looking at developing a pre-tenancy support officer and recruitment to this is underway.

**Furnished tenancy scheme** – There is an opportunity to consider implementing a points based choice system to examine how the scheme could be made more financially viable to those people not in receipt of benefit. The scheme could also explore its expansion to other social landlords to increase income.

The manual system of coding furniture needs to be replaced with a computerised inventory system which is being considered corporately as part of a wider solution for other services.

In addition, the service has been looking at how it can recoup resources for missed furniture pack deliveries. This is due to a high number of aborted deliveries as the tenant does not turn up at the allocated slot. This has a big impact on the number of deliveries completed in a day and staff time.

A pilot will be carried out to charge a £20 re-delivery fee when the prearranged delivery is missed unless its due to exceptional circumstances. The aim is to offset some of the lost resource (ie staffing and vehicle costs) as well as encouraging new service users to respect terms and conditions from the outset. New service users will be informed of an am/pm delivery slot verbally at the time of signing for the furnished tenancy, in writing on the addendum to their tenancy agreement, and by way of text message the day before.

**Supporting individuals/tenancy enforcement** - The service deals with an increasing proportion of service users who present with complex needs requiring high levels of support. These include safeguarding, drug/alcohol misuse, a range of mental health and well-being issues. Taking a holistic approach and working with a range of professional partner agencies to deliver the support needed to help sustain tenancies is pivotal to this. As an example, a Neighbourhood Officer dealing with a case of hoarding will work intensively with a range of partners such

as Community Mental Health, Fire Service, Pollution Control, Local Area Co-ordinators and Social Services to help support a tenant. Frequently there will also be complaints of ASB. The introduction of agile working and a mobile solution will assist officers to spend more time on tenancy support in tenants homes and on estates.

**Sheltered service** – This service is subject to continual review as it faces many challenges to support people to remain in their homes for longer. These challenges include the future of Supporting People funding, an ageing population, increases in dementia/other related illnesses and new technology. As a result, the service needs to review its cleaning and weekend service, 24hr analogue alarm system, its use of guest bedrooms and the level of future investment required for furnishings, lifts and ramps in some complexes. It is also exploring the feasibility of introducing a handyperson service to assist tenants with minor jobs, e.g. changing light bulbs, putting up curtain rails, minor repairs of furniture etc, which could help them stay in their homes for longer. Further investment will also be required longer term with the likely introduction of new assistive technology such as movement sensors. The service is also working with Social Services to explore how the extra care provision model could be incorporated into the existing sheltered housing provision.

**Anti-social behaviour (ASB)** - ASB related activities are currently delivered through 9 District Housing Offices, who are in turn supported by a small ASB Support Team of 3 officers. Any type of enforcement action linked to ASB, has to be proportionate and tailored to the individual as it is carried out within a restrictive legal framework based on evidence and proof. A larger ASB Support Team dealing with high level ASB, would lead to a more consistent, measured and timely approach to effectively deal with ASB. The service also needs to explore the procurement of a noise “app” which would help complainants to provide evidence of noise problems as a significant amount of ASB incidents are low level noise issues.

**Neighbourhood Support Unit** – The unit was set up in 1997 with the main role to provide a 24/7 landlord presence on Council estates to support District Housing Offices, prevent ASB and provide security to empty Council properties. However, the existing empty property alarms are becoming obsolete and need replacing which will require significant investment and there are low levels of breaches occurring in the alarmed voids. Research has shown that other organisations do not generally alarm empty properties so it is opportune to review this provision. The service is piloting not alarming voids in some areas to help inform the analysis.

**Estate management/gardening scheme** – When Housing first adopted the “Tend and Mend” service in 2015, the intention was to provide 3 cuts per year to gardens covered by the scheme. However, it has only been able to achieve one cut per year due to significant increases in demand and this is likely to continue due to an ageing population and the lack of verification required to demonstrate disability. Whilst the service is available to those aged 65 and over or disabled, changes are being made to alter this criteria to those aged over 70 or with a qualifying disability. This should ensure the garden cutting scheme can continue to provide a valued service to those that need it whilst redirecting demand from those tenants who are able to carry out the work themselves or who may have family who can provide assistance.

Alternatives to direct delivery of garden cutting are also being explored, including a garden tool hire scheme, and working with the Local Area Co-ordinators to identify

any opportunities for community run initiatives. Detailed analysis is taking place to look at how this could operate and in relation to some specific issues around delivery/collection of garden tools, maintenance, PAT testing, insurance, risk management etc. In addition, exploration of a pilot to issue a strimmer to new tenants as an incentive to take responsibility for their own gardens is being considered.

A grant bid to fund a corporate Community Catalyst resource whose remit would be to help start and develop social enterprises is also being explored to work alongside the LAC team.

The service is also working with the Estate Management Tenant Panel to update its Estate Management strategy to ensure resources are targeted effectively and that the service continues to meet tenants priorities to keep estates safe and attractive.

The service will also focus on how it addresses significant garden issues, i.e extensive/difficult to maintain plots as part of the regeneration investment schemes needed post 2020.

### **Future Model of the District Housing Office service**

The review acknowledges that much of the structure of the service has been in place for a number of years and the way in which service users wish to communicate with organisations and businesses is changing whilst demands on services continue to increase.

Information from a range of sources has been used to assess the long term sustainability of District Housing Offices. These include building surveys, analysis of patterns of changes in service user access, preference towards more contact over the phone/online and falling numbers of face to face callers. In conjunction with looking at new ways of working for staff, this information suggests that the DHO footprint should be reduced from 9 to 6. The proposals being considered include closing Penlan, Eastside and West Cross offices.

To effectively manage the reduction in DHOs, housing services would continue to be provided from the nearest housing offices and Neighbourhood officers would make more home and estate visits. Housing advice/rent surgeries are proposed for local community buildings for tenants who may not want a home visit. Feedback will be sought from tenants, Ward Members and staff to identify community space venues for surgeries should the proposals go ahead. This could include local schools as an approach has been made from one to offer use of their community space. The service is taking this opportunity to trial a surgery in the school starting in September 2019.

Tenants would still be able to pay their rent in local post offices, shops displaying the payzone sign, online, over the phone and by direct debit, or by calling into other District Housing Offices or the Civic Centre. Recycling bags can be picked up from local libraries, some shops, post offices, ordered online, by phone or putting request tags out with recycling bags.

The implementation of a digital solution/customer portal will improve the way service users can access more housing services and make online transactions via a

computer, mobile or tablet device.

There is a project taking place to co-locate the District Housing office with the Library service in Gorseinon in 2020.

## 16. Future Key Challenges

The service is facing significant challenges over the next few years. A number of high level policy, strategy and audit/review findings that need to be progressed are as follows;

- Deliver achievement of the WHQS by December 2020.
- Deliver More Homes strategy.
- Implement the outcome of the Welsh Government Affordable Housing Supply & Rents Policy review which could impact on the HRA business plan.
- Co-ordinate impact/delivery of the Decarbonisation agenda.
- Coordinate delivery of Welsh Government Social Housing Grant funding.
- Development/introduction of WAO Adaptations report recommendations and proposed WG Adaptation service standards.
- Implement WAO WHQS findings.
- Update Repairs policy.
- Develop asset management plan.
- Review WHQS compliance policy and report to Council.
- Implement the project/requirements of the Renting Homes (Wales) Act 2016 through the issuing of new occupation contracts (replacing current tenancy agreements) to all Council tenants.
- Introductory tenancies—consider future of these in light of the implications of the Renting Homes Act.
- Develop rents strategy.
- Review Allocations policy by 2020.
- Development of post 2020 regeneration investment schemes.
- Review outcome of energy efficiency pilot in sheltered and consider wider implementation.
- Deliver the Homelessness Strategy and action plan.
- Deliver Tenant Participation strategy and action plan.
- Contribute to the development of the West Glamorgan Regional Partnership Health and Housing strategy.
- Deliver the Private Sector Housing policy to provide assistance/annual capital programme.
- Completion of local housing market assessment.



Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact the Access to Services team (see guidance for details).

<b>Section 1</b>
Which service area and directorate are you from?
Service Area: Housing
Directorate:Place

**Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?**

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**(b) Please name and describe here:**

Emerging findings from the commissioning review highlight proposals to consider reducing the number of District Housing Offices from 9 to 6. The commissioning review has also identified a number of service improvements that will help to modernise the service to help meet increasing customer demand i.e. IT improvements, customer surgeries etc.

**Q2(a) WHAT DOES Q1a RELATE TO?**

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input checked="" type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

**(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?**

Because they need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an internal basis i.e. Staff
<input checked="" type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

**Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...**

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18) →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Older people (50+) →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees) →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Asylum seekers →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

**Q4 WHAT ENGAGEMENT / CONSULTATION / CO-PRODUCTIVE APPROACHES WILL YOU UNDERTAKE?**

Please provide details below – either of your planned activities or your reasons for not undertaking engagement

Face to face Surveys were undertaken at all of the DHO's in 2018 in order to establish the volume of customer demand on the each of the offices and the way in which customers access the service and this has informed the proposals. We also have data from our major tenants survey in 2017 which tells us about customer contact preferences.

Feedback on these proposals are currently being sought from 13,500 tenants and 600 leaseholders as part of the review process, prior to any recommendations being reported to Cabinet later this year and a formal consultation with tenants. All tenants and leaseholders have received a letter outlining the proposals and the opportunity to attend a consultation event in a DHO, they have also been offered the opportunity to provide written feedback. In addition, 4 internal stakeholder workshops have been held with colleagues from services across the Council.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility <input checked="" type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility <input type="checkbox"/> (L)
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**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk <input type="checkbox"/> (H)	Medium risk <input checked="" type="checkbox"/> (M)	Low risk <input type="checkbox"/> (L)
---	--	--

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

Yes       No      If yes, please provide details below

**Q7 HOW DID YOU SCORE?**

Please tick the relevant box

MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed

Please go to Section 2

MOSTLY L → LOW PRIORITY / NOT RELEVANT →  Do not complete EIA

Please go to Q8 followed by Section 2

**Q8 If you determine that this initiative is not relevant for an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.**

Findings from the analysis of the long term sustainability of District Housing Offices including building surveys, changes in customer access, more contact done over the phone/online, falling numbers of

face to face callers together with looking at new ways of working for staff suggests that the DHO footprint should be reduced from 9 to 6 initially.

Our intention is to mitigate this as services would continue to be provided from the nearest housing offices and there would be no reduction of staff resources in terms of meeting customer demand and no impact on staff from these proposals.

Neighbourhood officers would continue to make home and estate visits where requested in order to meet the needs of the community including elderly residents or those with disabilities. Housing advice/rent surgeries will be held in local community buildings if tenants didn't want a home visit.

Tenants would still be able to pay their rent in local post offices, shops displaying the payzone sign, online, over the phone and by direct debit, or by calling into other District Housing Offices or the Civic Centre. Recycling bags can be picked up from local libraries, some shops, post offices, online, by putting request tags out with recycling bags.

These proposals are not expected to have any impact on the Welsh language

We are still going through a period of consultation in terms of our proposals so the EIA process will be engaged further at the earliest opportunity when the recommendations for the full Cabinet report are being considered.

## Section 2

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 – no electronic signatures or paper copies are needed.

Screening completed by:
Name: Lynda Grove
Job title: Strategic Housing Customer and Service Development Manager
Date: 25 <sup>th</sup> June 2019
Approval by Head of Service:
Name: Mark Wade
Position: Head of Housing
Date: 28 <sup>th</sup> June 2019

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

If you require this information in alternative format e.g. Large print, please contact 07197 63xxx or email xxxxxx

Dear xxxxxx

### **District Housing Office Service and your views on proposed changes**

We want you to have your say on our proposal to change the way we deliver the District Housing Office service. This letter is a follow up to the letter you should have received back in June 2019. We received 150 responses and feedback highlighted how much tenants value the housing service. The main concern was that any improvements to IT systems should not replace the face to face service being delivered. Under Section 105 of the Housing Act 1985, we have a duty to inform and consult with you on any changes on 'matters of housing management'.

### **Why are we proposing to make changes?**

The Housing Service has undertaken a review to look at how it can modernise the way it delivers the service. We also need to make sure the service has the right level of resources in place to address the increasing priorities and demands it's facing in relation to supporting tenants, the impact of Universal Credit, preventing homelessness, meeting housing need, improving Council houses and investing in building new homes to name but a few examples.

### **What changes are we proposing?**

We are consulting on proposals to reduce the number of District Housing Offices. The reason we are proposing these changes is that the way tenants are contacting us is changing – far more are contacting the service by phone and online. This means the numbers calling into some local Housing Offices has fallen.

We looked at:

- How many people use the DHO's
- The way tenants access our services (face-to-face or phone/online)
- The condition and investment needed to the building

The proposals are to close 3 offices which include West Cross, Penlan and Eastside. Services will still be provided from the nearest housing offices and Neighbourhood officers will continue to make home and estate visits. They will also hold Housing advice/rent surgeries in local community buildings if tenants don't want a home visit. Tenants will still be able to pay their rent in local post offices, shops displaying the payzone sign, online, over the phone and by direct debit, or by calling into other housing offices or the civic centre. Recycling bags can be picked up from local libraries, some shops, post offices, ordered online, over the phone or by putting request tags out with recycling bags. A project is also taking place to co-locate the District Housing office with the Library service in Gorseinon in 2020.

Our priority is to continue to deliver a frontline face to face housing service that tenants value but to improve the way we do it. We are looking to increase the amount of time staff spend on home and estate visits using new mobile technology, i.e. tablet, upgrade our telephone systems and reduce the amount of form filling that tenants have to complete by modernising our back office processes. We will also improve the way tenants can make online transactions and access housing services via a computer, tablet or mobile phone.



We would welcome your views on the following;

**Our proposal: Closure of 3 District Housing offices, i.e. Penlan, Eastside and West Cross. Services will still be provided from the nearest housing offices; along with Neighbourhood Officers continuing to make home and estate visits and local surgeries being held in community buildings.**

Strongly Agree      Tend to Agree      Tend to Disagree      Strongly Disagree

**Please explain your answer below.**

**Do you agree or disagree with the following:**

**Closure of Penlan DHO**

Strongly Agree      Tend to Agree      Tend to Disagree      Strongly Disagree

**Please explain your answer below.**

**Closure of Eastside DHO**

Strongly Agree      Tend to Agree      Tend to Disagree      Strongly Disagree

**Please explain your answer below.**

**Closure of West Cross DHO**

Strongly Agree      Tend to Agree      Tend to Disagree      Strongly Disagree

**Please explain your answer below.**

**Do you agree or disagree that staff should spend more time on home and estate visits with the use of new mobile technology?**

Strongly Agree      Tend to Agree      Tend to Disagree      Strongly Disagree

Please explain your answer below

**Do you agree or disagree that improvements should be made to the way tenants can make online transactions and access housing services via a computer, tablet or mobile phone.**

Strongly Agree      Tend to Agree      Tend to Disagree      Strongly Disagree

Please explain your answer below

**Are there any other options you feel the Council should consider to improve the delivery of the frontline face to face housing service?**

Please give your answer below

**Which District Housing Office is your 'local' office?**

Penlan DHO  
Blaenymaes DHO  
Eastside DHO

Towncentre DHO  
Townhill DHO  
Gorseinon DHO

West Cross DHO  
Morrison DHO  
Sketty DHO

We would like you to let us know your views by (*date to be added*). You can do this by:

- Completing the enclosed comments form and returning it to us using the FREEPOST envelope OR completing it online at (on line web address/link to be included).
- Calling into any District Housing Office to speak to a member of staff or to hand in your completed comments form
- E-mailing your comments to the housing inbox [housing@swansea.gov.uk](mailto:housing@swansea.gov.uk)
- Calling the housing team to discuss on (*contact number to be identified*)
- Attending one of the drop in sessions (*dates and venues to be scheduled*)

The consultation begins xxxxx 2020 and will finish on xxxxx 2020. Before making a final decision on this matter the Council will consider all representations made in response to this consultation exercise.



## Report of the Cabinet Member for Economy & Strategy

Cabinet – 21 November 2019

### Revenue and Capital Budget Monitoring 2nd Quarter 2019/20

<b>Purpose:</b>	To report on financial monitoring of the 2019/20 revenue and capital budgets, including the delivery of budget savings.
<b>Policy Framework:</b>	Budget 2019/20 Transformation and Future Council (Sustainable Swansea –fit for the future)
<b>Consultation:</b>	Cabinet Members, Corporate management Team, Legal Services and Access to Services.
<b>Recommendation:</b>	<ol style="list-style-type: none"><li>1. It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.</li><li>2. That Director's plans to assure Cabinet that service budgets can be sustainably brought back into line for 2019-20 and beyond are noted and implemented by 1 April 2020, and earlier still where possible.</li><li>3. That no officer may consider any material further spending commitments until those savings plans , as outlined above to address service overspending are assured and delivered.</li></ol>
<b>Report Author:</b>	Ben Smith
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

## 1. Background and Introduction

- 1.1 This report details forecast variations from the agreed budget for 2019/20, including the latest assessment of the delivery of savings.
- 1.2 In respect of Revenue Budgets, this report provides a consolidated forecast which combines:
- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in February 2019
  - Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased service demand, price and pay inflation, increased, but most often unfunded, regulatory obligations and burdens from both UK and Welsh governments)
- 1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.
- 1.4 The report also includes the latest completed Savings tracker summary in Appendix C that indicates the current overall forecast delivery % of the various savings streams by the services is at 80%. Any shortfalls in achieving savings will be reflected in the table at 2.3 and in Appendix A.

## 2 Revenue Outturn Forecast Based on 2nd Quarter Position

- 2.1 Appendix 'A' to this report details the approved Revenue Budget for 2019/20 and the forecast variation at this time.
- 2.2 Other than projected variations on Directorate expenditure, it is still too early to forecast variations that may arise on some significant Corporate items, including the level of Council Tax collection (which posted a deficit in 2018-19 of £0.3m though in previous years has returned a modest surplus) – it is assumed at the current time that these remain largely as per the approved budget.
- 2.3 The overall Directorate position is summarised below:-

### ***DIRECTORATE***

	<b>FORECAST VARIATION 2019/20 £000</b>	<b>SAVINGS VARIATION 2019/20 £000</b>	<b>OTHER VARIATION 2019/20 £000</b>
RESOURCES	-65	1,757	-1,822
PEOPLE - SOCIAL SERVICES	986	975	11
PEOPLE - EDUCATION	1,986	0	1,986
PLACE	0	701	-701
<b><i>NET DIRECTORATE EXPENDITURE</i></b>	<b>2,907</b>	<b>3,433</b>	<b>-526</b>

2.4 Directors' comments on the above variations are shown at Appendix B :-

2.5 Within the *Sustainable Swansea* Delivery Programme, work continues to develop service delivery plans that will include all savings requirements across all strands. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews.

2.6 Whilst continuing to improve, the above potential service overspend remains a significant risk and needs to be addressed on a whole Council basis as it remains unsustainable in the medium term to continuously spend more than budgeted, especially so given the position is helped only temporarily by one off grant funding sources . A number of the overspend areas follow on from the outturn position for 2018/19 and need to be considered in the light of the forecast savings going forward within the 2019/20 budget, Medium Term Financial Plan, and the cumulative effect of non-achievement of savings going forward.

2.7 Corporate Management Team has re-enforced the current arrangements for budget monitoring in particular :-

- focus on a range of corrective actions;
- targeted immediate spend reduction action;
- spending control on all vacancies and contracts;
- a continued reminder that **no Responsible Officer is authorised to overspend their budget in line with Financial Procedure Rules;**
- and consequently that Directors have brought forward to Cabinet and Corporate Management Team detailed and realistic mitigation plans to contain service overspending.

2.8 Offsetting opportunities do exist to temporarily ameliorate the currently identified service demand and price pressures as follows.

- £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year end. Should the full allocation not be required then any saving will be proposed to be used to mitigate service pressures at year end.
- £2m was also set aside to meet any specific and significant inflationary increases arising in year. A Commercial savings target was held corporately in 2018/19 and initially 2019/20. Any actual contract/procurement savings were delivered within services and not allocated to this central target. For 2019/20 this total has been allocated to services and is funded from the Inflationary provision to avoid double counting against previous contract procurement savings. Given the overall financial projection at this stage it is proposed by the S151 officer that £1.1m is allocated to services to cover commercial pricing pressures as outlined in the 1<sup>st</sup> Quarter report and the remaining £0.9m be conserved for now as a hedge against potential service over spending . The most likely area needing further budgetary support in year for inflation costs continues to be Social Services given a range of contract renewals and re-tenders and continued fragility of some providers in the market.

- Use of the Contingency Fund as detailed below.

### 3 Contingency Fund Provision for 2019/20

3.4 The contingency fund is set at the £7.072m contribution for 2019/20 as set out in the budget report approved by Council in February 2019. This is significantly higher than in recent years reflecting additional mitigation against any repeated overspending.

3.5 The current potential calls on the contingency fund for 2019-20 are:-

<b>Contingency Fund 2018/19</b>	<b>Prediction</b>
	<b>2019/20 (£m)</b>
Budgeted contribution for year.	7.072
One off interim support arrangements for Chief Executive and ongoing regional working.	-0.030
One off support to a range of events celebrating the 50 <sup>th</sup> anniversary of the granting of city status to Swansea .	-0.158
Support for Swansea Community Awards.	-0.003
Key Cities Subscription.	-0.010
High Street Multi Story Car Park urgent lift works.	-0.135
Swansea Market urgent works	-0.075
New Depot : CTU equipment(previous service earmarked reserve fully used in extremis to balance budget 18-19. Anticipated spend now funded in 19-20)	-0.314
Western Powerhouse subscription	-0.020
Equalities consultation and co-production support	-0.005
ER/VR in year costs if ultimately exceeding balance on Restructure Reserve of £3m (this is currently not expected to be needed on basis of levels of ER/VRS).	0.000
Service overspend mitigation £2.007m and mitigation for future spend risks/demand and regulatory pressures/inflation £4.315m	-6.322
<b>Balance 31st March 2020</b>	<b>0</b>

The above table lists current potential calls on the budgeted contingency fund. The final amounts will be dependent on a number of factors during the year including speed of implementation, actual costs/commitments incurred and final Directorate outturn position. Spend approvals will be deliberately limited to seek to maximise underspend here as part of mitigating budget savings action. Updates will be provided during the financial year as part of the routine quarterly reporting to members.

As set out in the 2018-19 Revenue outturn report to members some £3m remained within the Restructure Reserve to contribute toward ER/VR costs in 2019-20. The S151 officer proposes that any such costs over and above this £3m will be funded via

the contingency. The final costs of ER/VR will only be known towards the end of the year once all management actions re savings proposals etc are implemented. At this stage it is assumed that all ER/VR costs will be able to be contained within the sum left in the Restructure Reserve.

The S151 officer proposes that ,as set out in Appendix A, the forecast shortfall in the funding of service costs for 2019-20 of £2.007m (Service overspends of £2.907m less unallocated Inflation provision £0.9m) will be met in full from the Contingency fund. That the remaining balance on the Contingency Fund of £4.315m be provisionally allocated to mitigate any potential additional spend risks/ demand and regulatory pressures/ pay and price inflation arising in the financial year.

The S151 officer proposes to reserve his final position on the recommended levels of use of the restructure reserve and contingency fund until the success or otherwise of reducing the forecast overspend is known at year-end.

3.6 The current indication is that, for 2019-20, there still needs to be urgent and decisive action to pursue and deliver all savings proposals across the Council.

3.7 The action being taken includes working through existing plans on an accelerated delivery basis :

- Management and Business Support Review: ongoing review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Reducing the Pay Bill: review of options to reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set for 2019/20
- Progressing implementation of Commissioning Reviews and Cross Cutting Themes.
- Further implementation of the Social Services Saving Plan through which we have identified mechanisms for bringing down overall costs.
- Continuing the extant spending restrictions which have been reviewed, refreshed and reissued by Corporate Management Team.
- Directors detailed action plans which are summarised in their commentary in Appendix B.

3.8 It should be noted that at this time, although the Council continues to pursue a number of VAT related claims, some are more advanced than others, there is NO certainty of windfalls from VAT refunds or any other external source being received in the current year.

#### **4 Revenue Budget Summary**

4.4 The position reported above reflects the best known current position. A net £2.907m of shortfall in service revenue budgets, offset by £0.9m of identified additional savings from the non-allocation of the Inflation provision together with utilising £2.007m from the use of the Contingency Fund.

- 4.5 Corporate Management Team have reinforced the expectation that both service and overall net expenditure **must** be contained within the relevant limits of the current year budget as set by Council.
- 4.6 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an often increasing tax base.
- 4.7 Included in the projected budget for 2019/20 for other corporate items are capital finance charges. At this early stage no variance is forecast, in any case any underspending or overspending will be transferred at year end to or from the capital equalisation reserve, a strategy previously agreed by Council. This will be reviewed and updated during the year as various capital schemes/programmes progress.
- 4.8 The overall judgement at this point is that there remains an urgent need to identify and implement existing and additional budget savings across all Council Services to improve the 2019/20 position and beyond.
- 4.9 There remains a degree of confidence that some further inroads can continue to be made into the forecast overspend position by ongoing management and member action. Equally, the scale remains such, that it would be on balance very unlikely that spending can be fully contained in year without wide scale mitigation actions, including those set out in this report.
- 4.10 There continue to be increasing risks around general inflationary pay and price pressures (including potentially another higher than previously budgeted teachers' pay award from September). Nevertheless the Council simply cannot afford to fund them, unless additional grant support is forthcoming from Welsh Government, otherwise savings will have to be made elsewhere to meet such pressures.
- 4.11 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis.
- 4.12 The Section 151 Officer has previously considered professional advice given as to funding levels within the Insurance Reserve and notwithstanding the ongoing modest draws from the reserve over the duration of the MTFP to help support the revenue budget, he is satisfied there is at least a further £2.648m of headroom (over funding) beyond that reasonably likely needed to meet future claims. This enables a transfer to be made between earmarked reserves and bolster the capital equalisation reserve yet further in anticipation of the substantial future capital spending which remains to be predominantly financed from unsupported borrowing. This transfer was approved by Council on the 24<sup>th</sup> October 2019 in the annual Review of Revenue Reserves report.
- 4.13 It is imperative that sustainable base budget savings are found to replace these in year one off actions to stabilise the 19-20 budget ahead of an anticipated extremely challenging and uncertain 2020-21 budget round.



## 5 Capital Budget

5.1 Expenditure to 30<sup>th</sup> September 2019 is £41.81 million, summarised as follows:

<b>Directorate</b>	<b>Budget 2019/20</b>	<b>Actual to 30/09/19</b>	<b>% spend</b>
	£'000	£'000	
Corporate Services	6,522	695	10.7%
People	28,264	2,898	10.3%
Place (General Fund)	77,793	18,853	24.2%
Place (HRA)	60,746	19,364	31.9%
<b>Total</b>	<b>173,325</b>	<b>41,810</b>	<b>24.1%</b>

Expenditure on major capital schemes is detailed in Appendix D.

It should be noted that the actual spend to 30 Sept may only have 4 or 5 months costs relating to external invoices. In addition the budgets will be reviewed during October which will result in some budgets being re-profiled into later years. Nevertheless it remains highly likely that some capital expenditure slippage will ensure and this will help reduce the in-year revenue costs of capital financing.

## 6. Housing Revenue Account

6.1 There are no material budget issues to flag at this stage of the year. There are some anticipated underspends on employee costs (currently forecast at around £100K) and any slippage on the capital programme may lead to a reduction in capital finance costs however it is too early in the year to make an accurate forecast. Overall the current repairs forecast is a small overspend (£60k) and will continue to be monitored closely.

## 7. Legal Issues

7.1 There are no legal issues contained within this report.

## 8. Equality issues

8.1 The Council is subject to the Public Sector Equality Duty (Wales) 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.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

8.2 The Revenue budget of the Council was approved following the application of the corporate Equality Impact Assessment (EIA) process throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that the EIA process (alongside consultation and engagement as appropriate) is applied to ensure due regard is paid to the potential equality impacts of any proposals prior to decision making.

Background papers: - None

Appendices: Appendix A – Revenue Budget forecast 2019/20  
Appendix B – Directors comments on variances and action plans  
Appendix C – Savings tracker summary  
Appendix D - Expenditure on major Capital Schemes

## REVENUE BUDGET PROJECTION QUARTER 2 2019/20

<b><u>DIRECTORATE</u></b>	<b>BUDGET 2019/20 £000</b>	<b>PROJECTED 2019/20 £000</b>	<b>VARIATION 2019/20 £000</b>
RESOURCES	45,598	45,533	-65
PEOPLE - SOCIAL SERVICES	121,080	122,066	986
PEOPLE – EDUCATION	170,679	172,665	1,986
PLACE	56,331	56,331	0
<b><i>NET DIRECTORATE EXPENDITURE</i></b>	<b>393,688</b>	<b>396,595</b>	<b>2,907</b>
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY/INFLATION	1,850	950	-900
CONTINGENCY FUND	6,322	4,315	-2,007
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	86	86	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	12,971	12,971	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	14,478	14,478	0
NET INTEREST CHARGES	18,119	18,119	0
<b><i>NET REVENUE EXPENDITURE</i></b>	<b>447,514</b>	<b>447,514</b>	<b>0</b>
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	-4,588	-4,588	0
<b><i>TOTAL BUDGET REQUIREMENT</i></b>	<b>442,926</b>	<b>442,926</b>	<b>0</b>
DISCRETIONARY RATE RELIEF	400	400	0
<b><i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i></b>	<b>443,326</b>	<b>443,326</b>	<b>0</b>
COMMUNITY COUNCIL PRECEPTS	1,465	1,465	0
<b><i>TOTAL REQUIREMENT</i></b>	<b>444,791</b>	<b>444,791</b>	<b>0</b>
<b><i>FINANCING OF TOTAL REQUIREMENT</i></b>			
REVENUE SUPPORT GRANT	242,197	242,197	0
NATIONAL NON-DOMESTIC RATES	80,014	80,014	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	121,115	121,115	0
COUNCIL TAX - COMMUNITY COUNCILS	1,465	1,465	0
<b><i>TOTAL FINANCING</i></b>	<b>444,791</b>	<b>444,791</b>	<b>0</b>

## Directors comments on budget variances and summary action plans

**Director of Resources**

Variance	£000	Explanation and Action
<b><u>Savings Variation</u></b>		
18/19 Sustainable Swansea Savings targets:		
Management review of grade 10 and above	113	These three areas form part of Corporate Services proposals to merge and review cross-cutting functions across the Council related to Business Support functions, exploring new ways working including regional collaboration where possible. Limited opportunities are available regarding shared services and the regional working options are very slow in progressing, with little if any appetite across other organisations. Further Proposals and plans are being discussed.
Service review/regional working/shared services	239	
Stopping or reducing services through new ways of working	597	
Merging of Land Charges with Planning and Building Control as per the Commissioning Review	25	The team has successfully merged with Planning and savings achieved in the Place Directorate. It was planned that new ways of working would release this £25k in legal, however, this is no longer possible. Alternative savings are now being sought in legal however this is proving difficult with the additional pressures from savings already made in staffing.
Establishing Business Support hubs in the People and Place Directorates	-79	An additional saving as a result of implementing the 'One Council' approach to Business Support.
19/20 balance	-125	Additional savings as a result of vacancy freeze and delay in appointing staff.
16/17 & 17/18 saving targets	531	The savings identified in previous years requires changes to terms and conditions or the potential stopping of services, this to date has not had support and remains an area of further investigation before anything is recommended or agreed.
Sub total	1,301	
<b><u>Other saving targets:</u></b>		
Transfer and review of the Welsh Translation	150	The Welsh Translation Unit is reviewing ways of working however, the demand

Unit, including cost and charges		for Welsh translation continues to increase. In order for the Council to meet its statutory responsibilities and statutory deadlines for certain reports further budget reductions are not possible. External translation services are now being used to help with capacity, which impacts the budget. Although the team will continue to improve and change processes and ways of working, including the use of technology, it is anticipated this saving cannot be achieved due to rising demand.
16/17 Communications model & Corporate Health & Safety/Wellbeing	306	This saving is challenging with the identified model of merging the marketing and communications from across the council into one team not able to progress. In addition, the increase in demand in the referrals to occupational health has not enabled the growth of this area to become income generating due to all spare capacity being used internally.
Total Savings variation	1,757	
Other Net Underspends	-1,822	Mainly as a result of Legal Services underspends of £-439k due to staff savings of £-263k and income from the Liberty Stadium court case £-130k, Financial Services underspends due to CTRS forecasted underspend of £-350k, however, this dependant on caseloads & net staff savings of £-480k, Digital and Transformation staff savings £-400k and potential IT contract cost savings of £-105k
Total Variation	-65	

Corporate Services underwent significant change in 2017/18 which followed into 2018/19, in order to realise savings and rebalance the budget.

The Directorate has proactively and strictly managed any overspending in Quarter 1, and as a base budget has performed well. The legacy savings from the previous years have affected the budget and for Quarter 2 these have been offset by underspends on service areas mainly as a result staff savings through managing vacant posts and from a one off income item in relation to the Liberty Stadium court case and CTRS underspend which is dependent on caseloads. This has resulted in an overall variance of £-65k.

Detailed plans and proposals are in place for all of the savings variances above by 31<sup>st</sup> March 2020.

Action Plans for Resources include:

- Releasing of vacancies in each service
- Ensuring all legacy savings are achieved, which were previously allocated to services
- Service budget reviews to release additional savings, reviewing the risk across the Council including impact on other Directorates.
- A range of other measures are being considered as part of in year and annual budget savings considerations , these include.
  - Review of the CTRS which is a demand-led service
  - Reductions in corporate services.
- Bringing forward savings as a result of digital wherever possible
- Reducing and stopping fees and subsidies wherever possible.

**Director of Social Services**

Social Services

Variance	£000	Explanation and Action
<b>Savings Variation</b>		
Implement preferred options as outcome of Commissioning Review (Learning Disability, Physical Disability & Mental Health service provision)	500	This project continues with dedicated resource and senior management input. Initial retendering exercise underway. The continued effect of increases to minimum wage and the need to diversify the supplier base will cause costs to increase.
Review of CHC Arrangements/LD MH Right Sizing and Review	248	This figure has improved since the first quarter as project has had further success in identifying individuals eligible for third party funding.
Review all packages of care to ensure fit for purpose and effectively manage new admissions to domiciliary care.	140	Domiciliary care continues to be subject to significant demand pressures. Rightsizing work is therefore likely to release capacity rather than reduce spend.
Direct Payments Strategy - Targeted increase in recourse to direct payments as alternative to non-complex domiciliary care packages	200	Savings in this area continue through reviews of allowances paid and, where appropriate, the reclaim of unused balances.
Income Targets	-500	Targets are expected to be exceeded in this area due to significant deferred payment receipts as well as cash transfers received in respect of legislative changes.
New Business Support Hub for Education and Social Services	50	Savings established from Social Services - remaining £50k assigned to Education. No confirmation as yet from Education on their contribution to the target
Maximise Income Opportunities in Outdoor Centres	25	Staffing changes have taken place in the centres, however there is an expected overspend in this area.

Variance	£000	Explanation and Action
Creation of a single family support function across Poverty & Prevention and CFS	50	This target is 87% achieved. Unachieved savings are primarily a consequence of the Youth Offending Service's disaggregation from regional arrangements.
Increase income from training delivered	10	This saving target is dependent on income that will not be realised until later in the year.
Realignment of employability service to maximise efficiency of grant and management.	100	This saving is currently 50% achieved. An Employability Commissioning Review is underway to identify further opportunities to offset core funds to achieve this target in 19/20 and beyond.
Cross Cutting Savings	132	Cross cutting savings arising from a combination of proposed changes to terms and conditions are unlikely to be achieved.
<b>Other</b>		
Independent Child and Family Placements	860	This budget is subject to both fee and demand pressures. It is hoped that the implementation of a new practice model will see this forecast reduce over time.
Adoption Fees	200	The council contributes towards a regional adoption service where there costs are shared between partners dependent on placement activity. Currently the Council has placed more children than its funding share.
External Residential Care	125	This area continues to be exposed to both demographic and cost pressures. Work to ensure all placements are appropriate and cost effective continues.
Internal Staffing and Services	-2,774	A number of grants have been received that are able to support the overall financial position. Work to ensure services are designed in a way that enables the Council to access all funding sources continues and will cause significant underspends to appear in these initial stages. Work to rebalance the Service's budgets is underway.
Third Party Spend	20	In addition, the service continues to maintain tight vacancy and contract management
MHLD Complex Care	1,600	This is a continuation of previous years' overspend and remains an area of extreme demand and price pressure. Additional budget has been allocated but is being outstripped by both pressures on demand and fee levels.
<b>Overall Variation</b>	<b>986</b>	

## Director's Comments

At the halfway point of the financial year, the forecast outturn is for a c £1.0m overspend on gross expenditure of c. £175m. This is a significantly improved half year position compared with recent financial years.

The £1.0m is predominantly made up of a £975k shortfall on likely achievement of savings.

In order to address the £1m gap, an in year review of gross expenditure across the Directorate compared to last financial year is being undertaken. For any increases above 2% wage inflation, remedial action will be taken to bring increased spend back below 2% by year end.

In addition to the above, a vacancy freeze will be implemented across the Directorate for any posts which do not give rise to either a safeguarding or business continuity risk.

Finally WG have announced a further tranche of regional grants to address Winter pressures and the local authority will seek to draw down further funding to accelerate transformational activity this financial year.

In light of the above, there is a good deal of confidence that the Social Services & Poverty and Prevention Directorate will achieve a balanced budget by year end (if not a small underspend).

However there remains concern that at least £4million of grant income will cease in the new financial year creating an additional financial burden for which alternative income or further compensatory savings have not yet been agreed.

### Director of Education

Variance	£000	Explanation and Action
Home to School Transport	694	Inflationary fuel price pressures and continuing demand, particularly within the ALN and post 16 sector continue to increase costs. These demand and price pressures are inherently volatile and uncontrollable within current transport policy.
Catering and Cleaning	567	The service continues to be subject to substantial inflationary pressures on the cost of food and staff. This has been partially offset by a combination of management cost control and positive take up of paid meals. Further means of reducing net cost are being examined.
Additional Learning Needs	600	This forecast primarily concerns the cost of placements within Independent Special Schools. The Council continues to see both cost and demand pressures in this area, despite continued efforts to increase the supply of such places locally. Should



		demand for such placements continue to rise, this forecast will increase.
Centrally funded non-delegated pressures.	466	This overspend is primarily attributable to ongoing historic pension costs borne by the Council on behalf of Schools. It also includes increases in the cost of maternity/paternity leave.
Potential one-off managed savings	-341	All savings opportunities are being explored to alleviate the pressures above.
<b>Overall Variation</b>	1,986	

Many of the pay, price and demand pressures identified above are a continuation of the overspend position from 2018/19. Ongoing robust management action will continue. This will seek to mitigate pressures and continue to bring forward additional savings where possible.

The scale of external demand and cost pressures facing education services is such that no continuing robust management action will be able to bring the net spending across the directorate into balance within the 2019-20 financial year. By far the most significant area of education spending is the delegated schools budget and whilst this cannot be reduced in year it would be possible to effectively 'top slice' the budget in 2020-21, as a one off base adjustment, to effectively recover any net overspend by the year end on the 1st April 2020. Any such retrospective 'top slicing' would be in addition to any cash or real terms reductions in funding for schools approved as part of the Council budget for 2020-21.

However, to mitigate and minimise any potential reduction to schools delegated budgets all LEA budgets will be reviewed further in the first instance.

### **Director of Place**

A number of issues need to be highlighted for the purpose of visibility. These include unfunded budget pressures as follows:

- Significant increased electricity costs for street lighting of £200k
- Reduced recycling prices in waste management reflecting an improved position from 1<sup>st</sup> quarter of £87k
- Increased costs for maintaining and replacing aging social services fleet £381k

In year savings of £701k have been identified as difficult to achieve by year end and these comprise mainly of Commissioning Review (Service in the Community), IT delays for rollout of mobile working and delayed and "cashable" Integrated Transport Unit savings and transport savings removed budget but authorisation to implement withdrawn

In addition there are some challenges in achieving all of the "cross cutting" saving requiring policy changes identified for 19/20 in particular

- Staff – Christmas closure, average holiday pay, 50% Honoraria reduction, 50% market supplement reduction and remove first aid payments (total £118k)

The directorate has identified appropriate mitigation to offset these spending pressures within its overall budget to enable it to offset these costs and return a balanced budget.

# September 2019 MTFP Tracker Report

**Target Savings**

**£12.64m**

**Expected Savings by 31<sup>st</sup> March 2020**

**£10.13m**

August £10.11m



**Delivered**

**£6.31m**

August £5.99m  
July £5.72m

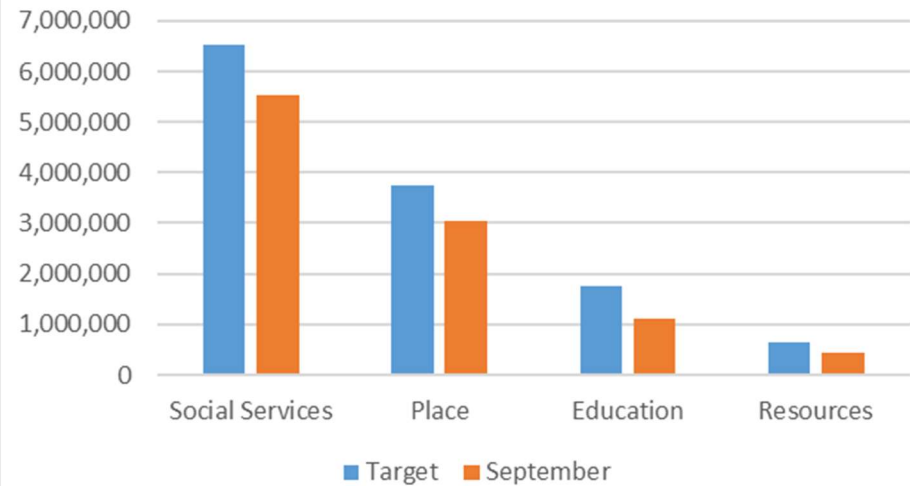


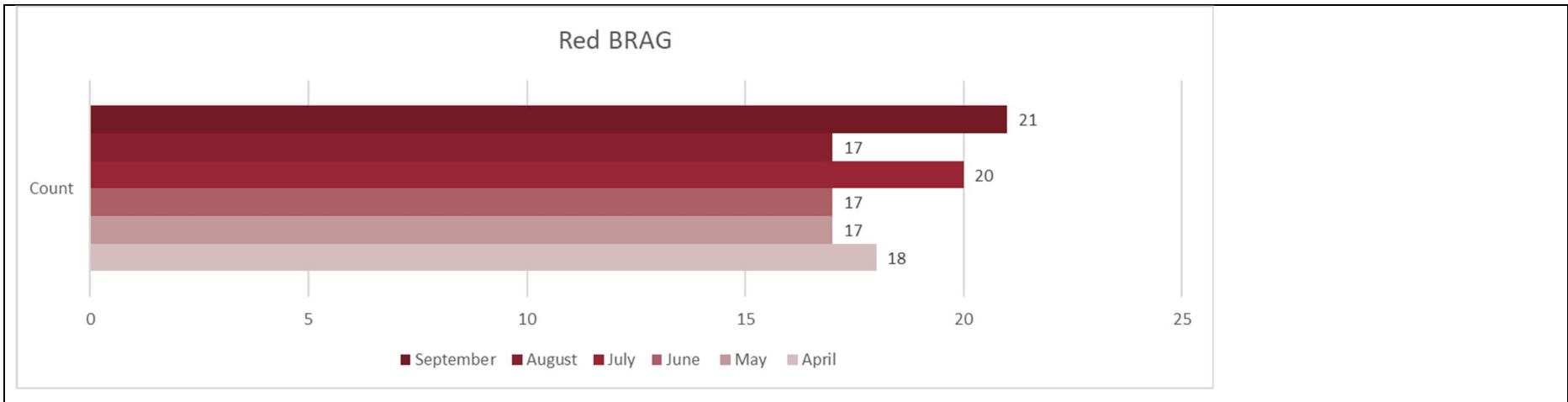
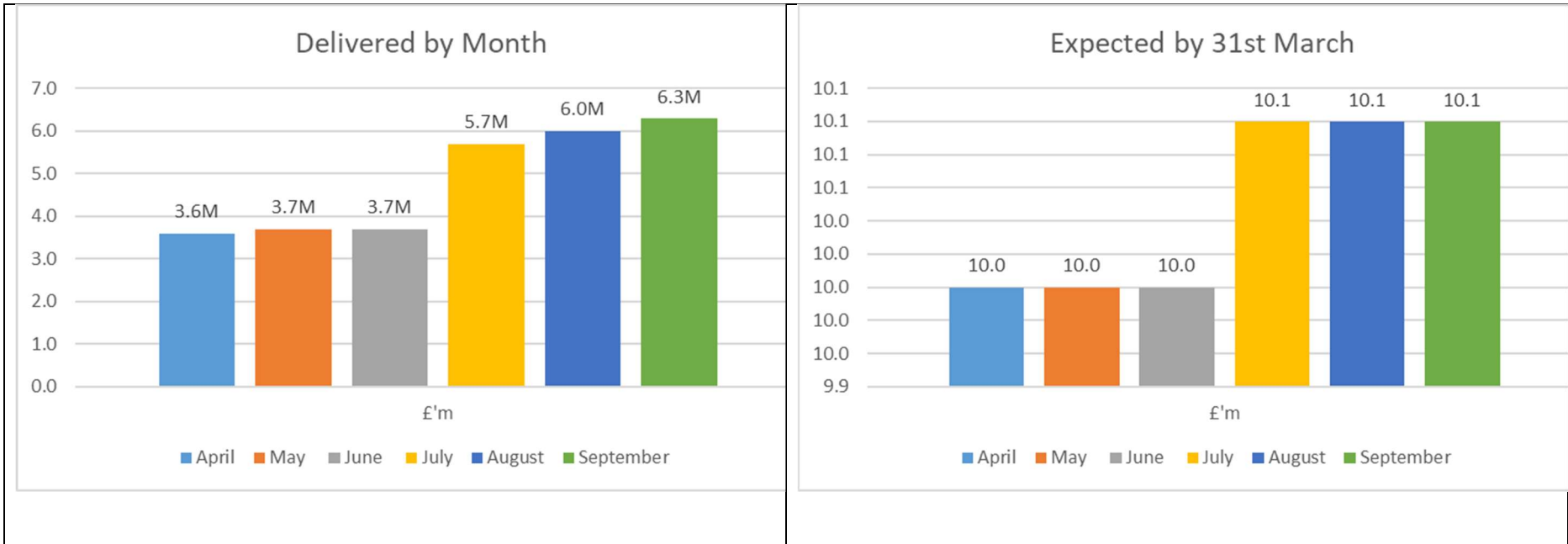
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**BRAG COUNT BY DIRECTORATE**



**Target v Expected to be Achieved**





**Appendix D**

<b>Capital expenditure on major schemes to 30 September 2019 (where spend greater than £250k)</b>	<b>£000's</b>
<b>People</b>	
Pentrehafod Comp School Remodelling	515
EOTAS new build	686
Gorseinon primary new build	896
<b>Resources</b>	
Agile & Mobile programme (laptops and accessories)	563
<b>Place</b>	
Swansea Central (Arena)	5,422
Kingsway infrastructure and demolition	784
Highways - carriageways & resurfacing	2,651
Highways - footways	254
Bascule Bridge	428
CTU - chassis cabs and bodies	278
Corporate Building (including school improvements)	2,695
Disability Facilities Grants	1,441
Mini adaptation grants	317
Freedom Leisure improvements	2,014
HRA capital programme (excluding More Homes schemes)	18,342
HRA capital programme - More Homes schemes	1,021

Total scheme value where spend greater than £250k

38,307

# Agenda Item 12.



## Report of the Cabinet Member for Investment, Regeneration and Tourism

Cabinet - 21 November 2019

### City Centre Marketing of Strategic Sites Joint Venture Opportunity and FPR7

<b>Purpose:</b>	To set out future regeneration options building on the catalytic effect of current development projects in the city centre including the marketing of strategic sites to secure a Joint Venture partner.
<b>Policy Framework:</b>	Swansea Local Development Plan: Swansea Central Area Regeneration Framework (2016)(SCARF), Corporate Priority Creating a Vibrant and Viable City and Economy, Council Constitution, Financial Procedure Rules
<b>Consultation:</b>	Access to Services, Finance, Legal, Property Services.
<b>Recommendation(s):</b>	It is recommended that:  <ol style="list-style-type: none"><li>1) The revenue funding requirements as set out in paragraph 5.3 are approved.</li><li>2) Option 3 is progressed and the Joint Venture Opportunity is marketed then advertised on Sell2Wales</li><li>3) Authority is delegated to the Director of Place and Chief Legal Officer to approve the marketing and tender documentation including Memorandum of Information and draft Legal Agreement/vehicle for delivery.</li></ol>
<b>Report Author:</b>	Huw Mowbray
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Catherine Window

## 1. Introduction

- 1.1 The last major regenerative shift in Swansea occurred following the 2<sup>nd</sup> world war. Interventions since then by public authorities were generally small scale and failed to trigger private investment. In order to address this the Council commissioned a robust regional economic strategy and produced the most comprehensive analysis of the challenge. Productivity in the region had fallen from 93% of the UK average to 77% within three decades. At the same time it became clear that the future role of cities was changing; shaped by structural changes to the economy, environmental concerns and the growth of the World Wide Web.
- 1.2 The evidence was clear that failure to intervene would see further rapid decline in the City fabric, depopulation, continuing falls in productivity, skills leakage, and increases in poverty and worklessness.
- 1.3 City Centre regeneration became one of the Council's Corporate priorities.
- 1.4 Following the Council's commitment to deliver Swansea Central Phase 1 and the Digital Village that form part of the City Deal programme, it is now pertinent to capitalise on this investment through further regeneration of the city, delivering economic growth and creating a better place for people to live, work and visit in accordance with the Council's priorities and objectives, in particular the Swansea Central Area Framework (SCARF) and LDP.
- 1.5 In particular the fundamental aims are to:
  - Encourage more people living and working in the city centre resulting in a 8 until 8 economy
  - Enhance built environment and green infrastructure
  - Be at the forefront of the digital and tech sectors
  - Create a step change in the city centre through a leisure retail scheme at its heart to attract residents, workers and visitors
  - Capitalise on the significant number of regeneration projects currently being delivered, the Council's financial commitment to Phase 1 and City Deal funding, passing delivery and cost risk to the private sector
  - Provide high quality city centre residential accommodation for 21st century living
  - Emphasise Swansea's distinctiveness and sense of place including culture
- 1.6 Since publication of the SCARF the role of city centres has continued to shift with less emphasis on retail, but in Swansea there is evidence of an increase in demand for office use, particularly from the public sector.

- 1.7 It is the Council's intention to minimise further direct funding on future regeneration projects and therefore officers, in conjunction with property advisors, have been exploring how to attract private investment to ensure ongoing delivery of developing Council owned strategic development sites.
- 1.8 The Council issued a PIN Notice via Sell2Wales on 10/04/2019 asking for potential investors to register their interest. Other organisations have also come forward separately and in total there have been 14 responses.
- 1.9 This report sets out a proposed way forward to secure a Joint Venture partner and seeks authority to proceed with a formal OJEU marketing exercise via Sell2Wales inviting offers from a shortlist of developers through following a Competitive Dialogue procurement process.

## **2. Background**

- 2.1 A separate Cabinet report is recommending approval for the Council to fund the delivery of Swansea Central Phase 1, securing a contribution from City Deal. This would deliver a new Arena, car parking and coastal park on the former LC car park, a bridge over Oystermouth Road, together with an additional multi storey car park, 33 residential units and 478m<sup>2</sup> of commercial space on part of the St Mary's car park/Wellington Street. A hotel will also be developed by the private sector adjacent to the Arena as part of the scheme.
- 2.2 The City Deal is also providing funding towards the Digital Village project at 71-72 The Kingsway that the Council is taking forward, this will be the subject of a future separate report to Cabinet.
- 2.3 Historically Swansea Council has had a large property holding and there are currently several significant sites that could be brought forward for development in the short, medium and longer term. Seven of these have been identified and they comprise
  - Swansea Central Phase 2 (possibly excluding the first phase of a Public Sector hub if this is to be delivered by the Council)
  - Former Oxford Street School Site
  - Site 9 Swansea Marina
  - Civic Centre Site
  - Sailbridge Site
  - Former St Thomas Station site
  - Hafod Copperworks Site

Plans of these sites are attached as Appendix A.

In addition, there will be the possibility of the inclusion of one or more sites within the wider city region provided there is agreement by the Council and the JV partner to take these forward and there is no compromise to delivering the Council's priority sites.

2.4 It is not envisaged that the Council will be in a position to deliver regeneration development projects on these sites without additional funding and therefore Council officers have been asked to consider options for delivery.

#### 2.5 **Option 1**

The Council could dispose of the sites on the open market by simply selling its interests to the highest bidder. This would reflect existing market value of the sites but the Council would only have control over future use through the planning system with little say over delivery timescales. It is unlikely that the Councils regeneration objectives would be met as development by the private sector would be commercially driven.

#### 2.6 **Option 2**

The Council could sell off individual sites on a traditional development agreement approach that would provide a degree of control over future development to ensure regeneration and other Council objectives are met through a formal legal agreement setting out the Councils terms.

2.7 Due to the complex nature of these sites and the need for a holistic approach to development given the wider regeneration agenda and Council policies, this would entail a detailed marketing exercise of each at the appropriate time in the development cycle. The marketing exercise would need to include extensive information relating to the site, detailed planning briefs and then drawing up bespoke legal agreements depending on the terms of each disposal following each procurement process. Whilst this option is potentially a way forward to deliver the Council's wider objectives it is likely to require a significant amount of resources from officers with the relevant specialist expertise, alongside input from consultants where required, to undertake each marketing exercise that would need to be timed appropriately to correspond with economic cycles and market forces to ensure values are optimised. It could mean the Council working at risk with a shortage of resources, along with sole responsibility for ongoing management and maintenance of this property portfolio for an unknown period of time.

2.8 This approach would not necessarily deliver a cohesive approach due to the likelihood of having separate developers on each site.

#### 2.9 **Option 3**

An alternative approach is to appoint a private sector Joint Venture partner to work alongside the Council to deliver regeneration projects that would allow a transfer of risk and access to wider, potentially more effective resources.

2.10 In order to protect the Councils interests it would be a condition of the JV agreement that the Council could add or remove sites from the arrangement, including the possibility of delivering one or more sites



within the wider city region provided there is agreement by the Council and the JV partner to take these forward and there is no compromise to delivering the Council's priority sites.

2.11 There would also be backstop dates for development to ensure that delivery objectives are met and provision for income sharing.

2.12 The benefits of this approach include

- To transfer as much of the future development and cost risk away from the Council and on to the Private Sector as possible
- To increase the breadth and depth of developers in the city centre
- To bring in expertise and assist with the delivery of projects (ie joint ventures)
- To provide funding
- To raise Swansea's profile, thus attracting further private sector investment and new occupiers
- To ensure a cohesive approach to regeneration across the city based on the Council's regeneration objectives

2.13 To ensure success the Council would need to

- Provide long term commitment
- Provide the land
- Champion the projects
- Seek gap funding/other financial interventions where required
- Ensure delivery accords with Council priorities
- Protect public interest to ensure quality of development and delivery in a timely fashion

2.14 Key responses from the EOI indicate the need for scale in terms of value and duration of the Joint Venture arrangement. Investors would require a potential development value in the order of £1bn and in order to deliver this all of the 7 priority sites would need to be included as a minimum. The length of any Joint Venture agreement would need to be at least 20 years.

2.15 Council officers and their advisors recommend option 3 as the preferred way forward.

2.16 **Next steps**

On the basis of Option 3 above the next steps would be to select a Joint Venture partner through a 2 stage OJEU Competitive Dialogue Process.

2.17 This would entail

- Preparation of marketing material, advertising and launch events to promote the opportunity
- Providing relevant property information (including plans, surveys, site investigations, identifying opportunities and constraints) together with reports on title and planning policy background for each site that would be uploaded to a data room to be shared with

potential bidders so that they have sufficient information to be able to develop their proposals, prepare appraisals and formulate a financial offer.

- Preparing the procurement documentation including details of the proposed dialogue meetings (eg dates of meetings and topics to be discussed)
- Agreeing the scoring criteria of submissions and bids to reflect the Council's priorities

2.18 The first stage of this process will involve the Council issuing a Supplier Questionnaire (SQ) to ensure that bidders meet minimum selection criteria in terms of their technical and professional ability, experience and financial standing. Bidders shortlisted at this stage will be taken through to the dialogue stage.

2.19 Once the dialogue stage is complete bidders will provide detailed formal submissions based on 3 of the sites to demonstrate their delivery approach and the financial implications of their proposed Joint Venture model to be analysed and scored by the Council and their advisors.

2.20 In terms of timescales the following key milestones are envisaged

January-March 2020	Launch
March 2020	Issue SQ on Sell2Wales
June 2020	Issue Invitation to Participate in Dialogue (ITPD) to shortlisted bidders
October 2020	Close dialogue
November 2020	Issue Invitation to Submit Final Tender (SFT)
January 2021	Analyse bids and identify preferred bidder
February 2021	Report to Cabinet
March 2021	Appoint partner

2.21 In order for the process to run smoothly governance is a key issue that needs to be addressed, and it is proposed that a Project Board is set up comprising officers from Planning and City Regeneration, Legal, Procurement and Finance that will report through City Regeneration Programme Board and Members Steering Group.

2.22 Once a preferred bidder has been identified then a report would be brought back to Cabinet outlining the bids received and providing detailed information on the terms proposed by the preferred bidder for a decision on whether to proceed to enter into the JV agreement.

### 3. General Issues

3.1 Property Services are investigating the possibility of a Public Sector office hub in Swansea, with the potential of a first phase in the order of 7,000m<sup>2</sup>

to be occupied by the Council and another public sector partner on part of the Swansea central Phase 2 site. Due to the timing and funding required it appears beneficial for the Council to deliver this itself therefore it is proposed that the red line excludes an area suitable for this development with the option to either reintroduce it to the Strategic Sites process if the Council does not proceed with this hub or potentially extend the red line to include a wider public sector hub development. This proposal will be the subject of separate reports seeking confirmation of the decision to relocate the Council's services from the existing Civic Centre and the scale and timing of the public sector hub development based on advice received from Rivington Hark, the Council's retained property development managers.

#### **4. Equality and Engagement Implications**

- 4.1 The Council is subject to the Public Sector Equality Duty (Wales) 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.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

- 4.2 An EIA Screening Form has been completed and is attached as Appendix B - a full EIA report is not required at this stage. Each site will need to be considered in detail once the development proposals are known.
- 4.3 This project is a good example of the 5 Ways of Working promoted by the Wellbeing of Future Generations (Wales) Act 2015 and will make a significant contribution to the 7 well-being goals. It is an example of collaborative working between the public and private sector in a sustainable way resulting in a long term partnership with the objectives of developing key strategic sites within the city for the benefit of future generations.

This is a major public and private sector investment programme, assisting in the regeneration of our city centre, stimulating economic growth, addressing issues such as city centre decline, poverty, inequality, jobs and skills which directly contributes to the council's obligations to act in a sustainable way pursuant to the WFGA

#### **5. Financial Implications**

- 5.1 The overall budget required to select a Joint Venture partner to work with Swansea Council to deliver development of strategic sites is estimated at £250,000. Also the Council have a contract with external consultants to provide specialist advice and support the Council in delivery of

regeneration projects and a further £600,000 is required to fund this in line with Financial Procedure Rules.

- 5.2 A table is attached as Appendix C setting out the spend allocation.
- 5.3 At present there is no specific funding allocation for this however Cabinet previously authorised a capital budget of £850,000 to develop the Swansea Central Phase 2 scheme, as referred to in the Swansea Central Phase 1 Project Update and FPR7 on 29<sup>th</sup> November 2018. This is a capital funding allocation however the Joint Venture expenditure proposed is revenue spend. As the project is in feasibility and scoping phase, expenditure shall be revenue in nature until the creation of an asset. It is proposed that the £850,000 required will be funded in the interim by the Capital Equalisation Reserve and the £850,000 capital budget included in the capital programme will be appropriately reduced. A budget will be set up within revenue to deliver the Joint Venture set up.
- 5.4 If this proposal is approved none of the money will be available towards the delivery of the Public Sector Hub that will need a standalone budget moving forward.

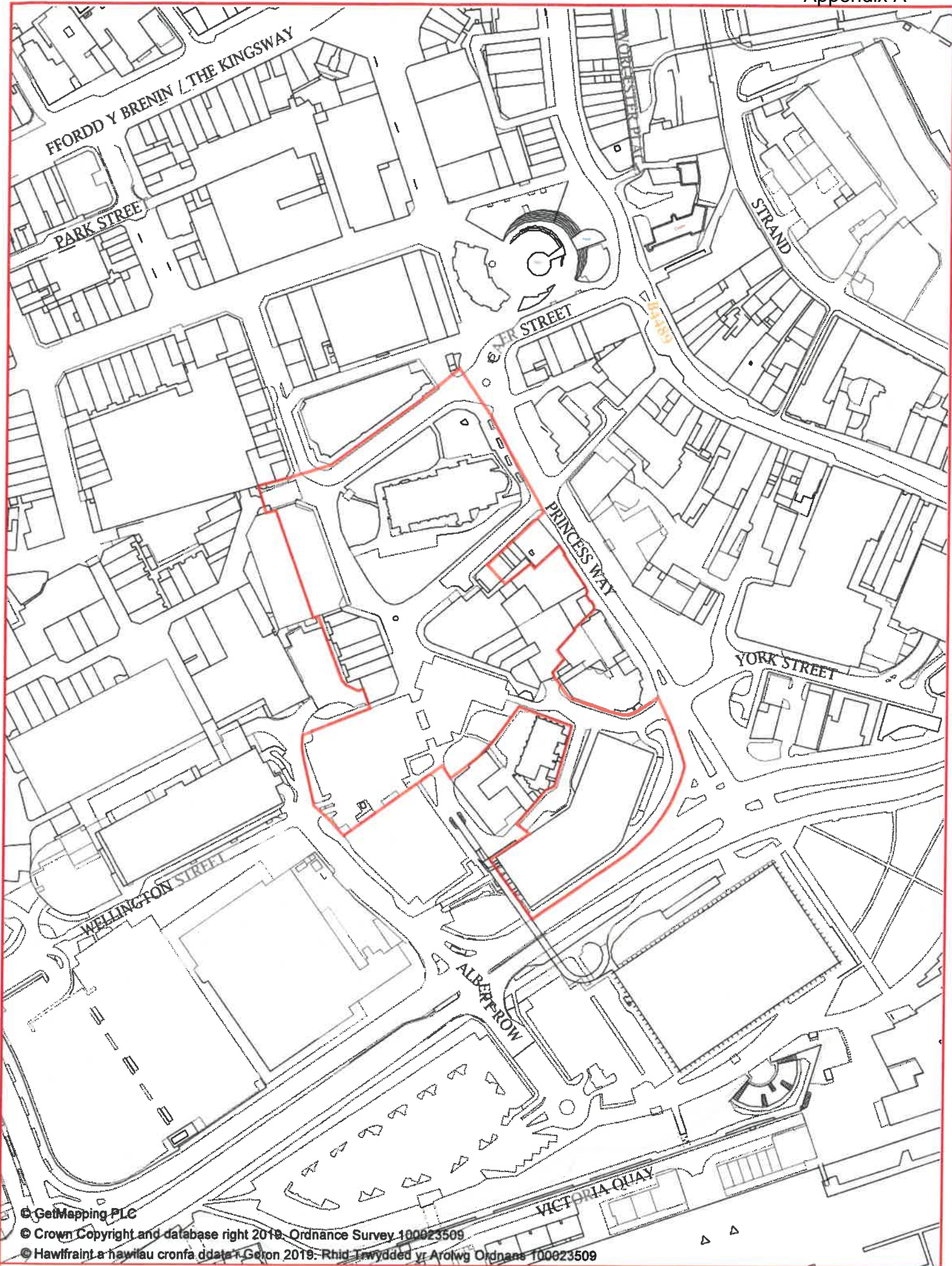
## **6. Legal Implications**

- 6.1 The Competitive Dialogue process to appoint a Joint Venture partner will be undertaken in accordance with the provisions of the Public Contracts Regulations 2015.
- 6.2 The council must consider how it will evaluate any joint venture proposals submitted by the bidders. This will require a detailed prior understanding of the various contractual models that are available and their potential financial and legal benefits and risks.
- 6.3 The council has therefore appointed external legal advisors with significant experience in this legally complex area to assist in house lawyers with this project.
- 6.4 External legal costs will be met from the reallocation of funds referred to in paragraph 5.3 above.

**Background Papers:** None

### **Appendices:**

Appendix A	Plans of the sites
Appendix B	FPR7 allocation of spend
Appendix C	EIA Screening



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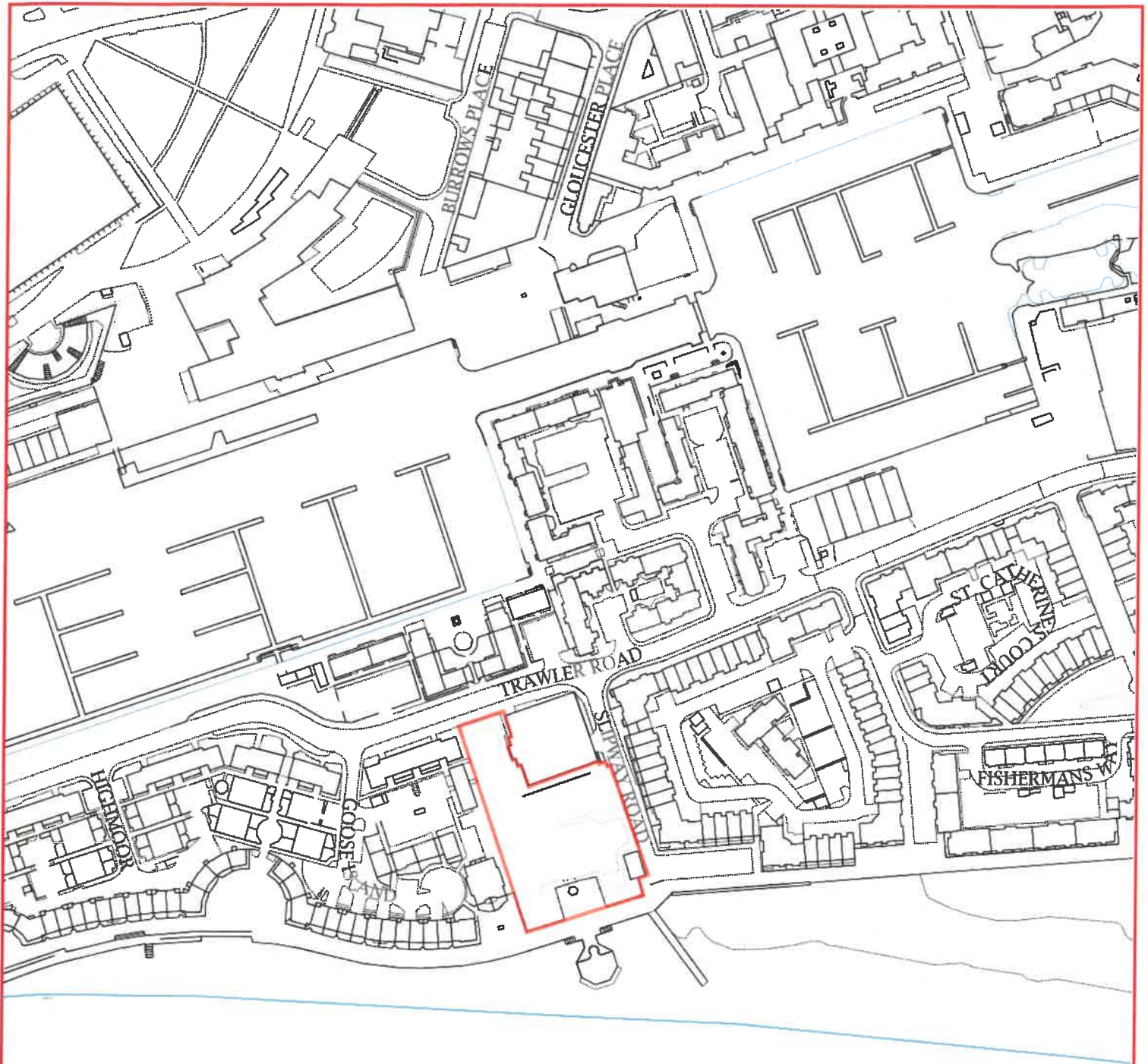


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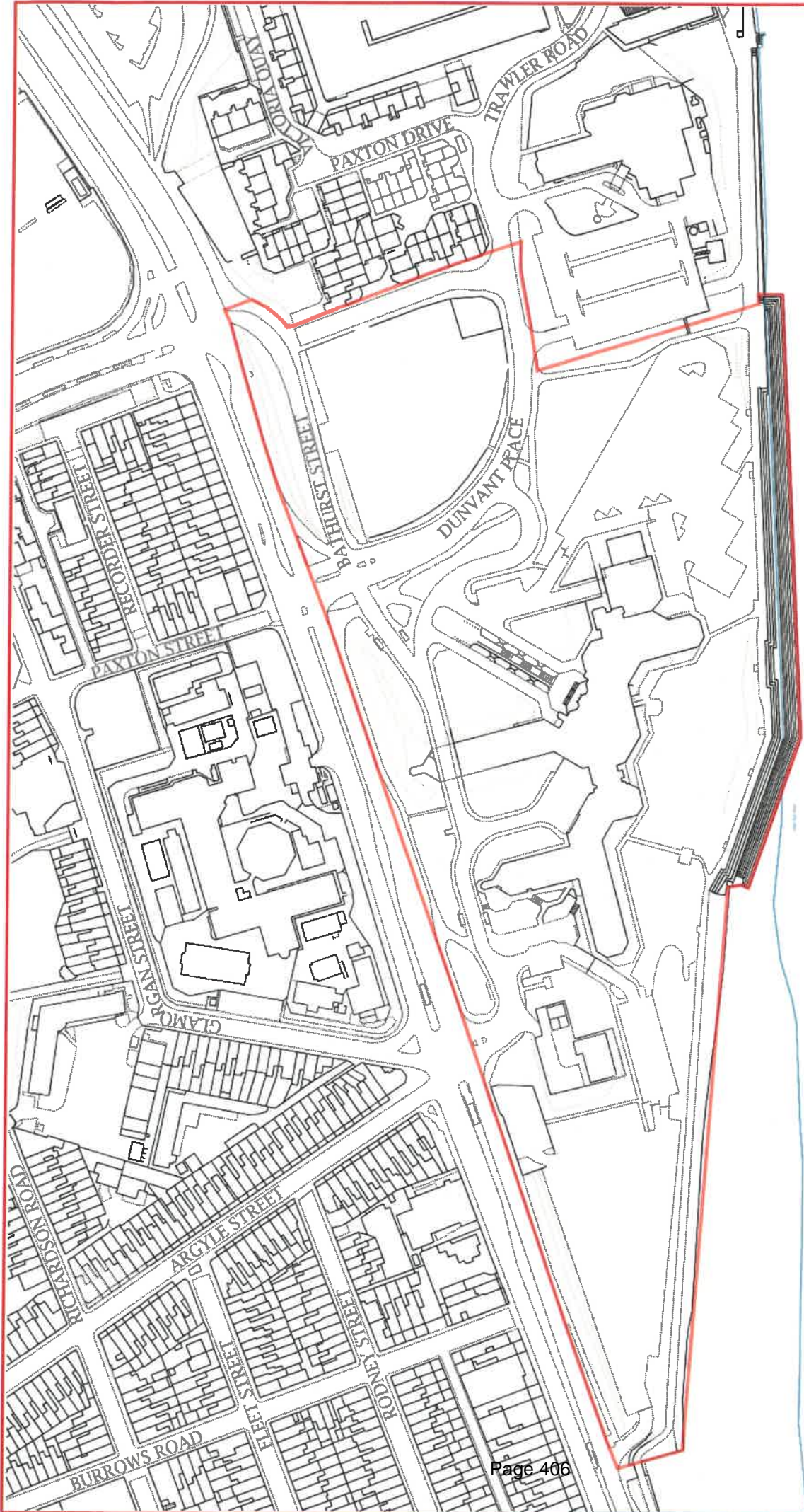
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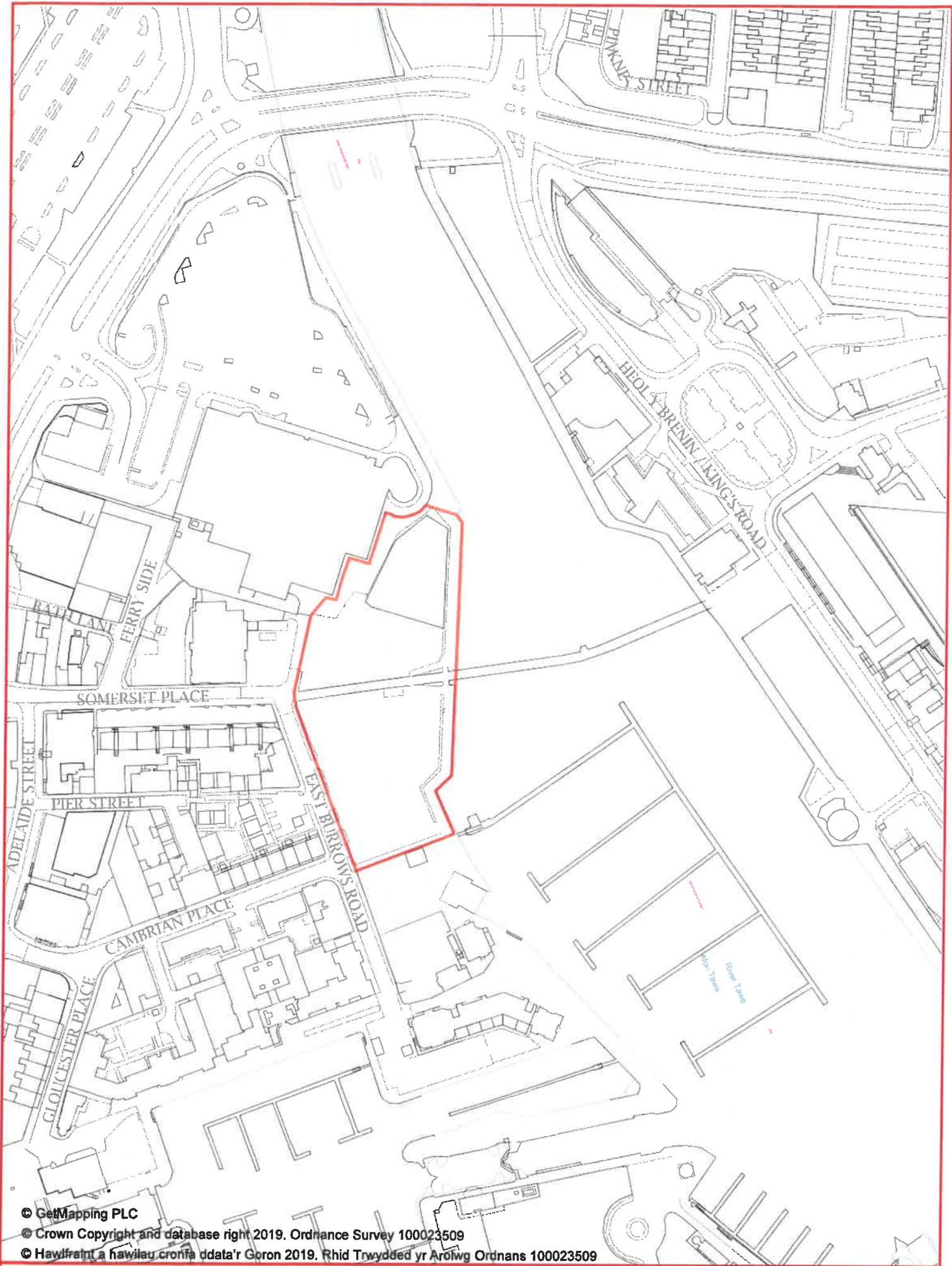
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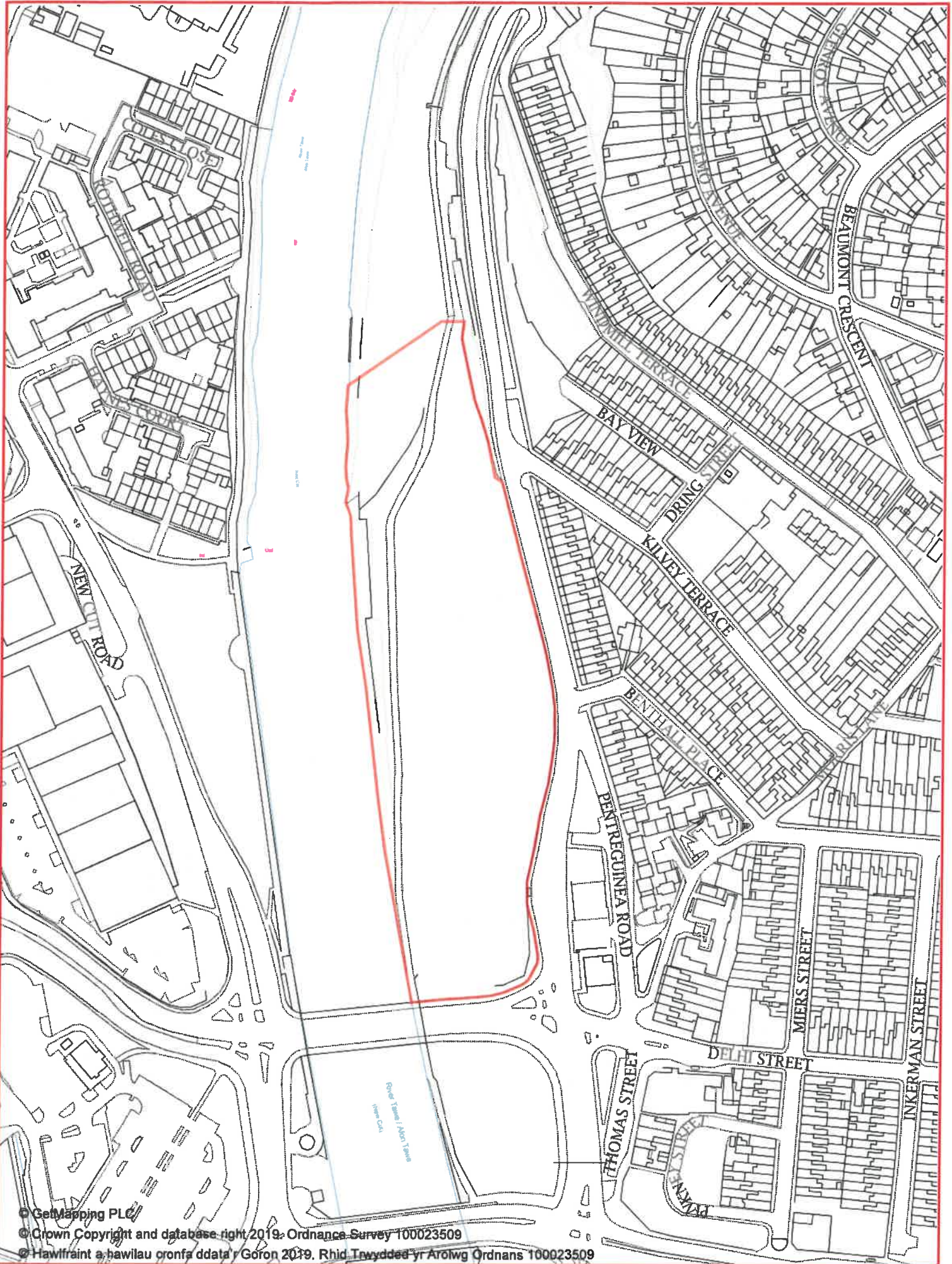


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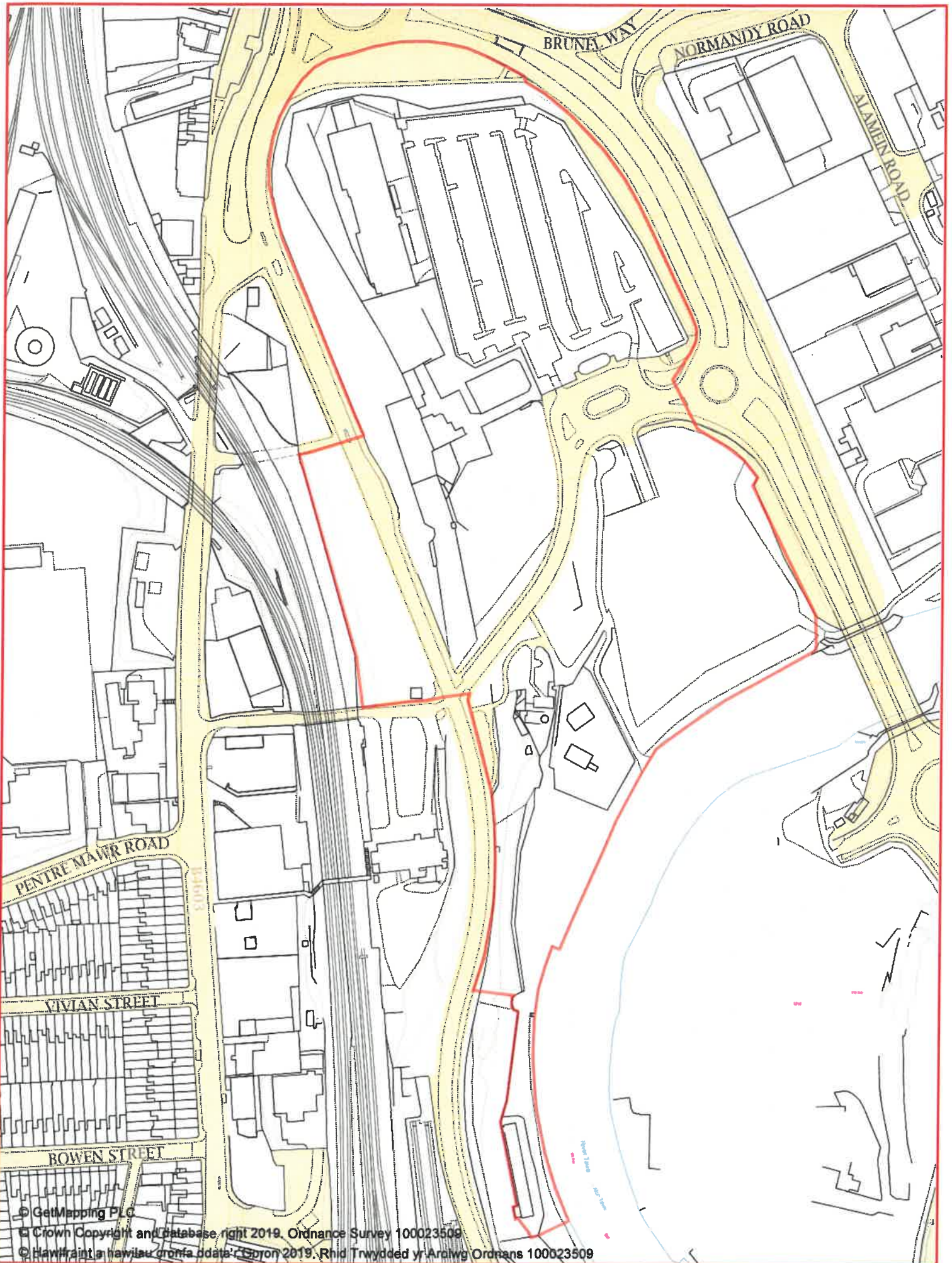
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Sail Bridge Site, East Burrows Road



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## FINANCIAL IMPLICATIONS : SUMMARY

Portfolio: Place  
 Service : Regeneration  
 Scheme : Strategic sites marketing

<b>1. CAPITAL COSTS</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>TOTAL</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<u>Expenditure</u>					0
Consultancy Fees - (property advice)	160	160	160		480
Consultancy Fees - ( Marketing exercise)	125	125			250
Consultancy contingency	40	40	40		120
					0
<b>EXPENDITURE</b>	<b>325</b>	<b>325</b>	<b>200</b>	<b>0</b>	<b>850</b>
<u>Financing</u>					
Capital Equalisation Reserve	325	325	200		850
					0
					0
<b>FINANCING</b>	<b>325</b>	<b>325</b>	<b>200</b>	<b>0</b>	<b>850</b>

<b>2. REVENUE COSTS</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>FULL YEAR</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<u>Service Controlled - Expenditure</u>					
Employees					0
Maintenance					0
Equipment					0
Administration					0
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact the Access to Services team (see guidance for details).

<b>Section 1</b>
Which service area and directorate are you from?
Service Area: Planning and City Regeneration
Directorate: Place

**Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?**

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**(b) Please name and describe here:**

**Marketing of Strategic Sites JV Opportunity**

- There will be a Cabinet report to set out future Regeneration options to build on the catalytic effects of the projects currently in delivery including the marketing of sites to secure a JV partner together with implications of the delivery process.
- PIN Notices issued seeking Expressions of Interest from private sector organisations to enter into a partnership with the Council to deliver the next wave of development projects thus building on the catalytic effects of projects currently in delivery.
- The Council would provide its existing land interests and place these within an agreed Vehicle for delivery, with the private sector partner leading to an overall strategic development strategy created by the Council.
- 7 sites have currently been identified – Swansea Central Phase 2, Civic Centre site, Sailbridge Site, Site 9 The Marina, Former Oxford Street School, St Thomas Station and Hafod Copperworks.

**Q2(a) WHAT DOES Q1a RELATE TO?**

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

**(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?**

Because they need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an internal basis i.e. Staff
<input type="checkbox"/> (H)	<input checked="" type="checkbox"/> (M)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

**Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...**

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Q4 WHAT ENGAGEMENT / CONSULTATION / CO-PRODUCTIVE APPROACHES WILL YOU UNDERTAKE?**

Please provide details below – either of your planned activities or your reasons for not undertaking engagement

Engaging with potential JV partners through advertising on Sell to Wales and specialist publications.

Consultation events will be undertaken on a site by site basis if the council proceeds.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility <input type="checkbox"/> (H)	Medium visibility <input checked="" type="checkbox"/> (M)	Low visibility <input type="checkbox"/> (L)
---	--	--

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk <input type="checkbox"/> (H)	Medium risk <input type="checkbox"/> (M)	Low risk <input checked="" type="checkbox"/> (L)
---	---	---

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

Yes       No

**If yes, please provide details below**

Finance, Legal, Procurement, and in house consultation with colleagues.

**Q7 HOW DID YOU SCORE?**

*Please tick the relevant box*

**MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed  
Please go to Section 2**

**MOSTLY L → LOW PRIORITY / NOT RELEVANT →  Do not complete EIA  
Please go to Q8 followed by Section 2**

**Q8 If you determine that this initiative is not relevant for an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.**

Screening forms/full EIAs may be required on a site by sites basis that will cover the relevant groups. Insufficient detail is known at this stage relating to the development proposals.

**Section 2**

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 – no electronic signatures or paper copies are needed.

<b>Screening completed by:</b>
Name: Chantel Ellis/Katy Evans
Job title: Project Officer/Team Leader
Date: 15/7/19
<b>Approval by Head of Service:</b>
Name: Phil Holmes
Position: Head of Service
Date: 22/7/19

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 13.



## Joint Report of the Cabinet Member for Delivery & Performance and the Cabinet Member for Homes, Energy and Service Transformation

Cabinet – 21 November 2019

### Statutory Compliance Strategy

<b>Purpose:</b>	To seek Council endorsement on the adoption of the Statutory Compliance Strategy for buildings under the control of Swansea Council.
<b>Policy Framework:</b>	Council Constitution
<b>Consultation:</b>	Access to Services, Finance, Legal
<b>Recommendation(s):</b>	It is recommended that:  1) Cabinet approve the draft Statutory Compliance Strategy  2) The actions contained within the strategy are noted and delegated to the Cabinet Member for Delivery & Performance and the Cabinet Member for Homes, Energy and Service Transformation.
<b>Report Author:</b>	Martin Nicholls
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Catherine Window

#### 1. Introduction

- 1.1 The basis of UK Health and Safety Law is the Health and Safety at Work Act 1974 (HSWA), this Act sets out the broad principles for managing health and safety legislation in most workplaces. The act which came into force on 1st April 1975 still remains the main health and safety legislation in existence today.
- 1.2 Local Authorities (LA) have a duty to ensure that buildings and land under their control comply with all relevant statutory, regulatory and corporate standards.



## 2. Main Body of Report

2.1 Local Authorities (LA) have a duty to ensure that buildings and land under their control comply with all relevant statutory, regulatory and corporate standards. As such, Swansea Council's Building Services and Property Services have devised a Statutory Compliance Strategy (**Appendix A**) which applies to all stakeholders utilising Swansea Council's owned building assets.

2.2 Swansea Council (SC) has a large and varied portfolio of land and property assets. Principal areas of the portfolio include:

- Civic Buildings
- Environment Buildings – including parks, depots, sports pavilions, car parks, travellers site
- Community Buildings – youth centres; Residential centres (Borfa & Rhossili)
- Social Care Buildings – day centres and residential homes
- Libraries and Museums
- Cemeteries and Crematoria
- Marina
- Sports stadium - St Helens Rugby Ground

Due to a number of recent changes throughout the operational arrangements of the Council, responsibilities for the delivery of services and the management of assets has passed to third parties. Consequently the existing or proposed leases, and the relationship between the Council and school governors will be in line with Corporate Landlord/operational tenant model being adopted. More specifically the following asset categories are managed through this process:-

- Community Buildings – youth and community centres, occupied via “yellow licence” arrangements
- School Buildings- as defined by Division of responsibility and therefore not forming part of this report
- Leisure Buildings – Leisure centres now managed by Freedom Leisure
- Over 13,000 housing properties – responsibility of ring fenced HRA
- Commercial investment Portfolio –responsibilities govern by lease arrangements

2.3 Given the importance of ensuring that the LA adheres to the appropriate guidelines and to protect the Authority's interest, the following are identified as core areas in relation to Statutory Compliance and as such form the basis of the strategy:

1. Asbestos Management
2. Electrical Testing

3. Water Hygiene and Safety (Legionella RA's)
4. Gas Safety
5. Fire Safety
6. Glazing Safety
7. Grounds/Play Equipment
8. Kitchens
9. Lifting equipment
10. Pressure Vessels
11. Local Exhaust Ventilation

- 2.4 A series of specific performance indicators have been developed, covering each of the areas and against which the entire programme is monitored accordingly. The programme is monitored on a monthly basis by specialist officers, with the overall programme being reviewed on a quarterly basis.

The PI has been introduced as a performance measurement of the actual Number of revisits/inspections/tests completed against the programmed Number of tests to be carried out within a given timeframe to ensure compliance, expressed as a percentage. This PI is consistent, should the inspection/testing frequency be monthly, 3 monthly, 6 monthly, annual or 5 yearly.

The PI is recorded and updated where applicable on a quarterly basis by relevant technical officers with year end data being collated as part of the business planning and performance management process. It is likely that this will result in some recommendations for new corporate PIs when they are next reviewed for the 20/21 financial year

In simple terms only the achievement of 100% compliance will satisfy the requirements of the performance indicator and this overarching strategy. Any identified risks will be managed immediately as they occur through existing lines of management reporting, via the Heads of Service, Director and CMT. Escalation via the risk register will also be actioned where necessary

### **3. Equality and Engagement Implications**

- 3.1 The Council is subject to the Public Sector Equality Duty (Wales) 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.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

3.2 A EIA Screening form was completed (**Appendix B**) with an outcome indicating a full EIA was not required. Whilst the reputational and legal risk of any non-compliance is high, the report and the strategy cover day to day operational issues as to how this risk is managed and therefore, whilst important, is not an equalities issue.

#### **4. Financial Implications**

4.1 There are no financial implications associated with this report. Any specific aspects arising as a result of the development of the actions, which would affect Council budgets, would be subject to separate decisions in line with financial procedure rules as and when they arise.

#### **5. Legal Implications**

5.1 There are no legal implications associated with this report at present. Any specific aspects with implications that require changes will be dealt with, including any amendments to the Council's Constitution and Contract Procedure Rules.

**Background Papers:** None

**Appendices:**

Appendix A Swansea Council's Statutory Compliance Strategy

Appendix B EIA Screening Form



## Building and Property Services Statutory Compliance Strategy

<b>Number:</b>	Building Services & Property Services	<b>Status:</b>	Issue 1	<b>Issue Date:</b>	November 2019
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<b>Document Owner:</b>	Building Services & Property Services				
<b>Document Author:</b>	Geoff Bacon / Nigel Williams	<b>Post:</b>	Head of Property & Head of Building		

<b>Approved by:</b>	Martin Nicholls	<b>Post:</b>	Director of Place		
<b>Primary Contact:</b>	Geoff Bacon / Nigel Williams	<b>Tel:</b>	637535		

<b>Purpose:</b>	To ensure that all building assets under the control of the Swansea Council comply with appropriate statutory, regulatory and corporate standards				
<b>Scope:</b>	This Strategy applies to all stakeholders utilising Swansea Council's owned building assets				

If you have any queries relating to the content of this document, or suggestions for improvements, please contact the Document Owner named above.

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<b>Title</b>	Statutory Compliance Strategy				
<b>Ref</b>	PS / BS	<b>Status:</b>	Issue 1	<b>Issue Date:</b>	Nov 2019
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## 1.0 Introduction

Local Authorities (LA) have a duty to ensure that buildings and land under their control comply with all relevant statutory, regulatory and corporate standards.

The basis of UK Health and Safety Law is the Health and Safety at Work Act 1974 (HSWA), this Act sets out the broad principles for managing health and safety legislation in most workplaces. The act which came into force on 1st April 1975 still remains the main health and safety legislation in existence today.

Section 2 of the Act places a general duty on employers to "*ensure so far as is reasonably practicable the health, safety and welfare at work of all their employees*". This H&S duty is designed to give protection to employees and extends to:

- a) The Provision and maintenance of plant and system of work
- b) H&S risks from use, handling, storage and transport of articles and substances
- c) Provision of training, information, instruction and supervision
- d) Workplace – maintenance of its condition so that it is safe and no risks to health; provision and maintenance of access and egress from it is safe and without risks
- e) Provision and maintenance of a working environment for his employees that is safe and without risks to health; adequate welfare facilities.

<b>Title</b>	Statutory Compliance Strategy				
<b>Ref</b>	PS / BS	<b>Status:</b>	Issue 1	<b>Issue Date:</b>	Nov 2019
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Section 3 of the Act, *General Duty to Others* requires employers to conduct their undertaking in a way that does not pose risk to the Health and Safety of non-employees. This section is designed to give protection to the general public and other non-employees, such as children at school, clients in residential care homes and contractors.

A Local Authority's activities are ones to which the HSWA is likely to be particularly relevant as the majority of premises occupied by Local Authorities are open to the general public. Section 3 of the HSWA sets out a clear duty on Local Authorities to conduct their undertakings in such a way as to ensure, so far as is reasonably practicable the safety of the public using the premises.

Councils regularly face challenges in terms of their ability to control and manage what goes on within the buildings they have legal responsibility for and which buildings are used by staff or clients.

Councils are faced with a wide range of Health and Safety responsibilities that fall on building occupiers. Even where rigid policies and procedures are set out at a corporate level, responsibilities for their implementation are frequently delegated to premises managers who do not always appreciate the importance of ensuring that regular checks and control measures are carried out and recorded.

Authorities are faced with the situation where day to day responsibility and the majority of available resources are delegated to premises level but with the ultimate accountability remaining at corporate level within the Council.

In an attempt to ensure that the Council's property portfolio is as compliant as it can be, the Council has adopted a Corporate Landlord model in an attempt to place budgets and responsibilities in the most appropriate specialist areas. Where there are responsibilities that have to reside with service areas and their designated premises managers, this roles and responsibilities are more specifically identified as part of an overarching Service Tenancy agreement between the Council as Corporate Landlord and the Service Area as occupational tenant. This will be monitored by regular inspections by Property Services officers utilising the survey forms attached as **Appendix 1**.

Given the importance of ensuring that the LA adheres to the appropriate guidelines, the following are identified as core areas in relation to Statutory Compliance:

*To protect the Authority's interest in relation to statutory compliance, to include:*

1. *Asbestos Management*
2. *Electrical Testing*
3. *Water Hygiene and Safety (Legionella RA's)*

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4. *Gas Safety*
5. *Fire Safety*
6. *Glazing Safety*
7. *Grounds/Play Equipment*
8. *Kitchens*
9. *Lifting equipment*
10. *Pressure Vessels*
11. *Local Exhaust Ventilation*

## 2.0 The Council's Property Assets

Swansea Council (SC) has a large and varied portfolio of land and property assets.

Principal areas of the portfolio include:

- Civic Buildings
- Environment Buildings – including parks, depots, sports pavilions, car parks, travellers site
- Community Buildings – youth centres; Residential centres (Borfa & Rhossili)
- Social Care Buildings – day centres and residential homes
- Libraries and Museums
- Cemeteries and Crematoria
- Marina
- Sports stadium - St Helens Rugby Ground

Due to a number of recent changes throughout the operational arrangements of the Council responsibilities, for the delivery of services and the management of assets has passed to third parties. Consequently the existing or proposed leases, and the relationship between the Council and school governors will be in line with Corporate Landlord/operational tenant model being adopted. More specifically the following asset categories are managed through this process:-

- Community Buildings – youth and community centres, occupied via “yellow licence” arrangements
- School Buildings- as defined by Division of responsibility and therefore not forming part of this report
- Leisure Buildings – Leisure centres now managed by Freedom Leisure
- Over 13,000 housing properties – responsibility of ring fenced HRA
- Commercial investment Portfolio –responsibilities govern by lease arrangements

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### 3.0 Corporate Landlord

In order to ensure clarity of roles and responsibilities between the corporate landlord and service “tenants” an over arching agreement has been developed for all service areas, an example of which is shown in **Appendix 2**.

These agreements set out the properties that were utilised operationally by the individual service areas and also specify actions required by the Corporate Landlord and Service Tenant. The identified specific actions required by Premises Managers, coupled with the continuation of premises manager training provided by the Corporate H&S team will mitigate the risk of confusion on day to day and planned activities. Monitoring of compliance will be undertaken by the Property Team in accordance with the attached templates. These new arrangements will ensure clarity of responsibility.

It is expected that as this is a new regime that it will take a number of years before the process is imbedded and greater certainty of compliance is achieved. To ensure mitigation of potential lack of compliance, higher risk areas Social Services establishments, will be targeted first.

The AMP provides a strategic overview of the Authority’s property and land assets and describes the systems, processes and policies already in place or being progressed to manage and maintain them.

The AMP is intended to be used as a tool to help maximise the deployment of these assets to support service delivery and deliver the Authority’s corporate priorities and objectives.

### 4.0 Revenue Maintenance Budget [RMB]

At present, approximately 50% of the overall RMB is allocated to statutory compliance and a further commitment is allocated from the annual Capital Maintenance Budget [CMB] for more significant works in relation to Asbestos removal, Legionella, Glazing and Fire Risk Assessment.

To ensure compliance is maintained, it is recommended that any proposed reduction in the budget would automatically trigger a review of the policy.

### 5.0 Asset Management Database [AMD]

Currently the statutory compliance programme is monitored/recorded on a number of different spreadsheets. There is a need to migrate the data across to the AMD. This strategy will be revised accordingly once the data is migrated and the timeline for data migration will be dictated

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with available resources. By maintaining all the property data in one system we can ensure that an acquisitions or disposals can be recorded and a full and accurate picture maintained of the Council's property portfolio.

The ability to amend/upgrade the current AMD – Technology Forge facility is currently under investigation. If this is achievable this will convert the existing system into a cloud based system that will enable better mobile working, aid resilience and save money in the long run.

## 6.0 Management of Asbestos

The Control of Asbestos Regulations 2012 requires employers to prevent the exposure of their employees and others e.g. contractors to asbestos as far as is reasonably practicable. If this cannot be achieved then employers must take measures to reduce the employee's exposure to asbestos to the lowest level reasonably practicable.

Under Regulation 4 of the Control of Asbestos Regulations the “*duty holder*” must ensure that a suitable and sufficient assessment is undertaken to determine whether asbestos is present on the premises, the type of asbestos present and the condition of any asbestos identified in the property.

All SC building assets have been surveyed with an appropriate report being developed. The report identifies type and condition of any asbestos detected, all survey reports are available for perusal on the Intranet.

Once the assessment has been completed, conclusions from the assessment and any subsequent reviews are recorded. In addition to this, the duty holder must also consider building plans, other relevant information and the age of the premises, and inspect reasonably accessible parts of the premises.

As previously mentioned all relevant information is retained within the report. A copy of the report is retained on site by the nominated premises manager. For ease of reference an electronic copy is also available on the corporate website.

Where asbestos is identified or suspected, the duty holder must:

- Determine the risk from asbestos
- Prepare a written plan identifying the areas of the premises concerned and the measures necessary for managing the asbestos risk
- Implement the measures within the plan
- Record the measures taken to implement the plan

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These measures should include means for:

- Monitoring the condition of any asbestos or suspected asbestos
- Maintaining the asbestos or safely removing it
- Providing information which identifies the location and condition of identified asbestos to any person likely to disturb it. This would include caretakers and contractors working on the premises but this list is not exhaustive

The assessment and written plans must both be reviewed if they become invalid or if there have been significant changes to the premises.

Following consultation with The Health and Safety Executive all building assets are periodically re-visited, the frequency of any revisit will be based upon a suitable risk assessment, which will consider age, condition of asbestos etc. These revisits take place on a frequency of three months, six months, 1 year or two years, dependant on the outcome of the risk assessment carried out on individual properties. The risk assessment is based on the type of asbestos material identified, quantity of material present and the potential for this material to deteriorate.

The purpose of any revisit will be to determine the condition of the Asbestos and whether there has been any fundamental change in the building. Revisit documentation will be completed at the time of the revisit, this will also be signed by the premises manager. A copy of the retest documentation will then be added to the premises manager's file. The master copy [retained centrally] will also be updated.

Building Services (BS) will monitor the agreed programme of revisits and this will form the basis of its PI under this compliance strategy with a target of 100% of all visits being carried out in the relevant financial year. In 2018/19, the target of 100% was met with 546 revisits having been carried out.

## 7.0 Electrical Testing

The Electricity at Work Regulations 1989 state that all electrical systems and equipment used in the working environment should be in a safe condition. The installations should be maintained to prevent danger as far as reasonably practicable. The Health & Safety Executive recommend that to comply with the regulations, an appropriate system of periodic visual inspection and testing by a competent person should be implemented at all places of work.

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The frequency of inspection must be determined taking into account:

- The type of installation
- Usage and operation
- The frequency and quality of maintenance
- The external influences to which it is subjected

Fixed Electrical Testing is a requirement in accordance with BS7671:2008 (IEE Wiring Regulations 17<sup>th</sup> Edition) and the guidance provided in Inspection and Testing Guidance Note 3 (Issued by the IEE). All Council owned building assets will require the appropriate testing.

This work involves the inspection and testing of the fixed electrical wiring within building assets. There is a statutory requirement to undertake this work under the Health and Safety at work Act 1974, The Electricity at Work Regulations 1989, Regulatory Reform (Fire Safety) Order 2005 and the Workplace (Health, Safety and Welfare) Regulations 1992. There is also a link to Assets that are utilised for 'Public Entertainment' may be subject to other specific legislation.

Periodic inspection is necessary as all electrical installations deteriorate due to a number of factors such as damage, wear and tear, corrosion, excessive electrical loading, ageing and environmental influences.

Consequently, legislation requires that certain electrical installations are maintained in a safe condition and therefore must be periodically inspected and tested.

Licensing Authorities, Public Bodies, Insurance Companies, Mortgagers and others may require periodic inspection and testing of electrical installations.

Additionally, periodic inspection and testing should be considered:

- To assess compliance with B7671
- On a change of ownership/tenancy
- On a change of use
- Following amendments to the original installation
- Due to any significant change in the electrical loading of the installation
- Where there is reason to believe that damage may have been caused to the installation

BS has set the frequency of the testing which generally ranges from one to five years depending on the type of establishment and usage. If an installation is considered as unsatisfactory, a risk assessment is carried out and the installation is either recommended for isolation or for further precautions to be taken, including a six monthly retest.

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BS will monitor the agreed programme of testing and this will form the basis of its PI under this compliance strategy with a target of 100% of all visits being carried out in the relevant financial year. In 2018/19 the target of 100% was met with 229 tests having being carried out.

## 8.0 Water Hygiene and Safety (Legionella RA's)

The Health and Safety at Work Act 1974 states employers, so far as is reasonably, practicable, have to ensure the health, safety and welfare at work of all employees.

The risk assessment of work activities and premises required under the Management of Health and Safety at Work Regulations 1999 is of particular relevance when considering the health and safety risks from disease.

Under the Control of Substances Hazardous to Health Regulations 2002 (COSHH) pathogenic bacteria, including legionella are deemed to be “*substance hazardous to health*” and therefore are subject to the assessment, prevention/control and monitoring, provision of these Regulations.

The Health and Safety at Work Act 1974 covers the risk from legionella bacteria which may arise from work activities. In addition to the legislation mentioned above, the “Control of Legionella bacteria in water systems Approved Code of Practice” apply to the control of legionella bacteria in water systems.

An employer or a person in control of the premises (i.e. landlord), must identify and assess the sources of risk, prepare a scheme (or course of action) for preventing or controlling the risk and implementing and managing the scheme. A person must be appointed to be managerially responsible, sometimes referred to as the ‘*responsible person*’. This responsible person must keep records and check that what has been done is effective and if appropriate, notify the LA that there is a cooling tower(s) on site. In order to carry out the risk assessment, an employer should find out if the water systems (including the equipment associated with the system such as pumps, heat exchangers, showers etc) are likely to create a risk.

If, after carrying out the risk assessment it is considered that the risks are insignificant then no further action is needed other than to review the assessment periodically in case anything changes in the system. If a risk is identified which cannot be prevented then proper controls must be introduced.

In order to control the risks it will be necessary to implement a successful management policy, have competent staff and ensure that proper control strategies are put in place.

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As part of the strategy suitable procedures are in place which set out how it is intended to control the risk from legionella. This includes:

- A Description of the system
- Identification of the responsible person
- What control methods and other precautions will be used and provide details of the checks that will be carried out on the control scheme and how often they will be carried out

It is important to appoint someone to take responsibility for managing the control scheme that has been put in place. The '*responsible person*' needs to be competent, this means that they need to have sufficient knowledge and experience of the system to enable them to manage and control the scheme effectively.

Where contractors are employed to carry out water treatment or other work, it is still the responsibility of the appointed responsible person to ensure that the treatment is carried out to the required standards. Before appointing a contractor it is necessary to be satisfied that they are capable of doing the work to the required standard.

The findings from the risk assessment should be kept in writing along with details of any monitoring or checking that is carried out. A written record should also be kept of the written scheme and who is responsible for managing the scheme prepared, the results of the routine monitoring should also be recorded and all of these records need to be kept for a minimum of five years. Risk assessments should be updated every two years or earlier, if circumstances change i.e. when any changes are made to the system.

BS arrange to carry out Legionella Risk Assessments for all substantial commercial water systems in line with the Authority's Health and Safety procedures.

The Risk Assessments are reviewed on a bi-annual basis or on substantial change of use of the installation. The risk assessment will highlight any alterations or remedial works necessary to the installation and identify recommended maintenance and monitoring procedures.

BS will monitor the agreed programme of Legionella monitoring and this will form the basis of its PI under this compliance strategy with a target of 100% of all visits being carried out in the relevant financial year. In 2018/19, the target of 100% was met, with 284 visits having being carried out.

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## 9.0 Gas Safety

The Gas Safety (Installation and Use) Regulations 1998 place duties on gas consumers, installer, suppliers and landlords. It is the duty of the employer to ensure any gas appliance associated pipe work and flues in the work places are maintained in a safe condition. These regulations link with other safety controls on combustion equipment, such as the Building Regulations, which provide standards for ventilation and flues.

By law, anyone carrying out work on gas appliance or fittings as part of their business must be competent and registered with Gas Safe.

The aim of this strategy is to define the operational procedures to be undertaken by Building Services to ensure that the Authority conforms to the relevant sections of the Gas Safety (Installations & Use) Regulations 1998.

The strategy will:

- Ensure gas inspections and services are completed in accordance with current law and best practice
- Ensure compliance with HSE Codes of Practice and Guidelines.

The Approved Code of Practice and Guidance 'Safety in the installation and use of gas systems and appliances' Gas Safety (installation and Use) Regs 1998 place responsibilities on persons servicing and repairing gas appliances and landlords as follows:

- Ensure persons doing gas work are 'Gas Safe' Registered
- Not to use or permit the use of unsafe appliances
- Ensure safe maintenance of gas appliances, flues and installation pipe-work.
- Ensure an Annual Gas safety check is carried out and to record, maintain records Gas Safety Checks

BS are responsible for carrying out an annual gas safety check within all Council owned properties and must provide evidence of this by issuing a Landlord Gas Safety Certificate.

BS will also carry out a Gas Safety Check every time the status of a property or its tenancy changes. This is usually when a property becomes empty or when a mutual exchange takes place.

BS will monitor the agreed programme of safety checks and this will form the basis of its PI under this compliance strategy with a target of 100% of all visits being carried out in the relevant financial year. In

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2018/19 the target of 100% was met, with 235 commercial services having being carried out.

## 10.0 Glazing

To ensure compliance with The Workplace (Health Safety and Welfare) Regulations 1992, specifically Regulation 14, the Authority has a duty to ensure that every window or other translucent surface be of safety material or be protected against breakage and be appropriately marked or incorporate features so as, in either case, to make it apparent

If this identified glass is determined not to be of a sufficient safety standard then appropriate action should be taken to upgrade the glazing and to reduce the risk of such injury, the Authority has formulated its own glazing risk assessment and has acted upon the findings by fitting safety film to the necessary glazing.

The majority of the Authority's assets have been fitted with safety film which offers the same level of protection as safety glass. Due to the lifespan on the film there is an ongoing regime of surveying existing buildings as well as adding existing sites on a risk assessed basis.

On existing rough surface glass that the film will not adhere to, arrangements are made to replace the existing glazing.

All schools were issued with a glazing schedule report which provides a list of all glazing within the establishment confirming the location and type of glazing, details of the film application and also glazing that due to its location falls outside the scope of the Regulations.

It is intended to electronically update all sites recently filmed with their own glazing register and also send updated glazing registers to schools where existing film has had to be replaced.

This is an ongoing annual programme and the condition of existing film is evaluated and tested to ensure it performs to the necessary level.

Schools are self governing, having their own maintenance budgets and have been notified that they must adhere to the authority's glazing risk criteria when replacing damaged glazing units and update their records accordingly.

## 11.0 Fire Safety

The Regulatory Reform (Fire Safety) Order 2005, places the responsibility on the duty holders in Public, Commercial and Housing assets to undertake formal fire risk assessments.

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The previous fire management strategy has been revised to ensure a more efficient process. Corporate Health and Safety will support premises managers in the drafting and finalisation of fire risk assessments and operating procedures. BS hold the capital budget for undertaking any works required as result of findings of any risk assessment and discussions with M&WWFR&RS.

## 12.0 Safety of Lifting Equipment (LOLER)

Swansea Council has a duty placed on it by the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) to undertake periodic examinations of its lifts and lifting equipment. The HSE define lifting equipment as any work equipment for lifting and lowering loads, and includes any accessories used in doing so (such as attachments to support, fix or anchor the equipment).

Examples of lifting equipment used within the Council include:

- Patient hoists and slings
- Motor vehicle lifts
- Vehicle tail lifts and cranes fitted to vehicles
- A building cleaning cradle and its suspension equipment
- Goods Lifts
- Passenger lifts
- Tele handlers and fork lifts
- Lifting accessories

Lifting accessories are pieces of equipment that are used to attach the load to lifting equipment, providing a link between the two. Examples of lifting accessories include fibre or rope slings, chains (single or multiple leg), hooks, eyebolts, spreader beams etc.

Unless there is a specific ‘examination scheme’ specifying other intervals, thorough examination inspection frequencies for lifting machinery are conducted every:

- 6 months for lifting equipment and any associated accessories used to lift people
- 6 months for all lifting accessories such as slings, chains, ‘D’ shackles
- 12 months for all lifting equipment i.e. overhead cranes, chain blocks, lift trucks
- The contract administrators shall ensure monitoring of all thorough examination reports, to ensure quality assurance against maintenance contracts and prevent the potential escalation of B category notifications to A category notifiable.
- Corporate Health & Safety will monitor all category A notifications to ensure equipment is isolated where required

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and advise premises managers on amendments for continued safe operation of the site.

- Corporate Landlord Services, will monitor where plant is not available and 3<sup>rd</sup> party inspections pertinent to the Authorities buildings portfolio and periodically audit compliance in partnership with Corporate Health & safety.
- Managers shall ensure that all equipment requiring examination is made available. Receive a copy of the all thorough examinations via Allianz or alternative contractor, for their premises which must be retained on site and isolate any equipment upon notification of any category A defect notice.

BS provides the administration function of the 3<sup>rd</sup> party thorough examination scheme contract.

All lifting equipment must be maintained to ensure it remains safe for use is a requirement under PUWER. Visual and user checks on lifting equipment should be undertaken between inspections. The nature, need for and frequency of such checks should be determined through risk assessment, taking full account of any manufacturer's recommendations.

BS provides the administration function of the various maintenance and services contracts relating to lifts and lifting equipment.

BS manages the Councils lifts/lifting equipment asset list

### 13.0 Pressure vessels

The main regulations covering pressure equipment and pressure systems are the Pressure Equipment Regulations 2016 (PER) and the Pressure Systems Safety Regulations 2000 (PSSR).

Examples of pressure systems and equipment are:

- boilers and steam heating systems
- pressurised process plant and piping
- compressed air systems (fixed and portable)
- pressure cookers, autoclaves and retorts
- heat exchangers and refrigeration plant
- valves, steam traps and filters
- pipework and hoses
- pressure gauges and level indicators

Under the Pressure Systems Safety Regulations 2000 (PSSR), all users and owners of pressure systems need to be able to demonstrate that their equipment is safe to use and that they are firmly aware of its safe operating limits.

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This is achieved by having a Written Scheme of Examination (WSE) completed by a 'Competent Person' with associated thorough examination reports. The WSE needs to be in place before the system or equipment is launched for operation, ensuring that any mandatory examinations within the Scheme are completed. A written scheme of examination is required for most pressure systems. Generally only very small systems are exempted.

The following pressurised systems are likely to require a written scheme of examination:

- a compressed air receiver and the associated pipework, where the product of the pressure in bars multiplied by the internal capacity in litres of the receiver is equal to or greater than 250 bar litres;
- a steam sterilising autoclave and associated pipework and protective devices; a steam boiler and associated pipework and protective devices;
- a pressure cooker;
- a gas-loaded hydraulic accumulator;
- a vapour compression refrigeration system where the installed power exceeds 25 kW;
- a narrow-gauge steam locomotive;
- the components of self-contained breathing apparatus sets (excluding the gas container); and
- a fixed liquefied petroleum gas (LPG) storage system, supplying fuel for heating in a workplace.

The WSE must be maintained throughout the lifetime of the equipment.

All authority pressure systems are covered by the definition of 'work equipment', and therefore, the Provision and Use of Work Equipment Regulations 1998 (PUWER) will also apply.

Where an asset is found to be operational and requiring a WSE and a WSE is not in place, the asset must be taken out of service immediately.

The responsible person / asset owner must advise immediately in writing any change or modification to a pressure system which has a written scheme of examination.

BS are responsible for undertaking a programme of maintenance and servicing of pressure equipment and systems within Council premises.

BS provides the administration function of the 3<sup>rd</sup> party thorough examination scheme contract "*The pressure system must be examined in accordance with the written scheme by a competent person*".

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## 14.0 Local Exhaust Ventilation

Local exhaust ventilation (LEV) systems use extract ventilation to prevent or reduce the level of airborne hazardous substances entering the breathing zone of people in the workplace. For these systems, the purpose of the inspection is to assess the performance of the system as a whole, demonstrating that the plant and associated ducting is performing in a manner consistent with the design specification.

Swansea Council is required to undertake thorough examinations of LEV such as fume hoods, spray booths, etc at least every 14 months to comply with the Control of Substances Hazardous to Health Regulations 2002 (COSHH) (as amended), Regulation 9. This requirement extends to all mechanical equipment installed to reduce or control exposure to airborne contaminants.

BS provides the administration function of the 3<sup>rd</sup> party thorough examination scheme contract and maintenance and services contracts.

## 15.0 Grounds/Play Equipment

BS provides the monitoring function of the Contractor for the grounds maintenance Contract and ensures that the specifications meet current and proposed legislative requirements.

All Outdoor Play Equipment must be manufactured, installed and maintained in strict accordance with BSEN 1176 & 1177 and this statutory requirement places a duty on the asset manager to ensure the periodic maintenance and inspection regime is undertaken. This places a duty on the Authority to ensure that PS provides competent advice and guidance and also assist in the independent inspection process of the equipment, on a regular basis.

As part of the Service Level Agreement, PS will coordinate Tree Surveys, Emergency works and tree pruning following storm damage, in order to mitigate the Health and Safety risks.

## 16.0 Schools

As referred to in paragraph 2 above, school buildings and the day to day responsibility for property maintenance are all covered within the Division of Responsibility document which is part of ongoing discussions between the Council/LEA and representatives of schools at the Premises Working Group. This will form part of a separate report when agreement has been reached to clarify areas of responsibility.

However, in general, all of the areas contained within this report fall within the responsibility of the School Governors. If there is ultimately a

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situation of lack of compliance or one that falls to be the subject of an HSE investigation then responsibility resides with the Chief Executive.

Schools have the opportunity to buy into the SLA's offered by Building services to cover the majority of the physical aspects of compliance. However, fire safety remains the responsibility of individual Head Teachers and Governors.

The situation specifically relating to kitchens is that BS will ensure that they comply with current Food Hygiene/Health and Safety legislation ensuring that any remedial work is work is undertaken. The management and organisation of the kitchen planned maintenance programme, to include the following:

- Annual inspection, servicing and associated repairs
- Annual inspection, cleaning inspection cleaning of duct work
- Portable appliance testing

This will support the Premises Manager in ensuring compliance is met for all commercial kitchens. In 2018/19, 100% compliance was achieved, with 98 inspections having being carried out.

## 17.0 Performance Indicators (PI's)

BS have recognised the significant importance of the aforementioned statutory legislation. To that end, BS have developed a series of specific performance indicators covering each of the areas and against which the entire programme is monitored accordingly. The programme is monitored on a monthly basis by specialist officers, with the overall programme being reviewed on a quarterly basis.

The PI has been introduced as a performance measurement of the actual Number of revisits/inspections/tests completed against the programmed Number of tests to be carried out within a given timeframe to ensure compliance, expressed as a percentage. This PI is consistent, should the inspection/testing frequency be monthly, 3 monthly, 6 monthly, annual or 5 yearly.

The PI is recorded and updated where applicable on a quarterly basis by relevant technical officers with year end data being collated as part of the business planning and performance management process.

In simple terms only the achievement of 100% compliance will satisfy the requirements of the performance indicator and this overarching strategy.

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Any identified risks will be managed immediately as they occur through existing lines of management reporting, via the Heads of Service, Director and CMT.

## 18.0 Audit of compliance programme

The objective of the audit is to carry out an independent appraisal of risk control mechanisms and by making recommendations to improve effectiveness and efficiency of the activities and operating procedures.

The achievement of this objective involves:

- Reviewing and appraising the soundness, adequacy and application of the procedures adopted in fulfilling all areas of the compliance programme
- Ascertaining the level of compliance at a given point in time. This will involve analysis of the proposed programme against the actual compliance programme
- During the course of an audit the auditor will consider whether risk management, control and governance arrangements are adequate to manage risk relative to the programme.

Periodic spot check sample Inspections will be facilitated by an independent Management & Compliance Officer from within BS However, as the requirements within each area of compliance varies it is difficult to set any firm figures for random auditing but the relevant manger i.e. Group Leader, Technical Services, will ensure that suitable and random audits are carried out to verify the achievements of compliance with this strategy. However it is not expected that the number of audits would exceed 10% of the total stock for any of the activities listed.

In addition to the year end performance indicators, a brief summary of what audits have been carried out and any recommendations will be summarised for the year end report

Under the HASAWA74, duty holders such as owners and employers have an obligation to ensure every item of equipment provided to, or used by, their employees is safe.

The type and nature of engineering inspection required varies depending on the equipment and which other regulations it falls under. However, as a rule, the more hazardous the equipment, the more regular and thorough any inspection must be. The main groups of plant that need statutory inspections by 'Competent Persons' are:

- Boiler plant/pressure systems
- Lifting equipment

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- COSHH (Control of Substances Hazardous to Health) Regulations, usually known as Local Exhaust Ventilation (LEV)
- Power presses;
- Electrical equipment.

Even if your workplace equipment does not fall under any of the above legislation then it will fall under the Provision and Use of Work Equipment Regulations (PUWER), which has its own requirements for inspections to be conducted.

Using an independent 'competent person' is highly recommended for any statutory inspections, as it rules out any suggestion of a conflict of interest when it comes to service and repairs. To this end, Swansea Council has a 3-year contract with Allianz Inspection Services for the three groups that mainly affect Council business

- Boiler plant/pressure systems
- Lifting equipment
- COSHH (Control of Substances Hazardous to Health) Regulations, usually known as Local Exhaust Ventilation (LEV)

This has been agreed in conjunction with our Insurers Travellers and Marsh our brokers and currently satisfies their / our insurance requirements.

## 19.0 Period for review

The strategy will be reviewed on a 3 year basis, with the exception of any significant change in legislation or budget which will be initiate a review at the appropriate time.

## 20.0 Table of Legislation

Below is a list of relevant pieces of legislation that impact upon the compliance programme:

- Control of Asbestos Regulations 2012
- The Gas Safety (Installation and Use) Regulations 1998
- The Gas Safety (Management) Regulations 1996
- The Gas Safety (Rights of Entry) Regulations 1996
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
- The Health and Safety at Work Act 1974

<b>Title</b>	Statutory Compliance Strategy				
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- Approved Code of Practice and guidance *Legionnaires' disease: The control of legionella bacteria in water systems. Approved Code of Practice and guidance L8*
- Water Regulation and Water Byelaws 2000
- BS EN 806-5 2012 (was BS6700)
- Electricity at Work Regulations 1989
- 17<sup>th</sup> Edition IEE Regulations BS 7671:2008 + amendments
- Electricity Supply Regulations 1990
- The Landlord and Tenant Act 1985.
- The Gas Safety (Installation and Use) Regulations 1998.
- Management of Health and Safety at Work Regulations 1999.
- Occupiers Liability Act 1957
- Occupiers Liability Act 1984
- Gas Safety (Management) Regulations 1996 No.551
- Gas Appliances (Safety) Regulations 1995 No 1629
- Gas Safety (right of Entry) Regulations 1996 No 5235
- HSE Leaflet – LANDLORDS. A Guide to Landlords' Duties: Gas Safety (Installation and Use) Regulations 1998.
- HSE Leaflet – NEW INFORMATION. It Could Save Your Life.
- HSE Leaflet - GAS APPLIANCES. Get Them Checked. Keep Them Safe
- The Approved Code of Practice and Guidance 'Safety in the installation and use of gas systems and appliances' Gas Safety (installation and Use) Regs 1998.
- Regulatory Reform Fire Safety Order 2005
- The Workplace (Health Safety and Welfare) Regulations 1992, specifically Regulation 14.
- Outdoor Play Equipment must be manufactured, installed and maintained in strict accordance with BSEN 1176 & 1177.

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- Intruder alarm upgrades comply with EN 50131 (PD6662)
- GDPR 2018
- Lifting Operations and Lifting Equipment Regulations 1998
- Pressure Equipment Regulations 2016 (PER)
- Pressure Systems Safety Regulations 2000 (PSSR).
- Control of Substances Hazardous to Health 2002

#### **Authority H&S policies**

- Corporate Health and Safety Policy
- Electrical Safety Policy
- Management of Fire Safety Policy & Corporate Strategy
- Control of Substances Hazardous to Health
- Management of Asbestos Policy
- Legionella Policy (Final draft)

#### **Authority Guidance**

- Portable Appliance Testing

### **21.0 Abbreviations**

<b>SC</b>	Swansea Council
<b>RMB</b>	Revenue Maintenance Budget
<b>CMB</b>	Capital Maintenance Budget
<b>BS</b>	Building Services
<b>PS</b>	Property Services
<b>AMP</b>	Asset Management Plan
<b>AMD</b>	Asset Management Database
<b>LEA</b>	Local Education Authority
<b>LA</b>	Local Authority

<b>Title</b>	Statutory Compliance Strategy					
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<b>PI</b>	Performance Indicator
<b>IEE</b>	Institution of Electrical Engineers
<b>ACM</b>	Asbestos Containing Material
<b>HSE</b>	Health and Safety Executive

## 22.0 References & Further Information

The following HSE publications give further general guidance:

BS7671:2008 (IEE Wiring Regulations 17<sup>th</sup> Edition)

Approved Code of Practice and guidance *Legionnaires' disease: The control of legionella bacteria in water systems. Approved Code of Practice and guidance L8* (Fourth edition) HSE Books ISBN 978 0 7176 66157 . Part 1

Legionnaires disease – Technical Guidance (2014); HSE books ISBN 978 0 7176 6635 5

*Health and safety in care homes* HSG220 HSE Books 2001 ISBN 978 0 7176 2082 1

IET Wiring Regulations 17th Edition (BS 7671:2008 incorporating amendment number 1:2011) Guidance note 3

<http://www.legislation.gov.uk/ukxi/2012/632/contents/made>

<http://www.legislation.gov.uk/ukxi/1998/2451/contents/made>

### Appendix 1 – Survey Forms

### Appendix 2 – Example Agreement Document

<b>Title</b>	Statutory Compliance Strategy				
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## Compliance Evidence Information

Area	No	Documents	
<b>Fire</b>	1.0		
	1.1	Fire Risk Assessment	
	1.2	Emergency Action Plan	
	1.3	Normal Operating Procedures	
	1.4	Fire Log Book	
	1.5	Training Records	
	1.6	Fire Extinguisher Servicing Records	
<b>Asbestos</b>	2.0		
	2.1		
	2.2	Asbestos Register	
	2.3	Asbestos Plan	
<b>Electricity</b>	3.0		
	3.1	Portable Appliance Test Certificates	
	3.2	Periodical Fixed Electric Test Certificate	
	3.2a	Minor Repair Certificate	
	3.3	Emergency Lighting Service Records	
	3.3a	Continuation Repair Certificate	
	3.4	Generator Internal Checks	
	3.4a	Generator Annual Service Records	
	3.5	Kiln Service Record	
	3.5a	Kiln Maintenance/Repair	
	3.6	C.D.T Service Record	
	3.6a	C.D.T Maintenance/Repair	
	3.7	Lightning Protection Service Record	
<b>Gas</b>	4.0		
	4.1	Landlords Certificate (boiler)	
	4.1a	Gas Safety Inspection	
	4.2	Landlords Certificate (kitchen)	
	4.2a	Gas Safety Inspection	
<b>Legionella</b>	5.0		
	5.1	Legionella File	
	5.2a	TMV Internal Checks	
	5.2b	Chlorination Certificate	
	5.2c	E-Coli Checks	
<b>Loler</b>	6.0		
	6.1a	Hoists & Slings Inspection Certificate	
	6.1b	Beds Inspection Certificate	
	6.2a	Passenger Lift	
	6.2b	Stair Lifts	
<b>L.E.V</b>	7.0		
a	7.1		
b	7.1	LEV Equipment Internal Checks	

<b>Commercial Kitchen</b>	8.0		
	8.1	Gas Safety Inspection	
	8.2	Post Clean Report	
a	8.3		
b	8.3		
	8.4		
<b>Glazing</b>	9.0		
	9.1	Glazing Certificate	
<b>Transport</b>	10.0		
a	10.1	Drivers Licence	
b	10.1	Insurance (for business use)	
c	10.1	M.O.T	
d	10.1	M.I.D.A.S Training Certificate	
	10.2a	Vehicle Safety Checks	
	10.2b	Servicing & MOT Certificates	
<b>Traffic Mgt</b>	11.0		
	11.1	Traffic Mgt Risk Assessment	
<b>Outdoor</b>	12.0		
	12.1		
	12.2	Tree Survey Report	
	12.2a	Essential Tree Work	
	12.3	Play Inspections	
	12.3a	Weekly	
	12.3b	Operational	
	12.3c	Independent	
<b>Security</b>	13.0		
a	13.1	Service Contract	
b	13.1		

## Social Services – Child & Family Asset Management Plan 18-19

### Service Description

Child & Family Services promote better outcomes for children, placing the voice of the child at the centre of the service, and aim to reduce the number of children with complex needs having to live outside of Swansea. They ensure that each of the vulnerable children supported can be assured of the best possible services to enhance their wellbeing.

### Asset Implications

- Outcomes/ decisions taken as part of the Commissioning reviews could have an impact on asset provision:
  - Family Support Continuum
- Outcomes/decisions taken within Western Bay Regional Partnership Board could have an impact on asset provision, e.g. Regional Adoption Service
- Implementation of corporate Agile working programme/policy.
- Changes to social work management/team structures
- Further development of partnership with BAYS
- Implementation of WCCIS (Wales Community Care Information System) is due to commence in late 2017/early 2018.
- Current in-house children's residential homes needing relocation and investment to ensure fit for purpose, and meeting standards under Regulation and Inspection of Social Care (Wales) Act 2016.

### List of Assets

#### 1. Council owned assets – adhere to the Corporate Tenancy Agreement

Cockett House
Nant Y Felin
Coed Lan Children's Home
Dynevor Centre

#### 2. Assets leased to the Council – adhere to the individual lease agreement

Unit 5 Sharpmaster House
--------------------------

## CORPORATE TENANCY AGREEMENT

### Responsibilities

For the avoidance of doubt, each party will perform the following responsibilities.

### Corporate Landlord

- Responsibility for all technical services including building surveys, mechanical and electrical engineering, asbestos/legionella surveys, energy efficiency advice, a full compliance service via compliance officers to include fire, security, glazing and legislative audits. A conduit to the local authorities CDM service, construction officers, project managers, structural engineers, estates and asset management surveyors.
- Administer all requests for day-to-day, planned, statutory and cyclical maintenance for the building.
- Ensure all statutory duties are carried out with regards to asset / building compliance with current legislation, including boiler plant testing/servicing, fire alarm testing/servicing, fixed electrical inspection/testing, gas soundness testing, emergency lighting testing/servicing, lifting equipment inspection/testing, independent third party examinations.
- Ensure all legionella risk assessments, asbestos surveys, fire risk assessments; energy performance certificates are available via TF system.
- Provision of an emergency response for out of hours building maintenance related issues.
- Provision of a Facilities Management Service; including all non-emergency maintenance requests and online website via Staff Net. Any proposed alterations, 3<sup>rd</sup> party lettings or room hire to the Facility including grounds cannot be undertaken unless an online (Landlord Building Consent/3<sup>rd</sup> Party Lettings Consent) application has been submitted via the Facilities Management website and approved by Facilities Management/Estates to undertake the said works.
- Provision of all energy management advice.
- Advice on all strategic estate and asset management issues relating to the building.
- Provision of cleaning services to an agreed specification.
- Provision of all ground maintenance and services.
- Subject to budget transfers responsible for all costs associated with day-to-day maintenance utilities, building cleaning, planned maintenance, rent, NNDR, grounds maintenance, security, window cleaning.

### Tenant

- To ensure a nominated person is appointed to act as the Premises Manager for all building/grounds related issues;
- To respond and report building maintenance issues in a timely manner.
- **To complete the Landlord Consent form before considering any work on the building, please complete the form in the link <http://www.swansea.gov.uk/staffnet/buildingconsent>**

- **If you have access to a Handyman, there are limitations as to the type of repair and maintenance work they are permitted to undertake. Please contact the Compliance Team via email or phone for advice and guidance before undertaking any works on the building.**
- To act as key holder.
- Day to day management of cleaning staff.
- Workplace traffic management at site
- First aid arrangements for the premises
- Managing contractors on site
- Fire Management (must be recorded)
  - Daily inspection of the Fire Alarm panel for normal operation of the system
  - To test manual call break points on a weekly basis and ensure the fire alarm sounders can be heard, any doors operated by the fire alarm system are being released and closing fully.
  - To test emergency lighting (via test key/localised switch) on a monthly basis.
  - Undertake a visual inspection of Fire Extinguisher media (monthly).
  - Undertake regular housekeeping exercise where possible separating ignition sources from combustible materials.
  - Premises Manager is to ensure suitable and sufficient training delivered to staff by a competent person.
  - Fire Drills are undertaken to stimulate fire conditions on a six monthly basis.
- Legionella (must be recorded)
  - monitor water temperatures; water services that are used infrequently would need to be flushed weekly (as per legionella risk assessment).
- Asbestos (must be recorded)
  - Undertake periodic inspections of the site in line with asbestos management survey.
  - Ensure the asbestos survey is available at all times to site users; i.e. contractors.
  - In the event of a suspected breach carry out site emergency action plan and inform asbestos team within Corporate Building & Property services as soon as practicably possible.
- Waste Management
- Site security
- General building maintenance and housekeeping
- To be responsible for energy consumption and energy use providing meter reading information to the landlord as and when required.
- To occupy in accordance with the Council insurance policy.
- Not to undertake any alterations or lettings, or hire within the building and or grounds unless in accordance with the Council's landlord consent procedure; as explained on FM Website; see link; <http://www.swansea.gov.uk/staffnet/facilitiesmanagement>

# Corporate Landlords Compliance Inspection

**Strategic Estates & Facilities  
Corporate Building &  
Property Services  
Swansea Council**



**Facility Inspected** \_\_\_\_\_

**Date Inspected** \_\_\_\_\_

**Inspecting Officer** \_\_\_\_\_

## Facilities Management

### (Aide memoire & Compliance Checklist.)

**Premise:** \_\_\_\_\_ **Date** \_\_\_\_\_

**Contact name and number –**

**The following documents MUST be held on the premises to ensure compliance with health and safety and fire safety regulations / legislation:**

	COMPLIANCE CHECK CARRIED OUT ON THE FOLLOWING:	Yes	No	N/A
<b>1.0</b>	<b>Fire Safety (RRO 2005 Fire Safety)</b>			
1.1	Do you have a current FRA (fire risk assessment) With an action plan.			
1.2	Do you have an EAP (emergency action plan) and a zoned plan of the building showing all emergency exits etc?			
1.3	Do you have an NOP (normal operating procedure)			
1.4	Do you have a Fire Log Book that includes regular entries of :- a Fire Alarm System Tests b Fire Drills / False Alarms c Emergency / break glass call point tests (which are numbered) d Emergency lighting tests e Fire extinguisher operational checks f Dorgard checks (if fitted) g Dry Riser Servicing h Deluge System Checks i Sprinkler System Check / Servicing j Fire Hydrant k Fire Officer visits			
1.5	Have all staff received fire safety training and do you have designated fire marshals / wardens			
1.6	Fire Extinguishers Service Records			
<b>2.0</b>	<b>Asbestos (Control of Asbestos Regs 2012)</b>			
2.1	Do you know how to Access the Asbestos register			





2.2	Do you have an up to date copy of the sites register available for all staff, contractors, and visitors to view if required.			
2.3	Have you got an asbestos plan which includes Emergency procedures / day-to-day management?			
<b>3.0</b>	<b>Electricity (Electricity at Work Regs 1989)</b>			
3.1	Are all portable appliances tested (PAT) with records kept			
3.2	Do you have a copy of your latest fixed electrical testing report			
a	Minor Repair Certificate			
3.3	Do you have a copy of the Emergency Lighting Service Continuation Repair Certificate			
a				
3.4	Generator Testing Reports			
a	Generator Service Contract			
3.5	Kiln Service Contract			
a	Maintenance/Repair Certificate			
3.6	C.D.T Equipment Service Records			
a	Maintenance/Repair Certificate			
3.7	Lightning Protection System test			
<b>4.0</b>	<b>Gas (Gas Safety Installation &amp; Use Regs 1998)</b>			
4.1	Are all gas boilers (plant) heaters and flues serviced annually and have you got copies of all servicing documents.			
a	Landlords Certificate (boiler)			
4.2	Are all oil boilers (plant) serviced annually and have you got copies of all servicing documents.			
a	Service Report			
<b>5.0</b>	<b>Legionella (HASAWA 74,COSHH 2002)</b>			
5.1	Do you have a copy of your Legionella risk assessment (e.g. Aquatreat blue file)			
5.2	Do you have records of any identified controls being carried out.			
a	TMV testing			
b	Chlorination			
c	E-Coli			
<b>6.0</b>	<b>Lifting equipment / Lifts (LOLER 98)</b>			
6.1	Are all hoists and slings <i>used to lift people subject to an examination scheme or "Thorough Examination" every 6 months by a competent Person with 1 check being independent of the other and records kept.</i>			
a	Hoists & Slings			

b	Beds			
6.2	Are all passenger / goods lifts <i>subject to an examination scheme or "Thorough Examination" every 6 months by a competent Person with 1 check being independent of the other And records kept. (to include all vehicle tail lifts)</i>			
a	Passenger Lifts			
b	Stair Lifts			
7.0	<b>L.E.V. (Local Exhaust Ventilation) COSHH 2002</b>			
7.1	Do you have dust, fume, vapour extraction <i>If "Yes" is the LEV equipment subject to a thorough examination a minimum of every 14 months and records kept for 5 years</i>			
a	Service Records			
b	Maintenance Records			
8.0	<b>Commercial Kitchen</b>			
8.1	External Canopy Cleaning (Air Quality Test - AQT)			
8.2	Internal Canopy Cleaning (Grease Reading)			
8.3	ComCat5 (Combined Ovens & Steamers)			
a	Service Report (Landlords Certificate (kitchen))			
b	Maintenance Report			
8.4	Waste Collection of Oils Records			
9.0	<b>Glazing (HS&amp;W Regs 1992)reg14 (EN12600)</b>			
9.1	Do you have any records or file on the glazing fitted on your premises i.e. the fitting of safety film where required and any recently replaced doors or windows that has safety glass fitted			
10.0	<b>Workplace transport (Road Traffic Act 88,91)</b>			
10.1	If you have a site mini bus or if staff use their own cars for work purposes do you ensure staff members are legally authorised to operate them by undertaking the following document checks?			
10.1a	Drivers Licence			
10.1.b	Insurance (for business use)			
10.1.c	M.O.T. (where applicable)			

10.1.d	M.I.D.A.S. training			
10.2	If you have purchased vehicles for site use do you ensure they receive:-			
a	Daily recorded safety checks prior to use with all faults or defects reported and addressed.			
b	Regular servicing and MOT ( <i>where applicable</i> ) to industry standard by a competent and or qualified person <i>See point 6.2 LOLER 98 Reg (tail lifts, wheel chair lifts) etc.</i>			
	<i>The following points although not a statutory requirement should be addressed to ensure a safe environment is maintained and managed.</i>			
11.0	<b>Traffic management.</b>			
11.1	Have you undertaken a risk assessment of your Site considering the movement and segregation of both vehicles and pedestrians, designated parking areas and a restricted speed limit?. If yes have any traffic management controls been introduced?			
12.0	<b>Outdoor Equipment</b>			
12.1	Do you have outdoor play equipment / apparatus Or Garden Furniture if “YES” is it subject to an inspection regime by a competent and or independent person			
12.2	Do you have a Tree Survey Report			
a	Has all the essential works been carried out			
12.3	If you have Play Equipment do you carry out:			
a	Weekly Inspections			
b	Operational Inspections			
c	Independent Inspection			
13.0	<b>Security Systems</b>			
13.1	Do you have an Intruder Alarm, if yes who provides the			
a	Service Contract			
b	Do you have Police Response			

**Signed:** \_\_\_\_\_ **Date:**    /    /





**Additional preventative and control measures required**

*\*If the risk rating is high please state what additional preventative control measures are required to reduce any risk to a medium or low rating to ensure compliance is achieved*

**Premise**

**Date**

Number	Additional preventative and control measures required	Risk Rating

**Is monitoring and review required?** (if yes please give details)

**Signed**

**Date**

**Review Date**



corporatelandlords.service@swansea.gov.uk

## Compliance Evidence Sheet

Site

Date

Area	No	Date of Document	Company	Comments
<b>Fire</b>	<b>1.0</b>			
	1.1			
	1.2			
	1.3			
a	1.4			
b	1.4			
c	1.4			
d	1.4			
e	1.4			
f	1.4			
h	1.4			
i	1.4			
j	1.4			
k	1.4			
	1.5			
	1.6			
<b>Asbestos</b>	<b>2.0</b>			
	2.1			
	2.2			
	2.3			
<b>Electricity</b>	<b>3.0</b>			
	3.1			



	3.2			
a	3.2			
	3.3			
a	3.3			
	3.4			
a	3.4			
	3.5			
a	3.5			
	3.6			
a	3.6			
	3.7			
<b>Gas/Oil</b>	<b>4.0</b>			
	4.1			
a	4.1			
	4.2			
a	4.2			
<b>Legionella</b>	<b>5.0</b>			
	5.1			
	5.2			
a	5.2			
b	5.2			
c	5.2			
<b>LOLER</b>	<b>6.0</b>			
	6.1			
a	6.1			

b	6.1			
a	6.2			
b	6.2			
<b>LEV</b>	<b>7.0</b>			
	7.1			
a	7.1			
b	7.1			
<b>Com Kitchen</b>	<b>8.0</b>			
	<b>8.1</b>			
	<b>8.2</b>			
<b>a</b>	<b>8.3</b>			
<b>b</b>	<b>8.3</b>			
	<b>8.4</b>			
<b>Glazing</b>	<b>9.0</b>			
	9.1			
<b>Transport</b>	<b>10.0</b>			
	10.1			
a	10.1			
b	10.1			
c	10.1			
d	10.1			
	10.2			
a	10.2			
b	10.2			





<b>Traffic</b>	<b>11.0</b>			
	11.1			
<b>Outdoor</b>	<b>12.0</b>			
	12.1			
	12.2			
a	12.2			
	12.3			
a	12.3			
b	12.3			
c	12.3			
<b>Security</b>	<b>13.0</b>			
a	13.1			
b	13.1			

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact your directorate support officer or the Access to Services team (see guidance for details).

<b>Section 1</b>
Which service area and directorate are you from?
Service Area: Property Services
Directorate: Place

**Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?**

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**(b) Please name and describe below**

**Statutory Compliance Strategy**

Local Authorities (LA) have a duty to ensure that buildings and land under their control comply with all relevant statutory, regulatory and corporate standards. As such, Swansea Council's Building Services and Property Services have devised a Statutory Compliance Strategy which applies to all stakeholders utilising Swansea Council's owned building assets.

**Q2(a) WHAT DOES Q1a RELATE TO?**

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

**(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?**

Because they need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an internal basis i.e. Staff
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input checked="" type="checkbox"/> (M)	<input type="checkbox"/> (L)

**Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...**

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+) →	<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"/>
Gender reassignment →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers) →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Q4 HAVE YOU / WILL YOU UNDERTAKE ANY PUBLIC CONSULTATION AND ENGAGEMENT RELATING TO THE INITIATIVE?**

YES       NO

(If NO, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

If yes, please provide details below

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility <input type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility <input checked="" type="checkbox"/> (L)
---	---	---

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION?**  
*(Consider the following impacts – legal, financial, political, media, public perception etc...)*

High risk <input checked="" type="checkbox"/> (H)	Medium risk <input type="checkbox"/> (M)	Low risk <input type="checkbox"/> (L)
--	---	--

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

Yes       No      **If yes, please provide details below**

Programme relates to Building Capital Maintenance Works in Authority buildings and the role that premises managers and heads of service have to play in the day to day management of operational premises.

**Q7 HOW DID YOU SCORE?**

*Please tick the relevant box*

**MOSTLY H and/or M → HIGH PRIORITY →**  EIA to be completed  
**Please go to Section 2**

**MOSTLY L → LOW PRIORITY / NOT RELEVANT →**  Do not complete EIA  
**Please go to Q8 followed by Section 2**

**Q8 If you determine that this initiative is not relevant for a full EIA report, you must provide adequate explanation below. In relation to the Council's commitment to the UNCRC, your explanation must demonstrate that the initiative is designed / planned in the best interests of children (0-18 years). For Welsh language, we must maximise positive and minimise adverse effects on the language and its use. Your explanation must also show this where appropriate.**  
Whilst the reputational and legal risk of any non-compliance is high, the report and the strategy cover day to day operational issues as to how this risk is managed and therefore, whilst important, is not an equalities issue.

**Section 2**

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 – no electronic signatures or paper copies are needed.

Screening completed by:
Name:
Job title:
Date:
Approval by Head of Service:
Name:
Position:
Date:

# Agenda Item 14.



## Report of the Cabinet Member for Investment, Regeneration and Tourism

Cabinet – 21 November 2019

### Scrutiny Inquiry on Tourism Cabinet Member Response and Action Plan

<b>Purpose:</b>	To outline a response to the scrutiny recommendations and to present an action plan for agreement.
<b>Policy Framework:</b>	None
<b>Consultation:</b>	Legal, Finance, Access to Services
<b>Recommendation(s):</b>	It is recommended that:  1) The response as outlined in the report and related action plan be agreed.
<b>Report Author:</b>	Councillor Robert Francis-Davies
<b>Finance Officer:</b>	Aimee Dyer
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Catherine Window

#### 1.0 Introduction

- 1.1 The scrutiny report on Tourism was submitted to Cabinet on the 18 July 2019 after the Scrutiny Working Group completed a detailed inquiry. The scrutiny report is attached as **Appendix A**.
- 1.2 Having considered the contents of the scrutiny report, and specific recommendations made, advice to Cabinet on whether it should agree, or not agree, with each recommendation is detailed in this report.
- 1.3 Cabinet is also asked to consider, for each of the responses, any relevant policy commitments and any other relevant activity.

## 2.0 Response to Scrutiny Recommendations

<b>Recommendation 1</b>
<p>The Working Group was pleased to see how much hard work is being done by the Authority to promote tourism in the area. We feel that there is a lot more the Authority could do but recognise that this is restricted by the budget that has reduced drastically in recent years.</p>
<p><b>Relevant Policy Commitments:</b> Destination Management Plan 2017-2020</p>
<p><b>Action already being undertaken:</b> Over the last 3 years, we have been working towards a 50% reduction in budget. This has resulted in the closure of the Tourist Information Centre (2016) and the refocussing of activity in line with a digital strategy, which will increase more web visits, increase social media followers and engagement and capture additional segmented and profiled email addresses.</p>
<p><b>New actions following from the recommendation:</b> Having just reviewed the Destination Management Plan (DMP), one of the recommendations is to ensure greater input from those Heads of Service whose service areas play an important role in the management of the destination. These will be invited to future steering group meetings.</p>
<p><b>Cabinet Member Comments:</b> Consider how a Tourism Strategy may also be introduced, working alongside the current DMP.</p>
<p>Recommendation is <b>AGREED</b></p>

<b>Recommendation 2</b>
<p>We feel it is important to recognise the value of the natural environment to tourism and the economy and recommend that:</p> <ol style="list-style-type: none"> <li>a. Work on an off-road cycling network is brought forward and that money is found to fund the production of a cycling map for the area (estimated at £50,000, mostly in legal fees).</li> <li>b. Consideration is given to making more use of volunteers to help maintain our environmental assets such as footpaths, steps etc. This is a valuable resource for the Authority and can be a great learning and social experience for volunteers.</li> </ol>
<p><b>Relevant Policy Commitments:</b> Well-Being of Future Generations (Wales) Act 2015 Environment (Wales) Act 2016 Corporate Priority: Maintaining and enhancing Swansea's Natural Resources and Biodiversity Council's Section 6 Biodiversity Plan (and associated Corporate</p>

Biodiversity Action Plan)  
Green Infrastructure Strategy  
Destination Management Plan 2017-2020

**Action already being undertaken:**

The Council has a duty under the Environment (Wales) Act to 'maintain and enhance biodiversity' and to 'promote the resilience of ecosystems'. Each Council function/Service Area should now be considering where and how they can achieve this through their service/business plans. The Corporate Biodiversity working group will provide a vehicle for raising awareness and encouraging best practice.

The natural environment plays an important role in tourism and consistently comes up as one of the main reasons why people visit our area. As such, sustainability is one of the four key priorities in the Destination Management Plan and the Tourism Team encourages responsible tourism throughout our marketing activity, e.g. recycling, reducing ecological footprint, sustainable transport, walking/cycling, using local produce, etc.

**New actions following from the recommendation:**

In response to the specific recommendations:

a) off-road cycling network and map:

We've previously investigated this but Active Travel money cannot be used for non-urban routes.

The possibility of a Gower off-road cycle route is at early stages of consideration. This project would develop and promote a network of bridleways as a way of enjoying the countryside by bike. It would enable visitors to explore large areas of Gower AONB by bicycle and cross much of the landscape including the high points of all the major hills. There would however be some unavoidable short road sections. It is estimated the cost of the initial phases including physical works, legal processes, landowner compensation, etc. would cost £26,000. There is currently no budget available for such works, so grant funding will need to be identified, but it unlikely to cover full costs and future management implications.

b) volunteers to help maintain environmental assets

The Council already uses volunteers, for example the Ramblers, for such purposes. However, active, committed volunteers are only one part of a solution to meeting the demands of the service currently, which also includes equipment, supervision, training and transport costs. Even if the number of volunteers and volunteer days was doubled, the impact on the amount of maintenance needed would be

minimal and so we are not in a position to increase our responsibilities as a result. However, the Service is in the process of appointing a Welsh Government funded, volunteer coordinator, to increase the number of volunteer projects undertaken and we welcome the support to promote this, within the context of the information above.

**Cabinet Member Comments:** Welcome the suggestions and enthusiasm for a sustainable solution to developing the network but funding will need to be identified first.

Recommendation is **Partly Agreed** to investigate grant funding for the network and increase the recruitment of volunteers.

### Recommendation 3

The Working Group would like to see an improvement in signage especially in Gower. Many signs are missing or in need of repair. The Authority has a statutory duty to signpost footpaths and bridle paths and we would like people to be made aware that if the Department is informed of any signage issues for these areas they will rectify them.

**Relevant Policy Commitments:**  
Destination Management Plan 2017-2020

#### **Action already being undertaken:**

Regarding different signage:

Highways signage – a comprehensive audit was conducted a few years ago in partnership with Highways. Findings were forwarded to maintenance team for repairs / replacement. Some improvements still outstanding due to lack of budget to address all issues.

Footpaths/bridleways signage – it is a statutory duty of the Council's Countryside Access Team to rectify any signage issues with footpaths and bridleways. However signage is only appropriate where the footpath or bridleway is fully accessible, i.e. maintained in a good condition. Due to reduced maintenance budget and grant availability the number of footpaths and bridleways the Council is able to maintain in a good condition is decreasing every year.

Waymarks Fingerposts – an audit was conducted 2 years ago at various Council-run beaches and a rolling programme is in place to repair/replace the wooden fingerposts on the seafront as and when budget becomes available. Langland Bay was completed this year and Caswell is to follow.

Statutory Signage – e.g. dog ban, water quality, bye-laws, restrictions, planning notices, etc.

Promotional / Interpretation Signage – e.g. Blue Flags, Lobster Campaign, Smoke-free Beaches, safety messages, etc.

Signage ‘clutter’ is a recurring issue across the destination, however it becomes more evident in the traditional hotspots such as Port Eynon for example, where a lot of different signs have been erected over the years but not removed (where relevant) or maintained (where needed). This is mainly due to the fact that signage, (as outlined above) has varying functions across different services and each with reduced or zero resources to apply a coordinated approach to ongoing maintenance or replacement.

**New actions following from the recommendation:**

Await the findings of the 2019 visitor and trade surveys to see if there are issues with highways signage.

Highways signage: consider another strategic audit for 2020 if resources could be ring-fenced for any identified improvements and repairs.

Consider a site-specific, co-ordinated approach to signage between the various Council teams and allocate responsibility/pool resources for on-going maintenance.

**Cabinet Member Comments:**

Consider funding application and opportunity for policy commitments to resource signage improvement.

Recommendation is **AGREED subject to budget constraints**

**Recommendation 4**

We are concerned about funding post Brexit and recommend that a piece of work is undertaken to identify future grant funding possibilities.

**Relevant Policy Commitments:**

Explore innovative funding and investment strategies and borrow prudently to support the City Deal, only when it is right to do so.

Implement a joined up approach to all public expenditure and the use of buildings and resources to ensure we can continue to do more with less and can seek the wider and more imaginative community use of public assets, such as Council-owned buildings.

Continue to explore collaborative and innovative ways in which local



services can be financed and delivered most efficiently, and how the value of council assets can be maximised.

**Action already being undertaken:**

The Economic Development and External Funding Team subscribes to an online grants database and continually monitors available grant and loan funding opportunities.

There is a need for continued engagement with Welsh Government to influence the shape of tourism funding post Brexit, and to explore partnership funding models where other organisations may be in a better position to bid for funding but with the backing and support of the Council. There is some success already with this approach, e.g. Hafod Copperworks' Musgrave Engine House project working with Swansea University and Friends of Hafod-Morfa Copperworks. External funding from EU sources has been decreasing as a percentage of overall external funding secured in recent years.

**New actions following from the recommendation:**

In any new DMP action plan, ED&EFT to review actions and identify potential funding streams.

Continue engagement with Welsh Government to influence shape of tourism funding post Brexit.

Explore potential partnership funding models for future projects.

**Cabinet Member Comments:**

The City Deal and regeneration of Hafod Copperworks remain a key priority for the Council in improving economic wellbeing and tourism in the area.

Recommendation is **AGREED**

**Recommendation 5**

We feel that the Authority should look at good practice from other areas regarding the marketing of accommodation in Swansea.

**Relevant Policy Commitments:**

Destination Management Plan 2017-2020

**Action already being undertaken:**

The accommodation sector is part of a destination's overall tourism offer and is intrinsically linked to other elements such as activities,

attractions, food & drinks and major events.

Our marketing campaigns focus on promoting the destination as a whole rather than just the accommodation sector.

However, we do have a comprehensive 'Where To Stay' section on the official tourism website with 56 listed private sector accommodation providers (e.g. hotels, B&Bs, hostels, caravan and camping sites, etc.). These are businesses/organisations who buy into a yearly marketing package with the Council, i.e. Visit Swansea Bay Marketing Partners.

Our current requirement is that all accommodation operators on the tourism website must be inspected and graded/listed with either VisitWales or The AA.

Although this provides reassurance to visitors and a level of protection for the Council in case of a complaint, this also restricts the number of businesses that can be recruited as Marketing Partners. It also doesn't reflect the way visitors now search for accommodation i.e. they search for brands, recommendations and increasingly, through the sharing economy.

Some operators, whether graded or not, choose to promote their property through other, unregulated sharing economy networks such as Airbnb or local private websites (e.g. gower.com).

We already undertake regular benchmarking exercises to assess how other comparable destinations market themselves and also exchange good practice e.g. through BRADA (British Resorts and Destinations Association) of which we are members.

A few years ago, we also worked with Visit Wales in appointing a consultancy to undertake an Accommodation Demand Study. This work has informed some of the most recent hotel developments in the City Centre.

STEAM figures and occupancy figures are also a good benchmark to determine how Swansea compares to the Welsh average and other destinations. Swansea occupancy figures for serviced accommodation, for example, are consistently higher than the Wales average and the STEAM figures demonstrate continuous growth.

Regular visitor surveys give us an insight into who our visitors are, where they come from, where they stay, how they booked their holiday, how much they spent, whether they are satisfied with their visit and likely to visit again and/or recommend us to others. We are able to use this intelligence to target our marketing activity more effectively.

We are also planning a tourism trade survey for this Autumn to benchmark destination performance against the 2012 findings. Questions revolve mainly around destination management issues.

<p><b>New actions following from the recommendation:</b></p> <p>Research the arrangements that other LAs in Wales have with their businesses who want to promote their services with them.</p> <p>Review our current requirement to only accept graded properties on our tourism website and consider a policy statement for this.</p> <p>Report the findings of the visitor and trade surveys to relevant Cabinet Members and the DMP Steering Group.</p>
<p><b>Cabinet Member Comments:</b></p> <p>We welcome a review of the current approach across Wales and to receiving a report as to how changes would impact upon the destination marketing plans in the future.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 6</b></p>
<p>We recommend that the Authority explores introducing an information and availability phone line for holiday accommodation in the area. If this includes a booking system, and commission is charged, it could pay for itself.</p>
<p><b>Relevant Policy Commitments:</b> Destination Management Plan 2017-2020</p>
<p><b>Action already being undertaken:</b></p> <p>In 2016, due to financial cuts, the Council made the decision to close the Tourist Information Centre; a trend reflected across Wales and England over recent years. The TIC acted as a one-stop shop for visitors seeking information about the area and offered an accommodation booking service in return for a small fee. However, demand for this service reduced as online bookings increased. Local accommodation providers were also reluctant to pay a nominal commission / booking fee to the TIC.</p> <p>The general shift towards the Internet paved the way for the digital transformation of our services and substantial investment in <a href="http://www.visitswanseabay.com">www.visitswanseabay.com</a>. We refocussed our marketing a number of years ago when we ceased the production of a printed holiday guide and its 'mailed' distribution via a distribution agency. Our digital strategy now strongly focuses on increasing web visits and social media followers, stimulating online engagement as well as capturing</p>

<p>segmented and profiled email addresses for use in future marketing activity.</p> <p>Today, businesses are far more digitally advanced than ever before and most offer online booking facilities on their website or via third party sites.</p> <p>Via Visitswanseabay.com, we also offer Partners the chance to upload their 'Late Availability' on the tourism website to fulfil any last-minute vacancies.</p>
<p><b>New actions following from the recommendation:</b></p> <p>None - this is a strategy most LAs are following across Wales, as is Visit Wales. We will continue to promote all aspects of the destination online and keep abreast of the latest digital developments.</p>
<p><b>Cabinet Member Comments:</b></p> <p>The ongoing transformation and development of the service is in response to customer behaviour and industry trends. Retaining adequate level of resources is the current priority in order to ensure the sustainability of the service and, consequently, the sector.</p>
<p>Recommendation is <b>NOT AGREED</b></p>

<p><b>Recommendation 7</b></p>
<p>We would like to see the Authority make use of the membership of national organisations to market eco-tourism in the area such as National Trust, RSPB etc.</p>
<p><b>Relevant Policy Commitments:</b>  Well-Being of Future Generations (Wales) Act 2015  Environment (Wales) Act 2016  Corporate Priority: Maintaining and enhancing Swansea's Natural Resources and Biodiversity  Council's Section 6 Biodiversity Plan (and associated Corporate Biodiversity Action Plan)  Green Infrastructure Strategy  Destination Management Plan 2017-2020</p>
<p><b>Action already being undertaken:</b></p> <p>Eco-tourism is not a market we are in a position to currently proactively promote as outlined above. Resources are stretched and our focus is on driving commercial partnerships. However, it forms part of our marketing campaigns in the sense that we always encourage our visitors to follow responsible tourism principles and to respect the natural environment - appealing to those that favour active, outdoors</p>

pursuits.

We are witnessing businesses becoming increasingly environmentally conscious and aware, and we signpost operators to organisations such as WRAP, Green Key, BayTrans, Swansea Bay Good Food Circle (local produce) etc. in order to reduce their ecological footprint.

**New actions following from the recommendation:**

Continue to develop our own visitor databases to target throughout the year, as we don't have access to membership databases, such as NT, due to GDPR reasons.

Consider potential advertising with these membership organisations in the future, should the right opportunities arise.

Invite these organisations to future destination management stakeholder events to further promote their services and their role in eco-tourism.

**Cabinet Member Comments:**

We remain committed to embedding sustainability and protection of the environment in all our priorities and service plans and will continue to do so as much as possible.

Recommendation is **NOT AGREED**

**Recommendation 8**

We feel that there needs to be a 'whole council' approach to supporting big events in Swansea. Departments such as Refuse and Street Cleansing need to work with the Tourism team to ensure events run smoothly and everything is cleaned up afterwards.

**Relevant Policy Commitments:**

Destination Management Plan 2017-2020

**Action already being undertaken:**

Events are a key driver of Tourism. The Special Events Team currently works closely with several other Council departments / teams in order to deliver safe and enjoyable events across the City and County. These include Council organised events and those run by the private sector.

For example:

Highways – road closures, traffic plans, event parking, enforcement, Park & Ride

Parks & Cleansing – event site preparation & reparation; litter collection, recycling

Public Health – food safety, event licensing

Legal – events contracts and indemnities

Communications – corporate press and social media support

Health & Safety – emergency management and contingency planning

Cultural Services Marketing & Tourism team undertake the event marketing activity to residents and visitors.

**New actions following from the recommendation:**

That the Special Events Team within Cultural Services acts as the first and single point of contact for events and event organisers in relation to the delivery of events and event management enquiries. The delivery of events in public spaces is a cross cutting activity involving all relevant departments as part of our ongoing ability to deliver on the Council's priority of transforming our economy and infrastructure, inclusion and wellbeing factors.

Endeavouring to ensure that associated new developments or major events take into account sustainable development principles where possible and, where feasible, mitigating actions are developed regarding sustainability.

**Cabinet Member Comments:**

A systematic approach for the whole council, for internal and externally provided events is the preferred operating model.

Recommendation is **AGREED**

**Recommendation 9**

We would like the Authority to consider ring-fencing a percentage of receipts from car parks to maintain the local destination, including maintaining and cleaning public facilities, etc.

**Relevant Policy Commitments:**

Destination Management Plan 2017-2020

**Action already being undertaken:**

The Council adopts an approach where all income is taken into

account when setting directorate and service budgets and as such is built into the medium term financial plan.

Any ring-fencing of income from car parks would have to take place as part of a budget proposal and offset by a compensatory additional budget allocation into the car parks budget.

Alternatively Council could decide as part of the budget process to allocate additional finding to any priority area as part of its annual budget setting process

**New actions following from the recommendation:**

A coordinated approach to events and resource setting as above, will assist in ensuring a sustainable provision. We will continue to monitor the situation, opportunities and risks, via the Destination Management Plan delivery and sub groups and service planning procedures.

**Cabinet Member Comments:**

We will continue to consider the best opportunities for income, support mechanisms and sustainability of our services but recognise they are already interdependent and connected in terms of provision, cost and reliance on income. We cannot agree this at present as it would affect the ability of one part of the Directorate to function, in favour of another, so further work would be required on this as part of budget setting and analysis of impact.

Recommendation is **NOT AGREED**

**Recommendation 10**

We would like marketing videos to show more of what people can do and see if they visit Swansea, such as walking/cycling in Gower and promotion of cultural tourism. We would also like to see more use of 'viral' types of advertising that have proved effective in the past and we would like to see more use of sites with large footfall throughout Swansea to promote/advertise tourism in the area, such as the Market and Quadrant Bus Station.

**Relevant Policy Commitments:**

Destination Management Plan 2017-2020

**Action already being undertaken:**

Our marketing activity targets potential visitors from outside Wales, therefore it is not always visible to Swansea residents. We already have a range of promotional videos produced to market the destination, which can be viewed on our YouTube channel at:

[www.youtube.com/user/visitswanseabayTV](http://www.youtube.com/user/visitswanseabayTV)

Our videos are produced in a number of formats so that they can become viral, shared by our partners and are often produced in such a way that they can have a number of different uses.

These videos are promoted online via the tourism website, social media and email marketing to our targeted audiences. This is one of many channels we use to promote the 130 private sector Partners, who have signed up to yearly marketing packages with us.

Our digital content focusses on the main reasons why people visit Swansea Bay, which are the key findings of our visitor survey, i.e. beaches, natural landscape and our coastline.

**New actions following from the recommendation:**

New videos are already planned for 2020 'Year of the Great Outdoors' however, a strong commitment to continue with this strategy for 2021 and beyond will be vital as Tourism is the only section within the Council, which proactively place-markets the destination.

**Cabinet Member Comments:**

The digital transformation of the team is reaping benefits and the increasing number of users of these platforms, justifies recent, albeit tough decisions we have had to make. It is critical that the digital content is continually refreshed to continue to be able to target the relevant markets.

Recommendation is **AGREED**

**Recommendation 11**

Members of the Working Group are happy to promote tourism in Swansea through social media, by posting videos and tweeting links etc. We suggest all councillors are contacted, to ask if they will do the same.

**Relevant Policy Commitments:**

Destination Management Plan 2017-2020

**Action already being undertaken:**

We have existing channels that both businesses and consumers follow to receive information, including Facebook, Twitter, YouTube, Instagram, e-newsletters, etc.

We post regular updates and generate a high level of engagement with



our audiences.

**New actions following from the recommendation:**

To identify and share with all members the digital channels they can follow and sign up to, so they can assist in the promotion of the destination.

**Cabinet Member Comments:**

I welcome this opportunity for members to share the good work of the team amongst their own networks and help to extend the reach of the campaigns.

Recommendation is **AGREED**

**Recommendation 12**

We feel that scrutiny needs to look at this topic in more detail than can be done in a one-off working group. We will therefore recommend to the Scrutiny Programme Committee that Tourism is considered as a future scrutiny inquiry topic.

**Relevant Policy Commitments:**

Well-Being of Future Generations (Wales) Act 2015  
Destination Management Plan 2017-2020  
Welsh Government 'Partnership for Growth': Strategy for Tourism 2013-2020

**Action already being undertaken:**

We have presented to scrutiny inquiries in 2014 and 2019 and welcome any further opportunities to raise the profile of Tourism and its importance to the local economy, Council priorities, Welsh Government priorities and the Well-Being of Future Generations Act.

**New actions following from the recommendation:**

Whilst we would be happy to be part of a future topic, the real challenge lies in ensuring that a tourism strategy for the destination is developed and integrated alongside other council strategies and policies. An ideal starting point for this, at a time when the national strategy is being reviewed, is to present the work of the tourism team to the Policy Development Committee (PDC).

**Cabinet Member Comments:**

Tourism is a vital part of our employment and resident offer, as well as a generator of income and investment from visitors and businesses.

We are committed to ensuring it continues to thrive and the work of the council in promoting this is recognised and supported accordingly, with local, regional and national stakeholder partnerships in place.
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Recommendation is <b>AGREED</b>
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2.1 An action plan for the agreed recommendations is attached as **Appendix B**.

**3. Equality and Engagement Implications**

3.1 A full EIA report will be produced following the review of the current DMP

**4. Legal Implications**

4.1 There are no legal implications with this report

**5. Financial Implications**

5.1 There are no specific financial implications for this report

**Background Papers:**

Destination Management Plan 2017-20 available at [www.swansea.gov.uk/dmp](http://www.swansea.gov.uk/dmp)

**Appendices**

Appendix A – Original Scrutiny Report

Appendix B – Proposed Cabinet Action Plan



## Report of the Tourism Scrutiny Working Group

Cabinet – 18 July 2019

### Scrutiny Report on Tourism

<b>Purpose:</b>	This report presents the findings, conclusions and recommendations resulting from a Scrutiny Working Group on Tourism. Cabinet is required to consider the conclusions and recommendations and respond.
<b>Policy Framework:</b>	Council Constitution
<b>Consultation:</b>	Access to Services, Legal and Finance
<b>Recommendation(s):</b>	It is recommended that: <ol style="list-style-type: none"> <li>1) Cabinet receives the report and tasks the relevant Cabinet Member to report back to a Cabinet meeting with a written response to the report and recommendations of the Scrutiny Working Group and proposed action(s), for Cabinet decision.</li> </ol>
<b>Report Authors:</b>	Councillor Peter Jones Liz Jordan
<b>Finance Officer:</b>	Paul Cridland
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Catherine Window

#### 1. Introduction

- 1.1 A one-off Scrutiny Working Group to look at issues around Tourism was established by the Scrutiny Programme Committee. A small number of Working Groups are set up each year to carry out 'light-touch' examination of topics of importance and concern.
- 1.2 A cross-party group of scrutiny councillors were appointed by the Committee and met on 1 May to consider information, ask questions, and discuss Tourism. This report presents the findings, conclusions and recommendations resulting from the Scrutiny Working Group into Tourism, for Cabinet decision.

- 1.3 The convener of the Working Group, Councillor Peter Jones, will present the report and accompanying recommendations.
- 1.4 Cabinet should respond to the report within two months and provide an explanation for any recommendations that are not agreed.
- 1.5 The Scrutiny Programme Committee will be responsible for follow up and monitoring of agreed action with the relevant Cabinet Member during the course of its work.

## **2. What the Working Group Looked At**

### **2.1 The Working Group looked at:**

- Overview in terms of context
- What is being done to promote Wales as a tourist destination
- What is being done to promote Swansea Bay as a tourist destination
- What is the current picture
- Strengths and Weaknesses
- Vision/strategy to promote/sustain tourism for the next 5 to 10 years
- What is the business plan for putting this in place
- Data on why people visit the area
- Findings/recommendations from previous tourism inquiry and follow up and any outstanding issues
- Information on benchmarking with the rest of the UK (Scotland, Ireland)
- Any other information the department thinks it would be useful for the Working Group to consider.

2.2 The Working Group heard from the Cabinet Member for Investment, Regeneration and Tourism along with the Tourism and Marketing Manager and the Strategic Manager, Tourism, Marketing and Events. A written report was provided by the Cabinet Member for discussion.

2.3 The Working Group also received presentations on sustainable/eco-tourism from Officers from Gower AONB, Nature Conservation and Countryside Access teams.

## **3. Findings**

### **3.1 Sustainable / Eco-Tourism Presentations**

3.1.1 Chris Lindley, Gower AONB Team Leader, Deb Hill, Nature Conservation Team Leader and Chris Dale, Countryside Access Team Leader attended to present an overview of the work the Authority undertakes in relation to sustainable/eco-tourism.

### 3.1.2 The following main issues were discussed:

- Important to recognise the value of natural environment to tourism and the economy.
- As well as Gower, the River Tawe Corridor is also important to tourism. The Local Development Plan has just been agreed and includes access to riverbank along Tawe corridor.
- Working Group pleased to see how much hard work is being done by Authority.
- There is a lot more the Authority could do in relation to tourism if it had the resource but budget has been reduced by 50% in some areas over last 3 years. Department welcomes recommendations from scrutiny on things that can be done with minimum resource.
- Eco-tourism is very important for Gower. Working Group would like to see work on off-road cycling network brought forward. Estimated cost to do this is £50,000 (mostly in legal fees). Working Group recommends that money is found to fund production of a cycle map.
- All walking/cycling/trail riding routes are available on line.
- Signage in Gower could be better. It needs to be accurate and replaced if damaged or disappeared. There is lack of funding available for this work.
- Statutory duty to signpost footpaths/bridle paths. Members should inform Department if aware of signage issue for these areas and they will rectify.
- European Union is one of the biggest funders for this work. Uncertainty with grants after Brexit.
- More use should be made of volunteers to repair footpaths etc. This has already worked well in one area of Swansea.
- Important to have joined up way of recording and promoting everything going on in the area. Swansea Bay 'Surfari' campaign including campervan at Gower Show was very good. Ideas like this should be used more.
- In Llangollen, there is one number to ring to find out availability of accommodation and to contact hotels etc. There is a charge for using this line so it pays for itself. Would be a good idea for Swansea to do this, if it is not already.
- Would be good to have deck chairs back on Swansea beach. However, the issue of maintenance may be a problem.
- In terms of marketing eco-tourism opportunities, the Authority should make use of memberships of national organisations. Could look at establishing a group again with Natural Resources Wales and other national organisations represented.

## 3.2 Tourism Report and Presentation

- 3.2.1 Robert Francis-Davies, Cabinet Member for Investment, Regeneration and Tourism; Steve Hopkins, Tourism and Marketing Manager and Frances Jenkins, Strategic Manager, Tourism, Marketing and Events attended to present an overview of marketing and development of tourism delivered by the Authority, based on the brief provided by the Working Group prior to the meeting, and answer the Working Group's questions.

### 3.2.2 The following main issues were discussed:

- Tourism and Marketing is a small team of four staff. They are focussing their marketing efforts on North West England, South West England, London and Birmingham.
- Need to ensure big events in Swansea are supported by all departments - emptying bins, cleaning up afterwards etc. as this affects people's opinions. There has to be a whole Council approach.
- Have to make Gower work as a tourist destination whilst still protecting the environment and recognising it is also a place where people live. It is not easy to get the balance right.
- The Skyline will be a big tourist attraction if it goes ahead. Signs are positive.
- A percentage of receipts from car park charges should be used to maintain the destination. However, the cost of car parking should not increase in order to fund local destinations as the cost of parking is a barrier to tourism.
- Working Group Members are happy to tweet tourism videos and put on their social media pages.
- Important for different types of accommodation to be made available in the area including pubs, bed and breakfasts, family run hotels and campsites. Should look at good practice from other areas with regards marketing of accommodation in Swansea
- Working Group would like to see more advertising like the 'EPIC' banner at Rhosilli last year. This 'viral' sort of advertising is good use of the budget.
- Marketing videos are good but could be longer and include more activities such as hiking/trail walking and the Copper Works.
- Department tends to focus on operators. Would be worth investigating using booking site that the Authority would receive commission from.
- Tourism is now an all-year-round business.
- Glamping pods are a good idea for extending the season.
- Access to and capacity of campsites on Gower is an issue.
- Working Group feels planning policies hinder tourism, for example, a campsite on Gower was asked to remove 'pods' as they did not meet some planning regulations, the owners of the campsite had to go through a long process to show they did meet planning regulations; There have been planning issues regarding access to Three Cliffs campsite. If we want to remain a tourist destination we need to change planning.
- Authority should use sites with large footfall all over City and County of Swansea to promote/advertise tourism in the area. Should look into using big screen more; using walls at entrances to Swansea Market to advertise local areas; displaying information at the Railway Station and the Quadrant Bus Station; and consider the possibility of pop ups on the main artery roads when arriving into Swansea.
- Authority needs to advertise cultural tourism in Swansea on different platforms such as videos.
- Need to work with BID in promoting tourism in Swansea.

#### **4. Conclusions and Recommendations**

- 4.1 The Working Group was pleased to see how much hard work is being done by the Authority to promote tourism in the area. We feel that there is a lot more the Authority could do but recognise that this is restricted by the budget that has reduced drastically in recent years.
- 4.2 We feel it is important to recognise the value of the natural environment to tourism and the economy and recommend that:
  - a. Work on an off-road cycling network is brought forward and that money is found to fund the production of a cycling map for the area (estimated at £50,000, mostly in legal fees).
  - b. Consideration is given to making more use of volunteers to help maintain our environmental assets such as footpaths, steps etc. This is a valuable resource for the Authority and can be a great learning and social experience for volunteers.
- 4.3 The Working Group would like to see an improvement in signage especially in Gower. Many signs are missing or in need of repair. The Authority has a statutory duty to signpost footpaths and bridle paths and we would like people to be made aware that if the Department is informed of any signage issues for these areas they will rectify them.
- 4.4 We are concerned about funding post Brexit and recommend that a piece of work is undertaken to identify future grant funding possibilities.
- 4.5 We feel that the Authority should look at good practice from other areas regarding the marketing of accommodation in Swansea.
- 4.6 We recommend that the Authority explores introducing an information and availability phone line for holiday accommodation in the area. If this includes a booking system, and commission is charged, it could pay for itself.
- 4.7 We would like to see the Authority make use of the membership of national organisations to market eco-tourism in the area such as National Trust, RSPB etc.
- 4.8 We feel that there needs to be a 'whole council' approach to supporting big events in Swansea. Departments such as Refuse and Street Cleansing need to work with the Tourism team to ensure events run smoothly and everything is cleaned up afterwards.
- 4.9 We would like the Authority to consider ring-fencing a percentage of receipts from car parks to maintain the local destination, including maintaining and cleaning public facilities etc.
- 4.10 We would like marketing videos to show more of what people can do and see if they visit Swansea, such as walking/cycling in Gower and promotion of cultural tourism. We would also like to see more use of 'viral' types of advertising that have proved effective in the past and we would like to see

more use of sites with large footfall throughout Swansea to promote/advertise tourism in the area, such as the Market and Quadrant Bus Station.

- 4.11 Members of the Working Group are happy to promote tourism in Swansea through social media, by posting videos and tweeting links etc. We suggest all councillors are contacted, to ask if they will do the same.
- 4.12 We feel that scrutiny needs to look at this topic in more detail than can be done in a one-off working group. We will therefore recommend to the Scrutiny Programme Committee that Tourism is considered as a future scrutiny inquiry topic.

## **5. Equality and Engagement Implications**

5.1 The Council is subject to the Public Sector Equality Duty (Wales) 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.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

Any recommendations agreed by Cabinet will be subject to the council's EIA process.

## **6. Financial Implications**

6.1 There is a financial implication to two recommendations in this report. Recommendation 4.2a - if accepted, the cost of production of a cycle map for the area is estimated at £50,000. Recommendation 4.9 – if accepted, would have a financial implication on how receipts from car parking are used. Any costs arising would need to come from existing resources or would be subject to the usual budget process for future years.

## **7. Legal Implications**

7.1 There are no specific legal implications at this stage.

**Background Papers:** None.

**Appendices:** None.



## Scrutiny Inquiry into Tourism – Cabinet Action Plan

*(NB Only include the recommendations agreed, in the action plan)*

Recommendation	Action already being undertaken	New Action Proposed	Timescale	Responsible Officer	
1.	The Working Group was pleased to see how much hard work is being done by the Authority to promote tourism in the area. We feel that there is a lot more the Authority could do but recognise that this is restricted by the budget that has reduced drastically in recent years.	Over the last 3 years, we have been working towards a 50% reduction in budget. This has resulted in the closure of the Tourist Information Centre (2016) and the refocussing of activity in line with a digital strategy, which will increase more web visits, increase social media followers and engagement and capture additional segmented and profiled email addresses.	Having just reviewed the Destination Management Plan (DMP), one of the recommendations is to ensure greater input from those Heads of Service whose service areas play an important role in the management of the destination. These will be invited to future steering group meetings.  Cabinet Member comment: 'Consider how a Tourism Strategy may also be introduced, working alongside the current DMP.'	2020/21	Steve Hopkins
2.	We feel it is important to recognise the value of the natural environment to tourism and the economy and recommend that: a. Work on an off-road cycling network is brought forward and that money is found to fund the	The Council has a duty under the Environment (Wales) Act to 'maintain and enhance biodiversity' and to 'promote the resilience of ecosystems'. Each	In response to the specific recommendations:  a) off-road cycling network and map:	2020-onwards	Chris Dale

	<p>production of a cycling map for the area (estimated at £50,000, mostly in legal fees).</p> <p>b. Consideration is given to making more use of volunteers to help maintain our environmental assets such as footpaths, steps etc. This is a valuable resource for the Authority and can be a great learning and social experience for volunteers.</p>	<p>Council function / Service Area should now be considering where and how they can achieve this through their service/business plans. The Corporate Biodiversity working group will provide a vehicle for raising awareness and encouraging best practice.</p> <p>The natural environment plays an important role in tourism and consistently comes up as one of the main reasons why people visit our area. As such, sustainability is one of the four key priorities in the Destination Management Plan and the Tourism Team encourages responsible tourism throughout our marketing activity, e.g. recycling, reducing ecological footprint, sustainable transport, walking/cycling, using local produce, etc.</p>	<p>We've previously investigated this but Active Travel money cannot be used for non-urban routes.</p> <p>The possibility of a Gower off-road cycle route is at early stages of consideration. This project would develop and promote a network of bridleways as a way of enjoying the countryside by bike. It would enable visitors to explore large areas of Gower AONB by bicycle and cross much of the landscape including the high points of all the major hills. There would however be some unavoidable short road sections. It is estimated the cost of the initial phases including physical works, legal processes, landowner compensation, etc. would cost £26,000. There is currently no budget available for such works, so grant funding will need to be identified, but it unlikely to cover full costs and future management</p>		
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			<p>implications.</p> <p>b) volunteers to help maintain environmental assets</p> <p>The Council already uses volunteers, for example the Ramblers, for such purposes. However, active, committed volunteers are only one part of a solution to meeting the demands of the service currently, which also includes equipment, supervision, training and transport costs. Even if the number of volunteers and volunteer days was doubled, the impact on the amount of maintenance needed would be minimal and so we are not in a position to increase our responsibilities as a result. However, the Service is in the process of appointing a Welsh Government funded, volunteer coordinator, to increase the number of volunteer projects undertaken and we welcome the support to</p>	2020/23	Deb Hill
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			<p>promote this, within the context of the information above.</p> <p>Recommendation is Partly Agreed to investigate grant funding for the network and increase the recruitment of volunteers</p>		
3.	<p>The Working Group would like to see an improvement in signage especially in Gower. Many signs are missing or in need of repair. The Authority has a statutory duty to signpost footpaths and bridle paths and we would like people to be made aware that if the Department is informed of any signage issues for these areas they will rectify them.</p>	<p>Regarding different signage:</p> <p>Highways signage – a comprehensive audit was conducted a few years ago in partnership with Highways. Findings were forwarded to maintenance team for repairs / replacement. Some improvements still outstanding due to lack of budget to address all issues.</p> <p>Footpaths / bridleways signage – it is a statutory duty of the Council's Countryside Access Team to rectify any signage issues with footpaths and bridleways. However signage is only appropriate where the footpath or bridleway is</p>	<p>Await the findings of the 2019 visitor and trade surveys to see if there are issues with highways signage.</p> <p>Highways signage: consider another strategic audit for 2020 if resources could be ring-fenced for any identified improvements and repairs.</p> <p>Consider a site-specific, co-ordinated approach to signage between the various Council teams and allocate responsibility/pool resources for on-going maintenance.</p> <p>Cabinet Member comments: 'Consider funding application and</p>	2020/21	<p>Relevant Council Officers from Place Directorate depending on nature of signage (e.g. Highways, Cultural Services and Regeneration)</p>

		<p>fully accessible, i.e. maintained in a good condition. Due to reduced maintenance budget and grant availability the number of footpaths and bridleways the Council is able to maintain in a good condition is decreasing every year.</p> <p>Waymarks Fingerposts – an audit was conducted 2 years ago at various Council-run beaches and a rolling programme is in place to repair/replace the wooden fingerposts on the seafront as and when budget becomes available. Langland Bay was completed this year and Caswell is to follow.</p> <p>Statutory Signage – e.g. dog ban, water quality, bye-laws, restrictions, planning notices, etc.</p> <p>Promotional / Interpretation Signage – e.g. Blue Flags, Lobster Campaign, Smoke-free Beaches, safety messages, etc.</p>	<p>opportunity for policy commitments to resource signage improvement.’</p> <p>Recommendation is AGREED subject to budget constraints</p>		
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		<p>Signage 'clutter' is a recurring issue across the destination, however it becomes more evident in the traditional hotspots such as Port Eynon for example, where a lot of different signs have been erected over the years but not removed (where relevant) or maintained (where needed). This is mainly due to the fact that signage, (as outlined above) has varying functions across different services and each with reduced or zero resources to apply a coordinated approach to ongoing maintenance or replacement.</p>			
4.	<p>We are concerned about funding post Brexit and recommend that a piece of work is undertaken to identify future grant funding possibilities.</p>	<p>The Economic Development and External Funding Team subscribes to an online grants database and continually monitors available grant and loan funding opportunities.</p> <p>There is a need for continued engagement with Welsh Government to influence the shape of tourism funding post</p>	<p>Explore innovative funding and investment strategies and borrow prudently to support the City Deal, only when it is right to do so.</p> <p>Implement a joined up approach to all public expenditure and the use of buildings and resources to ensure we can continue to do more with less and can seek</p>	2020/21	Paul Relf

		<p>Brexit, and to explore partnership funding models where other organisations may be in a better position to bid for funding but with the backing and support of the Council.</p> <p>There is some success already with this approach, e.g. Hafod Copperworks Musgrave Engine House project working with Swansea University and Friends of Hafod-Morfa Copperworks. External funding from EU sources has been decreasing as a percentage of overall external funding secured in recent years.</p> <p>The City Deal and regeneration of Hafod Copperworks remain a key priority for the Council in improving economic wellbeing and tourism in the area.</p>	<p>the wider and more imaginative community use of public assets, such as Council-owned buildings.</p> <p>Continue to explore collaborative and innovative ways in which local services can be financed and delivered most efficiently, and how the value of council assets can be maximised.</p> <p>In any new DMP action plan, ED&amp;EFT to review actions and identify potential funding streams</p> <p>Continue engagement with Welsh Government to influence shape of tourism funding post Brexit</p> <p>Explore potential partnership funding models for future projects.</p>		
5.	We feel that the Authority should look at good practice from other areas regarding the marketing of accommodation in Swansea.	The accommodation sector is part of a destination's overall tourism offer and is intrinsically linked to	Research the arrangements that other LA's in Wales have with their businesses who want to promote their	2020/21	Steve Hopkins

		<p>other elements such as activities, attractions, food &amp; drinks and major events.</p> <p>Our marketing campaigns focus on promoting the destination as a whole rather than just the accommodation sector.</p> <p>However, we do have a comprehensive 'Where To Stay' section on the official tourism website with 56 listed private sector accommodation providers (e.g. hotels, B&amp;Bs, hostels, caravan and camping sites, etc.). These are businesses/organisations who buy into a yearly marketing package with the Council, i.e. Visit Swansea Bay Marketing Partners.</p> <p>Our current requirement is that all accommodation operators on the tourism website must be inspected and graded/listed with either VisitWales or The AA.</p>	<p>services with them.</p> <p>Review our current requirement to only accept graded properties on our tourism website and consider a policy statement for this.</p> <p>Report the findings of the visitor and trade surveys to relevant Cabinet Members and the DMP Steering Group.</p>		
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		<p>Although this provides re-assurance to visitors and a level of protection for the Council in case of a complaint, this also restricts the number of businesses that can be recruited as Marketing Partners. It also doesn't reflect the way visitors now search for accommodation i.e. they search for brands, recommendations and increasingly, through the sharing economy.</p> <p>Some operators, whether graded or not, choose to promote their property through other, unregulated sharing economy networks such as Airbnb or local private websites (e.g. gower.com).</p> <p>We already undertake regular benchmarking exercises to assess how other comparable destinations market themselves and also exchange good practice e.g. through BRADA (British Resorts and Destinations Association) of which we</p>			
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		<p>are members.</p> <p>A few years ago, we also worked with Visit Wales in appointing a consultancy to undertake an Accommodation Demand Study. This work has informed some of the most recent hotel developments in the City Centre.</p> <p>STEAM figures and occupancy figures are also a good benchmark to determine how Swansea compares to the Welsh average and other destinations. Swansea occupancy figures for serviced accommodation, for example, are consistently higher than the Wales average and the STEAM figures demonstrate continuous growth.</p> <p>Regular visitor surveys give us an insight into who our visitors are, where they come from, where they stay, how they booked their holiday, how much they</p>			
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		<p>spent, whether they are satisfied with their visit and likely to visit again and/or recommend us to others. We are able to use this intelligence to target our marketing activity more effectively.</p> <p>We are also planning a tourism trade survey for this Autumn to benchmark destination performance against the 2012 findings. Questions revolve mainly around destination management issues.</p>			
8.	<p>We feel that there needs to be a 'whole council' approach to supporting big events in Swansea. Departments such as Refuse and Street Cleansing need to work with the Tourism team to ensure events run smoothly and everything is cleaned up afterwards.</p>	<p>Events are a key driver of Tourism. The Special Events Team currently works closely with several other Council departments / teams in order to deliver safe and enjoyable events across the City and County. These include Council organised events and those run by the private sector. For example:</p> <p>Highways – road closures, traffic plans, event parking, enforcement, Park &amp; Ride</p>	<p>That the Special Events Team within Cultural Services acts as the first and single point of contact for events and event organisers in relation to the delivery of events and event management enquiries.</p> <p>The delivery of events in public spaces is a cross cutting activity involving all relevant departments as part of our ongoing ability to deliver on the Council's priority of transforming our economy and</p>	2020/21	David Price-Deer

		<p>Parks &amp; Cleansing – event site preparation &amp; reparation; litter collection, recycling</p> <p>Public Health – food safety, event licensing</p> <p>Legal – events contracts and indemnities</p> <p>Communications – corporate press and social media support</p> <p>Health &amp; Safety – emergency management and contingency planning</p> <p>Cultural Services Marketing &amp; Tourism team undertake the event marketing activity to residents and visitors.</p>	<p>infrastructure, inclusion and wellbeing factors.</p> <p>Endeavouring to ensure that associated new developments or major events take into account sustainable development principles where possible and, where feasible, mitigating actions are developed regarding sustainability.</p>		
10.	<p>We would like marketing videos to show more of what people can do and see if they visit Swansea, such as walking/cycling in Gower and promotion of cultural tourism. We would also like to see more use of ‘viral’ types of advertising that have proved effective in the past and we would like to see more use of sites with large footfall throughout Swansea to promote/advertise</p>	<p>Our marketing activity targets potential visitors from outside of Wales, therefore it is not always visible to Swansea residents.</p> <p>We already have a range of promotional videos produced to market the destination,</p>	<p>New videos are already planned for 2020 ‘Year of the Great Outdoors’ however, a strong commitment to continue with this strategy for 2021 and beyond will be vital as Tourism is the only section within the Council, which proactively place-</p>	2020/21	Steve Hopkins

	<p>tourism in the area, such as the Market and Quadrant Bus Station.</p>	<p>which can be viewed on our YouTube channel at: <a href="http://www.youtube.com/user/visitswanseabayTV">www.youtube.com/user/visitswanseabayTV</a></p> <p>Our videos are produced in a number of formats so that they can become viral, shared by our partners and are often produced in such a way that they can have a number of different uses.</p> <p>These videos are promoted online via the tourism website, social media and email marketing to our targeted audiences. This is one of many channels we use to promote the 130 private sector Partners, who have signed up to yearly marketing packages with us.</p> <p>Our digital content focusses on the main reasons why people visit Swansea Bay, which are the key findings of our visitor survey, i.e. beaches, natural landscape and our coastline.</p>	<p>markets the destination.</p>		
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11.	Members of the Working Group are happy to promote tourism in Swansea through social media, by posting videos and tweeting links etc. We suggest all councillors are contacted, to ask if they will do the same.	<p>We have existing channels that both businesses and consumers follow to receive information, including Facebook, Twitter, YouTube, Instagram, e-newsletters, etc.</p> <p>We post regular updates and generate a high level of engagement with our audiences.</p>	To identify and share with all members the digital channels they can follow and sign up to, so they can assist in the promotion of the destination.	2020/21	Steve Hopkins
12.	We feel that scrutiny needs to look at this topic in more detail than can be done in a one-off working group. We will therefore recommend to the Scrutiny Programme Committee that Tourism is considered as a future scrutiny inquiry topic.	We have presented to scrutiny inquiries in 2014 and 2019 and welcome any further opportunities to raise the profile of Tourism and its importance to the local economy, Council priorities, Welsh Government priorities and the Well-Being of Future Generations Act.	Whilst we would be happy to be part of a future topic, the real challenge lies in ensuring that a tourism strategy for the destination is developed and integrated alongside other council strategies and policies. An ideal starting point for this, at a time when the national strategy is being reviewed, is to present the work of the tourism team to the Policy Development Committee (PDC).	2020/23	Steve Hopkins

# Agenda Item 15.



## Report of the Cabinet Member for Resilience & Strategic Collaboration

Cabinet – 21 November 2019

### Scrutiny Inquiry into Equalities – Cabinet Member Response

<b>Purpose:</b>	To outline a response to the scrutiny recommendations and to present an action plan for agreement.
<b>Policy Framework:</b>	The Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
<b>Consultation:</b>	Legal, Finance and Access to Services
<b>Recommendation(s):</b>	It is recommended that: 1) The response as outlined in the report and related action plan be agreed
<b>Report Author:</b>	Sarah Lackenby
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1.0 Introduction

- 1.1 The Equalities Inquiry report was received by Cabinet on the 19 September 2019 after the Equalities Scrutiny Inquiry Panel completed a detailed inquiry into the matter.
- 1.2 The response to the recommendations are contained in this report. Cabinet have considered the contents of the scrutiny report, looking at each of the specific recommendations made and gained advice on whether it should agree, or not agree each individual recommendation.

#### 2.0 Response to Scrutiny Recommendations

<b>Recommendation 1</b>
Implement a high-level cross council Strategic Equality Group.
<b>Relevant Policy Commitments:</b> 69. Establish Policy Development and Delivery Committees to ensure all elected members and the public can influence how policies are

written and services are delivered.
<b>Action already being undertaken:</b> Equalities Policy Development Committee (PDC) established and work plan for the remainder of the year agreed.
<b>New actions following from the recommendation:</b> None
<b>Cabinet Member Comments:</b> The PDC will provide focus to this priority area
Recommendation is <b>AGREED</b>

<b>Recommendation 2</b>
Develop a new Equality Plan co-productively. Ensure it is more streamlined and outcome and impact focused. The Council should take up the offer from the Equality and Human Rights Commission (EHRC) Wales to work with us on our Plan.
<b>Relevant Policy Commitments:</b> 51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.
<b>Action already being undertaken:</b> See below
<b>New actions following from the recommendation:</b> New Equality Plan in development drawing on: <ul style="list-style-type: none"> <li>▪ Recommendations from the Scrutiny inquiry</li> <li>▪ This Cabinet response</li> <li>▪ Consultation activity</li> <li>▪ The 'Is Wales Fairer' report.</li> </ul> Due to the timing of activity this year a full co-productive approach is not possible in order to meet the statutory deadline. However, this will form part of the plan from 2020 onwards. The Council will also proactively engage the EHRC on this and future equality plans.
<b>Cabinet Member Comments:</b> The Equality Plan is a key strategic document for the Council. Co-producing this will be important and adequate time and resources are required to accomplish this in a meaningful way.
Recommendation is <b>AGREED</b>

<b>Recommendation 3</b>
Promote "SMART" working with our Equality Forums, ensuring they all have clear terms of reference, work plans and schedules. Ensure better engagement with Council departments and Councillor Champions. Facilitate the establishing of Women's and Inter-Faith Consultative Forums.
<b>Relevant Policy Commitments:</b> 51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and



ensure their voices are heard.
<p><b>Action already being undertaken:</b></p> <ul style="list-style-type: none"> <li>• Leadership Team discussion with Heads of Service to determine and agree areas of consultation, engagement and co-production that can inform the future work plans across all equality forums</li> </ul>
<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• Work plans and schedules to be planned across equality forums</li> <li>• Development of the Equality Champions</li> </ul>
<p><b>Cabinet Member Comments:</b> Forward planning to support equality forums is already underway.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 4</b></p>
<p>Clarify and further promote the role of Councillor Champions, ensure better engagement with Equality Groups/Forums and establish links with the Strategic Equality Group.</p>
<p><b>Relevant Policy Commitments:</b> 51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.</p>
<p><b>Action already being undertaken:</b></p>
<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• Review of Councillor Champion involvement in light of the work plans and schedules across Equality Forums</li> <li>• Develop a role description for Councillor Champions so responsibilities are clear</li> <li>• Communicate work of the Strategic Equality Group so Councillor Champions can easily engage with the group</li> </ul>
<p><b>Cabinet Member Comments:</b> None</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 5</b></p>
<p>Clarify expectations of those acting in the Equality Staff Representative role. We would expect those nominated to be able to take part in co-ordinating meetings and training and that they are linked to a wider knowledge base/support network for advice, guidance and support.</p>
<p><b>Relevant Policy Commitments:</b> 51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.</p>

<p><b>Action already being undertaken:</b></p> <ul style="list-style-type: none"> <li>• Equality Champions network already identified</li> <li>• Training underway</li> </ul>
<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• Equality Champions involved in work planning and scheduling so they can lead and co-ordinate at relevant Equality Forums</li> <li>• Further and ongoing training to be delivered</li> <li>• Role description articulated and reviewed annually.</li> </ul>
<p><b>Cabinet Member Comments:</b> This is an important priority and the Equality Champions are a valued network.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 6</b></p>
<p>Complete the Carers Strategy as a matter of urgency.</p>
<p><b>Relevant Policy Commitments:</b></p> <p>55. Continue to stand up for the rights of all people in Swansea to live their lives, freely without fear, hatred, discrimination, or repression regardless of race, colour, religion and beliefs, sexual orientation, gender or age.</p>
<p><b>Action already being undertaken:</b></p> <ul style="list-style-type: none"> <li>• West Glamorgan Regional Partners Board are progressing the development of Regional Carers Strategy</li> <li>• Arrangements for progressing the development of local and regional strategies are scheduled to commence early 2020 following the appointment of Regional Carers Partnership Board Coordinator</li> <li>• The creation of People Directorate Commissioning Hub will lead to an overview of Carers requirements across the Directorate and enable responsibility for evaluating needs and developing a Carers' Strategy to be allocated to a designated officer(s)</li> <li>• Timescales for developing regional and local Carers Strategies are in development, in collaboration with relevant partner organisations</li> <li>• To ensure the voice of carers are heard a new peer led forum has been launched in Swansea that gives parents and carers of children with disabilities and additional needs a greater voice in the way services are run and developed</li> <li>• The Swansea Parent Carer Forum has been created co-productively with Swansea Council to make sure that the views of all parent carers are represented and taken into account</li> <li>• The forum will work collaboratively in equal partnership with the council and others on developing and improving services in Swansea</li> <li>• The launch, on the 18<sup>th</sup> October, was an important part of connecting with the wider parent carer community and ensuring the</li> </ul>

<p>Council represents the diverse community. During the launch there was the opportunity for people to find out about and influence the forum's work priorities and meet a number of organisations who work locally with disabled people and their families.</p>
<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• Continue to work with carers to develop the strategy</li> <li>• Continue to ensure a co-productive approach working with carers</li> </ul>
<p><b>Cabinet Member Comments:</b> This is an important priority and good progress has been made.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 7</b></p>
<p>Complete the review of Recruitment and Selection Policy as a matter of urgency. This should include looking at better promotion of staff vacancies and apprenticeships to different groups, consider advertising these more carefully to promote representation of Black, Asian and Ethnic Minority people (BAME), disabled people, Lesbian Gay Bisexual and Transgender (LGBT), veterans and women in male dominated roles (and vice-versa).</p>
<p><b>Relevant Policy Commitments:</b> 51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.</p>
<p><b>Action already being undertaken:</b></p> <ul style="list-style-type: none"> <li>• Review of the Recruitment and Selection Policy underway</li> </ul>
<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• Complete the review of the Recruitment and Selection Policy</li> <li>• Take a co-productive approach to developing the new Policy and procedures working with equality forums</li> <li>• Incorporate good practice</li> <li>• Establish networks to disseminate.</li> </ul>
<p><b>Cabinet Member Comments:</b> This work links well with the Council's Organisational Development Strategy.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 8</b></p>
<p>Lead positive campaigns celebrating Swansea's diversity and zero tolerance for discrimination. Use the Swansea 50<sup>th</sup> Year as a City Anniversary to launch what will be an ongoing process.</p>
<p><b>Relevant Policy Commitments:</b> 51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.</p>
<p><b>Action already being undertaken:</b> Throughout the 50<sup>th</sup> year a number of activities have been undertaken</p>

to promote diversity, see the list at recommendation 15.

**New actions following from the recommendation:**

We will create an external communication programme to promote significant dates relating to equality and diversity issues, e.g.

- Holocaust Memorial Day
- LGBT history month
- International Women’s Day
- Deaf Awareness Day
- Mental Health Awareness Week
- Swansea Pride
- UK Day of Older People
- Black History Month
- Children’s Day
- International Day for Elimination of Violence Against Women
- World Aids Day
- Human Rights Day.

**Cabinet Member Comments:** A great deal of work has already been undertaken throughout the 50<sup>th</sup> celebrations. The planned promotion of future activities in 2020 will ensure these important issues continue to receive a high profile within Swansea and its communities. This will have to be achieved within existing resources and as part of our teams’ existing work programmes.

Recommendation is **AGREED**

**Recommendation 9**

Review training opportunities to ensure they are fit for purpose.

Including:

- a) Ensuring better uptake of equality related training amongst staff, especially front facing staff.
- b) Ensuring middle managers have completed training and encourage staff to do so
- c) Developing training with equality groups where possible.
- d) Ensuring the opportunities to do the training are repeated regularly particularly around unconscious bias, using alternative formats and making a reasonable adjustment.

Smarter working with others to meet our duty well by investigating the sharing of some training and consultation activities with other large organisations and/or procure jointly to improve economies of scales.

**Relevant Policy Commitments:**

51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.

**Action already being undertaken:**

- Review of mandatory training completed. Equalities training remains mandatory and is therefore a requirement for all staff to complete either via e-learning or face-to-face

<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• Reviewing the list of employees that have / have not completed the mandatory training including refreshers and working with managers to address any gaps</li> <li>• Commissioning and co-producing training alongside the Strategic Equality Group and equality forums</li> <li>• Using existing HR&amp;OD networks to investigate and adopt good practice and share resources wherever possible</li> <li>• Further Develop the Co-production strategic Framework alongside the Strategic Equality Group</li> </ul>
<p><b>Cabinet Member Comments:</b> This work aligns with the Council's Organisational Development Strategy.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 10</b></p>
<p>Support the continued development of community hubs across the Council area and ensuring that all staff involved have full equalities training.</p>
<p><b>Relevant Policy Commitments:</b> 50. Swansea Council will make imaginative use of digital technologies and put this at the heart of all its policies.</p>
<p><b>Action already being undertaken:</b> The strategy and business case around community hubs has been reviewed with digital at the heart of the hub model.</p>
<p><b>New actions following from the recommendation:</b></p>
<p><b>Cabinet Member Comments:</b> The community hub model is in the process of being revised to ensure digital first is at the heart of the transformation of Council services.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 11</b></p>
<p>Address the significant issues with the Council website as identified in this report. Key aspects should be developed co-productively. Consider use of more 'hover over' facilities for key words where pictures are shown. Be mindful of problems with PDFs/tables for screen readers.</p>
<p><b>Relevant Policy Commitments:</b> 50. Swansea Council will make imaginative use of digital technologies and put this at the heart of all its policies.</p>
<p><b>Action already being undertaken:</b></p> <ul style="list-style-type: none"> <li>• To produce a new Council website with improved accessibility to meet AA standard using W3C 2.1 guidance</li> <li>• Alt tags are present on all images already for screen readers, or when images are not loaded</li> </ul>

<ul style="list-style-type: none"> <li>• Web editors are already advised to use tables only when absolutely necessary to display information and to keep tables as small and simple as possible</li> <li>• Guidance for web editors has been produced and is supplemented with new content as it is developed: <a href="https://www.swansea.gov.uk/staffnet/websiteaccessibility">https://www.swansea.gov.uk/staffnet/websiteaccessibility</a></li> </ul>
<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• To meet with the Disability Liaison Group to discuss any current difficulties using the site</li> <li>• To co-produce the new site utilising their experiences to improve accessibility for a wide range of user needs</li> <li>• To ask web editors to add Word versions of smaller pdf documents to improve accessibility for users, especially those using screen readers</li> </ul>
<p><b>Cabinet Member Comments:</b> The upgrade of our website is a key priority within the Digital Strategy and Sustainable Swansea, as the Council moves towards a Digital First approach</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 12</b></p>
<p>Develop more easy read and plain English resources.</p>
<p><b>Relevant Policy Commitments:</b> 51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.</p>
<p><b>Action already being undertaken:</b></p> <ul style="list-style-type: none"> <li>• Departmental Equality Representatives facilitated a session with Swansea People First on Easy Read/Plain English</li> <li>• Public Service Board funding has trained a number of officers in producing Easy Read documents</li> <li>• A new Consultation and Engagement Strategy is being developed which clarifies responsibility around easy read and other alternative formats</li> <li>• Social Services are working co-productively with Swansea People first in developing Easy Read/Plain English formats</li> </ul>
<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• Raise awareness with staff on the importance of producing Easy Read and Plain English documents</li> <li>• Share best practice internally from areas within the authorities who are at the forefront of developing Easy read and Plain English documents</li> <li>• Consult with users to understand where people would benefit from more Easy Read and plain English resources.</li> </ul>

**Cabinet Member Comments:** Developing easy read and plain English resources is helpful however, this must be balanced alongside available resources and relative priorities.

Recommendation is **AGREED**

### **Recommendation 13**

Build upon the development of a Co-production Strategy with inclusion of a Toolkit for use by staff across the authority.

#### **Relevant Policy Commitments:**

51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.

#### **Action already being undertaken:**

- Co-production Strategic Framework developed

#### **New actions following from the recommendation:**

- Work with the Strategic Equality Group to further develop the framework and draft action plan
- Develop e-learning materials and a toolkit for staff and teams looking to use co-production in service design, development and changes

**Cabinet Member Comments:** This is a new area for the Council and although good work is underway a plan for roll out with appropriate guidance and support for managers is important.

Recommendation is **AGREED**

### **Recommendation 14**

Collect better data on our workforce and develop better resources to encourage staff to give their personal data, for example based upon a toolkit by Stonewall '*what it has got to do with you*'. In future report on pay gaps such as disability and BAME, as well as gender.

#### **Relevant Policy Commitments:**

51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.

#### **Action already being undertaken:**

The Council includes an Equal Opportunities form with every recruitment application pack and new starter pack. This information is collated in order to provide Welsh Government with a full range of Equalities Data

The Council produces its annual gender pay report and has an action plan to close the gap.

**New actions following from the recommendation:**

- Revision of the Equal Opportunities form (in line with the Welsh Government template)
- Revision of the Staff Profile Survey
- The Council is working on broadening the application process during recruitment (see recommendation 7)
- The Council plans to increase employee self-service to capture additional data
- The Council will work towards achieving the Disability Confident Employer Standard
- HR staff are working with the Poverty & Prevention Team to attract minority groups during recruitment

**Cabinet Member Comments:** Improving data and information about our workforce is a key priority, not only to increase equal opportunities but also to ensure the Council's workforce is sustainable in the longer term.

Recommendation is **AGREED**

**Recommendation 15**

Develop an internal communications rolling programme, led by the Strategic Equality Group, to promote training, challenge negative views or attitudes and provide positive messages to staff.

**Relevant Policy Commitments:**

51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.

**Action already being undertaken:**

A significant number of internal communications initiatives have already taken place this year, including:

- Swansea Council and Swansea 50 major sponsor to Swansea Pride
- Council LGBT+ Staff Group coordinated large council presence and participation at Pride
- Pride flags flown from civic buildings for LGBT History Month, during Pride and for IDAHOT (International Day Against Homophobia, Transphobia and Biphobia)
- Internal LGBT+ staff campaign – profiles of members and their stories.
- Swansea Icons poll encourages people to vote for Swansea's greatest icon. Features a wide range of people representative of the city's diversity.
- Royal visit as part of Swansea 50 meet and greet learning disabilities service clients who work at the Victoria Park kiosk.
- Profile on Hanif Miah – owner of Patti Pavillion as part of Royal visit.
- Street Party in St Helens Road for Swansea 50 celebrating the area's cultural diversity
- Holocaust Memorial events (school based)
- Well-being strategy consultation promotion



<ul style="list-style-type: none"> <li>• Dementia friends training for staff and promotion of the scheme</li> <li>• High 5 Awards, celebrating success of Young people who have succeeded against the odds to make things better for those around them. Winners this year (as in previous years) have included a number of ethnic minorities and those with disabilities.</li> <li>• Welsh Veterans Awards – council awards success</li> <li>• World Social Work Day – videos and feature articles for staff</li> <li>• Hearing Loop System for meetings – communications to raise awareness and encourage staff to use this facility</li> <li>• Local Area Coordination – promotion of the work of the local area coordination team within the community (staff and external)</li> <li>• International Woman's Day staff events and profiles. (staff and external)</li> <li>• Safeguarding Week – videos and feature articles for staff to raise awareness of the issues and encourage staff to take training.</li> </ul>
<p><b>New actions following from the recommendation:</b> Our Equalities, HR and Communications teams will work with the Strategic Equality Group to:</p> <ul style="list-style-type: none"> <li>• Establish key messages for staff</li> <li>• Identify opportunities to promote existing work and training opportunities within this area</li> <li>• Provide updates on communication activities undertaken both internally and externally around equality and diversity issues.</li> </ul>
<p><b>Cabinet Member Comments:</b> Our internal communications channels frequently reflect and promote equality and diversity issues to staff and Members through a broad range of initiatives and platforms. Our Equalities, HR and Communications teams will support the Strategic Equality Group to develop a programme of future activities and to ensure they are promoted effectively. However, we need to acknowledge these teams are already under pressure and this work will need to be done within existing resources.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 16</b></p> <p>Continue steps towards Swansea becoming a Human Rights City; explore how we could embed the UN Convention on the Rights of Persons with Disabilities and the UN Convention on the Elimination of Discrimination Against Women in the same way as with the UN Convention on the Rights of the Child. Ensure these Conventions are reflected in the Councils new Equalities Plan in 2020.</p>
<p><b>Relevant Policy Commitments:</b></p> <p>51. Follow the co-operative one Council model and ensure that Elected Members and staff work together to empower local communities and ensure their voices are heard.</p> <p>55. Continue to stand up for the rights of all people in Swansea to live their lives, freely without fear, hatred, discrimination, or repression regardless of race, colour, religion and beliefs, sexual orientation, gender or age.</p>

<p><b>Action already being undertaken:</b> Work undertaken by the Council in relation to the United Nations Convention on the Rights of the Child (UNCRC) has developed to include a consideration of Human Rights. A significant amount of the work already undertaken by the Council takes into account Human Rights, but not all of it captured.</p>
<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• The Council will articulate its own strategy and then work with the Public Services Board (PSB)</li> <li>• The ultimate approach will be reviewed with options including the potential for a statement of intent</li> </ul>
<p><b>Cabinet Member Comments:</b> There are many standards which can be applied to the future city aspiration. These are being reviewed by the PDC from a Council perspective and PSB from a partnership viewpoint.</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 17</b></p>
<p>Develop further opportunities for adults with disabilities, including looking at expanding our social enterprise base.</p>
<p><b>Relevant Policy Commitments:</b> 49. Support and expand community enterprises 78. Work towards reducing poverty and increasing prosperity 57. Support people to live independently by ensuring a network of local area co-ordinators is established</p>
<p><b>Action already being undertaken:</b></p> <ul style="list-style-type: none"> <li>• Employability support and sector specific skills training for citizens through Swansea Working and associated employability programmes. This has included enterprise support.</li> <li>• Personalised 121 employability mentor support for citizens</li> <li>• Adult Learning training and accreditation in numeracy, literacy and digital Essential Skills</li> <li>• The Commissioning Review of Day Opportunities which is now underway will actively consider the development of social enterprise as part of the range of future options</li> <li>• The Council has supported the parents of an individual with a learning disability to establish a Community Interest Company</li> <li>• Supporting the parents of people with a learning disability who wish to develop a social enterprise in Swansea</li> <li>• Bid for the Foundational Economy Fund to establish micro enterprises and cooperatives</li> <li>• The Local Area Co-ordinators regularly work alongside people with both learning and physical impairments</li> <li>• Cwmtawe has set up Cwm Alliance Community Interest Company which will be providing services around wellbeing</li> <li>• Regional funding available from West Glamorgan supports the development of a number of social enterprises</li> </ul>

<p><b>New actions following from the recommendation:</b></p> <ul style="list-style-type: none"> <li>• Increased promotion of employment and skills support for adults with disabilities</li> <li>• Alignment of all employability support through the Employability Commissioning review</li> <li>• A key focus of work of the new West Glamorgan regional Research, Innovation and Improvement Hub will be development of Social Enterprise, once established</li> </ul>
<p><b>Cabinet Member Comments:</b> The Commissioning Review will be a key project moving forward</p>
<p>Recommendation is <b>AGREED</b></p>

<p><b>Recommendation 18</b></p>
<p>Work with teachers and learners to tackle issues around gender stereotyping in schools particularly relating to sporting activities.</p>
<p><b>Relevant Policy Commitments:</b></p>
<p><b>Action already being undertaken:</b>  All schools have a Strategic Equality Plan in place and must include equality objectives and explain how the school will achieve them. They must also demonstrate that the school collects relevant information and evidence on which to base its decisions. The plan is also required to outline processes for monitoring progress and assessing equality impacts.</p> <p>Equality objectives should be linked to existing strategies and approaches to inclusion, bullying, behaviour management, improving attainment, pupil voice, wellbeing and pupil support. Schools should seek to build on their existing work and to ensure questions of equality and fairness are considered in the mainstream of activities.</p> <p>In addition to the above, some of the equality objectives included in schools' plans will emanate from issues identified as a result of consultation undertaken with pupils, parents, carers and governors. These combined objectives, together with issues arising from analysis of the school's data will form the basis of the equality objectives within the SEP for the next four years.</p>
<p><b>New actions following from the recommendation:</b>  The SEP template for schools will be reviewed in 2019/2020 and additional areas can be considered as part of this review.</p> <p>A new template will be published by September 2020.</p>
<p><b>Cabinet Member Comments:</b></p>
<p>Recommendation is <b>AGREED</b></p>

- 2.1 An action plan for the agreed recommendations is attached in **Appendix A**, for the original report as received at Cabinet on 19 September follow the [link](#).

### **3.0 Equality and Engagement Implications**

- 3.1 The Council is subject to the Public Sector Equality Duty (Wales) 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.

Our Equality Impact Assessment (EIA) process ensures that we have paid due regard to the above.

- 3.2 An EIA screening form is attached at **Appendix B** which determines a full EIA is not required for this report. Individual screenings will be undertaken within the individual actions and projects.

### **4.0 Legal Implications**

- 4.1 Legal implications of each recommendation are not fully known at this stage in the process. However, legal input will be sought as actions are delivered, particularly with regard to Policy changes.

### **5.0 Financial Implications**

- 5.1 Financial implications of each recommendation are not fully known at this stage in the process. Business cases will be brought forward should investment be required to deliver any of the proposed actions.

**Background Papers:** None

### **Appendices**

Appendix A – Proposed Cabinet Action Plan

Appendix B - EIA

## Scrutiny Inquiry into Equalities – Cabinet Action Plan

Recommendation		Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
1	Implement a high-level cross council Strategic Equality Group.	Equalities Policy Development Committee (PDC) established and work plan for the remainder of the year agreed.		Aug 2019	Head of Democratic Services
2	Develop a new Equality Plan co-productively. Ensure it is more streamlined and outcome and impact focused. The Council should take up the offer from the Equality and Human Rights Commission (EHRC) Wales to work with us on our Plan.		<p>New Equality Plan in development drawing on:</p> <ul style="list-style-type: none"> <li>▪ Recommendations from the Scrutiny inquiry</li> <li>▪ This Cabinet response</li> <li>▪ Consultation activity</li> <li>▪ The 'Is Wales Fairer' report.</li> </ul> <p>Due to the timing of activity this year a full co-productive approach is not possible in order to meet the statutory deadline. However, this will form part of the plan from 2020 onwards. The Council will also proactively engage the EHRC on this and future equality plans.</p>	Mar 2020	Corporate Performance Manager
3	Promote "SMART" working with our Equality Forums, ensuring they all have clear terms of reference, work plans	Leadership Team discussion with Heads of Service to determine and agree areas of consultation, engagement and co-production that can inform the future work plans across all equality forums	<ul style="list-style-type: none"> <li>• Work plans and schedules to be planned across equality forums</li> <li>• Development of the Equality Champions</li> </ul>	Mar 2020	Chief Transformation Officer

	Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
	and schedules. Ensure better engagement with Council departments and Councillor Champions. Facilitate the establishing of Women's and Inter-Faith Consultative Forums.				
4	Clarify and further promote the role of Councillor Champions, ensure better engagement with Equality Groups/Forums and establish links with the Strategic Equality Group.		<ul style="list-style-type: none"> <li>• Review of Councillor Champion involvement in light of the work plans and schedules across Equality Forums</li> <li>• Develop a role description for Councillor Champions so responsibilities are clear</li> <li>• Communicate work of the Strategic Equality Group so Councillor Champions can easily engage with the group</li> </ul>	Mar 2020	Policy and Strategy Officer
5	Clarify expectations of those acting in the Equality Staff Representative role. We would expect those nominated to be able to take part in co-ordinating meetings	<ul style="list-style-type: none"> <li>• Equality Champions network already identified</li> <li>• Training underway</li> </ul>	<ul style="list-style-type: none"> <li>• Equality Champions involved in work planning and scheduling so they can lead and co-ordinate at relevant Equality Forums</li> <li>• Further and ongoing training to be delivered</li> <li>• Role description articulated and</li> </ul>	Mar 2020	Consultation Co-ordinator

	Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
	and training and that they are linked to a wider knowledge base/support network for advice, guidance and support.		reviewed annually.		
6	Complete the Carers Strategy as a matter of urgency.	<ul style="list-style-type: none"> <li>• West Glamorgan Regional Partners Board are progressing the development of Regional Carers Strategy</li> <li>• Arrangements for progressing the development of local and regional strategies are scheduled to commence early 2020 following the appointment of Regional Carers Partnership Board Coordinator</li> <li>• The creation of People Directorate Commissioning Hub will lead to an overview of Carers requirements across the Directorate and enable responsibility for evaluating needs and developing a Carers' Strategy to be allocated to a designated officer(s)</li> <li>• Timescales for developing</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with carers to develop the strategy</li> <li>• Continue to ensure a co-productive approach working with carers</li> </ul>	Dec 2020	Director of Social Services

	Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
		<p>regional and local Carers Strategies are in development, in collaboration with relevant partner organisations</p> <ul style="list-style-type: none"> <li>• To ensure the voice of carers are heard a new peer led forum has been launched in Swansea that gives parents and carers of children with disabilities and additional needs a greater voice in the way services are run and developed</li> <li>• The Swansea Parent Carer Forum has been created co-productively with Swansea Council to make sure that the views of all parent carers are represented and taken into account</li> <li>• The forum will work collaboratively in equal partnership with the council and others on developing and improving services in Swansea</li> <li>• The launch, on the 18<sup>th</sup> October, was an important part of connecting with the wider parent carer community</li> </ul>			



Recommendation		Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
		and ensuring the Council represents the diverse community. During the launch there was the opportunity for people to find out about and influence the forum's work priorities and meet a number of organisations who work locally with disabled people and their families			
7	Complete the review of Recruitment and Selection Policy as a matter of urgency. This should include looking at better promotion of staff vacancies and apprenticeships to different groups, consider advertising these more carefully to promote representation of Black, Asian and Ethnic Minority people (BAME), disabled people, Lesbian Gay Bisexual and Transgender (LGBT), veterans and women	Review of the Recruitment and Selection Policy underway	<ul style="list-style-type: none"> <li>• Complete the review of the Recruitment and Selection Policy</li> <li>• Take a co-productive approach to developing the new Policy and procedures working with equality forums</li> <li>• Incorporate good practice</li> <li>• Establish networks to disseminate.</li> </ul>	Mar 2020	Strategic HR&OD Manager

	Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
	in male dominated roles (and vice-versa).				
8	Lead positive campaigns celebrating Swansea's diversity and zero tolerance for discrimination. Use the Swansea 50 <sup>th</sup> Year as a City Anniversary to launch what will be an ongoing process.	Throughout the 50 <sup>th</sup> year a number of activities have been undertaken to promote diversity, see the list at recommendation 15.	<p>We will create an external communication programme to promote significant dates relating to equality and diversity issues, e.g.</p> <ul style="list-style-type: none"> <li>• Holocaust Memorial Day</li> <li>• LGBT history month</li> <li>• International Women's Day</li> <li>• Deaf Awareness Day</li> <li>• Mental Health Awareness Week</li> <li>• Swansea Pride</li> <li>• UK Day of Older People</li> <li>• Black History Month</li> <li>• Children's Day</li> <li>• International Day for Elimination of Violence Against Women</li> <li>• World Aids Day</li> <li>• Human Rights Day.</li> </ul>	Mar 2021	Head of Communication & Marketing
9	Review training opportunities to ensure they are fit for purpose. Including: e) Ensuring better uptake of equality related training amongst staff,	<ul style="list-style-type: none"> <li>• Review of mandatory training completed. Equalities training remains mandatory and is therefore a requirement for all staff to complete either via e-learning or face-to-face</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing the list of employees that have / have not completed the mandatory training including refreshers and working with managers to address any gaps</li> <li>• Commissioning and co-producing training alongside the Strategic Equality Group and equality</li> </ul>	Sept 2020	Strategic HR&OD Manager

Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
<p>especially front facing staff.</p> <p>f) Ensuring middle managers have completed training and encourage staff to do so</p> <p>g) Developing training with equality groups where possible.</p> <p>h) Ensuring the opportunities to do the training are repeated regularly particularly around unconscious bias, using alternative formats and making a reasonable adjustment.</p> <p>Smarter working with others to meet our duty well by investigating the sharing of some training and consultation activities with other large organisations and/or procure jointly to improve economies of scales.</p>		<p>forums</p> <ul style="list-style-type: none"> <li>• Using existing HR&amp;OD networks to investigate and adopt good practice and share resources wherever possible</li> <li>• Further Develop the Co-production strategic Framework alongside the Strategic Equality Group</li> </ul>		

Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
10	Support the continued development of community hubs across the Council area and ensuring that all staff involved have full equalities training.	The strategy and business case around community hubs has been reviewed with digital at the heart of the hub model.	Mar 2022	Chief Transformation Officer
11	Address the significant issues with the Council website as identified in this report. Key aspects should be developed co-productively. Consider use of more 'hover over' facilities for key words where pictures are shown. Be mindful of problems with PDFs/tables for screen readers.	<ul style="list-style-type: none"> <li>• To produce a new Council website with improved accessibility to meet AA standard using W3C 2.1 guidance</li> <li>• Alt tags are present on all images already for screen readers, or when images are not loaded</li> <li>• Web editors are already advised to use tables only when absolutely necessary to display information and to keep tables as small and simple as possible</li> <li>• Guidance for web editors has been produced and is supplemented with new content as it is developed: <a href="https://www.swansea.gov.uk/saffnet/websiteaccessibility">https://www.swansea.gov.uk/saffnet/websiteaccessibility</a></li> </ul>	Jun 2020	Web Development Manager

Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer	
12	Develop more easy read and plain English resources.	<ul style="list-style-type: none"> <li>• Departmental Equality Representatives facilitated a session with Swansea People First on Easy Read/Plain English</li> <li>• Public Service Board funding has trained a number of officers in producing Easy Read documents</li> <li>• A new Consultation and Engagement Strategy is being developed which clarifies responsibility around easy read and other alternative formats</li> <li>• Social Services are working co-productively with Swansea People first in developing Easy Read/Plain English formats</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness with staff on the importance of producing Easy Read and Plain English documents</li> <li>• Share best practice internally from areas within the authorities who are at the forefront of developing Easy read and Plain English documents</li> <li>• Consult with users to understand where people would benefit from more Easy Read and plain English resources</li> </ul>	Mar 2021	Consultation Co-ordinator
13	Build upon the development of a Co-production Strategy with inclusion of a Toolkit for use by staff across the authority.	<ul style="list-style-type: none"> <li>• Co-production Strategic Framework developed</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the Strategic Equality Group to further develop the framework and draft action plan</li> <li>• Develop e-learning materials and a toolkit for staff and teams looking to use co-production in service design, development and changes</li> </ul>	Sept 2020	Chief Transformation Officer

Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer	
14	<p>Collect better data on our workforce and develop better resources to encourage staff to give their personal data, for example based upon a toolkit by Stonewall '<i>what it has got to do with you</i>'. In future report on 'pay gaps such as disability and BAME, as well as gender.</p>	<p>The Council includes an Equal Opportunities form with every recruitment application pack and new starter pack. This information is collated in order to provide Welsh Government with a full range of Equalities Data</p> <p>The Council produces its annual gender pay report and has an action plan to close the gap.</p>	<ul style="list-style-type: none"> <li>• Revision of the Equal Opportunities form (in line with the Welsh Government template)</li> <li>• Revision of the Staff Profile Survey</li> <li>• The Council is working on broadening the application process during recruitment (see recommendation 7)</li> <li>• The Council plans to increase employee self-service to capture additional data</li> <li>• The Council will work towards achieving the Disability Confident Employer Standard</li> <li>• HR staff are working with the Poverty &amp; Prevention Team to attract minority groups during recruitment</li> </ul>	Mar 2021	Service Centre Manager / Strategic HR&OD Manager
15	<p>Develop an internal communications rolling programme, led by the Strategic Equality Group, to promote training, challenge negative views or attitudes and provide positive messages to staff.</p>	<p>A significant number of internal communications initiatives have already taken place this year, including:</p> <ul style="list-style-type: none"> <li>• Swansea Council and Swansea 50 major sponsor to Swansea Pride</li> <li>• Council LGBT+ Staff Group coordinated large council presence and participation at Pride</li> </ul>	<p>Our Equalities, HR and Communications teams will work with the Strategic Equality Group to:</p> <ul style="list-style-type: none"> <li>• Establish key messages for staff</li> <li>• Identify opportunities to promote existing work and training opportunities within this area</li> <li>• Provide updates on communication activities undertaken both internally and externally around equality and</li> </ul>	Mar 2020	Head of Communication & Marketing

Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
		<ul style="list-style-type: none"> <li>• Pride flags flown from civic buildings for LGBT History Month, during Pride and for IDAHOT (International Day Against Homophobia, Transphobia and Biphobia)</li> <li>• Internal LGBT+ staff campaign – profiles of members and their stories.</li> <li>• Swansea Icons poll encourages people to vote for Swansea’s greatest icon. Features a wide range of people representative of the city’s diversity.</li> <li>• Royal visit as part of Swansea 50 meet and greet learning disabilities service clients who work at the Victoria Park kiosk.</li> <li>• Profile on Hanif Miah – owner of Patti Pavillion as part of Royal visit.</li> <li>• Street Party in St Helens Road for Swansea 50 celebrating the area’s cultural diversity</li> <li>• Holocaust Memorial events (school based)</li> <li>• Well-being strategy consultation promotion</li> <li>• Dementia friends training for</li> </ul>	diversity issues.	

	Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
		<p>staff and promotion of the scheme</p> <ul style="list-style-type: none"> <li>• High 5 Awards, celebrating success of Young people who have succeeded against the odds to make things better for those around them. Winners this year (as in previous years) have included a number of ethnic minorities and those with disabilities.</li> <li>• Welsh Veterans Awards – council awards success</li> <li>• World Social Work Day – videos and feature articles for staff</li> <li>• Hearing Loop System for meetings – communications to raise awareness and encourage staff to use this facility</li> <li>• Local Area Coordination – promotion of the work of the local area coordination team within the community (staff and external)</li> <li>• International Woman's Day staff events and profiles. (staff and external)</li> <li>• Safeguarding Week – videos and feature articles for staff to raise awareness of the issues</li> </ul>			



	Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
		and encourage staff to take training			
16	Continue steps towards Swansea becoming a Human Rights City; explore how we could embed the UN Convention on the Rights of Persons with Disabilities and the UN Convention on the Elimination of Discrimination Against Women in the same way as with the UN Convention on the Rights of the Child. Ensure these Conventions are reflected in the Councils new Equalities Plan in 2020.	Work undertaken by the Council in relation to the United Nations Convention on the Rights of the Child (UNCRC) has developed to include a consideration of Human Rights. A significant amount of the work already undertaken by the Council takes into account Human Rights, but not all of it captured.	<ul style="list-style-type: none"> <li>The Council will articulate its own strategy and then work with the Public Services Board (PSB)</li> <li>The ultimate approach will be reviewed with options including the potential for a statement of intent</li> </ul>	TBC	TBC
17	Develop further opportunities for adults with disabilities, including looking at expanding our social enterprise base.	<ul style="list-style-type: none"> <li>Employability support and sector specific skills training for citizens through Swansea Working and associated employability programmes. This has included enterprise</li> </ul>	<ul style="list-style-type: none"> <li>Increased promotion of employment and skills support for adults with disabilities</li> <li>Alignment of all employability support through the Employability Commissioning review</li> </ul>	Mar 2021	Director of Social Services

Recommendation		Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
		<p>support.</p> <ul style="list-style-type: none"> <li>• Personalised 121 employability mentor support for citizens</li> <li>• Adult Learning training and accreditation in numeracy, literacy and digital Essential Skills</li> <li>• The Commissioning Review of Day Opportunities which is now underway will actively consider the development of social enterprise as part of the range of future options</li> <li>• The Council has supported the parents of an individual with a learning disability to establish a Community Interest Company</li> <li>• Supporting the parents of people with a learning disability who wish to develop a social enterprise in Swansea</li> <li>• Bid for the Foundational Economy Fund to establish micro enterprises and cooperatives</li> <li>• The Local Area Co-ordinators regularly work alongside people with both learning and</li> </ul>	<ul style="list-style-type: none"> <li>• A key focus of work of the new West Glamorgan regional Research, Innovation and Improvement Hub will be development of Social Enterprise, once established</li> </ul>		

	Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
		<p>physical impairments</p> <ul style="list-style-type: none"> <li>• Cwmtawe has set up Cwm Alliance Community Interest Company which will be providing services around wellbeing</li> <li>• Regional funding available from West Glamorgan supports the development of a number of social enterprises</li> </ul>			
18	Work with teachers and learners to tackle issues around gender stereotyping in schools particularly relating to sporting activities.	<p>All schools have a Strategic Equality Plan in place and must include equality objectives and explain how the school will achieve them. They must also demonstrate that the school collects relevant information and evidence on which to base its decisions. The plan is also required to outline processes for monitoring progress and assessing equality impacts.</p> <p>Equality objectives should be linked to existing strategies and approaches to inclusion, bullying, behaviour management, improving attainment, pupil voice, wellbeing and pupil support. Schools should seek to build on their existing work and to ensure</p>	The SEP template for schools will be reviewed in 2019/2020 and additional areas can be considered as part of this review.	Mar 2021	Head of Stakeholder Engagement Unit

Recommendation	Action already being undertaken	New Action Proposed	Time scale	Responsible Officer
	<p>questions of equality and fairness are considered in the mainstream of activities.</p> <p>In addition to the above, some of the equality objectives included in schools' plans will emanate from issues identified as a result of consultation undertaken with pupils, parents, carers and governors. These combined objectives, together with issues arising from analysis of the school's data will form the basis of the equality objectives within the SEP for the next four years.</p>			

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact the Access to Services team (see guidance for details).

**Section 1**

Which service area and directorate are you from?

Service Area: Digital & Transformation

Directorate: Resources

**Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?**

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**(b) Please name and describe here:**

Cabinet response to the Scrutiny Inquiry into Equalities

The Equalities Inquiry report was received by Cabinet on the 19 September 2019 after the Equalities Scrutiny Inquiry Panel completed a detailed inquiry into the matter.

The response to the recommendations are contained in the report. Cabinet have considered the contents of the scrutiny report, looking at each of the specific recommendations made and gained advice on whether it should agree, or not agree each individual recommendation.

**Q2(a) WHAT DOES Q1a RELATE TO?**

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input type="checkbox"/> (H)	<input checked="" type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

**(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?**

Because they need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an internal basis i.e. Staff
<input type="checkbox"/> (H)	<input checked="" type="checkbox"/> (M)	<input checked="" type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

**Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...**

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18) →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+) →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees) →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers) →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership →	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pregnancy and maternity

**Q4 WHAT ENGAGEMENT / CONSULTATION / CO-PRODUCTIVE APPROACHES WILL YOU UNDERTAKE?**

**Please provide details below – either of your planned activities or your reasons for not undertaking engagement**

Each of the recommendations has a set of actions which include a range of engagement / co-production activities with equality forums or internally with Councillors and staff. The actions are related to improvements to the way the Council meets the equality duty as opposed to being specifically about one service. Individual EIAs will be undertaken where there are significant projects, e.g. Carers’ Strategy.

It is not visible to all residents, but will involve those members of the public involved in equality forums.

The action plan is being presented at Cabinet and will be a public document.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility <input type="checkbox"/> (H)	Medium visibility <input checked="" type="checkbox"/> (M)	Low visibility <input type="checkbox"/> (L)
---	--	--

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL’S REPUTATION?  
(Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk <input type="checkbox"/> (H)	Medium risk <input checked="" type="checkbox"/> (M)	Low risk <input type="checkbox"/> (L)
---	--	--

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

Yes  No **If yes, please provide details below**

**Q7 HOW DID YOU SCORE?  
Please tick the relevant box**

**MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed  
Please go to Section 2**

**MOSTLY L → LOW PRIORITY / NOT RELEVANT →  Do not complete EIA  
Please go to Q8 followed by Section 2**

**Q8 If you determine that this initiative is not relevant for an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.**

Individual projects within the action plan may be subject to full EIA once those screenings have been completed. However the overall plan is to improve the Council's performance and adopt good practice around equalities.

**Section 2**

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 – no electronic signatures or paper copies are needed.

<b>Screening completed by:</b>
Name: Sarah Lackenby
Job title: Chief Transformation Officer
Date: 25/10/2019
<b>Approval by Head of Service:</b>
Name: Adam Hill
Position: Deputy Chief Executive & Director of Resources
Date: 28/10/2019

**Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)**

# Agenda Item 16.



## Report of the Chief Legal Officer

Cabinet – 21 November 2019

### Exclusion of the Public

<b>Purpose:</b>	To consider whether the Public should be excluded from the following items of business.	
<b>Policy Framework:</b>	None.	
<b>Consultation:</b>	Legal.	
<b>Recommendation(s):</b>	It is recommended that:	
<b>1)</b>	The public be excluded from the meeting during consideration of the following item(s) of business on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs listed below of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 subject to the Public Interest Test (where appropriate) being applied.	
	<b>Item No's</b>	<b>Relevant Paragraphs in Schedule 12A</b>
	17	14
<b>Report Author:</b>	Democratic Services	
<b>Finance Officer:</b>	Not Applicable	
<b>Legal Officer:</b>	Tracey Meredith – Chief Legal Officer(Monitoring Officer)	

#### 1. Introduction

- 1.1 Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, allows a Principal Council to pass a resolution excluding the public from a meeting during an item of business.
- 1.2 Such a resolution is dependant on whether it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item there would be disclosure to them of exempt information, as defined in section 100I of the Local Government Act 1972.

#### 2. Exclusion of the Public / Public Interest Test

- 2.1 In order to comply with the above mentioned legislation, Cabinet will be requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendation(s) to the report on the



grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Exclusion Paragraphs of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

- 2.2 Information which falls within paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.3 The specific Exclusion Paragraphs and the Public Interest Tests to be applied are listed in **Appendix A**.
- 2.4 Where paragraph 16 of the Schedule 12A applies there is no public interest test. Councillors are able to consider whether they wish to waive their legal privilege in the information, however, given that this may place the Council in a position of risk, it is not something that should be done as a matter of routine.

### **3. Financial Implications**

- 3.1 There are no financial implications associated with this report.

### **4. Legal Implications**

- 4.1 The legislative provisions are set out in the report.
- 4.2 Councillors must consider with regard to each item of business set out in paragraph 2 of this report the following matters:
  - 4.2.1 Whether in relation to that item of business the information is capable of being exempt information, because it falls into one of the paragraphs set out in Schedule 12A of the Local Government Act 1972 as amended and reproduced in Appendix A to this report.
  - 4.2.2 If the information does fall within one or more of paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended, the public interest test as set out in paragraph 2.2 of this report.
  - 4.2.3 If the information falls within paragraph 16 of Schedule 12A of the Local Government Act 1972 in considering whether to exclude the public members are not required to apply the public interest test but must consider whether they wish to waive their privilege in relation to that item for any reason.

**Background Papers:** None.

**Appendices:** Appendix A – Public Interest Test.

## Public Interest Test

No.	Relevant Paragraphs in Schedule 12A
<b>12</b>	<b>Information relating to a particular individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 12 should apply. Their view on the public interest test was that to make this information public would disclose personal data relating to an individual in contravention of the principles of the Data Protection Act. Because of this and since there did not appear to be an overwhelming public interest in requiring the disclosure of personal data they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>13</b>	<b>Information which is likely to reveal the identity of an individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 13 should apply. Their view on the public interest test was that the individual involved was entitled to privacy and that there was no overriding public interest which required the disclosure of the individual's identity. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>14</b>	<b>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 14 should apply. Their view on the public interest test was that:</p> <ul style="list-style-type: none"> <li>a) Whilst they were mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or</li> <li>b) Disclosure of the information would give an unfair advantage to tenderers for commercial contracts.</li> </ul> <p>This information is not affected by any other statutory provision which requires the information to be publicly registered.</p> <p>On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

No.	Relevant Paragraphs in Schedule 12A
15	<p><b>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 15 should apply. Their view on the public interest test was that whilst they are mindful of the need to ensure that transparency and accountability of public authority for decisions taken by them they were satisfied that in this case disclosure of the information would prejudice the discussion in relation to labour relations to the disadvantage of the authority and inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
16	<p><b>Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</b></p>
	<p>No public interest test.</p>
17	<p><b>Information which reveals that the authority proposes:</b></p> <p><b>(a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</b></p> <p><b>(b) To make an order or direction under any enactment.</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 17 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by the public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
18	<p><b>Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

# Agenda Item 17.

By virtue of paragraph(s) 14 of Schedule 12A  
of the Local Government Act 1972  
as amended by the Local Government (Access to  
Information) (Variation) (Wales) Order 2007.

Document is Restricted

By virtue of paragraph(s) 14 of Schedule 12A  
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Document is Restricted