Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

Y Cabinet

Lleoliad: **O bell drwy Microsoft Teams**

Dyddiad: **Dydd Iau, 15 Hydref 2020**

Amser: **10.00 am**

Cadeirydd: **Cynghorydd Rob Stewart**

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

Hefyd gwahoddwyd: L S Gibbard

Gwylio ar-lein: https://bit.ly/3hTnGSv

Gweddarlledu: Gellir ffilmio'r cyfarfod hwn i'w ddarlledu'n fyw neu'n ddiweddarach drwy wefan y cyngor. Drwy gymryd rhan, 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/DatgeluCysylltiadau

3. **Cofnodion.**   1 - 5
    Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod
    blaenorol.

4. **Cyhoeddiadau Arweinydd y Cyngor.**

5. **Cwestiynau gan y cyhoedd.**
    Rhaid cyflwyno cwestiynau'n ysgrifenedig, cyn hanner dydd ar y
    diwrnod gwaith cyn y cyfarfod fan bellaf. Rhaid i gwestiynau ymwneud
    ag eitemau ar yr agenda. Ymdrinnir â chwestiynau o fewn cyfnod 10
    munud.

Cyfarfod Nesaf: Dydd Iau, 19 Tachwedd 2020 ar 10.00 am

Huw Evans

Huw Evans
Pennaeth Gwasanaethau Democrataidd
Dydd Mercher, 7 Hydref 2020

Cyswllt: Gwasanaethau Democrataidd - Ffon: (01792) 636923

Cyngor **Abertawe**
Swansea Council

City and County of Swansea

Minutes of the Cabinet

Remotely via Microsoft Teams

Thursday, 17 September 2020 at 10.30 am

Present: Councillor R C Stewart (Chair) Presided

Councillor(s)	**Councillor(s)**	**Councillor(s)**
R Francis-Davies	D H Hopkins	A S Lewis
C E Lloyd	S Pritchard	A Pugh
J A Raynor	A H Stevens	M Thomas

Officer(s)
Huw Evans	Head of Democratic Services
Adam Hill	Deputy Chief Executive / Director of Resources
Tracey Meredith	Chief Legal Officer / Monitoring Officer
Phil Roberts	Chief Executive
Ben Smith	Chief Finance Officer / Section 151 Officer

Also present
Councillor(s): E J King, R V Smith

Apologies for Absence
Councillor(s): - None.

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234. Disclosures of Personal and Prejudicial Interests.

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

1) Councillor E J King declared a Personal Interest in Minute 241 "Annual Equality Review 2019/2020".

235. Minutes.

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

1) Cabinet held on 30 July 2020.

236. Announcements of the Leader of the Council.

1) Covid-19 Pandemic

The Leader of Council referred to the recent lockdowns due to the Covid-19 pandemic at Caerphilly and Rhondda Cynon Taff and the rise of cases in Merthyr Tydfil and Newport. He urged everyone to follow the rules, wear masks as required and to socially distance.

237. Public Question Time.

No questions were asked.

238. Councillors' Question Time.

No questions were asked.

239. Implications and Preparation for the New Curriculum in Swansea Schools.

The Education and Skills Policy Development Committee submitted a report which sought consideration of the implications and preparation undertaken for the new curriculum in Wales.

Resolved that:

1) Swansea identifies and continually reviews its school support needs as the new curriculum evolves. It will deliver information, assistance and influence via various methods, including regional partnerships, where appropriate.

2) A Swansea-wide Professional Learning Community (PLC) is further developed to share effective practice, ideas and learning. The PLC will continue to harness opportunities to work with external partners, as appropriate, including both Universities.

3) Swansea schools and officers maintain mechanisms to systematically share good practice on-line by sustaining and building on existing platforms.

4) Meaningful pupil progress and achievement indicators are developed locally and in collaboration with Welsh Government.

5) Robust systems of moderation, based on the cluster model, to ensure consistency of assessment practice across Swansea to support rigorous and reliable teacher assessment are sustained.

6) School leadership capacity, at all levels, to deliver curriculum reform is supported, including partnership with the National Academy, where appropriate.

7) Ensure the workforce skills needed to deliver the new curriculum by maintaining systems to identify and meet continual professional development needs for all school practitioners.

8) Ensure skills learning for current and future occupations, including digital learning, is embedded into the curriculum in all Swansea schools in

collaboration with Swansea's Skills Partnership / Partneriaeth Sgiliau Abertawe (PSA).

9) Swansea's curriculum implementation guidance moves into planning phases 3 and 4 following the successful milestones reached in phases 1 and 2 (Appendix A of the report).

240. Annual Performance Monitoring Report 2019/20.

The Cabinet Member for Business Improvement and Performance submitted a report which outlined the corporate performance for 2019-2020.

Resolved that:

1) The performance results be noted and reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.

241. Annual Equality Review 2019/20.

The Cabinet Member for Better Communities submitted a report which sought to publish the Council's Annual Equality Review for 2019-2020 in line with the Public Sector Equality Duty and reporting regulations for Wales.

Resolved that:

1) The report content be approved for publication.

242. Sustainable Landscapes, Sustainable Places 2020-2021.

The Cabinet Member for Delivery and Operations submitted a report which sought approval to accept a 100% grant from Welsh Government for specified projects totalling £135,000 in accordance with Financial Procedure Rule 5.7.

Resolved that:

1) Approval is given to accept a 100% grant of £135,000 from Welsh Government to enable the projects to be developed and delivered within 2020-2021.

243. Welsh Government Circular Economy Capital Fund FY 2020-2021 - Offer of Capital Support for the setting up of a Wood Reuse and Recycling Centre.

The Cabinet Member for Environment Enhancement and Infrastructure Management submitted a report which detailed the Welsh Government Circular Economy Capital Fund FY 2020-2021 to support the setting up of a Wood Reuse and Recycling Centre.

Resolved that:

1) Approval is given to accept any grant offer following the submission of a funding bid to the Welsh Government Circular Economy Capital Fund FY 2020-21 to support the setting up of a Wood Reuse and Recycling Centre.

244. Councillor's Community Budget – Play.

The Cabinet Member for Investment, Regeneration and Tourism submitted a report which sought approval of the additional £1m to the Councillor's Community Budgets and to comply with Financial Procedure Rule 7 "Capital Programming & Appraisals) – to commit and authorise schemes to the Capital Programme or to include new schemes in the Capital Programme.

Resolved that:

1) The addition of £1m capital monies to the Councillor's Community Budget be approved.

245. Solar Photovoltaic (PV) Farm Development Opportunity.

The Cabinet Member for Homes, Energy and Service Transformation submitted a report which sought approval of the capital investment required for the development of a 3MW ground mounted Solar PV farm and benefits of such an approach.

Resolved that:

1) The scheme and its financial implications be approved and committed to the capital programme.

2) The scope of the project to enable Officers to commence detailed discussions / negotiations be approved and the Director of Place be authorised to agree final terms of the third party agreements, as considered appropriate in line with these recommendations.

3) The Chief Legal Officer be authorised to prepare any legal documentation required to conclude the agreement and to execute the documentation on behalf of the Council.

246. Exclusion of the Public.

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

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

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

(Closed Session)

247. **FPR7 - Solar Photovoltaic (PV) Farm Development Opportunity.**

The Cabinet Member for Homes, Energy and Service Transformation submitted an information report detailing the capital investment required for the development of a 3MW ground mounted Solar PV farm and benefits of such an approach.

The meeting ended at 11.45 am

Chair

Call In Procedure – Relevant Dates	
Minutes Published:	**17 September 2020**
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 22 September 2020
Decision Comes into force:	23 September 2020

Cyngor **Abertawe**
Swansea Council

Report of the Cabinet Member for Business Improvement & Performance

Cabinet – 15 October 2020

Annual Review of Performance 2019/20

Purpose:	To publish the Annual Review of Performance 2019/20 reporting progress undertaking the steps 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.
Policy Framework:	Corporate Plan 2018/22 *Delivering a Successful and Sustainable Swansea*.
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that:
1)	Cabinet approve the report content for publication.
Report Authors:	Richard Rowlands / Joanne Portwood
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

1.1 The Council must publish an annual report setting out progress meeting the 'steps' described in the Corporate Plan to achieve our Well-being Objectives (also our 'Improvement Objectives' under the Local Government (Wales) Measure 2009) established following the introduction of the Well-being of Future Generations Act 2015 (the 'Act').

2. Content

2.1 This Annual Review of Performance (the 'Review') must show:

- We are taking all reasonable steps to meet our Well-being Objectives (*what* are we doing).

- The steps we are taking to meet our Well-being Objectives are consistent with the five ways of working established by the Act (*how* we are doing it).

- Our Well-being Objectives and the way that we are working to meet them is maximising our contribution to the achievement of all seven of the national Well-being goals created by the Act.

2.2 These requirements are met in Part 1 (Section 4 and Section 5 in each of the narratives on each Well-being Objective) and in Part 2 of the Review.

2.3 In addition, the Review should demonstrate:

- how the seven areas for change stipulated in the Act (Corporate Planning, Financial Planning, Workforce Planning, Performance Management, Risk Management, Asset Management and procurement) have begun to adapt their ways of working (see Part 3 of the Review);

- evidence of how we are tracking progress and being held to account in taking steps to meet Well-being Objectives and using the five ways of working in everything we do (see Parts 2 and 4 of the Review);

- how the Act is becoming embedded into governance (including Corporates Planning, Service Planning) and decision making in the Council (see Parts 3 and 4 of the Review);

- an Assessment of whether our Well-being Objectives are still appropriate (see introduction);

- progress and the difference each Well-being Objective has made (See 'Case Studies' in each of the narratives on each Well-being Objective found in Part 1 of the Review);

- describe how the Act has been applied and explain the tensions trying to apply it and lessons learnt (See section 6 in each of the narratives on each Well-being Objective found in Part 1 of the Review);

- how the groups with protected characteristics & children and young people were involved in the setting and achievement of our Well-being Objectives (Part 1 of the Review);

- the linkages between the Act and other legislation – how our Well-being Objectives are contributing to promoting the Welsh language, protecting biodiversity and strengthening our approach to tackling poverty (Part 1 of the Review);

- how our Well-being Objectives are achieving global well-being (Part 1 of the Review).

2.4　Meeting these requirements will also enable the Council to discharge its annual reporting duties under the Local Government (Wales) Measure 2009.

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.

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

3.2　There are no direct equality and engagement implications associated with this report. The report sets out progress to deliver the actions to meet our Well-being and Improvement Objectives during 2019/20 that are set out within the Corporate Plan 2018/22, which was subject to an EIA.

4.　Well-being of Future Generations

4.1　This annual report sets out progress meeting the Council's Well-being Objectives as described in the Corporate Plan and as required by the Well-being of Future Generations (Wales) Act 2015 and associated statutory guidance.

5.　Financial Implications

5.1　The financial resources required to implement all the actions and achieve the specified performance targets in 2019/20 were provided in the approved budget.　Any additional financial implications that arose from the pursuance of the priorities in the Corporate Plan would have been dealt with as virement within the normal financial procedures.
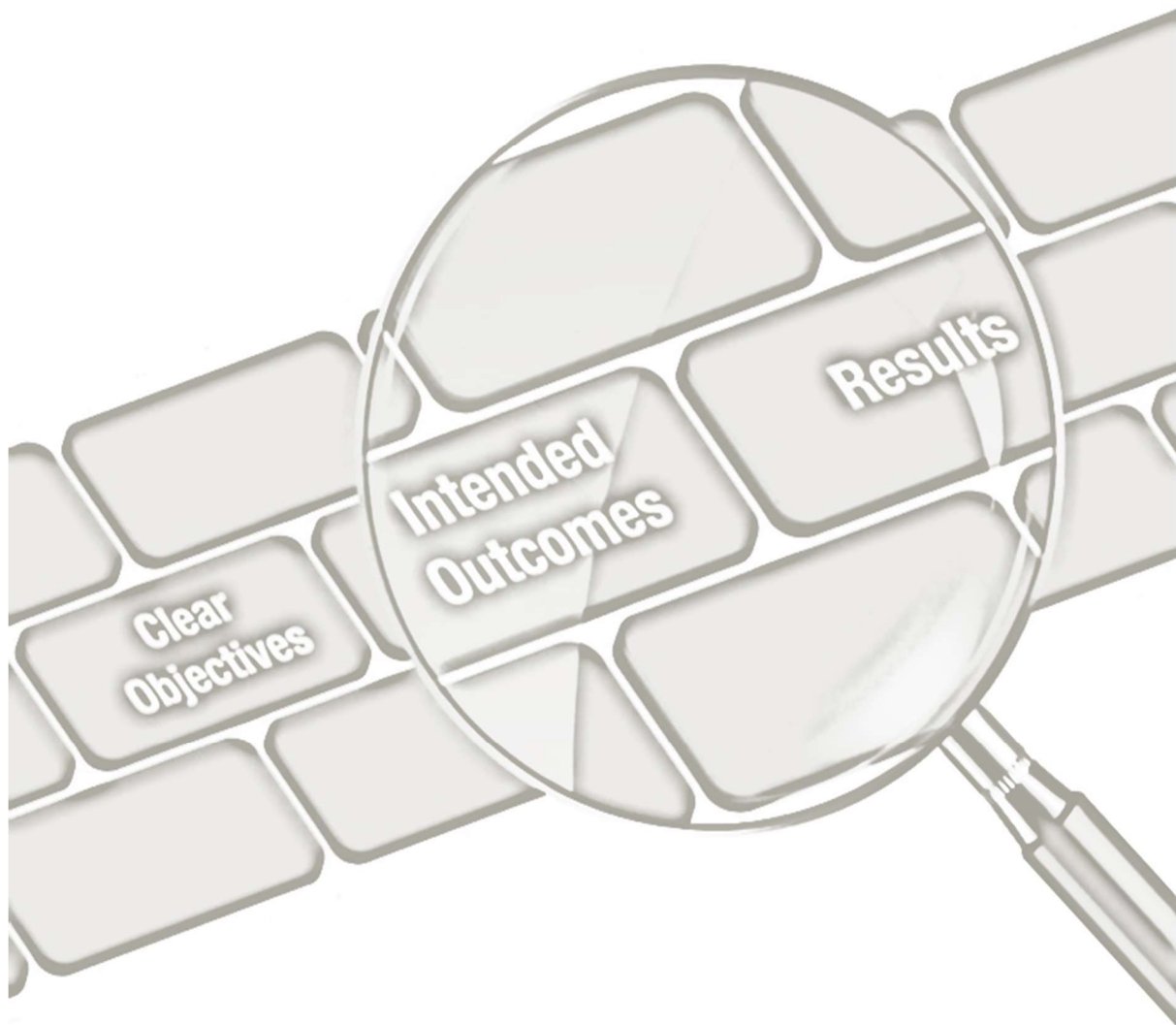
6.　Legal Implications

6.1　The Annual Review of Performance 2019/20 must be published at or before the statutory date of 31st October 2020 as required by the Local Government (Wales) Measure 2009.

Background Papers: None

Appendices:
Appendix A　　　Annual Review of Performance 2019/20

Annual Review of Performance

2019/20

Contents

Introduction - The Annual Review of Performance 2019/20

The Council's Corporate Plan 2018/22 *Delivering a Successful and Sustainable Swansea* describes the council's vision for Swansea, our 5 key priorities (Well-being Objectives and Improvement Objectives) and our organisation values and principles that will underpin the delivery of our priorities and overall strategy.

This discharges our duties under the Well-Being of Future Generations (Wales) Act 2015 and Local Government Measure (Wales) 2009 to set Well-being Objectives and Improvement Objectives.

Our Well-being Objectives show the Council's contribution to Wales' 7 national goals[1] described within the Well-Being of Future Generations Act (the 'Act') and describes how we will maximise this contribution to the national goals and to the social, cultural, environmental and economic well-being of Swansea by working in line with the sustainability principles set out within the Act.

The Corporate Plan sets out the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals outlined in the Act.

The Plan also sets out how we are maximising our contribution to our well-being objectives and national goals through the way in which we work, which is in line with sustainable principles as follows:

- Looking ahead to the medium and long-term challenges.
- Preventing problems from occurring or from getting worse.
- Ensuring our objectives do not contradict each other and compliment those of other public bodies.
- Working in partnership with others.
- Involving local people.

Our ambitions and commitments to residents – our Well-being Objectives 2018/22

In order to meet these challenges, we prioritised six Well-being Objectives in 2018/22. These were:

- ***Safeguarding*** *people from harm* – so that our citizens are free from harm and exploitation.
- *Improving* ***Education & Skills*** – so that every child and young person 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.
- ***Transformation & Future Council*** *development* – so that we and the services that we provide are sustainable and fit for the future.
- *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.

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[1] The National Goals are: A Prosperous Wales; A Resilient Wales; A Healthier Wales; A More Equal Wales; A Wales of More Cohesive Communities; A Wales of Vibrant Culture and Thriving Welsh Language; A Globally Responsible Wales.

3

This Annual Review of Performance 2019/20 (the 'Review') is the Council's report on its progress undertaking the steps to meet its Well-being Objectives as outlined in the Corporate Plan. In doing so, the Review seeks to describe how the Council has worked in line with the sustainable development principles in order to maximise its contribution to the national goals.

Section 6 Biodiversity Duty

The information detailed under the *Maintaining and enhancing Swansea's Natural Resources and Biodiversity* Objective in this report will be used as the basis for the Council's Section 6 Biodiversity Duty Report to Welsh Government.

How can you get involved?

You can get involved and have your say. http://www.swansea.gov.uk/haveyoursay. You can also get involved through the Council's Scrutiny Boards and panels, which are open to the public: https://www.swansea.gov.uk/scrutiny. You can contact the Council at any time by: Email to improvement@swansea.gov.uk Telephone 01792 637570.

Part 1 – Reports on progress in 2019/20 undertaking the steps to meet the Council's Well-being Objectives

This part of the Review represents a report on the progress the Council has made undertaking the steps it set out in its Corporate Plan 2018/22 to work towards meeting each Well-being Objective.

For each Well-being Objective, the Review sets out the following headings:

1. Why this is a Well-being Objective.
2. The steps we said that we would take to meet this Well-being Objective.
3. What success will look like.
4. Making progress towards the steps to meet this Well-being Objective – what worked.
5. How this Well-being Objective is contributing to the achievement of the national well-being goals.
6. Lessons learnt and areas for development.

Part 1 also contains case-studies to better show the impact the steps are having. Overall, the reports show that the Council has made progress undertaking the steps to meet its Well-being Objectives whilst areas for development and lessons learnt are set out at the end of each report.

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Safeguarding people from harm

1. Why this is a Well-being Objective

- We are committed to ensuring that citizens live their lives free from harm and exploitation.
- Safeguarding vulnerable people needs to be seen as everybody's business within every service within the Council, by all elected Members and by those who do work on behalf of the Council.
- We want children to be safe from harm and to stay with their families or be supported in family settings where it is safe for them to do so.
- We want to ensure all vulnerable adults are safeguarded from harm and able to live to their maximum potential.
- We want to tackle domestic abuse and ensure that victims are fully supported.
- We want people to age well and be able to live as independently and as safely as possible in their own homes.

2. The steps we said that we would take to meet this Well-being Objective.

- Implement the new Corporate Safeguarding Policy to ensure that safeguarding 'is everyone's business'.
- Continue to improve understanding and awareness of safeguarding and how to identify and report concerns amongst Council staff, elected Members, partners, the public and those working on behalf of the Council.
- Continue to ensure that Adult and Child & Family Services are robust and effective in meeting the statutory requirements laid on the Authority as set out in the Social Services and Well-being Act 2014 to improve well-being outcomes for children and vulnerable adults in Swansea.
- Update and refresh the Safe Looked After Children (LAC) Reduction Strategy to manage demand and support more intensive work with children with eligible needs and reduce the numbers of children needing to become LAC.
- Continue to implement the Corporate Parenting Strategy to improve outcomes for looked after children and care leavers.
- Understand the implications for Adverse Childhood Experiences (ACEs) for citizens and explore further improvements that the Council could make.
- Continue to involve looked after children in getting their voice heard about the services that they receive through engagement with children and young people and through strengths based practice that focusses on their strengths and assets and what they and their families can do to help themselves.
- Continue to ensure that effective safeguarding arrangements are in place to protect those at risk from significant harm and exploitation.
- Continue to strengthen collaboration and partnerships on safeguarding through the Western Bay Adult and Children's Safeguarding Boards.
- Work with partners to raise awareness around domestic abuse and put in place effective and timely interventions and support.
- Work with partners to address safeguarding in its wider sense; for example, hate crime, modern slavery and bullying in schools.
- Maintain a framework for the delivery of the Prevent interventions programme in conjunction with partners to support vulnerable individuals who may be at risk of or being drawn into violent and / or non-violent extremism.
- Ensure the adoption, delivery and effective monitoring of the Council's Prevention Strategy to manage need and improve well-being.

- Provide people with equal access to services and continue to maximise peoples' independence and the ability to live in their own homes for longer and improve quality of life.
- Work with partners to ensure the safety and well-being of children and young people and to provide information, advice and assistance to all, including carers and young carers.
- Work with partners through the Ageing Well Strategy to help people to stay healthy and age well.
- Develop Swansea's status as the first Dementia Friendly City in Wales.
- Work with the Older People's Commissioner for Wales to establish a Charter for Older People to ensure the voices of older people are heard.

3. What success will look like.

Citizens live their lives free from harm and exploitation. There are effective and robust arrangements ensure the safeguarding the most vulnerable people is seen as everybody's business. Children are supported to be safe from harm, and, where possible within supportive families close to home. All vulnerable adults are safeguarded from harm and able to live to their maximum potential. Tackling and preventing domestic abuse whilst ensuring that victims are fully supported. People are supported to age well and be able to live as independently and as safely as possible in their own homes.

4. Progress taking steps to meet this Well-being Objective – what worked.

Safeguarding 'is everyone's business'.

- Safeguarding vulnerable people is Swansea's number one priority. Across the Council, Safeguarding is see as 'everyone's business', and our entire workforce has a duty to report any concerns they may come across affecting vulnerable adults or children.

- Swansea's Corporate Safeguarding policy and approach addresses a wider range of issues of potential safety concerns, which are present in our communities. Such concerns include domestic violence, financial abuse, street homelessness, bullying in schools, hate crimes, child sexual exploitation, modern slavery, County Lines, and radicalisation.

- Applying the updated Corporate Safeguarding Policy, we can ensure that the Council continues to strengthen all areas of safeguarding with a new work programme, which is overseen by the Council's Corporate Safeguarding Group jointly chaired by the Director of Social Services and Cabinet Member:

  - Safe Governance –having clear management and corporate ownership of safeguarding matters, including scrutiny
  - Safe Employment - make safer recruitment decisions and getting the right staff working with vulnerable people
  - Safe Workforce- all staff are trained, supported, and fully aware of safeguarding responsibilities and duty to report
  - Safe Practice- we have robust arrangements in place to report, investigate and follow up any safeguarding concerns
  - Safe Partnerships- how we work with partners to promote safeguarding and in tackling the many complex issues
  - Safe Voice- the vulnerable person or child who needs to feel safe has strong voice in what needs to happen

6

- Safe Performance – how we know whether we are being effective and continue to learn as an organisation

- Swansea Council work closely with partners such as Health and the Police to ensure that the most vulnerable children and adults in our communities are safe and protected from harm, abuse and neglect. Swansea Council is constantly taking steps to tackle known concerns as well as proactively dealing with new and emerging issues.

- Swansea Council demonstrated vital leadership during the COVID-19 crisis that emerged at the latter end of 2019/20 through #HereForSwansea and within the regional Community Silver Command partnership response. The Council quickly established a Community Response Call Centre Hub set up especially for those shielding themselves from the virus and has been providing support to more than 1,000 callers' daily seeking support.

Understanding and awareness of safeguarding

- Audit Wales carried out a follow up-review of Swansea's corporate safeguarding children arrangements in November 2019 (Reported in Feb 2020): https://www.audit.wales/node/5873

- The review found that the Council had addressed most of the recommendations in previous national and local safeguarding reports but should strengthen some aspects of its corporate safeguarding arrangements.

- All Council staff and elected members receive safeguarding training and there are representative safeguarding leads from all service areas. These leads attend the Corporate Safeguarding group jointly chaired by the Director of Social Services and Cabinet Member to drive improvements through work programme outlined above.

Case Study: Parents' events to highlight safeguarding issues

Parents and guardians at two comprehensive in Swansea along with those from their feeder primary schools were invited to events to learn more about some of the concerns children and young people face when out in their communities and the steps that can be taken to help to make them safe. The West Glamorgan Safeguarding Board organised the two pilot events as part of National Safeguarding Week. The first event took place at Cefn Hengoed Comprehensive and the second is at Penyrheol Comprehensive the following day. The pilot scheme gives parents a chance to find out about current national and local safeguarding issues including 'County Lines'. This is the term used when drug gangs from larger cities expand their operations to smaller towns and villages, often using violence to drive out local dealers and exploiting children and vulnerable people to sell or transport drugs. A number of different agencies were present at both events including South Wales Police and Swansea Council's education, housing and children's services. There was a chance to visit various information stalls and there was a presentation on the current safeguarding issues facing communities delivered jointly by the police and children's services.
Mark Child, Swansea Council's Cabinet Lead on Safeguarding, said: "The safeguarding of all vulnerable people in Swansea, young and old, is the council's number one priority. The aim of these two events is to arm parents with the information they need to understand the dangers and risks to young people, the signs to look out for, what to do if they have concerns and the help that is available." National Safeguarding Week ran between Monday November 11 and 15th. The aim was to raise awareness about safeguarding issues and to reinforce the message that safeguarding is everyone's responsibility. More than 40 events took place at venues across the West Glamorgan Safeguarding Board area.

Services to Children, Families and Vulnerable Adults - meeting statutory requirements

- Swansea Council embraces the key principles of the Social Services & Well-being (Wales) Act 2014 in focusing on the well-being of our most vulnerable people. By promoting strengths of people to achieve their own outcomes and working collaboratively within supportive communities.

- Swansea though the Adult Services Improvement programme is remodelling the care and support available to vulnerable adults to help them remain in their own homes, with their carers and the services available to assist their recovery following an admission to hospital or illness.

- Child and Family Services also has an extensive improvement programme, which places the vulnerable child at the centre of everything we do to protect them from harm and to improve their wellbeing and to extend the range of specialist help available to the child's family or carers. Our leadership and workforce is constantly looking at new and creative ways to ensure the views and wishes of each child we work with are heard and acted upon.

Working with Children and Families

- Child and Family Services have been working closely with partners on a 'Getting It right for Every Child' programme, establishing Early Help Hubs, a new Edge of Care Service and more integrated front door arrangements involving a range of professionals.

- We have been working hard on a Safe Looked After Children (LAC) reduction strategy and to stabilise the number of children and young people who need to enter local authority care. Once permanence has been achieved, through the child living with a safe and supportive family, their status is reviewed with their voice being heard.

- Child and Family Integrated Information, Advice and Assistance Service were available throughout the COVID-19 crisis to discuss with families, public or other professionals any concerns involving significant risk of harm or risk to life to a child or young person.

Corporate Parenting

- Swansea Council's Corporate Parenting responsibilities are vital in ensuring that each and every child looked after has a voice in their care and support; also that there are given the best chance in life to achieve their full potential and maintain their wellbeing.

- Work to re-design the priorities within the Corporate Parenting Strategy is continuing, as is the work to ensure that the membership of the Corporate Parenting Board are the right people to take forward the new strategy.

Adverse Childhood Experiences (ACEs)

- Swansea Council has realigned and improved the accessibility of services aimed at tackling child poverty, prevention, welfare support and lifelong learning. The aim is to help build communities and promote employment opportunities all helping to mitigate the Impact of ACE's.

Voice and Rights of the Child

- The Council adopted the United Nations Conventions on the Rights of the Child (UNCRC) in 2014. This means the Council must performs its functions in a manner which is consistent with the interests of local children. Children and young people must be provided with meaningful opportunities to influence decisions concerning their lives (Article 12).

- Swansea has a Participation and Co-production Strategy for Vulnerable Children and Young People (2018 – 2021).This Strategy describes how Child and Family Services will support the UNCRC and Article 12. 2019/20 was a busy year for the Participation Team in its first year implementing the new approach to care experienced participation in Children's Services. As well as a Big Conversation event held in December 2019, other activities included giving Care Experienced Young People a voice in recruitment across the service and the start of rebranding the Looked After Children Team via the medium of art.

- In addition to workshops enabling children and young people to have their say on the information and services they receive, participation work is being supported by the People Policy Development Committee by looking at how we can better support Transition to Adulthood; further work will be undertaken regionally.

- We are continuing to develop our Bays + service to help prevent and deal with youth homelessness, including the Infonation youth information service and support to care leavers. Swansea has also commissioned a Parent-Carers forum to shape our future plans in support of children with disabilities and through transition, which was launched in September 2019.

Case Study: BBC One Show broadcaster launched Swansea forum for families of disabled children

Award-winning broadcaster Carrie Grant was the guest speaker at the launch of a new peer led forum in Swansea that will give parents and carers of children with disabilities and additional needs a greater voice in the way services in the city are run. The BBC One Show reporter, who is herself a parent carer of four children, all with additional needs, was at the event at the Grand Theatre. 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. The forum will work collaboratively in equal partnership with the council and others on developing and improving services in Swansea. Heidi Lythgoe, the Chairperson of Swansea PCF, said "We are truly excited to share the forum's vision, purpose and aims and grow our membership. We believe passionately that working co-productively with Swansea Council and other service providers will put the voice of disabled children of all ages and their families at the centre of decisions and deliver services that work for our community. Our launch is an important part of connecting with the wider parent carer community and ensuring we represent our diverse community."
Elliot King, Swansea Council's Cabinet Member for Children's Services, said: "As a council we've got a strong commitment to ensuring that services like education and social services are meeting the needs of the people who use them. The new forum will bring parent-carers together so they can help shape and influence our efforts to update and improve the services we provide for them. It will be vital in representing the voices of all parent carers of disabled children."

Working with Vulnerable Adults

- Swansea continues to focus our wellbeing services on prevention, early intervention, reablement and promoting independence.

- The Common Access Point (CAP) for Health and Social Care was available throughout the recent COVID-19 crisis to ensure that vulnerable adults and their carers were able to access to the right support at the right time by the right person.

- Through a Collaborative Communication framework, Adult Services are changing the conversation that we have with people about what matters to them in having a good life and to help achieve their personal wellbeing outcomes.

Maximising people's right to independence

- Working with colleagues across Swansea Bay University Health Board and Neath Port Talbot Council on the *Hospital 2 Home* programme, we've developed a shared model of delivery with the prime purpose of assessing, caring and rehabilitating more people at home.

- There has been extensive work to remodel our internal and external domiciliary care services to provide specialist and flexible response to meet increasingly more complex needs of people supported to remain in their own home in all areas of Swansea. Ty Cila and Alexandra Road have been remodelled to provide respite services (Pre-COVID).

Case Study: New contracts to boost domiciliary care across city

Improvements to the care and support provided to some people in Swansea in their own homes were phased in. The changes should help to increase the support available so more people can remain in their own homes and communities as they grow older. Swansea Council has been looking at ways it can strengthen domiciliary care to ensure that there are enough providers to cover homes in all areas of the city and that in the future the system has enough capacity to cope with increased demand due to an aging population. Following extensive consultation with service users and partner organisations to establish what is working well and what can be improved, the council re-tendered contracts. New contracts were to be awarded on a closer geographical basis aimed at cutting the distances carers travel between clients and ensuring rural areas are as well covered as those in the city. Plans were put in place to ensure that there is a smooth transition for those people who will switch providers to ensure that their needs continue to be met and indeed the care they receive is improved. Swansea Council had been aware for some time that the rates it pays for domiciliary care were low and these changes would also help address this. Cabinet Member for Care, Health & Ageing Well, Mark Child, said: "We know how valued our domiciliary care service and how it helps many people to live independently in their own homes. As a public body, by law we have to go out to tender on these contracts at regular intervals, but we have also used this as an opportunity to look at the services we provide and improvements that can be made. It is no secret that Social Services budgets are under pressure but this is not about saving money - in fact we expect the changes we are making to cost more. As they grow older, more and more people want to remain in their own homes and we are want to make sure that we strengthen the service to ensure there are enough providers with enough well-trained staff to help them to do so."

Collaboration and partnership

- Swansea Council is a key partner within the West Glamorgan Regional Partnership, which is driving transformational improvements in wellbeing, health and care for local populations by collaborating on better practice, better services, better technologies and better use of resources. The partnership consist of 3 Transformation Boards, each leading on an ambitious programme of improvements for the region:

- Children and Young People Transformation Board
- Adults Transformation Board
- Integration Transformation Board

- On the 1st April 2019, the footprint of the Safeguarding Boards changed due to the departure of Bridgend and the West Glamorgan Safeguarding Board was formed, covering both the West Glamorgan Safeguarding Children and Adult Boards. New national safeguarding procedures have been launched alongside this during 2019/20.

Domestic Abuse

- Swansea has taken a regional approach in working with partners to raising awareness about Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) and to commissioning timely responses. There have been many local examples of work undertaken, including:
    - Home Office #YouAreNotAlone campaign, which was promoted by Swansea's Child & Family services producing a video.
    - A further social media video was created with a message of support and encouragement to access services, which reached over 22k views on the council's Facebook page.
    - Swansea became the first in Wales to launch the Domestic Abuse Chatbot in collaboration with Microsoft, which allows citizens to access information and advice on local services, safety planning and information on VAWDASV in an anonymous and discreet way.
    - Swansea's Community Safety Team worked with local supermarkets and shops to get #MakeYourselfHeard posters visible providing information on the silent 999 calls. Large scale posters with this messaging are also on display across the city on trailers.

- Since the COVID-19 outbreak, extensive work has been undertaken to ensure that people affected by VAWDASV are aware that services are still available.

Case Study: Football legend Lee backs White Ribbon Day event

SWANSEA football legend Lee Trundle supported an event to showcase work taking place in the city to tackle male violence against women. To coincide with White Ribbon Day, Lee joined representatives from a range of agencies at The Grand Theatre. The event, organised by Swansea Council, was open to the public and professionals and also highlighted the need to prevent abuse occurring. The White Ribbon symbolises hope across the world for women and children living in fear of domestic violence and abuse. Among the organisations invited were Swansea Women's Aid, South Wales Police, Swansea Bay University Health Board, Calan DVS, BAWSO, Hafan Cymru and Thrive Women's Aid.

Safeguarding in context

- Some of the major risks faced by children and young people today are outside the family circle. In January 2020, the University Of Bedfordshire completed a systems review of how Swansea identifies, responds and protects children and young people who are at risk of Child Sexual Exploitation and County Lines. Their feedback was generally positive and highlighted that we are already working to identify peer and non-familial networks, which could place a vulnerable child at risk of harm, though there is still room for better recording and coordination of information.

Hate Crime

- Swansea Council works closely with the police and other partners to ensure victims can receive support and to receive Hate Crime referrals. The Council is taking steps to raise awareness of Hate Crime by informing the public of what support is in place, how to report incidents or concerns and events held during Hate Crime Awareness week.

- We continued in 2019/20 to raise awareness of Hate Crime through the Hate Crime Awareness in October at Swansea's Waterfront Museum. The event was part of a National Hate Crime Awareness Week event 2019. The theme was 'Spread Love, Not Hate' to reflect upon in the context of imminent EU withdrawal and the increasingly divisive political and media discourse which surrounds it. The event featured information stands, exhibitions and workshops. The event included workshops on Gendered Islamophobia, definitions of Hate Crime, reporting Hate Crime and how to cope with the effects of Hate Crime.

Radicalisation (PREVENT Strategy)

- Our PREVENT strategy and interventions programme is aimed at to support vulnerable individuals who may be at risk of radicalisation or being drawn into extremism. This is managed through a multi-agency (Channel) partnership, comprising primarily of organisations that have a legislative duty under the Counter Terrorism Act 2015. The Council has a statutory duty to provide leadership and direction to this work to ensure that we can respond to concerns and put in place mentoring and safeguarding plans to support and steer individuals from extremism. Swansea are also part of a Home Office pilot called Dovetail, which transfers responsibilities for some elements of Channel from the police to local government, sitting more closely with local authorities' wider safeguarding responsibilities.

Prevention & Wellbeing

- Swansea Council replaced the People Directorate with a Social Services Directorate to achieve a new, wider service offer to the most vulnerable people in our communities. This changes is supporting a realignment of our poverty, prevention and wellbeing services aimed at ensuring positive outcomes for people.

- Our Neighbourhood Approach has brought together for key support roles and community based teams including Local Area Co-ordination and Neighbourhood Development Officers via SCVS. This forms part of an assets-based approach that places emphasis on building community assets needed to meet local needs as they emerge.

Case Study: Artist is brightening the lives of others after support from Local Area Coordination

An artist from Swansea is using his talents to brighten the lives of others after being helped to regain his own confidence and to explore his home city.
Gary Crosby became isolated and felt he lacked purpose following an incident in which his back was badly injured and which left him using a wheelchair. He was introduced to Swansea Council's Local Area Coordination Scheme and he says the experience has been life-changing. Recently some of his work has work has gone on show at Morriston Hospital while other pieces have been displayed at exhibitions and galleries. He has also formed a close relationship with The Veterans Club and helps raise money to support members of the Armed Services and their families.

Local Area Coordinators (LACs) have a wide-ranging preventative brief that includes looking out for people who might be lonely and isolated and help them to connect with others so that they can live stronger, healthier and more independent and active lives.

Gary has been working with Dan Garnell, who covers central Swansea.

Dan said: "Gary is a very proud artist and produces work of an amazing standard but when we talked it was apparent he felt isolated from others and, being a wheelchair user, he found it hard to access groups where he could go to pursue his passion."

Together they discovered various options and Gary went out and got himself a bus pass that gave him and his wife Sue the freedom to get out of their home and explore their surroundings.

Gary also met up with the Veterans Club and created a piece to mark the centenary of the end of World War One.

This relationship has developed further and he now donates some of his work for them to sell on.

Gary said: "My involvement with Dan and the Local Area Coordination Scheme has opened up opportunities for me that I would not have had otherwise and it has literally changed my life in a very positive way. I've have found a purpose for my art which makes me look forward to the day and has boosted my confidence. It also makes me proud to know I am helping other people through doing something that helps me."

Swansea Council's Cabinet Member for Care, Health & Ageing Well, Cllr Mark Child, said: "Gary's artwork is fantastic and I'm sure it will be appreciated by patients, staff and visitors at Morriston. His story is just another example of the excellent work our LACs do in Swansea. There are now LACs working in communities across our city walking besides people of all ages, helping them to discover a good life, become confident and stronger, developing their own strengths and helping them to avoid the need for them to resort to health and social services."

Equal Access to services

- Swansea Council supports many vulnerable people and families through its supporting people and supported living programmes, which each provides a range of valuable and necessary housing-related services. This includes care and support to help people to live independently and maintain their tenancies, including people at risk or experiencing homelessness.

Carers and young carers

- We recognise the vital role carers have in the care and support of their loved ones and Swansea aims to deliver a high quality range of care and support for both the cared for person in need and their carers and young carers.

- Building on the successful approaches and services locally, we have been working on a regional carers strategy to ensure our approaches are more sustainable in the future.

- Swansea has already taken steps to improve how we identify carers and young carers and then how we support them to access support services to improve their own well-being. The next steps will be to further develop our service offer to carers locally, particularly to those people caring for people with dementia who may require nursing care.

- Swansea Young Carers Service based now within the YMCA for carers aged 8-18 supported 75 Young Carers and completed 31 Young Carers Assessments.

Ageing Well

- Swansea's Public Services Board are working in partnership in taking forward our Wellbeing strategy and we have reviewed the Live Well Age Well objectives and agreed on three themes: A City For All, Health Literacy and Active Travel.

- A Life Stages Team has worked with a variety of residents and community groups, engaging through the newly formed Live Well, Age Well Forums to plan our next steps; these include: a Health & Well-being Forum (held May 2029, Transport & Getting About Forum (July 2019), Staying Safe Forum (September 2019) and an Employment & Money Matters Forum (February 2020).

Dementia Friendly City

- The Dementia Friendly Generations project, funded by the Integrated Care Fund (ICF), had the vision to develop a "Dementia Friendly Generation" and raise awareness of dementia across Swansea. An Officer worked in partnership with the Alzheimer's Society to develop this project. The "Dementia Friendly Generations" project is impacting in two areas:

- The Dementia Friendly Schools project worked with 4 primary schools (Gendros, Bishopston, Sketty, St Joseph's), 2 secondary schools (Pontarddulais & Pentrehafod) 110 pupils and 30 residents/service users from "The Hollies" and "St John's Day Service" have been engaged. Five Dementia Champions have been trained and have provided Dementia Information Sessions to teaching staff, pupils, care home/service staff and residents/service users.

Case Study: Comprehensive is city's first Dementia Friendly School

A comprehensive in Swansea became the first in the city to be officially recognised as a Dementia Friendly School. Pupils at Pontarddulais Comprehensive and their teachers were presented with the award by the Alzheimer's Society. Awareness sessions and whole school assemblies helped everyone at the school to understand more about dementia. And a group of pupils had been visiting older people at Swansea Council's Hollies Care Home in an initiative that proved hugely beneficial to all. They took part in a digital story telling project where the young people joined the residents in exploring issues around being young and old so they could learn from each other by telling their stories. Residents at the home said it had been a joy to mix with the pupils and staff said the residents' faces would light up when the students visited.
Pupil Lily Rees said: "I enjoyed the Dementia Friendly project because I was able to interact with people that I didn't think I would be able to."
Another, Ryan Lewis, added: "I think helping at The Hollies was a great experience and I hope future year groups can get involved."
Due to the success of the project, opportunities to support people living with dementia has been embedded into the Welsh Baccalaureate at Pontarddulais Comprehensive and the school has included a visit to The Hollies as an option for pupils during their community challenge in the Welsh Baccalaureate.
According to the Alzheimer's Society a third of young people know someone living with dementia and, with over two million people developing dementia in the next ten years, most people will know someone affected by the condition in their lifetime.
The charity wants every young person to understand what it's like to live with dementia and to help it make a dementia friendly generation by teaching pupils about dementia.

- The Dementia Friendly Homes project involved collaboration between Social Services, People Speak Up, Swansea Bay University Health Board Community Resource Team, Local Area Co-ordination and Swansea Carers Centre. A booklet involving three families was produced by People Speak Up (PSU) and Sound Memories Radio to celebrate the project.

- The Community Dementia Support Team in Swansea has also been working to ensure that information and support is available to anyone who is concerned about changes to their memory with services that are more joined up and accessible.

Charter for Older People

- Swansea is committed to coproduction and a rights based approach. Our Ageing Well Engagement Plan ensures that Older people's views and issues are well represented and considered in all planning work, whether through the Big Conversation events, 50+ Network or through all our engagement work. Our Life Stages Team continues to work with the Commissioner's Office to support on-going work and campaigns such as #EverydayAgeism etc.

5. **How this Well-being Objective is contributing to the achievement of the national well-being goals.**

- *A prosperous Wales* –the child and adult health and social care market contributes significantly to the local and regional economy, with a skilled, professionalised workforce needed to meet growing demand.
- *A Resilient Wales* – supporting adults with a range of disabilities and needs to access well-being, learning and work experience opportunities, including support to manage coastal, wildlife and environmental habitats, e.g. working with the local Health Board to launch a Recovery College for people who have experience serious mental health issues.
- *A Healthier Wales* – by integrating and collocating health and social care services to safeguard people from harm, improving their physical, emotional and mental health and well-being, and by supporting people to maintain independence and quality of life throughout their life course. e.g. through Local Area Coordination
- *A more Equal Wales* – ensuring equal access to health and social care through information, advice and assistance and building on strengths of families and assets within communities to plan their own care and support, and to reach their full potential, increasingly by preventing the need for statutory services.
- *A Wales of Cohesive Communities* – through supportive and mutually responsible communities working together to safeguard our most people, with Council employees, elected Members and people in our communities feeling confident about identifying and reporting their safeguarding concerns in respect of children and adults.
- *A Wales of vibrant culture and thriving Welsh language* – Working with partners through the Ageing Well Strategy to deliver the active offer and apply our learning to improving social care, and through intergeneration working, including through the medium of Welsh.
- *A globally responsible Wales* – the Council's safeguarding arrangements are informed by the Council's commitment to the United Nations Convention on the Rights of the Child (UNCRC) and human rights of all citizens

6. Lessons learnt and areas for development

- Clearly recent events have placed great demands on the social care workforce and we need to ensure that the right steps are taken to enhance the wellbeing of our staff and their professional development.

- Safeguarding and protecting our most vulnerable citizens with their own voice at the centre of our work remains a priority. We still need to ensure that our efforts are targeted to where there is significant risk of harm and abuse and that we are working in a timely way, with the vulnerable person at the centre.

- Whilst Swansea is engaged in work on a regional strategic approach to support the wellbeing needs of carers and young carers, this needs to translate into a clear approach locally to make a difference in the lives of individuals.

- The impact of COVID-19 and the associated recovery will be a key focus for the remainder of 2020/21 and going into 2021/22.

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Improving **Education and Skills**

1. Why this is a Well-being Objective.

- We want Swansea to be one of the best places in the world for children and young people to grow up.
- We want every child and young person in Swansea to achieve, to be healthy, to be resilient and to be safe.
- We want children and young people to attend school regularly because they are more likely to achieve the skills and qualifications that they need to go on into further education, higher education, employment or training.
- We want children and young people to obtain qualifications and skills that are suited to the economic needs of the future and to be able to contribute positively as active local citizens.
- We want to prevent children from becoming disengaged from learning.
- As corporate parents of Looked After Children, we want our Looked After Children to succeed in school and to have opportunities for further education, higher education, employment or training.
- We acknowledge that a child or young person with additional learning needs requires timely and effective support to allow them to reach their full potential.
- We want our children and young people to be aware of their global rights and responsibilities so that they can be active and responsible citizens, fulfil their potential and make a difference to their communities.
- We want our children and young people to have good Welsh language skills.

2. The longer term challenges this well-being objective will help address.

- We want to provide our young people with the skills and opportunities arising from the City Deal, ensuring they have success in the STEM subjects (science, technology, engineering and mathematics), digital skills such as computer coding. We also want young people to develop creative and cultural careers and to receive the best quality advice and guidance for future occupations.

3. The steps we said we would take to meet this Well-being Objective.

- Align our education system and continue to develop and enhance partnerships to ensure we create the right people with the right skills to supply the new economies and meet the challenge of the Swansea Bay City Deal.
- Continue to support and challenge schools to improve attendance and pupil performance and encourage schools to support each other.
- Continue to develop and enhance school partnerships.
- Continue focusing on improving literacy (in English and Welsh), numeracy and digital competency at all ages.
- Improve the outcomes of Looked After Children and those with additional learning needs.
- Further improve provision and raise standards of achievement for pupils Educated Other Than At School (EOTAS) and further improve reintegration back into schools.
- Transform the schools' estate to meet demand and respond to the developments set out within the local development plan (LDP) whilst ensuring community benefits from contracts.
- Raise vocational aspirations and skill levels in the workplace, contributing to the development of ambitious, skilled young people and adults by providing apprenticeships.
- Develop independent learning skills for lifelong learning to reflect the changing nature of work and to support well-being, creativity and reduce social isolation

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- Develop young citizens to respect rights, understand responsibilities and to be globally aware and responsible citizens by continuing to support schools to become UNICEF Rights Respecting Schools as part of our commitment to the UNCRC.
- Meet demand for Welsh-medium education and promote the use of Welsh in schools and socially through the Welsh in Education Strategic Plan.
- We will, through our long term school building investment and structural maintenance programmes, reduce our carbon footprint.
- Ensure our vulnerable children are not disadvantaged by poverty or other factors that limit or restrict them in achieving and attaining standards and wellbeing in education.

4. What success will look like.

- Pupils, including vulnerable pupils, attend school regularly and have good literacy, numeracy, and educational success. We will continue to increase the number of Welsh medium places available. Pupils are made aware of their rights, their pupil voice contributes to education priorities and they have opportunities to learn about the value of the environment and working with nature. Outside of school, more young people take up apprenticeships in the Council/ wider community and that lifelong learning continues to be promoted.

5. Making progress towards the steps to meet this Well-being Objective – what worked.

Skills for the new economy and City Deal

- We are continuing to develop an intelligent knowledge regional network, based on a new dynamic relationship with schools, further education colleges, our two universities and employers, underpinning the needs identified in the Swansea Bay City Deal. We are working with Regional Learning and Skills Partnership which has links with more than 1000 business across South West Wales to produce further insight into the skills that are needed by industry and the opportunities presented by the Swansea Bay City Deal. A new plan was successfully launched at Ffos Las during 2019/20.

- One of the key projects within the Swansea Bay City Deal is the Skills and Talent project which aims to deliver a regional solution for the identification and delivery of the skills and training requirements for all City Deal projects. Working alongside partners from the private sector, higher and further education, schools and the third sector, the project team is mapping out gaps in current provision and identifying the skills and training needed for students, teachers and lecturers both now and in future.

- Our Swansea's Skills Partnership/Partneriaeth Sgiliau Abertawe (PSA) also provides an appropriate platform to build digital capacity through partnership working with a range of partners such as neighbouring FE institutions, Gower College, the universities and Careers Wales and have a strategic plan in place for the next three years. In addition, the partnership has a clear plan for providing young people with the best quality advice and guidance for future occupations.

School attendance and improvement

Attendance

- Welsh Government figures show an overall attendance rate for secondary schools of 94% in the city which is above the Welsh average and makes Swansea the fifth best performing area out of

22 for the last school year, despite being a decline from 94.15% for 2017/18. Primary attendance showed a slight improvement over the same period.

- Five years ago Swansea was ranked in the lower half of the 22 authorities in Wales for school attendance. The council set-up an Improvement Board to tackle the issue and a range of measures have been introduced.

School Performance

- Estyn's inspections of schools in Swansea indicates a strong profile of performance with no school in a statutory category of follow-up. Swansea's schools show a continuing improvement trend (last year in brackets), with 56 (47) primary schools rated Green, 20 (28) Yellow, 1 (3) Amber and none (1) were Red. Secondary schools moved in the same positive direction, with 10 (9) rated Green and 4 (5) Yellow. Read more here.

- Estyn reviewed arrangements make its work more about conversations with schools rather than judgements. Estyn will ensure their work supports the new curriculum and non-judgemental visits next year will be followed by a gap of a year to give breathing space. Following this the inspection regime will be different, with an integrated partnership approach although Estyn will still conduct inspections for schools where there are concerns.

Pupil achievement

N.B. For 2018/19 Welsh Government changed the method by which it counted overall GCSE scoring, with a different combination of components of the Capped 9 score and only the first result for a pupil counting towards the L1 & L2 measures where the exam was sat more than once. Therefore comparisons cannot be made with previous years' results, but may be made between Swansea and other parts of Wales.

- The figures show 21.2% of city pupils gained A* and A grades in their WJEC exams, which is significantly better than the 18.4% for those in Wales as a whole. More than 75% of students achieved the higher grades of A* to C in 15 out of the 44 different subjects examined. GCSE results *

- Nearly 600 young people sat A Level examinations with many going on to university or other education and training. A level results. The overall pass rate of 97.9% (97.6% in 2018) is above the Welsh average, with 28.4% being the top A*-A grades.

- Overall 79.6% of grades were C or better in Swansea, compared to 76.3% for Wales.

School partnerships

- We have continued to work through ERW during 2019/20 - our regional education consortium to provide a single school improvement service. Consortium working has enabled us to share and learn from good practice and benefit from innovation and joint training. Schools in Swansea have benefitted from support to develop the literacy and numeracy skills of their pupils, improved the accuracy of teacher assessments and supported to prepare for new qualifications in secondary schools and developed greater digital competence. Schools in Swansea have also benefited from a range of virtual networks, and consistent guidance on Welsh as a second language. Challenge advisers have also received training on curriculum reform and schools as

learning organisations and school support visits have been used to help schools focus on Welsh Government priority areas.

- During 2019/20 there was emerging agreement on the need to change the regional footprint for school improvement, which had previously been directed by the Welsh Government – ideally to operate on the City Deal footprint. There is consensus that a different approach is needed where school improvement and education can be better aligned with economic opportunities and the ambitions of our young citizens. Future collaboration will be on the Swansea Bay City Deal footprint.

Literacy, numeracy and digital skills

- In the key core subjects of Mathematics, English Language and Welsh First Language Swansea's overall results compare very well to the national results.

- For Mathematics, the Swansea results were A*-A 14.9%, A*-C 57% and A*-G 94.2%. The equivalent all-Wales figures for 2019 for Maths are 13%, 49.9% and 94.3%. For Mathematics-Numeracy the Swansea results were A*-A 16.6%, A*-C 60.8% and A*-G 96.1%. The equivalent all- Wales figures for 2019 for Numeracy are 11.9%, 50.5% and 93.9%.

- For English Language, the Swansea results were A*-A 14.3%, A*-C 61.2% and A*-G 98.9%. The equivalent all-Wales figures for 2019 for English are 10.7%, 54.7% and 98.4%.

- For Welsh First Language, the Swansea results were A*-A 15.4%, A*-C 71.3% and A*-G 100%. The equivalent all- Wales figures for 2019 for Welsh First Language are 15.8%, 73.1% and 99.3%.

Looked after children (LAC) learners

- Pupils achieving the foundation phase indicator (FPI) at end of foundation phase (outcome 5 or higher in language, mathematics, PSD). In foundation phase the gap between looked after children (LAC) performance and all learners in Swansea has traditionally been the narrowest of any key stage.

- In 2019, LAC learners in Swansea were 8.6% points behind their peers. Overall the end of foundation phase results have fallen in Swansea and nationally since 2017 due to changes in the outcome descriptors meaning it's now harder for children to attain outcome 5. 13 of the 24 LAC in the cohort had additional learning needs.

- LAC learners in the Core Subject Indicator (CSI) at end of key stage 2 (KS2) Level 4+ in English/Welsh, Mathematics and Science achieved 74.3%, which is higher than previous year. In 2019, the key stage 2 gap between LAC learners and non-LAC learners in Swansea was 12.7%. 24 of the 35 LAC in the cohort had additional learning needs.

- In 2019 38.7% of LAC learners attained the Core Subject Indicator (CSI) at end of key stage 3 (KS3) Level 5+ in English/Welsh, Mathematics and Science. The LAC / non-LAC gap was 45.8%, higher than the previous year but care is needed in interpreting this data as there were only 31 LAC in the 2019 year 9 cohort. 24 of these had additional learning needs.

- At key stage 4 in 2019, there was a smaller than usual cohort of LAC learners in year 11, and 66.7% of these had additional learning needs. 16.7% - attained the level 2 inclusive measure

(5A* - C including English/mathematics and science). The gap between LAC and non-LAC was 40.8% but must be viewed with care due to the low LAC numbers.

- Pupils achieving Level 1 at end of key stage 4 threshold, which is 5 A*-G, has a much narrower margin with LAC learners achieving 88.9% compared with 94.8% for all learners. This is very pleasing as it shows good distance travelled for our vulnerable young people and it indicates good outcomes despite a high level of additional learning needs.

- Officers in Swansea work appropriately with regional officers to deliver good quality support for mathematics/numeracy and English at secondary level. Teaching and learning, for example, is supported efficiently through engagement with key delivery partners and making effective use of technology to improve learning experiences.

- When looking at LAC performance, it is important to consider the context of these pupil groups. Typically, LAC account for no more than 1% to 1.5% of each year group, and as children often move in and out from care episodes, the groups change regularly. Whilst about 25% of the general pupil population have additional learning needs, the proportion for LAC groups is usually 2 to 3 times this rate. Comparisons of LAC performance over time must therefore be used with care, as quite large fluctuations are to be expected.

Educated Other than At School (EOTAS)

- Work started in 2019/20 and good progress has been made to deliver the new EOTAS provision based at Cockett, which is on track for delivery by the end of 2020. Increases in planned places at Penybryn and new STFs at Dunvant, Portmead and Birchgrove are now fully implemented and embedded.

Case Study: New school for City's vulnerable pupils taking shape.

A brand new teaching facility that is taking shape in Swansea will make a huge difference to the pupils and their teachers when they move in next year. The school, which will provide a one of kind, purpose built, attractive and functional education provision for pupils Educated Other Than At School on land off Cockett Road, is now being built. When completed the school will replace the existing outdated pupil referral accommodation currently spread over three different sites at Brondeg House in Manselton, the Step-Ahead site in Cockett and the Arfryn Education Centre in Penlan. Head of the Pupil Referral Unit (PRU), Amanda Taylor said: "It's going to make a massive difference because it will provide a much more positive and inviting learning environment that will enable us to provide greater opportunities for learning and to fully implement the new Curriculum for Wales." The new build at Cockett is being jointly funded by Swansea Council and the Welsh Government. Pupils who use the service range from age 5 to 16 and all struggle with aspects of their social, emotional or behavioural development. The council's aim, wherever possible, is to support them to return to mainstream education. Swansea Council's Cabinet Member for Education Improvement, Learning and Skills, Jennifer Raynor added: "The young people supported at the PRU are among the most vulnerable in our communities. If their needs are not fully addressed then their chances of employment and wellbeing are greatly reduced. Our continuing investment in this service is an investment in their future."

Transforming the schools estate

- Further modernisation of school facilities and classrooms will take place under the 21st Century Schools and Colleges Programme with a further £149.7m investment in school facilities in Swansea.

- A new school build for Gorseinon Primary is a £6.9m replacement for the outdated Victorian school in the town and a new purpose-designed Pupil Referral Unit is under construction in Cockett. Plans are also in place and works commenced for the building of a new enlarge build on a less restricted site for YGG Tan-y-lan as well as a new build on a new site for YGG Tirdeunaw.

- Rebuilding and remodelling works totalling £15m were carried out in Pentrehafod Comprehensive, and works are also progressing at YG Gwyr and Bishopston Comprehensive, with further upgrades planned at Seaview Primary, Birchgrove Comprehensive, YG Gwyr & Penyrheol Primary scheduled for completion in the coming year.

- And there are more improvement works in the pipeline, with 30 schools set to benefit from capital investment in the 2020/21 financial year as part of the annual structural maintenance programme.

- Band A projects are nearing completion and this has had a major impact, but we have now moved to Band B which is almost 3 times the size of Band A. Good progress is being made even though we will be delivering it with less officer capacity and resources across the Council.

Apprenticeships and employability skills

- For those pupils who would like to follow a more non-academic route there are partnerships with a wide range of partners locally to ensure we are offering experience in the world of work, including a number of apprenticeships. The Apprenticeship Academy works with employers to develop opportunities which could be developed further. The 'Build me' programme with the Pupil Referral Unit in Cockett and the new Primary School at Parc y Werin in Gorseinon offers 2 days a week training opportunities in construction activities, including a supervised visit and discussion about different roles and skills required on site.

- The prevention of NEETS (Not in Education, Employment or Training) is a key priority in Swansea with early identification, tracking and co-ordination of support as key strategic themes. Lead workers are provided to support learners at risk of NEETS. In addition, the development of a proactive Youth Guarantee ensures that every young person has access to a suitable place in learning post-16 in line with the arrangements for further education colleges and work based learning.   As of September 2019 UCAS Progress is replaced by an in-house Swansea alternative; My Choice.

Case study: New council apprentices building a bright future

A new team of apprentices started building a bright future at Swansea Council. The apprenticeship starters in 2019, 13 recruits - men and women - will train for four years as the council develops a new generation of carpenters, plumbers, electricians, plasters and multi-trade personnel. They will work on projects such as constructing top quality new schools and building new energy-efficient council homes. Jen Raynor, the council's cabinet member for education improvement, learning and skills, said: "Hiring apprentices is an investment in the future of the council and the city. We've been recruiting apprentices for a number of years and applications are always oversubscribed thanks to

our reputation for first-class training and producing high-quality trade and craftspeople. I wish our new recruits well and encourage others to apply in future. Of course, that includes women who - like men - can benefit from apprenticeships in all areas of the council's work." Andrea Lewis, the council's cabinet member for homes and energy, said: "This new intake will build on the hugely successful apprenticeship programme run by our Building Services team. They'll work on key schemes such as high-quality new council housing built to a new exacting Swansea Standard and bringing existing homes up to the Welsh Housing Quality Standard." New plumbing apprentice Yasmin Shipperley, aged 28, of Sketty, has recently been working in the field of eco-friendly grants. The mum-of-one said: "This is something I've always wanted to do. A large part of it is that I can now be a positive role model for my daughter Autumn, who's eight, and young women around Swansea looking to get into construction. If I can help break down a few barriers for other people I'll be really pleased."

Lifelong learning

- More than 300 free events were organised by Swansea Council's Lifelong Learning Service and staged at venues across the city during a six day celebration of the many different learning opportunities available to young people and adults. Swansea schools, colleges, and universities offer courses in subjects as diverse as Business Support; Employment Skills; Health, Nature & Wellbeing; Digital Technology; Arts & Crafts; Music and Performance; plus Languages.

- As one of just three cities in the UK to be designated a Learning City by UNESCO there are opportunities for people of all ages to get involved with learning.

- The Swansea Learning Festival was held in April 2019 with over 9,000 participants taking part in over 300 learning opportunities, delivered by 130 partners. Feedback was positive with the majority of partners and participants wishing to be involved in future festivals.

- Interest has been high in the Swansea Learning Festival with the team invited to hold a number of presentations and workshops for both National and International bodies. A delegation of Dutch visitors attended a fact-finding workshop in Swansea to discover more about Swansea's UNESCO Learning City status as well as the organisation, coordination and execution of the Festival itself.

- Officers presented at the Learning and Work Institute Conference on the Festival and Learning City Status in September, as well as attending a conference in Slovenia promoting and highlighting the benefits of lifelong learning and the importance of Learning Festivals in ensuring inclusion, accessibility and partnership working. The presentations and workshops have been successful in raising the profile of Swansea's Learning City Status locally and nationally.

Case study: Swansea Working

Steven Williams had been unemployed for more than six years before being referred to the Communities at Work programme. Initially officers worked with him to help rebuild his confidence and reinforce his determination to get back into work. He successfully completed his folk-lift training course and was helped to access funds for clothing and transport so he could attend work experience placements. His employability mentor helped Steven prepare for employment with a mock job interview and further advice and guidance. Not only has his involvement with Swansea Working helped him to develop new skills and boost his confidence, it has also seen a dramatic change in his health and wellbeing. He now has a job as a production operative with the hours and shift patterns that enable him to still care for his mother.

UNICEF Rights Respecting Schools

- Swansea Council is continuing to ensure that Children and Young People have the opportunity to be involved in decisions made by the Council which affect them. The Council adopted the United Nations Conventions on the Rights of the Child (UNCRC) in 2014 which means that the Council must perform all its functions in a manner that Children and Young People must be provided with meaningful opportunities to influence decisions concerning their lives.

- The Council remains committed to respecting the Human Rights of children, the work of which is set out in our Children and Young People's Rights Scheme. All of our schools in Swansea are engaged with the Rights Respecting Schools Award and Teachers and Council Officers have been trained as assessors to enable schools to be recognised for their work on Children's Rights with no direct costs to the school. Work continues with schools, Unicef, the Children's Commissioner's Office for Wales and with learners themselves, to develop models that are most fit for purpose and aligned to the new curriculum, moving forward.

- Swansea Council has have continued to disseminate information about the UNCRC through a range of forums, events and projects across Swansea, including an online social media presence and celebrating the 5th International Children's Rights Day in Swansea by presenting our work to over 100 guests from across Wales.

Case study: School praised for outstanding care, support and guidance

Birchgrove Comprehensive School in Swansea provides outstanding care, support and guidance to all its pupils, inspectors have found. This means pupils enjoy high levels of wellbeing and their positive attitudes make a significant contribution to the inclusive ethos of the school.
Inspectors from Estyn visited the comprehensive in October and have now published their findings. They judged the school as excellent for wellbeing and attitudes to learning along with care, support and guidance. The report also said pupils make a meaningful and valuable contribution to school life, their opinions are listened to and the pupil-led "Rights Respecting Committee" makes a highly beneficial contribution to the life of younger pupils. Swansea Council's Cabinet Member for Education Improvement, Learning and Skills, Jennifer Raynor, said: "This is another very good inspection report and I would congratulate all associated with the school."

Pupil Voice

- Swansea Council continues to respect the right of every child to be listened to in decisions that affect them through a range of engagement mechanisms that fall within the Big Conversation. During 2019-20, 9 Big Conversations took place involving 1152 children and young people and members of the public. This year, the age range of participants in the Big Conversations was extended from 11-18 years to 50 years +, including older people at Intergenerational Forums. Members of the public and 50+ Network group, along with residents from care homes and day centres, joined children and young people in structured activities, discussions and explorations of key issues, including the Council Budget, Children's Rights, commonalities and differences between different age groups and digital assistive technology.

Carbon footprint

- Swansea Council has supported community-owned renewable energy schemes, like SCEES, to deliver clean energy and benefit local schools and community buildings. The Council has supported the international Eco Schools programmes, which encourages schools to promote

recycling and reduce energy and water consumption and encouraged our Foundation Phase learning pupils to learn outdoors ensuring a respect for nature, biodiversity and eco-systems. For pupils at Key Stage 4 we are have worked in partnerships with our Universities to establish STEM workshops, including on the impact of climate change.

Welsh medium education

- The promotion of Welsh in order to meet the WG ambition to have 1 million Welsh speakers by 2050 requires Swansea to expand the capacity of schools offering Welsh-medium education. Projects for new build schools with enhanced provision have been commenced for YGG Tan-y-Lan and YGG Tirdeunaw with works to improve and enhance facilities also being carried out at YG Gwyr.

- Following approval in principle of Strategic Outline Programme funding envelope by Welsh Government, work will continue to progress to develop and submit detailed business cases in respect of the remaining investment priorities in relation to Welsh-medium provision.

Case study: Construction of new home for Welsh-medium primary school

In order to reach Welsh Government's target of growing the number of Welsh speakers to one million by the year 2050, Swansea's Welsh In Education Strategic Plan is looking to provide an additional 850 places at Welsh-medium schools in the city to meet growing demand.
YGG Tirdeunaw is based at the former Daniel James secondary school site at Heol Ddu, however the current buildings are no longer suitable for the increasing demand for places at the school. The existing school provides 420 full-time places and 60 nursery places but the new build neighbouring YGG Bryn Tawe would provide places for 525 full-time pupils and 75 nursery places along with a Flying Start/Dechrau Deg initiative. The new school site will be jointly funded by Swansea Council and the Welsh Government under the council's 21st Century School Programme.

Poverty and achievement

- Swansea continues to perform above the Welsh average in GCSE results for pupils in receipt of Free School Meals (FSM). The new Capped 9 measure saw FSM pupils in Swansea achieve an average score of 324.4 against the national average of 298.4, with 92.3% achieving the Level 1 (5 grades A*-G), 31.4% Level 2 (5 grades A*-C) and 7.2% being awarded 5 grades of A or A*.

Case study: Children enjoy excellent opportunities to play and learn at Pentrechwyth Flying Start

Young children attending the Ladybirds Flying Start at Pentrechwyth School enjoy excellent opportunities to play and learn in a secure and happy environment that gives them the best possible start, according to inspectors. The service has been rated as excellent in all four inspection areas of wellbeing; care and development; environment and leadership and management by Care Inspectorate Wales (CIW). In its report that has been published this week, CIW said children are thriving and developing in a service that provides them with a broad range of play and learning opportunities. Inspectors added: "There are strong partnerships in place with parents, other professionals, agencies and the wider community." Ladybirds Pentrechwyth Flying Start provides care for up to 16 children aged two to three and offers two sessions a day. Cllr Elliott King, Swansea Council's Cabinet Member for Children's Services, said: "I would like to congratulate everyone associated with Ladybirds Flying Start on this outstanding report. To be judged as excellent across the board is a rarity and shows young children in Pentrechwyth are getting the best possible start to life. Thank you to all those involved."

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6. **How this Well-being Objective is contributing to the achievement of the national wellbeing goals.**

- *A prosperous Wales* – Responding to the City Deal by ensuring young people have success in STEM subjects and digital skills, such as computer coding.
- *A Resilient Wales* – Supporting schools to become Eco Schools increasing understanding, respect and appreciation of our environment.
- *A Healthier Wales* – Continuing to involve children in their education through Pupil Voice, Schools Councils and Big Conversation events. Topics have included mindfulness in schools, bullying, homelessness and healthy relationships. Public Health Wales' healthy schools initiative sees a high level of engagement in Swansea schools to promote nutrition, physical activity, relationships, awareness of substance misuse, emotional health and wellbeing, safety, hygiene and the environment.
- *A more Equal Wales* – Ensuring that children are not disadvantaged by poverty or other limiting factors when achieving and attaining standards and well-being in education.
- *A Wales of Cohesive Communities* – Transforming the schools estate to meet demand and to respond to the developments set out within the local development plan (LDP)
- *A Wales of vibrant culture and thriving Welsh language* – Meeting demand for Welsh-medium education and promoting the use of Welsh in schools through the Welsh in Education Strategic Plan.
- *A globally responsible Wales* – Teaching young citizens to respect rights, understand responsibilities and be globally aware by continuing to support schools to become UNICEF Rights Respecting Schools as part of the Council's commitment to the UNCRC.

7. **Lessons learnt and areas for development**

The following are areas that will be priorities for education:

- Additional Learning Needs (ALN) Reform – ALNET Act 2018
- Curriculum for Wales (including for example: changes to qualifications, greater emphasis on wellbeing, welsh language digital competence, developing initial teacher training.
- Adverse Childhood Experiences (ACEs), including increasing mental health issues as barriers to learning, behaviour in schools.
- Elective Home Education
- National Programme to develop schools' leaders
- Embedding professional standards for teaching and learning
- Changing accountability systems, including categorisation and inspection systems likely to change, what will they look like in the future
- National professional learning offer
- Changes to pupil assessment, this will be parallel to introduction of new curriculum, expect assessment to change, what will this look like in the future and possible new measures
- Schools becoming learning organisations, schools developing a strong vision for teaching and learning, inviting others in to see practice and going out and collaborating with others.

Additional Learning Needs (ALN)

- The local authority is facing unprecedented change in the area of Additional Learning Needs (ALN) following the introduction of the Additional Learning Needs and Education Tribunal (Wales) Act 2018 (ALNET Act 2018). At the heart of these reforms is a focus on inclusion; putting children and young people at the centre and ensuring they are supported to reach their full potential. The ALNET Act and Code will place a number of mandatory duties on Local Authorities

and other responsible bodies such as Health Boards and Welsh Government Ministers from September 2021.

- We have made good initial progress during 2019/20 and into 2020/21 in raising awareness and starting work with other agencies and the region to develop an integrated local offer that will meet the needs of learners with ALN across the 0 to 25 age range. We have developed an ALN Strategy and Implementation Plan and created an ALN Strategy Steering Group of key stakeholders including parent/carers to oversee the implementation of the Strategy. We are leading on workforce development for ALNET (Wales) Act 2018 across the region by coordinating a training plan for the region. A re-structure of the ALN teams within the Local Authority is being undertaken in order to ensure that we can meet the needs of learners in a timely manner and build capacity for ALN within our schools and our specialist teaching facilities. Partnership working with Early Years Services, Health and Social Services is continuing to be developed. For example, this year Additional Learning Needs (ALN) training was delivered by Flying Start staff and Education professionals to the private childcare sector in order to raise awareness about the ALNET (Wales) Act 2018 and to develop more robust relationships between childcare practitioners and schools in relation to transitions.

Skills for the new economy and City Deal

- The Council is streamlining its approach to regional school improvement and connecting the work of the Regional Skills and Learning Partnership and the City Deal Skills and Talent initiative. It is essential that these work streams are aligned to secure maximum benefit for our learners from future economic regeneration in Swansea.

Vulnerable pupils

- Free School Meal (FSM) learners continue to attain significantly below other pupils, which is of concern and Looked After Children educational outcomes are similarly low; however comparisons are difficult due to vulnerabilities of this group of children and the volatility of the data used caused by the small number in each cohort. Performance of pupils receiving Free School Meals:

- At Foundation Phase, the overall picture of performance is of decline with a sharp decline in FSM pupils. Performance is based on teacher assessment and schools are being much truer and more secure in their assessments than ever before.

- At Key Stage 2, there have been fewer changes for KS2 pupils and this is reflective in the data. It does show progress being made, although there has been declining performance, teacher assessment is secure.

- At Key Stage 4, the gap in performance between FSM and non-FSM has narrowed a little. However, performance has fallen this year and this is because a new suite of examinations, that are harder, were introduced.

- The numbers of fixed term exclusions have increased over the past 3 years. Where there have been significant increases at school level, officers monitor closely. Permanent exclusions are examined case by case and the prevention of permanent exclusions by offering suitable alternatives remains a priority. Closer analysis of data and dissemination of suitable alternate solutions are in place to address the increase. In addition, a new Swansea positive behaviour policy in schools has been shared widely and will support the reduction in future. All schools have also had access to further training on adverse childhood experiences.

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- Pupil Referral Unit exclusions have increased. Work is continuing across schools to ensure a consistent threshold for behaviour intervention, such as referral to EOTAS and exclusions. Under the behaviour strategy, monies have been devolved to secondary schools to develop and improve their graduated response to pupils at risk of EOTAS. Swansea is keen to progress the development of a new special school provision. It is also looking to review the number and range of specialist teaching facilities in line with changes in demand.

Pupil attainment

- At Key Stage 3, there has been a big decline in all pupil performance but this has also been reflected across Wales and is within tolerance levels.

- Changes to national measures at Key Stage 4 mean is not possible to compare results with those from previous years. Performance in Swansea schools remains strong and provisional outcomes compare well to the regional and national results. The way of monitoring outcomes and performance is changing, as directed by Welsh Government, so this is currently in a state of flux due to the introduction of the new curriculum and changes to measures. Moving forward performance will focus much more individual pupil outcomes.

- Foundation phase attainment fell in 2018 and 2019. However, the overall percentage remains high and the confidence in the accuracy of teacher assessment also remains high.

- It must be noted that headlines indicators using teacher assessment are subject to review and there is a recognition from Welsh Government and Estyn that these performance indicators are no longer useful in terms of prior performance and comparative performance.

UNCRC and rights based education

- Future plans include: a review and refresh of the Children and Young People's Rights Scheme based on academic review, and engagement with children, young people, families, the wider pubic, members, council staff and wider partners; a review of rights based education, with a view to develop sustainable and effective mechanisms for learning about rights.

1. Why this is a Well-being Objective

- We want to raise economic performance and create wealth and employment opportunities to improve the economic wellbeing of Swansea's citizens
- The biggest ever investment for south west Wales has been secured following the approval of the ground-breaking Swansea Bay City Deal on 20th March 2017.
- The City Deal is worth £1.3 billion deal and will transform the economic landscape of the area, boost the local economy by £1.8 billion, and generate almost 10,000 new jobs over the next 15 years.
- In Swansea, 100,000 square feet of flexible and affordable new office space will be constructed on Kingsway in the city centre for tech businesses as part of a digital village that will benefit from world-class digital infrastructure.
- The City Deal will lead to a 215,000 square foot box village development on the University of Wales Trinity Saint David's under-construction Waterfront Innovation Quarter in SA1 providing affordable space for start-up firms.
- The City Deal will also support the digitalisation of the 3,500 indoor arena planned for the city centre's Swansea Central development site, as well as the development of a digital square to include digital screens and digital artworks..
- The City Deal will further drive the physical regeneration of the city centre in line with our revised City Centre Strategic Framework – in particular, property development and enhancement and associated transport improvements, delivering enabling infrastructure to support regeneration.
- We want to take advantage of the opportunities presented by the City Deal and regeneration of the city centre by creating employment and training opportunities for unemployed and economically inactive people through community benefit clauses in contracts and delivering employability support services in partnership with other council services and external partners.
- We want a planning policy framework that supports growth and regeneration and ensures that communities have sufficient good quality housing at sustainable locations to meet community needs and support sustainable economic growth.
- We want to take advantage of untapped growth potential to generate sustainable energy, protect the environment and boost the economy, including continuing to lobby the government to approve the Tidal Lagoon.
- We want to take advantage of Swansea's natural, cultural and built assets and infrastructure to develop the economy while protecting the environment and improving well-being.

2. The steps we said that we would take to meet this Well-being Objective.

- Work with partners to implement the City Deal to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity.
- Take advantage of the opportunities presented by the City Deal and continue the regeneration of the city centre.
- Promote and enhance a diverse and sustainable local economy.
- Prepare a Green Infrastructure Strategy for the City Centre.
- Adopt the local development plan (LDP) that supports the regeneration of Swansea and promotes sustainable communities.
- Create employment & training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.
- Improve, expand and diversify leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism and improve wellbeing.

- Effect the successful transfer of Leisure facilities to the Council's new delivery partner and develop a long-term sustainability strategy for 'in house' services across the portfolio including Libraries, Theatres, Galleries and Museums.
- Progress the Hafod Copperworks project and refresh the Riverside Corridor Strategy to identify complementary developments.
- Continue to work with Skyline Ltd to deliver of the Gondola and Luge project at Kilvey Hill
- Build on the legacy of Swansea's bid to be UK City of Culture by active participation in Culture 21 Pilot programme and delivering the nine commitments for Culture in Sustainable Cities.
- Promote public leisure and cultural events to help improve well-being, promote community cohesion and provide economic benefits.
- Work with partners to secure an international sport village and centre of sporting excellence.
- Deliver the Energy Strategy to reduce costs, provide cheaper energy and reduce our carbon footprint.
- Oversee the management and development of the City Centre evening and night-time economy, including the retention of the Purple Flag, to ensure it is a safe, clean and welcoming place to work and visit.
- Work collaboratively through the new Regeneration Swansea Partnership to progress Swansea's economic regeneration agenda, including the delivery of the Targeted Investment Programme.
- Work with others to provide sustainable and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility and associated economic benefits at reduced environmental cost and improved air quality.
- Maintain and enhance biodiversity and protect Swansea's green spaces, including parks for recreation and play, to promote health and well-being.
- Manage Swansea's coastline, promote improved bathing water quality and maintain Blue Flag status at Swansea's beaches to encourage tourism, protect the environment and support well-being.
- Progress strategic housing and mixed development sites to meet housing need and provide employment.
- Protect and promote the health, wellbeing, safety and consumer interests of people living in or visiting Swansea by working with others to maintain public safety across the range of regulatory services such as pollution, scams and unfair trading, public health and housing issues, etc.

3. What success will look like.

- Swansea has an economy that utilises natural, sporting and cultural assets. Through the City Deal, the investment in digital infrastructure and the regeneration of Swansea and the City Centre, the economy provides more of the right jobs, growth, skills, training and productivity whilst housing need is met and social, cultural and environmental well-being is supported.

4. Progress taking steps to meet this Well-being Objective – what worked.

City Deal and City Centre

- The first phase of City Deal funding worth £18 million across the region has been released by the UK and Welsh Governments following approval of the Swansea City and Waterfront Digital District project. Construction work has begun on a state-of-the-art, 3,500-capacity digital indoor arena that will benefit from world class digital connectivity. A digital plaza, St David's Square will also be constructed outside the arena, complete with digital artworks and other digital features.

- The £135m Swansea Central Phase One transformation scheme includes new parkland, around a 1,000 parking spaces, and homes and commercial units. To make way, a 40 year old grey

footbridge was successfully removed in February 2020. A striking new design for pedestrian and cycle use has been commissioned by artist Marc Rees. The new origami cut out style design is based on Swan abstracts and the gold coloured materials reflect Swansea's copper industry heritage.

- The Carne Group has been designated the bidder for the Swansea Central Phase One hotel site. The nationally renowned premium hotel operator is in discussions with a number of international hotel brands for the site.

- A 100,000 square foot digital village development is being constructed on Kingsway, providing cutting-edge working spaces for tech and digitally focussed businesses. This will act as a catalyst for new private sector led development and accommodate growing ICT focused businesses from Swansea University and UWTSD incubation facilities. Involvement has strengthened the plans for a glass fronted six storey structure. This includes a green wall, rooftop garden and space suitable for cultural events and with access reconnecting the Kingsway and Oxford Street.

- The Kingsway's £12m infrastructure project was on track for completion prior to disruption due to coronavirus. The Kingsway is now greener, healthier and more pedestrian-friendly due to new road surfaces and landscaping work. Swansea is being re-shaped as a green, walkable city. Work has started to pedestrianise the upper section of Union Street and an adjoining part of Park Street. A new two way traffic system was ready for introduction but implementation was postponed due to the impact of COVID-19.

- Following consultation, we are progressing the development of Castle Square with the Council undertaking the role of developer. Funding has been identified to take forward a feasibility study and business plan for consideration. The scheme considers new restaurant units in Castle Square and a re-imagined green public space but maintains the size of the current open space.

- The transformation of the city centre resulting from private and other public service investment aligns with Swansea Council's regeneration strategy, which aims to facilitate more people living and working in the city centre. Orchard House is being redeveloped as living and retail space by Pobl Group. While the £45m Oldway Centre redevelopment on High Street will be home to more than 550 students, the Mariner Street development will house 725 students along with 20,000 sq ft of commercial space and new Kingsway development 310 students .

- The Civic Centre site on the seafront near the city centre has expansive views over Swansea Bay. The intention is for the council's offices to be relocated to the public sector hub within the Swansea Central North development, and for this site to be redeveloped as a residential-led mixed use development. The Public Sector Hub which will enable both Swansea Council and other public bodies to co-locate services in the city centre.

Case Study: Plans revealed for public-influenced high-tech Swansea building

Plans for a ground-breaking building allowing exciting young tech and creative businesses to grow was unveiled for Swansea city centre. They show a glass-fronted structure rising six stories on the site of The Kingsway's former Oceana nightclub. More than 600 people could work there. The plans, assisted by feedback in a public consultation last year, feature two underground levels and a roof terrace with trees. Other greenery, including a green roof, is part of the plans for the building, reflecting the Council's commitment to green infrastructure. Swansea Council wants to develop the striking creative hub, with access for the public. It includes a new link from Oxford Street onto The Kingsway. The building will be high-tech, eco-friendly and have flexible open-plan work spaces

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including balconies overlooking the city centre. The building is one of Swansea's major regeneration projects now underway and will stand close to the planned new Biophilic Living - an eco-friendly building with homes and commercial space being driven by Wales-based Hacer - if that goes ahead.

Local Development Plan

- The adoption of the Local Development Plan in February 2019 has been followed by a review of all existing and development of new supplementary planning guidance (SPG) to ensure alignment. Consultation has taken place on SPG that provides additional information on new Houses of Multiple Occupation planning policies within the Local Development Plan. Work has also commenced on SPG relating to green infrastructure policy. Work has commenced on a Strategic Development Plan to complement the LDP.

Green Infrastructure Strategy

- Green infrastructure is a term used to describe all the features of the natural environment between and within our towns and cities. Consultation with people who live, work and visit the city centre in 2018/19 was used to prepare a draft strategy 'Swansea Central Area - Regenerating Our City for Wellbeing and Wildlife', which went out to consultation in August 2019. The draft Strategy was then finalised and subject to formal adoption its recommendations and approaches are already being applied and influence development in the city centre. This strategy sets out a vision for central Swansea that maximises green spaces using a combination of street-level features like street trees and rain gardens as well as vegetation on buildings, including green roofs and green walls.

- The strategy sets out a vision for the central area of Swansea to be much greener. The intention is to double the amount of green infrastructure within 10 years, creating a high quality environment better adapted to climate change and welcoming for people and wildlife. It also aims to help the city centre be a more economically prosperous hub for the region in years to come by encouraging strategically planned green infrastructure enhancements in new and existing developments.

Employment & Training Opportunities

- Almost 540 people have been helped into work or to find a better job in the first 18 months since Swansea Council's employability service was re-launched. Swansea Working and its partners have also helped more than 1,100 receive training and supported more than 2,450 people. Swansea Working, along with partners at Pobl, Coastal and Family Housing supported the Swansea delivery of 'The Pop Up Business School' in September 2019 which offered potential entrepreneurs workshops and courses to help start a business.

- Trainee posts are also available in non-traditional areas as part of nationwide collaborative programmes. The Cultural Ambition Project funded by the National Lottery Heritage Fund and the Welsh Government's Museums, Archives and Libraries Division involved Swansea Museum working with partners at the Waterfront Museum and Swansea University's Egypt Centre to host young people with diverse backgrounds looking to gain skills and experience in cultural heritage.

- The Beyond Bricks and Mortar team continue to drive forward the Council's Social Benefit policy working across council services, partner organisations and the private sector to secure community benefits are embedded in contracts. In 2019-20 2,603 number of weeks of jobs and training were achieved, 27 new projects commenced resulting in 74 new jobs. In addition,

contractors have refurbished a number of kitchens & bathrooms and continue to deliver wider community benefits for the local communities.

Leisure, cultural and heritage facilities / infrastructure

- This year we have leased the Grand Theatre's Arts wing to the Race Council Cymru (RCC) to support the development of a cultural and digital hub. We have a long standing collaboration with Race Council Cymru and have also committed to working with Unities Cities and Local Government in a Pilot Cities programme to develop cultural participation as part of sustainable city making and have developed a long term. The aim of the Culture and Digital Hub is to provide rehearsal and production space to small Black, Asian and Minority Ethnic (BAME) run arts organisations and to increase the involvement of people with protected characteristics in cultural and arts based activities and programmes.

- The hub also includes a new provision for community learning/digital experiences. It will provide communities with a city centre space to share in the culture of others. Communities leading with RCC in the hub consultation included the African Community Centre, the Chinese in Wales Association, the Swansea Women's Asylum Seeker & Refugee Support Group and the Jewish Community. The hub is supported by many service providers including the Swansea Council for Voluntary Service (SCVS) and South Wales Police.

Case Study: City theatre to be the stage for a Welsh cultural first

Swansea's historic Grand Theatre is to be home to a pioneering culture and digital hub - the first operation of its kind in Wales. The venue's Arts Wing is to become a focus for more than 20 grassroots communities who will help develop a diverse arts programme. The hub will host new opportunities for the arts, cultural events, community activities and skills programmes. It will develop an ethnic street food café and offer a catering support service. Race Council Cymru, with the support of Welsh Government funding, will improve and upgrade the Arts Wing to provide new spaces for arts development, community offices, digital support and teaching space. Robert Francis-Davies, the council's cabinet member for investment, regeneration and tourism, said: "This ground-breaking joint venture agreement will diversify Swansea's cultural audiences and will achieve more than £150,000 in new annual income for the Grand." The hub will be a Welsh first and it's right that, with an evolving society and changing cultural needs, the Grand - at more than 120 years old - is at the forefront of change. The theatre will, of course, continue to offer its celebrated wide range of top class entertainment in its beautiful main auditorium.

- Swansea Council continues to contribute to key attractions as part of a commitment to the health and wellbeing of our residents and the cultural life of the city. The LC, National Waterfront Museum Swansea and Wales National Pool Swansea make an important contribution to our tourism industry which is worth £440m a year and supports more than 5,000 jobs. The latest tourism figures for 2018 from STEAM once again show an increase on previous year by 3% to £447.74 m. Similarly, there was also a 3% increase in visitors to the area, whilst the number of jobs supported rose by 0.9% to 5,753.

Transfer of Leisure facilities

- Freedom Leisure has operated local centres on behalf of Swansea Council since October 2018 and together we are improving leisure locally, with a £5.1m council-funded investment across the city. New facilities at the city centre LC and improvements to the Penlan, Morriston and Bishopston leisure centres are already attracting new members. Work at Penyheol Leisure

Centre has included a refurbished fitness studio facility, training space with indoor track and gym with new Technogym equipment as well as the addition of a community space in reception. Energy efficient lighting and mechanical and electrical improvements have also been made to reduce energy costs and carbon footprint.

Case study: Us Girls Swansea

Us Girls Swansea is an award winning initiative to encourage girls aged 8-14 to engage in sport and physical activity in a friendly non-judgemental environment. Camps take place during school holidays in communities with high rates of deprivation. They offer a wide variety of sports and activities. Girls also take part in workshops and discussions on topics relevant to them, including emotional health, barriers to being active, confidence and self-esteem. The ethos of the camps is fun, fitness and friends. In 2020, Us Girls Swansea won the national StreetGames Award which showcases the power of sport to create positive change in the lives of young people. Us Girls Swansea Camps launched around five years ago and are organised in partnership with Freedom Leisure which runs Swansea's community leisure centres and the LC on behalf of the council and local people. Partner organisations include South Wales Police, Infonation and Barod, ConfiDance, Welsh Netball, the Ospreys and specialist coaches.

- Parkwood Leisure Ltd were awarded a 15-year contract to operate Plantasia in 2019. They took over the operation from the Council on the 1st of February 2019. Following on from the planned January closure of Plantasia for annual maintenance and safety works. Plantasia remained closed until April 2019 in order for Parkwood Leisure to carry out significant capital works. The revamped attraction now includes Caiman crocodiles, rope bridges, a tree hut high amongst the foliage, and interactive waterfall.

The Tawe River Corridor and Hafod Copperworks

- We have developed a River Tawe master plan which aims to develop a modern, attractive and vibrant riverside urban area, creating a place where people wish to live, work and visit, capitalising upon and celebrating the Tawe's unique contribution to the Industrial Revolution. Listed building consent and planning permissions are in place and funds have been secured from the Heritage Lottery Fund (HLF) and the Welsh Government's TRI programme.

- We are making good progress with the development of the Hafod Morfa Copperworks and have procured and repaired key historical buildings. Working with Swansea University and other partners we have transformed the site by clearing invasive vegetation, carrying out community archaeology fieldwork, stabilising buildings at risk, improving access for visitors, laying out trails, and providing information and interpretation for visitors.

- We have made good progress working with Penderyn Whisky to establish a working distillery and tourist centre. The initial phase of repairs to Musgrave Engine House and Vivian Engine House are nearing completion. The procurement of the Powerhouse and outbuildings redevelopment (Penderyn) is also nearing completion with an anticipated start date on site in May 2020. There have been considerable archaeological finds adding value to the scheme.

- Landore's 110-year-old Bascule Bridge is key heritage feature of the Hafod-Morfa Copperworks site. The aim is to re-install the restored 70-tonne steel span at its site crossing the River Tawe next year following removal for assessment and restoration work at Afon Engineering, Swansea Vale. Investigations are also underway on the bridge's timber trestles that form a rigid frame to

support the span, working closely with Welsh historic buildings body Cadw to establish what restoration works are required and how.

- It is anticipated that the Skyline development at Kilvey Hill will create 4 Luge tracks, zip lines, and visitor facilities. The Skyline company has visited and met with the Council and Natural Resources Wales, It is has developed proposals which include improving access to and the ecology of the area. Heads of Terms have been signed by the Council and the Skyline board and survey work has commenced. Discussions are progressing well between Skyline and Welsh Government for a financial support to make the scheme financially viable to Skyline.

City of Culture, Promoting leisure and cultural events

- We are participating in a 'Culture in Sustainable Cities - European Pilot' programme led by United Cities and Local Government that aims, through peer learning and collaboration, to embed culture in sustainable 'city making'. A result of the Agenda 21 commitments, the programme has involved us working toward nine core policy commitments to place culture at the heart of strategies for citizen and government collaboration and participation in creating a sustainable city; exploring governance, cultural rights, learning, planning and equality for all.

- Our work to date has resulted in a commitment to create a 'Diversity Pledge', which outlines the ways in which co-production, collaboration and new ways of delivery can promote greater participation and access to culture in our city. During October 2019 we held a Peer Learning Session which focused on the principles of a 'Diversity Pledge' within the context of Swansea, current challenges and pressures, exploring opportunities to deliver a commitment to all our citizens, especially those most at risk of exclusion due their protected characteristics.

Case study: Fusion programme

The Fusion Programme is a Welsh Government funded activity managed in the City by the Councils' Cultural Services Team. The aim is to support creativity and build confidence and cohesion across communities. The programme worked with partners including GS Artists a local artist run gallery on the annual '9 to 90 Creative Community Exhibition' featuring work from people across Swansea. This year's activity attracted 279 entries, including crafts, photography, paintings and prose submitted by individuals, schools, colleges, support groups and adult learning groups. Fusion also worked with the Dylan Thomas Centre and Swansea University's creative writing department to deliver a six month creative writing project for the second year. Writers of all abilities - from newcomers to lifelong enthusiasts - attended the monthly classes. This year's theme is sanctuary, inspired by Swansea's tenth year as a City of Sanctuary and Wales' aspirations to become a nation of sanctuary. Fusion also worked with Swansea Museum to bring together hundreds of items of Swansea music memorabilia loaned by dozens of citizens past and present. The exhibition '50 years of Music' celebrated the cities musical heritage linking in with Swansea's 50 Year celebrations.

- The Events programme continues to grow and now attracts in excess of 0.5m people each year. Visitors to our Events add a significant boost to the local economy estimated as being in the region of £20m each year. Croeso a two-day festival celebrating St David's Day and all things Welsh was held in Swansea's city centre and the market. The Croeso Food and Drink Festival celebrated local produce with celebrity chefs staging demonstrations. The City Centre has hosted a range of events from a superheroes themed event, cinema screenings in school holidays, sports fixtures, Halloween, Easter Christmas celebrations including the Christmas Parade, Christmas Market and Waterfront Winterland.

- The Council invests in a full cultural programme of events throughout each year, this year most activities have linked or built upon the 50th year celebration theme. Highlights of this year's programme included; a free 50th Anniversary themed Fireworks night held for the first time on Swansea Bay attended by 30,000 and a spectacular city centre Christmas Parade with surprise 50th anniversary firework spectacular. The Wales Airshow broke attendance records again this year as it also included a special Swansea 50 Airshow After Dark evening event. A free 50 year celebration street party in the Sandfield was planned with both citizens and partner organisations. The Glyn Vivian Art Gallery staged a popular 'Swansea Stories' exhibition, Swansea museum exhibited '50 years of music' and libraries held parties and events.

- Our 50th celebrations have also included a number of activities with partners to promote diversity including; the LGBT History Month, International Women's Day, Black History Month, Holocaust Memorial Day, Swansea Pride, International Day for the Elimination of Violence Against Women, Swansea Eid in the Park, Deaf Awareness Day, Interfaith Awareness Month and Mental Health Awareness week. 2019 was the 39th year of The Swansea Special Festival – an event which welcomes over 400 children & adults taking part in a mixture of competitive and social activities; 2020 will be the 40th anniversary of the Festival.

International Sports Village / centre sporting excellence

- We have continued to work with Swansea University and our partners to explore the options to deliver an International Sports Village. We also plan to deliver upon a rebranding of the Sports Park at Ashleigh Road, in partnership with the University and Wales National Pool, including fully integrated booking systems for all associated facilities at the site. A replacement hockey surface was completed in October 2019 and discussions are ongoing in relation to future funding opportunities to provide additional facilities at the site, including the replacement of existing surfaces and new 3G facilities.

Energy Strategy

- Swansea Council is setting out to become one of the most energy-efficient local authorities in Wales. Over the last decade the council has slashed its carbon footprint by 30% but has plans to go even further over the coming years. The Council declared a Climate Emergency on 29 June 2019, this recognised the importance of energy related and other actions taken to date in reducing carbon emissions, enhancing biodiversity, and securing a prosperous, low-carbon

economy for our region. It also acknowledged the importance of working with expert partners to identify how we can build on these actions moving forward.

- The Energy Strategy is a key means by which the Council reduces its carbon footprint. It was last updated in April 2016 and a review to develop and implement a clear route map plan towards moving the council being net carbon zero by 2030 is underway. However, it is acknowledged that it needs to be flexible to accommodate the forthcoming Welsh Government Carbon Emissions Reporting requirements. Implementation of key elements of the Energy Strategy are ongoing and detailed below while activities around renewable energy and a green fleet are detailed under the Natural Resources and Biodiversity Well-being Objective.

- We have delivered insulation and energy efficiency measures to benefit tenants of our council housing and promoted Welsh & UK Government campaigns and programmes to increase energy efficiency amongst private tenants and homeowners, reducing fuel poverty and reducing emissions. The Council has also procured a contract to utilise Energy Company Obligation (ECO and Eco-flex) as well as other subsidies to fund energy efficiency measures for both public and private sector housing as well as kick start new schemes.

- We are also participating in the Welsh Government supported Re:fit Low Carbon Programme in order to implement energy efficiency saving opportunities in non-domestic buildings and centralisation of the council's utility budgets. A £1.3 million interest free loan has been secured from Welsh Government Wales Funding Programme (Salix) to deliver a project comprising over 18 buildings which is projected to save an estimated 400 tCO2e every year.

Case study: Freedom Leisure and Carbon Reduction

Freedom Leisure is starting an extensive energy improvement scheme at four of the Swansea leisure centres it operates on behalf of the Council. As part of the Council's commitment to reduce Swansea's carbon footprint, investment has been made in energy saving measures at The LC and at Morriston, Penlan and Penyrheol leisure centres. Penyrheol Leisure Centre work has included new high-efficiency gas boilers and LED lights in the pool, sports hall, changing rooms, gym hall and corridors. An energy-efficient new pool cover has been installed along with high-efficiency heating circuit pumps and motors. New heating and ventilation controls are in place to help deliver long-term environmental and sustainability benefits. Solar photovoltaic panels have been installed on the roof at the Morriston and Penlan centres while solar thermal panels have been installed at Penyrheol.

Sustainable and low carbon transport

- Swansea Council has been successful in bidding for the Welsh Government Local Transport Fund, Local Transport Network Fund and Active Travel Fund having secured £12.7million over the past three years; more than any other Local Authority in Wales. We have continued to support the development of efficient and integrated transport systems which develops the built and natural environment and encourages higher levels of physical activity.

- Active travel is one of our priorities in terms of enabling residents to choose alternative methods of transport to cars. The existing cycle network has been expanded to 118km to support the Active travel Act and we have created more sustainable travel networks between residential areas and centres of employment. Swansea Bayways is the name of Swansea Council's active travel campaign and Walk and Cycle Network. This platform has been developed for use by partners and citizens.

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- Investment has taken place in safe cycling and walking routes with the creation of new cycle infrastructure and extension of existing routes. Examples of works include a walking route for school children travelling between West Cross and Bishop Gore Comprehensive made much safer with the introduction of crossing facilities at the junction of Mumbles Road and Mayals Road and the widening of the pavement across Loughor Bridge so it can carry cyclists. We have secured £12.7 million in Grant funding from Welsh Government over the last 3 years to improve our walking and cycling network. Our network has increased by 33% in the last 3 years. 60% of households now live within 500metres of an off road cycle route.

Case Study: New Cycle Route for Swansea North

A new 1.4km off-road walking and cycle route between Gowerton and Kingsbridge provides an important link between the two communities in the north of Swansea, linking up with the existing National Cycle Network Route 4 to offer onward travel to destinations all over Swansea Bay. This new route may provide an alternative suitable route to school children . This will be determined through an assessment process. Cllr Mark Thomas: Cabinet Member for Environment and Infrastructure said "This is an ongoing process where we are always looking at where we can plan new routes and connect communities in the city. More and more people are choosing to cycle as an alternative transport method for getting to and from work or just for leisure purposes, so we need to make sure we have sufficient infrastructure in place." The work has been funded by a £625k transport grant funding secured from the Welsh Government. Highways & Transportation Officers are continuing their work to establish an east-west route on the north side of Swansea's urban conurbation, facilitating a continuous off-road route from Gowerton in the west to Birchgrove in the east, via Gorseinon and Morriston and Llansamlet.

- We have established a regional transport sub-committee under the Swansea Bay City Region which is developing a regional transport plan and proposals for the first phase of a Swansea Bay Metro project. It is expected that the establishment of Corporate Joint Committees across Wales will provide the governance structures and mandate to enable this Group to make good progress in the coming years.

- We have also been working with transport providers to develop an integrated smart transport infrastructure that supports growth and makes commuting easier for all, whichever mode of transport people choose to use. This aims to provide passengers with real time information that can be utilised via smart phones and roadside devices. Late bus technology has also being introduced which gives buses operating late, priority at signal controlled junctions. We have continued to invest in the telematics infrastructure which includes an integrated traffic management system. A new system enables technologies to link together CCTV monitoring, Journey time analysis, pollution monitoring and remote access to traffic signal installations. This technology has also delivered a significant annual saving compared to the previous system.

- Investment has taken place in renewing car park payment machines enabling contactless, cash and card payments supported by Automatic Number Plate Recognition technology. A £280,000 investment in upgrading facilities has meant Park and Ride sites at Landore and Fabian Way have benefitted from the improved ticketing options.

- We are continuing to install modern public transport infrastructure at key sites throughout the city. Residents having difficulty using digital services to transition to a new bus pass system were supported Contact Centre and Library staff.

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- A first tranche of electric vehicle charging points has been installed in the past year. Charging bays have been installed in car parks across the City Centre to encourage the uptake of electric vehicles and contribute towards a reduction in carbon emissions from transport.

Swansea's Coastline / Blue Flag

- In 2019, Caswell, Langland and Port Eynon Bays were all awarded Blue Flag status along with Swansea Marina. Bathing Water Quality based on a prediction model was communicated by social media and public display board was generally 'Good'. Improvements to sand dune management have been made at Swansea Bay. Options to minimise sand movement from the Bay to the Promenade and adjacent highways will be evaluated in 2020. At Langland, an online registration system was launched to market beach hut which resulted in record applications. A consultative study has determined options for improvement works at Port Eynon Bay including toilets, car park and wider foreshore areas. An action plan is developing. Marina improvements include a petrol sale facility and new Boatyard Tourer Park.

Case Study: Changing Places at Caswell Bay

Caswell Bay now benefits from new facilities to give more people access to its natural attractions. Its new Changing Places facility is the first of its kind on Gower. It is specifically designed for people with profound physical or learning disabilities as well as other disabilities that severely limit mobility. It is run in partnership with Surfability UK, a community Interest Company based at Caswell. Robert Francis Davies, Cabinet Member for "The Council has a long-standing commitment to introducing Changing Places facilities and this joint effort is a great example of partnership working between the various council teams involved and Caswell businesses to add a major new asset to the community." The self-contained modular Changing Places unit - in the car park across the beach - is fitted with ceiling hoist, shower, changing bed and toilet to enable changing and washing in a clean and safe environment. Two free pre-bookable Mobi-chair floating wheelchairs are also available to allow disabled visitors access the water. The £85,000 improvement scheme was partly financed by the Welsh Government Rural Communities Rural Development Programme 2014-2020. This is funded by the European Agricultural Fund for Rural Development and Welsh Government. Tourism Amenity Investment Scheme (TAIS).

Strategic Housing and Mixed housing development sites

- The Council also has a clear ambition to deliver more affordable housing in Swansea. The More Homes Development Plan, which was agreed by Cabinet in February 2019, sets out short term plans to build 142 new council houses up to 2023. Beyond this, the Council has set a target to deliver 1000 new Council homes via the Housing Revenue Account (HRA), and a further 4000 affordable homes as part of its ambition to deliver more than 5000 new affordable homes over the period from 2021 to 2031. A major delivery route for affordable, energy efficient housing supply is via Swansea's four Registered Social Landlords (RSLs) who are zoned to develop in Swansea. A number of acquisitions of former Right to Buy homes has also taken place, and these homes have also been added to the council's stock. The council also supports a new cooperative housing policy.

Case study: Self-build homes

The Council is taking part in a trial of Self Build Wales, a Welsh Government Scheme designed to increase the availability of suitable plots and eliminate many of the barriers that put people off. We have identified 3 potential plots for a "plot shop" where local authorities identify potential plots

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and then make them "oven ready" ensuring all planning and site requirements are in place before they are sold. The self-builder then chooses which home they wish to build from a pattern book supplied at the time of purchase. Successful applicants need to provide a deposit of 25% of the cost of the plot and the Development Bank of Wales provides a loan to cover the balance. Cllr Andrea Lewis said "Self-Build Wales addresses the barriers many people face to building their own homes which is why I am excited about its potential in Swansea. There are also wider community benefits such as bringing derelict land into use and supporting local small building companies and the employment opportunities this creates. There could be potential opportunity for future income generation for the council if this project is successful."

Evening & Night time economy (ENTE)

- The City Centre successfully retained its prestigious Purple Flag status for 2019/20. Our city is one of only two places in Wales that can fly the Purple Flag which highlights how visitors can expect an entertaining, diverse, safe and enjoyable night out whenever they come. This year's bid was led by the Council but reflected the depth and breadth of work undertaken by partners such as Swansea BID, South Wales Police and the local universities, among others, highlighted the patrols by street pastors who help identify and keep vulnerable people safe and remove hazards, the presence of new night-time rangers who work key evenings to deal with visitor queries, and the work of taxi marshals who help manage queues at night to ensure people get home safety. Other features include a medical Help Point and Drop Off Point both on The Strand, late-night bus services, a one way traffic trial on Wind Street, a spot-cleaning operation that fast tracks cleansing issues and a Drink Less Enjoy More multi-media campaign. A 'Best Bar None' Awards scheme has also been hosted in the city centre; this recognised some of the night-time business's operational practices that keep public safety front of mind at all times. Funding has also been secured to deliver the Reimagining Wind Street scheme and delivery is underway.

Regeneration

- The Regeneration Swansea partnership continues to meet monthly with strong private sector representation and senior colleagues from partner organisations. Regeneration Swansea acts as the local project board managing both the Welsh Government Targeted Regeneration Investment (TRI) and Town Centre Loan Fund. Swansea Council is a regional lead, and works with other South West Wales local authorities to deliver the Property Enhancement Development Grant and Sustainable Living Grant element of the TRI scheme. This funding prevents the long term decline of vacant buildings through grant support to refurbish and repurpose city centre and Morriston buildings. A Well-being matrix has been developed for the grant application process - all applicants must now show how their project will maximise well-being in Swansea.

- A Regeneration Morriston group are also meeting regularly with good cross sector representation. An action plan is being delivered including the piloting of a shopfront renewal scheme. A resilient heritage toolkit has been developed for the Morriston Tabernacle for use by similar chapels needing sustainable future.

- We have made good progress in securing external funding aiming to facilitate regeneration, support business and promote the city. The acquisition of the Palace Theatre is in the final stages and we are waiting for confirmation of funding from WEFO. In addition, we have submitted business cases for WEFO and Welsh Government Panel for Orchard House, Albert Hall and the former BHS building as part of the Building for the Future programme. Future plans include ensuring that projects meet all of the requirements for external funding and that there is

broad range of schemes of varying size with the best chance of success and link with foundation economy work.

- The Council's initial response to Coronavirus included the swift implementation of a support package for small business. The Council coordinated a year-long business rates holiday for small retail, leisure and hospitality businesses ensuring eligible businesses had their payment schedules adjusted accordingly. In addition, the council administered payments and carried out fraud prevention on Welsh Government Grants to eligible small business. This built on the Council's previous commitment to assist small 'high street' business through its accessing £2.3m of the Welsh Government rate relief scheme which helped approximately 1,300 eligible small businesses with their bills.

- Swansea High Street was shortlisted for the Great British High Street awards, as a Champion High Street. This celebrated the strong cultural and arts offering supplemented by technology and digital start up culture emanating from the Urban Village.

Case Study: Breathing new life into the historic Palace Theatre

Swansea Council has worked with Welsh Government to identify funding to support the transformation of the Grade 2, wedge shaped structure. The much-loved Palace Theatre building, which has been in private ownership for some time, has been left unused for more than a decade and has fallen into dilapidation. Robert Francis-Davies, Cabinet Member for Investment, Regeneration and Tourism, said: "The architects and designers we've shown around are excited by the possibilities of the Palace. It's a remarkable building that, although terribly down-at-heel inside, is structurally sound. Cabinet has approved a plan to regenerate the building while protecting its famous facade for generations to come. This will consider a range of mixed uses for the site which once staged performances from Charlie Chaplin to Sir Anthony Hopkins. The proposals have been enthusiastically supported by the public who are feeding into an online campaign to uncover more of the site's heritage and reflect it within in the final plans. Council Leader, Rob Stewart said "Our proposals will not only save this architecturally-significant landmark for or our city but also add to the revitalisation of the upper High Street area".

- Swansea Market won the much coveted title of Britain's Best Large Indoor Market in 2020 following a previous award achieved in 2015. This annual competition, which is run by the National Association of British Market Authorities (NABMA), acknowledged the Market's Lettings Strategy which secured 98% of stall occupancy. The judges also noted the Market's Improvement Plan to upgrade the Market as well as its innovative approach to marketing including the launch of a new look website and social media programme.

Protect and promote the health, wellbeing, safety and consumer interests

- Trading standards has continued to play its part in the national campaign 'Operation Sceptre' tackling knife crime in continuing to test for illegal knife sales. While an investigation into a Swansea based call centre saved millions being scammed from the public. Counterfeit clothing seized by the Trading Standards team continues to be repurposed rather than destroyed where possible. After branding is removed, clothing is redistributed to people who are homeless or vulnerable in Swansea via the 'Together at Christmas' volunteer run event and foodbanks.

- Successful prosecutions based on investigations of food sold past its sell by date and incorrectly labelled food have continued to demonstrate how the Food Safety protect the public. This year Environmental Health Officers worked to protect tenants from landlords who do not comply

with legislation designed to keep tenants safe. A successful prosecution sent a clear message from both the Courts and Council that enforcement action is taken to protect tenants from landlords who operate illegally.

Case Study: Reducing traffic pollution

Council's Pollution Control Team has joined forces with Swansea University to look at the impact vehicle engines idling in traffic queues have on air quality. The study was launched to coincide with Clean Air Day on 20 June 2019. It aims to gather evidence to understand if reducing engine idling will reduce pollution. Signs were placed on the roadside at a busy locations and motorists were asked by friendly signage to switch off their engines while waiting in traffic queues in order to improve air quality. Measurements of Nitrogen Dioxide (NO_2) and Particulate Matter (PM2.5) were then taken whilst displaying behavioural change messages on roadside signs over several weeks. During a three day pilot period in Sketty on a pedestrian route to a local school, the number of vehicles with engines switched off rose from 5% to 14% in the morning and rose from 16% to 27.6%. The aim is to publish findings in a peer reviewed journal and continue this work by implementing signage on a larger scale in other residential exposure areas of Swansea over a longer period of time. Mark Thomas, Cabinet Member for Environment and Infrastructure Management, said: "Vehicle related pollution is something we are keen to see reduced in the city. This latest initiative is part of much wider work we are doing to reduce carbon emissions in Swansea and improve air quality for residents".

5. **How this Well-being Objective is contributing to the achievement of the national well-being goals.**

- *A prosperous Wales* – Implementing the City Deal with partners to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity. Building sustainable development principles into the re-development of the city centre by incorporating requirements for resource efficiency (waste and energy), renewables, enhancing biodiversity / green infrastructure and the sustainable use of natural resources that support a productive and low carbon economy and adapt / mitigate for climate change. Maximising benefits from grant funding applications.
- *A Resilient* Wales – Promoting the 'Green Economy' including renewable energy to provide energy security, climate change mitigation and economic benefits. Promotion of green infrastructure methods in developments.
- *A Healthier Wales* – Promoting biodiversity and protecting Swansea's green spaces, including parks for recreation and play and to promote health and well-being. Managing Swansea's coastline and promoting improved nothing water quality and Blue Flag status to encourage tourism, protect the environment and support well-being.
- *A more Equal Wales* – Creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – Giving priority to providing affordable housing.
- *A Wales of vibrant culture and thriving Welsh language* – Improving, expanding and diversifying leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism and improve well-being.
- *A globally responsible Wales* – Building sustainable development principles into the redevelopment of the city centre particularly around resource efficiency and the sustainable use of natural resources contributes to a low carbon economy and adapt / mitigate for climate change. Encouraging grant applicants to adopt green infrastructure measures in building refurbishments.

6. Lessons learnt and areas for development

Connecting City Deal with City Centre and Local Economy

- Innovative approaches to stimulating national and international investment in Swansea have been adopted via the 'Shaping Swansea' campaign. This uses Virtual Reality to engage a wider variety of stakeholders so that our future is developed by a broad partnership. This innovation will help us to creatively plan for Swansea's future pulling in additional resources and is likely to be increasingly valuable if there is longer term Coronavirus disruptions to business travel.

- Swansea Central Buckingham Group Meet the Buyer events have been supported by Business Wales to encourage local business to bid for small work packages. This approach is being built upon virtually to ensure that local businesses and individuals continue to have an opportunity to benefit from procurement activity.

- As the Council has now committed to deliver Swansea Central Phase 1 and are progressing the Digital Village that forms part of the City Deal programme, it is fundamental to ensure that we build on and use the catalytic effect of this investment to facilitate 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. It is the Council's intention to minimise further public expenditure on future regeneration projects and therefore officers have been exploring how to attract private investment to ensure ongoing development of Council owned strategic development sites.

- Work has continued on the creation of new parkland next to Swansea's emerging indoor arena. It will be the first purpose designed park in the city since Victorian times, will be attractive to all ages and will support city living. Bigger than a football pitch, it will be inspired by Swansea's coastal landscape and will include natural play features. It will feature a food and drink venue plus public toilets. The parkland will have two levels of car parking beneath it and will help connect the city to the sea.

Employment and Training Opportunities

- We are working with Regional Learning and Skills Partnership which has links with more than 1000 business across South West Wales to produce further insight into the skills that are needed by industry and the opportunities presented by the Swansea Bay City Deal. One of the key projects within the Swansea Bay City Deal is the Skills and Talent project which aims to deliver a regional solution for the identification and delivery of the skills and training requirements for all City Deal projects. Working alongside partners from the private sector, higher and further education, schools and the third sector, the project team is mapping out gaps in current provision and identifying the skills and training needed for students, teachers and lecturers both now and in future.

The Tawe River Strategy and Hafod Copperworks

- 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.

Sustainable Transport

- We has been selected by the Welsh Government as one of 5 pilot projects to examine how bus services can be improved through partnership working. The Council, First Cymru and TfW have bid for funding to investigate the feasibility of improvements to vehicles, timetables and infrastructure on a key bus corridor to produce significant modal shift as part of the Swansea Bay City Metro project.

- Traffic modelling trends suggest that if we do not make changes, in the future motorists will experience waiting times around four times longer than now at the Broadway Interchange in Sketty. Long term planning has resulted in a £1.1million investment replacing the two roundabout system with traffic signal controls so anticipated future growth that can't be offset by active travel on the route is managed.

Swansea's Coastline/Blue Flags

- Hundreds of people and organisations responded to a consultation exercise in summer 2019 which invited sensitive development ideas and views for a number of coastline sites including land around the skate ramp and the Blackpill Lido. The responses are helping to shape plans for the sites moving forward, including decisions not take forward development where this reflected the public response

- Mumbles Coastal Defence Ground investigation studies to the promenade and foreshore, wave modelling and overtopping assessments have all been undertaken and reports concluded. A sustainable coastal defence is now planned for Mumbles to adapt to climate change. The project will work with stakeholders to continue to explore opportunities for wider additional and community benefits.

Energy Strategy

- As part of the Council's commitment to innovative, energy efficient housing, a number of retrofit schemes testing new technologies were trialled in 2018/19, lessons were learnt this via this work and were applied in 2019/20. These findings will continue to guide future work transforming inefficient housing stock into some of the most energy efficient homes.

- It is proposed that energy strategy will be developed towards managing the energy used by the buildings determined by the building fabric, the building services and the management of the building (including renewable options). There is scope to examine if some of the areas within the energy strategy at present relating to decarbonisation such as sustainable transport would be more appropriate in a different strategic or policy context.

Regeneration

- Over the next year, the Regeneration Swansea partnership will continue to refine existing support mechanisms to influence and co-design future regeneration programmes. Future plans include the continuation of branding discussions and the development of 'shovel-ready' schemes to take advantage of and pursue funding opportunities as they arise.

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- Longstanding issues with substance misuse and anti-social behaviour has created a negative perception of Swansea's High Street. Swansea Public Services Board formed a Critical Incident Group which brought together public services, third sector organisations, local business and residents in a bid to work collectively and tackle root causes of the problem running parallel with a programme of physical and community regeneration. This successful stakeholder involvement approach continues to be rolled out with a number of projects being taken forward.

City of Culture

- Our Events programme has grown in recent years and now attracts in excess of 0.5m people each year. Visitors to our Events add a significant boost to the local economy and this is estimated as being in the region of £20m each year. This means Events are a really important aspect of our Regeneration Strategy. Future Plans include a focus on sustainability issues around event management, including the development of an Events Sustainable Development Charter. A Review of the Destination Management Plan is due in the Autumn 2020 and the research work undertaken in 2019 and 2020 will help inform the review. All these plans will have greater significance and will evolve as the industry recovers from Lockdown and adapts to long term implications of social distancing.

Tackling Poverty

1. Why this is a Well-being Objective?

- We want a Swansea where having poverty of income is not a barrier to doing well at school, having a healthy and vibrant life, developing skills and qualifications and having a fulfilling occupation.
- We want to challenge inadequate access to necessary services of good quality by targeting resources where they have the most effect, with decisions about that made in conjunction with service users.
- We want all of our residents to have the opportunity and resources to join in with social, cultural and leisure activities and decision-making.
- We want people to maximise their income and get the most out of the money that they have.
- We want people to avoid paying the 'poverty premium', the extra costs people on low incomes must pay for essentials such as fuel and transport.
- We want to ensure removal of barriers to employment such as transport and childcare.
- We want to ensure inclusion of people from Swansea's most disadvantaged communities so that we reduce inequalities between and within communities.

2. The steps we said that we would take to meet this Well-being Objective.

- Implement the revised Poverty Strategy to empower local people, change cultures to emphasise tackling poverty is everyone's business and target resources to maximise access to opportunity and prosperity.
- Work with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.
- Ensure that young people are able to access employment, education or training after reaching 16 years of age.
- Help to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income.
- Invest to improve housing and build more energy efficient Council homes and support the building of affordable housing to help meet housing need, reduce fuel bills, regenerate estates and bring wider economic and employment benefits.
- Prevent homelessness and support people to maintain their tenancies to help provide stability and security for families and communities in order to safeguard health and well-being and prevent social exclusion.
- Explore creating our own energy venture to provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty.
- Support tackling climate change and help eradicate fuel poverty and boost economic development through the ARBED scheme and energy efficiency measures in social housing.
- Support individuals to overcome their barriers to employment through co-ordinated person-centred employability support.
- Provide art, culture and heritage opportunities in order to boost skills, confidence, self-esteem and aspiration.
- Implement the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.

3. What success will look like.

- Swansea has a corporate and comprehensive strategy to tackle poverty. Success will be judged by the success of work to help tackle, mitigate and help overcome the causes and effects of poverty. Success will mean: starting at an early age to help children meet their developmental milestones and giving young people opportunities for employment, work or training; mitigating the impacts of income poverty; preventing the causes of social exclusion, such as homelessness; helping to mitigate the effects of the so-called 'poverty premium' on housing, fuel and transport costs, and; helping to remove barriers to employment such as unaffordable childcare.

4. Progress taking steps to meet this Well-being Objective – what worked.

Tackling Poverty Strategy

- Swansea's Tackling Poverty Strategy continues to support the premise that Tackling Poverty is everyone's business. Overall, good progress has been made in terms of implementing the objectives within the Delivery Plan and meeting the targets in the Corporate Plan. A review of performance shows that there has been an increase in the number of people gaining employment through Employability Support this year compared to the previous year. The number of adults gaining accredited qualifications exceeded the target and was also an improvement compared to the previous year. The total amount of benefits secured by the Welfare Rights Team during the appeals process was also significantly higher than what was expected and the team have continued to achieve a 94% success rate on all appeals. Although the time taken to process claims for Housing Benefit and Council Tax Reduction has increased, this was largely due to the introduction of Universal Credit and more complex cases remaining in Housing Benefit rather than transferring to Universal Credit and Universal Credit being used for the Council Tax Reduction scheme. A review of the Tackling Poverty Strategy and Delivery Plan will take place in 2020/21. It is expected that the impact of the COVID-19 pandemic will have a detrimental effect on communities and people in Swansea, this needs to be understood fully and will influence Swansea's future Tackling Poverty Strategy.

- The Council's Internal Poverty Forum continues to meet monthly, aiming to align existing programmes and initiatives across the Council and integrate tackling poverty commitments into mainstream service delivery. This year the Forum has prioritised employability, financial Inclusion and using data to target support to tackle poverty. One of the main benefits of the Council's Internal Poverty Forum has been the sharing of information and good practice facilitating new ways of working and opportunities to tackle poverty. For example, in order to offer a timely benefits check and money advice to local residents a sub group of the Forum have identified "life stages" or "bump points" at which people may be receptive to money advice such as the birth of a child, school transitions and bereavement. Subsequently they have clarified the offer, the referral process and identified relevant services such as Libraries, Registrars, Council Tax, Housing Benefit, Housing Options and Tenancy Support which can promote awareness of the support available to people as their circumstances change.

- The Swansea Poverty Partnership Forum and Financial Inclusion Steering group continue to meet quarterly. Key milestones have been achieved in establishing a Swansea Poverty Truth Commission: Funding for year 1 has been secured, SCVS has been selected as the host organisation and the facilitation team has been recruited. Swansea is one of four pilot areas in the UK, partnering with the Children's Society and wider services to improve crisis support. The COVID-19 pandemic has had a significant impact on the experiences of poverty in Swansea and the demand for services. This will influence the evolution of the strategy in the coming year.

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One such aspect will be a focus on food poverty and food insecurity. A Swansea Food Poverty Network will be established in the wake of the crisis.

- The Council's Poverty Forum collaborates with the Swansea Partnership Poverty Forum, ensuring agendas are aligned. The Poverty Reduction Policy Development Committee (PDC) has considered the recommendations of the Scrutiny Inquiry into Tackling Poverty (2018) and developed policy recommendations to strength the Council's approach to tackling poverty. Policy recommendations developed by the Poverty Reduction Policy Development Committee have included an Affordable Credit Policy and a Corporate Debt Policy. Work in ongoing in relation to policy recommendations about how the Council communicates with and supports residents with rent arrears, Council tax arrears and other debts and a Green Fairness policy, which aims to ensure that people living in deprived communities have more equitable access to the benefits of the natural environment.

Early Years Strategy

- The Council have continued to develop and strengthen its Early Years strategy through Families First, the Flying Start Programme, the Foundation Phase, the Best Start Campaign, Jig-so and a range of other activities to support children, parents and their families. Working with Health and other Partners the Council's approach has incorporated targeted interventions for children living in relatively high areas of deprivation, children with emerging additional needs and universal provision for children and their parents across Swansea.

- During 2019/20, the Families First programme supported 12,278 individuals with a range of targeted interventions aiming to prevent emerging needs from escalating and providing support for more complex needs. The Families First programme funded a number of disability related projects including support for families with preschool children who have an emerging or diagnosed disability, holistic family support and an advocacy service centred around Additional Learning Needs (ALN) and education, life skills and family support for young people with very challenging behaviour and high end disability and Early Language Development.

- The Flying Start programme continued to provide the Best Start in life for children in their early years in the most deprived communities. During 2019/20, a total of 2886 children aged 0-3 benefitted from the Flying Start. The continuation of the integrated Jig-so project has also provided support to vulnerable young families from conception and during their child's early years. The project aims to fill the gaps between statutory services across sectors with a team of midwives, community nursery nurses, family facilitators and language development workers offering support to all young parents up to 18 and vulnerable parents aged 19-24. Significant progress has been made in respect of hosting the 1,000 days event together with further collaboration in terms of an integrated Early Years Programme via the Welsh Government Pathfinder agenda.

- The Best Start campaign has continued to maintain a presence on social media and at various events across Swansea throughout 2019/20. Best Start Swansea promoted the SKIP physical activity work at the annual Teddy Bears picnic event at the Waterfront Museum, with over 2000 people in attendance. The event offered parents a chance to see the importance of developmental movement play that the programme promotes. Following on from our first successful outdoor event, the Best Start Buggy Push, which took place in May 2018, we followed this up with another event in October 2019. This took place at the civic centre and our main focus was the promotion of balance bikes and the benefits of these to the physical development of young children. The Best Start social media accounts continue to progress and to make good

links with national campaigns, such as the Every Child Wales campaign, retweeting the positive parenting messages. The Facebook and Twitter accounts have over 500 followers and reached an estimated 200,000 people. The development of a clear programme for promoting the messages in 2020/21 is one of our priorities moving forward, along with the development of more video content to support the online message campaign. This will coincide with a redevelopment of the supporting Best Start Swansea website.

- The SKIP Meithrin programme has been strengthened with its inclusion into the action plan for delivery of the Early Years Pathfinder work. To support greater rollout, the Pathfinder pilot has purchased equipment for a further 50 settings to access the developmental movement play programme in 2020/21. This is also a regional project, as the Pathfinder programme spans Neath Port Talbot as well. This programme is being supported by the University of Wales Trinity St David. The Pathfinder work has gathered pace during 2019/20. There are two main strands, the first is a mapping exercise that is looking at all services that interact with families from conception to 7 years old across 4 areas of work. These are Health, Learning, Family Support and finally Childcare and Play. There have been two well attended mapping workshops in December 2019 and February 2020. 2019/20 has also seen development of a pilot programme that will look at supporting early identification of speech and language delay in the non-maintained sector. The proposal is considering ways on how to replicate a Flying Start approach to the identification of Speech and Language delay and subsequent support in non-Flying Start childcare settings. The pilot will focus initially in the Llwchwr GP Cluster area.

Childcare

- Swansea Council began testing the 30 Hour Funded Childcare Offer in July 2017 within selected wards of Swansea. During this period of testing Swansea Council worked with the Welsh Government, parents and childcare providers to test certain approaches, policy thinking and assumptions in order to learn and inform and shape the final Childcare Offer. The Welsh Government has committed to providing 30 hours of government-funded early education and childcare for 3 year old children of eligible working parents for up to 48 weeks of the year.

- From January 2018 the Childcare Offer was widened to families across the whole of Swansea. The offer is available to parents who are employed, self-employed or on a zero hours contract and earn on average, a weekly minimum equivalent of 16 hours at national minimum wage or national living wage. A child can receive the offer the term following their 3rd birthday, until they are offered an education place – usually the September after their fourth birthday. Over 700 hundred families have been approved as eligible to take up the 'Offer' from the summer term 2019 up until the end of the autumn term 2019. We can estimate that over 180 childcare in addition were approved for the 'Offer' ready to commence from the Spring term 2020. We have over 150 registered, Care Inspectorate of Wales (CIW) childcare settings delivering funded childcare places this includes full day care, childminders, sessional and out of school care provision.

Ensure that young people are able to access employment, education or training after reaching 16 years of age (Identify the key person for NEETs update)

- Robust multi-agency monitoring and tracking continues to take place under the Council's Youth Progression & Engagement Plan. Swansea's Keeping in Touch Strategy and the implementation of the Welsh Government's Engagement and Progression Framework has supported the Council and its partners' good progress in reducing the numbers of NEET (not in employment, education or training) young people at 16-18 years. This work has supported a downward trend in the

proportion of Year 11 school leavers who were NEET across Wales between 2008 and 2015. The NEET rate for Year 11 school leavers has fallen from 5.8% in 2008 to 2.7% in 2015 and 2.1% in 2016. There was slight rise in 2017 (2.2%) and 2018 (2.5%). There is an anticipated reduction in 2019 to 2%, the lowest ever in Swansea (WG 2019 Destination Survey publication due 22nd July). Young people who are most at risk of becoming NEET are identified and provided with the personal support they require to remain engaged with education, employment and training. Regular meetings take place between, schools, careers, preventative services and partner organisations to regularly track those at risk during year 11.

- The estimated 0.5% reduction in the Year 11 school leaver NEET rate in 2019 demonstrates the progress made in this area over the last three years. However, analysis has shown that 80% - (181 of 226, July 19) of this group are either 'not available' or 'not ready' to enter employment or training. This is due to the complex needs of a core group of NEETs and require specialist support to get them ready to enter employment or training. Specific barriers to employment or training identified have included: social and health factors (e.g. drugs and alcohol, mental health, behavioural and emotional, lack of parental support, confidence and motivation); skills-related factors (e.g. Additional Learning Needs, employability, work experience, training, qualifications); and wider factors (e.g. housing, transport, childcare, money for work related items).

- Support for young people who are already NEET, or at the greatest risk of becoming NEET has been provided by Cynnydd (a regional project for young people aged 11-24 yrs at greatest risk of becoming NEET), the Council's Education Other Than At School (EOTAS) Strategy, Cam Nesa (a regional engagement, learning and training programme for young people aged 16-24 yrs), Communities for Work and Swansea Working. Swansea's allocation of Cam Nessa funding has supported the expansion of the Post-16 lead work team within our Integrated Family Services and Young People section. This team has worked intensively with young people and their families to develop individual well-being and NEET focussed plans, supporting them to overcome complex barriers that can prevent their progress.

- It is anticipated that both the COVID-19 scenario and Brexit will have a significant impact on this area of work over the coming year and beyond. The European Social Fund currently funds a large proportion of work for this cohort of young people and it is not clear what future funding post-Brexit will look like. The COVID-19 situation is likely to create a significant challenge for youth employment, which may create a disproportionate impact on this cohort through potential economic recession.

Welfare Rights and steps taken to address Welfare Reform

- The Welfare Rights Team have continued to increase awareness and knowledge of welfare rights in Swansea by delivering training to staff, providing an advice line, representation at appeals, complex casework, producing publications and self-help guides and policy work. During 2019/20 the Welfare Rights Training Programme delivered training to 262 participants and provided an advice line three days a week. During 2019/20 the Team represented 78 people at appeals (74 were successful), provided advice in relation 881 enquiries and raised £1,416,282.43overall.

- The work of the Welfare Rights Team continues to influence at both national and local levels; for example the team identified processing errors in the Department for Work and Pensions computer systems managing legacy benefits for mixed aged couples. As a consequence of their involvement the DWP have rectified these problems, which will affect claimants nationally. The team have also been working with the Revenue and Benefits Section in identifying and securing entitlement to legacy benefits for mixed aged couples who would have otherwise been

transferred over to Universal Credit. The Tenancy Support Unit have also continued to provided support for their clients to access additional grants, reduce rent arrears and manage housing benefit and Council tax debt through Rents surgeries.

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Case Study: Utilising data to target support

The Tackling Poverty Service has worked in collaboration with departments across the Council to target various specific cohorts of people, families and households that could benefit from information and offers of specific support relating to their circumstances as identified in the Single Housing Benefits Extract Data set. The Single Housing Benefits Extract (SHBE) managed by the Revenues and Benefits section, contains data on low income households in Swansea, specifically those that claim Housing Benefit or Council Tax Reduction. Working with the Revenues and Benefits Section along with other services such as the Welfare Rights Team, Employability and the Family Resources Services. Various cohorts were identified and written to with information, advice and offers of support.

Pension Credit Example
Prior to changes being made by central Government to Universal Credit and Pension Credits that would mean that mixed age couples could potentially lose out on income. The mixed age couple cohort was written to with advice about claiming Pension Credits prior to the implementation of changes being introduced by central Government. 192 mixed age couples were identified and written to explaining the changes with an offer of support and advice from the Welfare Rights Team.

Lone Parent Example
It was identified that an early offer of Employability Support to lone parents prior to the child turning 5 could help them to prepare for employment / return to employment before a reduction in their benefit entitlement. 208 letters were sent to lone parents whose youngest child was 3/4years old to provide the information about changes to entitlement when their youngest child turns 5 and to offer employability support.

Child Care Offer Example
The SHBE data could be used to identify low income households that would be eligible for the Welsh Government's Child Care Offer. An initial 189 households were written to in August 2019 followed by a further 133 in December 2019 with information about the childcare offer and how to take it up in Swansea.

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Energy Efficient Council homes

- During 2019/20 we have continued to develop "Homes as Power Stations" at Parc Yr Helyg – Birchgrove and Colliers Way with the installation of innovative renewable technologies such as integrated solar roofs with battery storage and ground source heat pumps. The properties do not have a traditional gas supply but generate, store and then release their own electricity; this helps to reduce energy demand thus contributing to our decarbonisation reduction targets, as well as benefiting tenants with lower energy costs. Building the first new Council houses in Swansea to a super-energy-efficient "Swansea Standard" has also enabled all components to be procured locally and reduces emissions using solar battery storage and air source heat pumps.

- We have also worked with the Welsh School of Architecture to retrofit 6 homes at Ffordd Ellen, Craig Cefn Parc. Improvements have included external wall insulation, ground source heat pumps (GSHP), PV solar roofs and battery storage. Work has almost been completed on the project, which has included the drilling of bore holes for the GSHP; the PV solar panels have

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been fitted to all the roofs and the installation of the Tesla storage batteries. We are also participating in the Welsh Government supported Re:fit Low Carbon Programme in order to implement energy efficiency saving opportunities in non-domestic buildings. A £1.3 million interest free loan has been secured from Welsh Government Wales Funding Programme (Salix) to deliver a Re:fit Cymru (Energy Efficiency) Phase 1 project comprising over 18 buildings which is projected to save an estimated 400 tCO2e every year.

- We have continued to invest in the improvement of our Council houses to ensure that they meet the Welsh Quality Housing Standards (WHQS) and have undertaken improvement works to 1000s of our homes in relation to roofing, windows, external doors, kitchens, bathrooms, heating/boilers, rewiring, smoke alarms and external facilities/gardens. During 2019/20 we have invested more than £117 million in order to ensure that all our Council homes meet the Welsh Housing Quality Standards by December 2020. A recent report by the Wales Audit Office (WAO) concluded that the Council was well placed to meet the WHQS requirements by December 2020.

Case Study: Retro-fitting Council-Owned Homes to make them Energy Efficient

Modern energy-saving technology is being installed at a row of six council-owned bungalows in a Swansea community, in a bid to lower energy bills for tenants. The six homes are on the edge of the Craig Cefn Parc community, near Clydach and, until now, have used LPG, oil and electricity to heat their homes, including heating and hot water. Swansea Council has teamed up with Cardiff University's Welsh School of Architecture to trial a 'Homes as Power Stations' project, utilising greener power sources at each property. The 'retrofit' scheme which has been underway for the last 18 months combines traditional refurbishment work with new technology, transforming them into some of the most modern, comfortable and cheap to run homes in the city. When completed, each of the bungalows will be fitted with solar panel roofs that generate electricity. This electricity will be stored in a battery at the home and used to power appliances. Ground source heating technology is also being used to at the homes to help keep the properties warm and provide hot water.

Alongside the installation of low energy technology, the Council is also carrying out more traditional refurbishment work which includes renewing roofs, and installing external wall insulation to reduce heat loss. New windows and doors are also being fitted at the properties.

Andrea Lewis, Cabinet Member for Homes and Energy, said: "Because of the absence of a gas supply to these properties, they have been reliant on expensive methods of energy to heat the homes including electricity, oil and LPG gas. This has led to extremely high energy bills over the years. This makes these properties ideal for trialling more modern methods of energy efficient technology. Working closely with the Welsh School of Architecture, we are converting each of the bungalows into 'Homes as Power Stations' meaning they will generate their own energy from a variety of sources. The more traditional refurbishment work the Council is carrying out will also mean the homes will also be warmer, leading to significantly lower energy bills for the tenants."

Dr Joanne Patterson, Senior Research Fellow at the Welsh School of Architecture, who is leading the project for Cardiff University said: "This is a fantastic opportunity for all staff involved in the long term maintenance of existing homes at Swansea Council to learn about new technologies available to reduce energy use in homes and to understand how those involved in the building sector need to work together with the householders to provide comfortable and environmentally friendly homes."

The cost of the modern, environmentally-friendly technology is funded from a £2.5 million grant at the Welsh School of Architecture at Cardiff University to take forward affordable low carbon technologies in the built environment in Wales. The investment is part of a £26 million EU funded project - SPECIFIC, which is part-funded by the European Regional Development Fund (ERDF) through the Welsh Government, and also by InnovateUK and the Engineering and Physical Sciences Research Council (EPSRC).

Prevent homelessness and support people to maintain their tenancies

- Swansea has a four-year Homelessness Strategy in place (2018-22). The Strategy is a key part of the Council's approach to tackling poverty through the prevention of homelessness by ensuring that the services and support in place for those at risk of, or are experiencing homelessness, are as effective and accessible as possible. The Council delivers its Homelessness Service primarily through Housing Options its housing advice service, which provides advice and information including: homelessness, access to temporary accommodation for qualifying households, applying for council housing, renting privately, debt/money advice, access to housing association accommodation, accommodation for people with disabilities and specialists services in areas such as ex-offenders and refugees. The service identifies support needs and refers to the Council's Tenancy Support Unit (TSU) to ensure vulnerable households are able to maintain their tenancies. The Housing Options service works closely in partnership with key organisations such as Health, the Voluntary Sector, the Prison Service and the Supporting People Team to deliver the Homelessness Strategy objectives.

- Swansea's Homelessness Strategy sets out clear objectives including: preventing homelessness; ensuring that accommodation and support is available to those who become homeless; providing robust responses to support people who are street homeless and eliminating the need to sleep rough. The strategy contains a wide range of actions to support these objectives; however, the increased demand and pressures on services due to the COVID19 pandemic requires an up-scaling and speeding up of the actions and activities that the Council has already committed to. The pandemic has had a substantial impact on homelessness in Swansea and Homelessness and Tenancy Support services have had to quickly adapt to the new circumstances to ensure that vulnerable people continue to get the help and support that they need.

- As part of this, the Welsh Government produced additional guidance in relation to homelessness legislation during March 2020, which confirms that anyone who is sleeping rough, or who is under threat of having to do so, is vulnerable and at greater risk of harm and must therefore be provided with temporary accommodation. This has led to a significant increase in the number of people who are in temporary accommodation and created an urgent need to speed up the move on process into permanent accommodation. The Council's aim is to ensure that everyone brought into temporary accommodation is moved on into permanent accommodation as soon as possible with appropriate support. There is also strong evidence to suggest that pressure on homelessness services will significantly rise in coming months as a result of the pandemic. Therefore, the challenge for the Council will be to maintain high levels of homelessness prevention whilst at the same time dealing with increasing numbers of homelessness presentations and increased households in need of temporary accommodation

- The Council has continued to provide a range of services to prevent homelessness and support people to maintain their tenancies. Housing Options is the Council's housing advice service, which provides free advice and information including: homelessness, access to temporary accommodation for qualifying households, applying for council housing, renting privately, debt/money advice, access to housing association accommodation and specialised accommodation for people with disabilities. The service identifies support needs and refers to the Tenancy Support Unit to ensure vulnerable households are able to maintain their tenancies. The Homeless Service is provided by a team of homelessness officers, plus specialists in areas such as money advice, ex-offenders and refugees. Services for young people are provided through a collaborative partnership between the Council and Barnardo's who provide the service to young people aged 16 – 20 who are homeless or threatened with homelessness. In 2019/20, 72.3% of households threatened with homelessness were successfully prevented by

the Council from becoming homeless compared to 75.45% in 2018/19 . In addition, the average number of days' homeless families with children spend time in Bed & Breakfast accommodation remained static at 4.6 days in 2019/20.

- Support is provided to households to maintain their tenancy via the Tenancy Support Unit (TSU). The TSU delivers housing related support to vulnerable people living in Swansea funded by the Supporting People Programme Grant. The TSU in-house team provide a central referral and assessment gateway for the vast majority of floating support services in Swansea. Partner agencies provide support to specific client groups such as young people, older people, domestic abuse, mental health, families and single people. The TSU is also the Council's in-house support provider and provides a floating support service to all residents including tenants of Registered Social Landlord (housing associations), local authority or private landlords and owner occupiers.

- In 2019/20 the TSU supported 87% to manage and sustain their tenancies, which minimises possession actions and evictions. 81% of people supported by the TSU who were threatened with homelessness had their homelessness prevented

Case Study: Ty Tom Jones

In direct response to the current COVID19 situation the Council and its partners – Pobl Housing Association and homelessness charities The Wallich and Caer Las worked in partnership to establish a new project, Ty Tom Jones, to provide additional temporary accommodation for homeless, vulnerable people during the pandemic. It was urgently required in order to ease the immediate pressure in existing provision and reduce use of Bed and Breakfast accommodation by providing more suitable supported, temporary accommodation for the coming months. The work to bring the project online was completed in a remarkably short space of time due to the dedication and commitment of the organisations involved, plus the additional emergency COVID funding made available by Welsh Government. The building is owned by Pobl, who carried out the refurbishments, and The Wallich and Caer Las homelessness charities are delivering specialist support for the residents, including access to medical care, harm reduction support, counselling, budgeting and advice to help them with their mental and physical wellbeing and to help them to move onto permanent accommodation and break the cycle of homelessness.

Case Study: Food Poverty

The Council have supported groups tackling food poverty with funding from the Welsh Government's Tackling Food Poverty and Addressing Food Insecurity EU Transition Funding. 26 grants were awarded to groups who help to tackle food poverty and address food insecurity in Swansea which covered equipment, training, workshops, premises improvements and supplies. Among the schemes to receive funding is the Swansea Community Fridge project which redistributes surplus food from a variety of sources, including supermarkets, restaurants and domestic contributors. Run by the charity Caer Las, the scheme also helps to reduce food waste across the city, while benefiting the wider community. The funding also helped to develop an outreach service and mobile pop-up provision and developing information systems through an app to help target areas of greatest demand. Matt's Café and Swansea Night Shelter were also helped to purchase extra equipment including commercial fridges. Sketty HOP Foodbank and Pontarddulais Partnership have also been able to develop their services with the Council's support. Funding was also awarded to St. Mary's Church which provides a free breakfast every Tuesday and opens up its facilities to the homeless. Unity in Diversity, which runs weekly sessions for asylum seekers and refugees, has also received funding for a fridge and supplies. As a direct result of this funding, plans are being made to establish a Swansea Food Poverty Network that will seek to support a collaborative approach to

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Explore developing an Energy venture

- The Council has continued to explore establishing an energy company to manage the new energy generating facilities across the Authority and to ensure the taxpayers of Swansea receive the benefits of income from energy generated. The Council's approach to energy is now linked with emerging Tidal Lagoon project – Dragon Island. Although the UK Government concluded that the proposal for Swansea's Tidal Lagoon did not meet the necessary value for money criteria to secure subsidy support in 2018 - despite the publication of the independent Hendy Review 2017 which supported the of the project in Swansea – we have remained committed to the building the world's first purpose built tidal energy lagoon. Through the Swansea Bay City Deal region we have established a Tidal Lagoon Task Force which reviewed the proposal. The re-imagined concept of an Integrated Dragon Island incorporates the development of a Tidal Lagoon and a large floating development of commercial and residential accommodation. It is envisaged that the proposal will be facilitated through the procurement of a private sector partner as a joint venture which will remove the need for a large government subsidy. The revised proposal demonstrates a significant improvement to the business case and delivery mechanism including a 30% reduction in capital cost, reduced financing changes, underpinning Public sector Power Purchase agreements and a broader scope including solar, wind and data storage. The formation of the Western Gateway is also committed to inward investment and regeneration of South Wales and Western England and we have agreed to take the lead on one of core strands in its energy strategy.

Arbed and energy efficiency measures in private sector and social housing

- The Council continues to improve properties to tackle fuel poverty and improve the wellbeing of individuals through forums such as Swansea Environmental Forum & Low Carbon Swansea and by submitting appropriate Arbed bids. Energy efficiency measures were incorporated into the Sandfields Housing Renewal Area Scheme, a 5-year programme of private sector housing improvements with elevated levels of social deprivation, poor housing conditions and high levels of fuel poverty. The scheme was delivered by Welsh Government project managers and completed in June 2019. Future meetings are arranged with Arbed am Byth project managers to identify further suitable areas to submit bids for energy efficiency funding within the programme. In addition, the Council has continued to improve its Council housing stock through enveloping, boiler replacement, heating controls, loft insulation in order to contribute towards tackling fuel poverty and improving the environment.

Private sector housing conditions improvements

- The Council continue to fund private sector housing improvements through the provision of housing repair loans for elderly, disabled and low income households to remove hazards and carry out thermal improvements. A robust performance management system is in place to ensure waiting times for housing adaptations are monitored and kept to a minimum. Waiting times are measured from initial customer contact to completion of works. The result of a review

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of the Disabled Facilities Grant process were implemented and a number of changes aimed at reducing waiting times were implemented. This included, for example, a telephone based initial enquiry and screening process which helped ensure DFGs are offered within statutory timescales. Waiting times were reduced in 2018/19 for Disabled Facilities Grants to 235 days, compared to 340 days in 2015-16. In total, 367 Disabled Facilities Grants, 543 Council House Adaptations and 734 Minor Adaptation Grants were delivered. Future plans aim to further reduce waiting times and introduce best practice from the Wales Audit Office Review.

Empty Properties

- The Council has continued to bring empty properties back into use through provision of Welsh Government landlord loans, increasing the numbers of affordable housing units. By the end of 2018/19, 60 empty properties had received Welsh Government funded Landlord loans, creating 104 units of accommodation. We aim to continue the provision of loan assistance to help owners bring empty properties back into use, using recycled funds from repayment of previous landlord loan funds.

Support individuals to overcome their barriers to employment through co-ordinated person-centred employability support.

- The Council has continued to support individuals to overcome barriers to employment by providing individually tailored support delivered through multiple funding streams including Communities for Work, Communities for Work Plus, Workways Plus and Cam Nesa. Swansea Working is the overarching employability approach of Swansea Council and our key partners. The aim of the approach is to simplify access to support for local people of working age who are out of work or 'under employed', giving them one place to call and support tailored to their individual needs. The approach 'hides the wiring' of multiple funding streams and approaches, including the programmes mentioned above. Swansea Working makes it easy to get in touch and enables employability support for those who need it, when and where they need it in Swansea.

- Swansea Working has delivered 60 training courses/upskilling opportunities. Programmes within Swansea Working have provided close to 900 vacancies in the hidden job market for participants to access. Sector specific, participant engagement, information events and discovery events have taken place focusing on financial inclusion and welfare benefit support. Swansea Working delivered the following initiatives: Prisoner Leaver initiative, Care Leaver initiative, NHS Work Placement initiative and the Vulnerable Women into Employment initiative. Over 50 new partnerships have been developed in addition to many existing partnerships to support citizens in numerous aspects of employability support. 2112 referrals were received through the Swansea Working referral system from April 2019 to March 2020. This resulted in over 354 job outcomes and 335 achieving accredited training. The extent of collaborative working is evidenced through 49 partners receiving referrals into the system.

Case Study: Positive Feedback from a Citizen of Swansea about the Swansea Working Service

"I am a 37yr old father of 3 and have always been a hard working guy. After a few knocks in life I lost my way outside of work, and I ended up in HMP Swansea, where I really felt lost, I lost a lot because of it. I thought that there was no hope. Then I heard of a group of people who was going to come and visit the prison once a week and help the inmates find work, there was nothing I wanted more than to hit the ground running. There I met Swansea Working and Communities for Work Plus. A very friendly, welcoming and enthusiastic team. I felt there was hope again for the first time in a long time after spending just one session with the team. Within a week, they got back to me on what was

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available on my release date. I was spoilt for choice. I had a few chats with employers that the team had arranged and was given a few options. I chose one that would employ me on the 9th of Dec, my release date the 6th Dec. I hit the ground running thanks to the team. Then the day I was employed in prison thanks to the team, I was told I had a 1 bedroom flat waiting for me on release, and it wasn't by coincidence, it was because of the progress from the team I'd been working with. It didn't end there, Swansea Working met me across the road from the prison on my release, they took me to get a uniform for my new job and path in life, they arranged to have a removals van to pick me up everything I needed to start me off in my new flat, they even gifted me a couple of books as he knew I liked to read. Lorraine part of the Communities for Work Plus team helped me with bus tickets to get me through to my first pay day, food hampers and then Lorraine met me at the DVLA to help me get my driving licence back, which was done like everything else with this team, in no time and a happy to help. The aftercare from this team is amazing. I know if I ever needed advice or help, I could turn to them. I will always be grateful and feeling blessed that I met this team, Tim, Lorraine, Nigel, and Brian. Thank you so much for helping me get back on track in life."

Providing art, culture and heritage opportunities in order to boost skills, confidence, self-esteem and aspiration.

- The Council have continued to offer learning programmes with schools and low cost / free extra-curricular family focused work in community facilities and at arts and museum venues. Our learning programmes have continued in 2019/2020 with activities for key targeted and core community groups and individuals working with a network of organisations that target those living within areas of deprivation, through the Swansea Creative Learning Partnership and with Fusion funded post of Community Cultural Coordinator. Our targeted programmes and resources for 2019/2020 included:

  - Art Babas Pre-school & Early years children aged 0 to 3 and families.
  - Young Art Force Young NEETS (not in education, employment to training), Home schooled and cared for children aged 11 -16 offering Arts Award accreditation.
  - Associate Artist scheme as part of our ACW Taking Part Grant. The 3 artist/educators are working with many young people through partnerships with Good Vibes at the YMCA (young LGBTQ+ people), EYST Wales (Ethnic Youth Support Team) and many other local charities and groups.
  - Wednesday Adult Workshops (55+) Regular art classes for older and isolated people.
  - Welcome group - Refugee's and Asylum Seekers working in consultation with Swansea City of Sanctuary and Swansea Voluntary Service to provide opportunities for practical art sessions and volunteering.
  - Alternative Art School Adults with additional and special needs in partnership with Swansea Day Service centres.
  - RNIB art class Monthly art classes for adults with visual impairments..
  - Gwanwyn Festival Worked with Gwanwyn Festival on an intergenerational/ cross community Festival day – to celebrate creativity in older age.
  - Sensory Art Backpacks Our Gallery trails and backpacks include sensory toys and resources for visitors with autism to engage with the exhibitions and collections.
  - Family Film Club Autism friendly film screenings took place throughout the year every Sunday and holiday.
  - Training with Engage Cymru Dementia Awareness training for Arts professionals, Dementia audit for the Gallery.
  - Additional film screening Ad hoc screenings for BAME women, LGBTQ+, adults and young people.

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- We have continued to encourage and support volunteering opportunities at Swansea Museum. This provides opportunity to socialise whilst developing new skill and knowledge. Total volunteer hours at the museum in 2019/20 totalled 3593 hours. Outreach is delivered with talks throughout Swansea with 1512 attendees in 30 outreach talks though year. 2020 talks have included groups such as hard of Hearing at Swansea Library, Wide Horizons Women's Group, Montana Park Community Centre, Norton Lodge and St John's Day Centres. A further round of films is currently being developed. Staff have also created mini 'vlogs' on their favourite museum items, all of which has created a new dialogue with audiences.

Implement the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.

- We have continued to implement the Welsh Government Community Cohesion programme during 2019/20. One of the key areas of work we have undertaken is identifying and mitigating community tensions (hate crime, extremism, anxiety, anti-social behaviour) relating to Brexit. We have established a Brexit Steering Group, which consists of Officers from across the Council and the Leader of the Council chairs the group. The Leader of the Council also leads for WLGA on Europe. We are continuing to work closely with the WLGA and Welsh Government to ensure there is a collective and consistent approach across Welsh local government in responding to Brexit.

- We hosted an open event for EU citizens living in Swansea to learn about what Brexit will mean for them and have a chance to ask questions. The Council has also developed a Brexit webpage on the Swansea Council website link here signposting to a number of useful websites that have been set up by the Welsh Government and the UK Government to provide useful, official information about Brexit. We have also undertaken a Community Cohesion (Brexit) survey across the Western Bay to develop the evidence base and to better assess the impact of Brexit. A Welsh Government funded Community Cohesion Officer has been appointed – part of the role is to identify any community tensions that may arise as a result of Brexit and to coordinate a multi-agency response in developing solutions. The Community Cohesion Officer has established a forum of young people to participate in a School Swap project across the Western Bay region to learn about themselves and others of different backgrounds, cultures, faiths and communities and to provide safe opportunities for facilitated discussions around issues of community cohesion.

- We have also undertaken a number of other activities to promote community cohesion in Swansea and across the Western Bay region, including the promotion and participation in Mosque open days, working with Swansea Interfaith Forum as part of their awareness raising week in November 2019, supporting EYST's BAME Forum and LGBT+ and the annual Swansea Pride event. We supported the annual Eid Festival, which was held in Singleton Park and attended by more than 3,000 people. We are also continuing to work closely with South Wales Police, Swansea University and the Health Board to participate in staff training and promote social, cultural, religious and sporting events such as the Community Cohesion netball cup to promote community cohesion in our communities

5. **How this Well-being Objective is contributing to the achievement of the national well-being goals.**

- *A Prosperous Wales* – Maximizing benefit take up and entitlement and providing a single gateway to employment support.

- *A Resilient Wales* – Build more energy efficient Council homes and affordable housing to meet housing need, reduce fuel bills, regenerate estates and bring wide environmental, economic and employment benefits.
- *A Healthier Wales* – Providing free or low cost art, cultural and heritage events at targeted communities through a wide range of talks, workshops and activities aiming to address health and wellbeing.
- *A more Equal Wales* – Creating employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in Council contracts.
- *A Wales of Cohesive Communities* – Implementing the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea.
- *A Wales of vibrant culture and thriving Welsh language* – Helping Swansea's poorest communities tackle poverty by accessing arts, culture and heritage in order to boost skills, confidence, self-esteem and aspiration.
- *A globally responsible Wales* – Measures contributing to tackling climate change including energy efficiency measures in housing and building more energy efficient Council housing.

6. Lessons Learnt and areas for development

- The Council has made significant progress meeting its well-being objective but lessons have been learnt and there are areas for further development.

Poverty Strategy

- Sustained and focused work is required to ensure a one-Council approach to tackling poverty and cross- departmental recognition to the approach that tackling poverty is 'everybody's business'. It is anticipated that the impact of the COVID-19 pandemic will have a significant impact on our work to tackle poverty with more new groups of people at risk of poverty and who have previously not been risk.

Ensure that young people are able to access employment, education or training after reaching 16 years of age

- Cuts in Welsh Government post-16 funding and uncertainty around the replacement of European funding continues to undermine the future sustainability of the breadth of 'offer' to learners. In addition, more individually tailored support is required to address the needs a core group of NEETS with complex needs. Emerging evidence from the impact of COVID-19 suggests young people will be particularly vulnerable to unemployment.

Welfare Rights

- Research has shown that recent changes in welfare policy will result in increasing number of households being adversely affected by the cumulative impact of welfare reform and at risk of financial hardship. The Council must continue to develop its internal data sharing policies and those with its partners in order to proactively support household at risk at an early stage and to prevent problems from escalating.

Energy efficient Council homes

- Lessons learnt from the first Passivhaus pilot project at Colliers Way have informed the development of the new Swansea Standard energy efficient homes. The Swansea Standard can

also be combined with additional renewable technology such as solar roofs and battery storage to further reduce fuel energy costs for residents.

Preventing Homelessness

- A new Homeless Strategy and Action Plan 2018-22 was published in November 2018. Key challenges remain in terms of meeting all priority needs within the current level of resources. Sustained cross departmental working and work with external partners is needed in order to support households with debts and rent arrears at an early stage, in order to prevent evictions and problems from escalating.

Energy Venture

- The Council have outlined an ambitious and innovative approach to energy ventures within the plan for Dragon Island. Strong Political Leadership and buy-in from Welsh Government and the private sector is required to implement the proposals.

Support individuals to overcome their barriers to employment through co-ordinated person-centred employability support.

- Swansea Working provides a single gateway to training and employment. This allows all residents of Swansea to access specific and designated support in relation to finding employment and addressing barriers relating to accessing the labour market.

Providing art, culture and heritage opportunities in order to boost skills, confidence, self-esteem and aspiration

- The Council have developed new ways of working and models of delivery with the private sector and the community in order to improve and sustain leisure opportunities. Challenges remain in terms of sustaining the breadth and quality of offering within the current budget constraints. However, the Council and its partners have delivered a varied, diverse series of programmes, projects and events over the year and will endeavour to use the opportunities to promote well-being particularly with vulnerable and/or disadvantaged groups.

Transformation and Future Council Development

1. Why this is a Well-being Objective

- We want to modernise and transform the council through our Sustainable Swansea: Fit for the Future programme to help tackle rising demand and reducing revenue budgets.
- We want to modernise services by using the internet, reducing administration and back-office services. We want to generate additional income to pay for services and help families earlier so that we can reduce costs later on.
- We want to improve efficiency and further reduce management and business support costs. We also want to continue reviewing all of our services to ensure they are delivered in the best way and saving money by working with partners such as the police and health, or preventing the need for people to access costly statutory services where need can be met elsewhere.
- We want the public to play their part by co-producing and helping to run services, such as the successful scheme where bowlers are maintaining their greens, or by increasing recycling at home.
- We want more people involved in the Council's business and in making decisions on things that affect them and their families and communities.
- We want to invest in our priorities like the city centre, improving classrooms, improving and extending our energy efficient housing stock, and delivering the City Deal with the potential to create 10,000 jobs.

2. The steps we said that we would take to meet this Well-being Objective

- Review and continue with Sustainable Swansea – Fit for the Future Council modernisation programme in order to transform services, deliver better outcomes for residents and achieve financial sustainability.
- Support and train the Council's workforce through the Organisational Development Strategy to deliver transformed services so that we have the right people with the right skills, with the appropriate development pathway and rewards, and that we work in ways that provide the most sustainable outcomes for residents.
- Change the Council's organisational culture to support "working together, working differently" and embed transformation, innovation and organisational learning.
- Embed equality and diversity into service delivery through Equality Representatives appointed in each service.
- Review the Council's approach to procurement to secure local economic and community benefits, in line with sustainable development principles.
- Continue to embed a "digital first" strategy so that citizens access more Council services and information through digital platforms and media in order to save costs, improve access to services and information and increase customer satisfaction.
- Promote digital inclusion and enable people to access online services by providing citizens with lifelong learning opportunities to undertake free computer courses and training.
- Explore opportunities to collaborate with other local authorities and partners and share services, including back office, to save costs and improve services to citizens.
- Undertake targeted and effective engagement to develop more collaborative and partnership working with the third and private sectors to achieve the Council's shared priorities and outcomes.
- Review work with communities, organisations and 'friends' groups to encourage and enable greater community ownership of assets and services and to ensure their long-term sustainability.

- Continue to modernise public engagement in local democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.
- Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.
- Make community budgets available so that local people can decide together with their representatives what their local priorities are.
- Provide the opportunity for local citizens to influence how policies are written and services are delivered through the development of a co-production approach and a Swansea commitment.

3. What success will look like

- The Council has services that are sustainable and fit for the future. The Council is financially sustainable and has a workforce that is equipped to deliver transformed services, including in Welsh. People are involved more in Council decision-making and in deciding local priorities and in co-producing and helping to run services and manage assets.

4. Progress taking steps to meet this Well-being Objective – what worked

Sustainable Swansea – Fit for the Future

- More than £70m of savings have been achieved since the start of Sustainable Swansea in 2014. Of the original 17 commissioning reviews, 11 are now complete and closed. Of the remaining six:

  - Additional Learning Needs has also been closed as new legislation has resulted in all Local Government reviewing the model for delivery.
  - Two commissioning reviews in adult services around domiciliary care and residential care are due to complete in 2021.
  - Residential Care and Day Care services was due to complete in 202 but will be delayed into next year due to Covid-19.
  - Family Support Services has evolved into the GREC programme and progress is monitored through the tracker.
  - Mental health, physical disabilities and learning disabilities is a complex area and a review of the way forward is underway.

- New governance arrangements were put in place during 2019-20 to seek assurance around financial sustainability and that planned savings would be achieved.

- The Sustainable Swansea transformation programme underwent its annual review in 2019 and the decision was taken to adopt a new strategy. In 2020 a new strategy and plan are being developed combining recovery from Covid-19 lockdown, a new forward looking sustainable transformation programme and budget strategy.

- We have continued to work with the Welsh Government, other Local Authorities, the Third Sector, the NHS, Police and other social partners, to explore collaborative and innovative ways in which local services can be financed and delivered most efficiently. We have agreed with Welsh Government to retain 50% of business rates in Swansea for re-investment in the local economy. Further discussion and agreement is needed with partners on how funds will be distributed for regional projects. The next phase of the Swansea Central programme will include the introduction of a new Public Sector Hub and a green public square (St David's square). The Public Sector Hub would see the relocation of a range of appropriate Swansea Council functions from the Civic Centre to the city centre alongside a number of public bodies within one shared facility.

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We are continuing to explore shared services and back office functions with our partners aiming to reduce duplication and increase efficiency.

- We have sought to maximize the value of the Swansea Pound through a range of procurement approaches and the development of the Foundational Economy. Community Benefit clauses are now included in contracts outside of construction, e.g. within our recent domiciliary care tender, to expand the range of opportunities that are available. Commercial Services have worked closely with our Community Benefits team to map the forward work plan in order to ensure appropriate contracts are identified. We have also taken part in the Welsh Government's pilot to develop the Foundational Economy – Foundations for Local Success and are seeking to develop contracts with local suppliers to supply and install Solar PVs, supply and install Air source heat pumps and to undertake external environmental works. We are directly spending close to £180m direct spend per year in Swansea and the surrounding region and are currently finalising new contract procurement rules to allow direct selection of local suppliers and contractors up to £140k.

- We have continued to develop commercial opportunities in relation to Civic buildings and generated additional income by increasing fees and charges which have enabled new ways of working with partners. For example, during 2019-20 we have extended and developed new lease agreements with partners such as Swansea University and the Ministry of Justice. We have also developed a Capital Strategy to ensure that we take capital expenditure and investment decisions in line with Council priorities and take account of stewardship, value for money, prudence, risk, sustainability and affordability. The formation of the Property Investment Board has enabled the Council to take advantage of investing in property with a view to making a financial return, based on robust business case analysis. This commercially minded approach has led to major successes in terms of investment acquisitions generating in excess of £600,000 per annum. Continued activity is taking place on disposals alongside the investigation of the feasibility of a proactive approach to development.

- Working with Friends of Groups and other community based residents organisation and interest groups we are continuing to explore the transfer of community based assets to ensure that they are sustainable in the future. In addition, we are supporting groups and exploring funding options for such groups which adds value to Council funding and/or represents funding opportunities which are not available to Local Authorities.

Case Study: Crowdfund Swansea

A crowdfunding initiative was launched in October 2019 by the Council to help improve communities throughout the local area. The Council became the first Council in Wales to team up with national crowdfunding platform Spacehive to launch Crowdfund Swansea - a dedicated fundraising platform for its local area. The initiative gives residents with project ideas the ability to attract funding from the community, the Council, businesses and foundations through an online portal. The aim of the initiative is to provide a springboard for project ideas to attract the funding they need more easily, whilst enabling members of the community to contribute. Projects can range from building a new community centre or improving the local park to improving a playground or putting on a street festival. Successful projects will be in addition to schemes already delivered by the council. People and organisations can pledge as little as £2 towards a project and contributions are only charged if the campaign hits its target. The Council has allocated a fund of £75,000 over 2 years to back project ideas by up to 50% or max £5k. They will pledge to campaigns twice a year – guided by a funding panel - and Spacehive will deliver a programme of events and support to help people with ideas to prepare campaigns.

During the first funding round, 9 projects worth £44,000 sought support through this crowdfunding platform. They include; Swansea Bay and Gower Beach Clean Stations, Sheelair (a women's project), an Iron Age project, a Project Surf Club, , Secure Grow (A women's growing space), Gateway to Swansea Botanical Gardens, Copperworks Community Centre, an Accessible Toilet provision (Pontarddulais Cricket Club) and a Brighter Future for Swansea Children. . The Council made pledges of £16, 500 in total and by the end of March three projects (the Gateway to Swansea Botanical Gardens, Copperworks Community centre, the Accessible Toilet provision) reached their funding goal with remaining projects well on the way to achieving their target.

Andrew Stevens, Cabinet Member for Business Improvement and Performance said: "Local people are best placed to understand the challenges and opportunities in their local area and this model puts them and their ideas in the driving seat. I really hope all sections of our communities – including individuals, families and businesses - get behind this by backing the schemes they like. The more people that get involved in Crowdfund Swansea the more amazing places we can create together."

Organisational Development Strategy

- The Council is continuing to develop and implement its Organisational Development Strategy including the provision of Leadership development opportunities for all employees wherever they may be in the organisation. The Council has continued to strengthen its organisational development programme alongside Gower College, particularly leadership and management and the management of change. A Leadership Hub was established with monthly guest speakers from both across the organisation and external leaders.

- All mandatory training has been reviewed and revised. Our work on equalities resulted in the Fair Play Silver Award from Chwarae Teg, and recognises "a significant achievement and demonstrates the business commitment to making a difference to the recruitment, retention and progression of women working and contribution to broader efforts to close the gender pay gap and ensure the Welsh economy reaps the benefits of gender equality". We are continuing to work with Chwarae Teg to embed inclusive working practices to support the recruitment, retention and progressions on working women by reviewing our Recruitment and Selection approach and how to manage flexible working consistently.

- We are currently working to address the recommendations from the Scrutiny Inquiry into Equalities in relation to reviewing our Recruitment and Selection Policy and are reviewing training opportunities to ensure that they are fit for purpose. The Equalities and Future Generations Policy Development Committee are continuing to monitor the Gender pay gap and make subsequent policy recommendations. Overall, the Council performed relatively well compared to similar organisations in reducing the Gender pay gap by 2% from 7.9% to 5.9% overall compared to the previous year.

- We have established a Project Group to consider improving ways of attracting candidates into roles from across all communities in Swansea and to help support the Council's "Employee Value Proposition". This group has identified better use of social media to advertise and promote jobs and careers in the Council as important and has also found improvements to be made in the application process to support accessibility in applying for jobs. An E-learning module on Equalities and face-to-face training provision is being reviewed and refreshed in consultation with the Equalities Group for delivery in 2020/21; links will be developed with representatives from the BAME and disabled communities to identify ways in which we can reach out and promote jobs and careers in the Council.

- The Council is also continuing to eliminate the use of exclusivity in zero hour contracts. Currently there are no zero hour contracts in place within Swansea Council. Work is ongoing in relation to commissioning and encouraging contractors to eliminate zero hour contracts. The Council also adopted the Welsh Government initiative and Code of practice: Ethical employment in supply chains - working in partnership with Trade Union colleagues - to tackle social issues in procurement and supply chains, such as eradicating modern slavery.

Equality Representatives

- A network of Equality representatives from departments and services across the Council continues to meet in order to support and build capacity to integrate work on Equalities. The purpose of this group is to raise awareness of the needs and views of people with protected characteristics within the Council through their service areas and departments. This year they and have received further training from Disability Wales on the Social Model of Disability and how it can be applied in practice. The network have also contributed to the review of Corporate Training on Equalities and made a number of suggestions about increasing the reach of the training to staff who do not access IT as part of their daily job and how to improve the information on the Council's commitment to equality and diversity in an information pack to all job applicants.

- The group has continued to identify equality issues and supported the completion of Equality Impact Assessments (EIAs). They have also played a key role in the Council's Annual Review of Equality and Diversity 2019/20 in terms of identifying and co-ordinating information in relation to the progress made with key actions and the development of the Council's new 4-year Strategic Equality Plan 2020-24.

Sustainable procurement to secure local economic and community benefits

- A large number and range of contracts have been tendered by the Council and 'community benefit clauses' incorporated; for example, in work related to the Swansea Bay City Deal, the Targeted Regeneration Investment programme, the Hafod Morfa Copperworks, 21st century schools and many other capital projects that are currently on-going. Community benefit clauses have also been incorporated within services commissioned by the Council, such as Social care and Housing. Since the inception of the Council's key programme for securing community benefits in relation to training employment (Beyond Bricks and Mortar) over 10 years ago, the Council has let over 190 contracts with community benefits and secured more than 150,000 training weeks.

- The Council also adopted the Welsh Government initiative and Code of practice: Ethical employment in supply chains - working in partnership with Trade Union colleagues - to tackle social issues in procurement and supply chains, such as eradicating modern slavery.

- The Council's Transformation and Future Council Policy Development committee explored barriers to local suppliers securing Council contracts and this review then informed changes to the Council Constitution – particularly the contract procedure rules - in order to tackle the barriers to engaging with local suppliers; these changes were finalised in 2019/20 and agreed by Council, which will inform and provide the platform for further work to assist local suppliers and their development

Continue to embed a "Digital First" strategy

- The Digital Strategy was reviewed during 2019 and a new updated version has been produced which will be taken through Cabinet and pre-decision Scrutiny during 2020. Hundreds of projects have been successfully delivered as part of the strategy since 2015, which put the Council in a strong position going into the COVID-19 crisis and lockdown. The cloud first and digital first approach not only improved the resilience of services across the Council, but also made it easy for staff and Councillors to switch to homeworking. Most importantly it meant Swansea residents could continue to access services online or via virtual call centres.

- The channel shift to digital first can be seen evidenced in the number of online payments received via City & County of Swansea websites and the number of forms completed online for fully automated processes, which have both exceeded targets. It also meant the Council could respond quickly during the COVID-19 crisis, developing apps that would support the most vulnerable and those shielding. Other examples of projects delivered during 2019-20 include:

  - Automation of important but nevertheless routine administrative processes saving hours of time so those staff could be utilised on other more valuable tasks;
  - Replacement of old legacy systems with new applications utilising the latest technology with the ability to integrate with other key systems including telephony reducing manual processes;
  - New digital solutions for schools and parents including schools catering ordering automation, a walking route distance calculator, family information services, free child care and free school meals applications;
  - Digital solutions to help services make savings through automation and going paperless, e.g. in domiciliary care;
  - Implementation of equipment and systems to support agile working;
  - Large scale upgrade to cloud of the HR, finance, and payroll system;
  - Large scale replacement of the Council's telephony system; and
  - A new digital first ICT service desk solution amongst other projects.

Promoting digital inclusion

- Hand in hand with the drive towards an ever more digital world is the area of digital inclusion. A revised digital inclusion strategic framework was delivered in 2019; however, this will now be further reviewed in light of the COVID-19 crisis and lockdown and the significantly escalated channel shift to digital and online.

- During 2019/20, Digital Services have promoted free computer and tablet courses for beginners in Swansea, which were planned and supported by the Digital Inclusion Co-ordinator and delivered by Lifelong Learning tutors. The courses provided a basic introduction to using a device and accessing the internet and on how to keep personal and financial data safe. An important part of the course was teaching attendees how to access money saving deals that are only available online, such as switching energy provider, which supports the Council's anti-poverty agenda.

- In 2019/2020 there were 302 course attendees, exceeding the target of 300. A grant was obtained from The Good Things Foundation to take part in the BT Skills for Tomorrow programme to help residents with a variety of digital skills through Learn My Way courses; from using a keyboard and mouse to creating a CV and using social media to keep in touch with

others. Research and evidence shows digital exclusion is relatively low in Swansea and this gap narrowed further during lockdown.

- Staff from Digital Services continued to work with Communications and Trading Standards to raise awareness to staff and Swansea residents about the dangers of scams (including updates on current scams operating in Swansea). Information and regular updates from the Information Security Officer is provided for staff on how to protect their own data and those of our service users both online and offline. The Web Team also helps to promote equality campaigns across the council, including Hate Crime Awareness Week each year and elements of Community Cohesion. Part of this included daily updates from 18 March and also involved rapidly producing Coronavirus advice pages to support shielding residents as well as the wider community. Support was given to the second Swansea Learning Festival with promotion through online advertising as well as facilitating the bookings for various sessions. The Local Well-being Plan pages were updated with easy read documents and promoted both externally and to staff using web banners, and knowledge transfer took place so that the Live Well / Age Well team could use the bulk email system to send their own regular newsletters to their email list.

- Work started on the new council website and the Web Manager is working with Access to Services and has met with the Disability Liaison group in December and in early 2020 to get advice and guidance. The West Glamorgan Partnership has a new website built by to go with their rebrand, and as part of this a full accessibility test is being done by the Shaw Trust

Case Study: MiPermit: New car parking app

A new car parking app has been developed by our Digital Services team enabling people to pay for parking quickly and easily in Swansea Council pay and display car parks. The app has been used more than 15,000 times in just a couple of months. Drivers are signing-up in their hundreds to the smartphone MiPermit app which offers users an extra way to pay for parking instead.

Mark Thomas, Cabinet Member for Environment Enhancement and Infrastructure, said: "We launched MiPermit late last year and it's great to see it catching on so quickly. It's an easy solution to the problem of having to rummage around in wallets for coins or a card to pay for parking. Motorists will still be able to use cards or coins at our pay and display machines but the new MiPermit app saves a lot of fuss for those who use the service. MiPermit already operates the app service in other towns and cities across the UK and Swansea motorists have been downloading to their smart phones in their hundreds. We know that not everyone will want to use it which is why payment by cash or by card in our car parks will still be available. We are in the middle of an extensive investment in all our the Multi Storeys, Park and Ride and all Pay and Display car parks , with new up to date equipment to make coin and card use easier in future."

MiPermit app users will have one of two options after they've parked-up their car at a council pay and display car park. Option one is to download the app to their iPhone or Android phone and make a one-off payment by inputting their card details. The alternative to that is to download the app and securely register their personal, vehicle and payment details with MiPermit. The system will then hold their details permanently which will make future payment processes easier. More than one vehicle can be registered by motorists on their accounts. All parking charges will remain as advertised on the tariff boards in the council car parks.

MiPermit has added an optional facility which allows users to purchase a 10p-a-time reminder text message service to let them know when the time they've paid for at the car park is about to run out so they know it's time to return to their vehicle or top-up their payment.

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Exploring opportunities to collaborate with others to save costs and improve services to citizens.

- The Council have continued to collaborate with other local authorities and partners and have played an active role in regional collaborations for Education (ERW), Health and Social Care (West Glamorgan Health and Social Care Partnership) and Economic Development (Swansea Bay City Deal). The Partnership landscape locally, regionally and nationally is both crowded and complex and whilst there is evidence of some benefits gained from working collaboratively, there also remains a number of challenges for the Council in Partnership working. The introduction of the Local Government and Elections Bill (Wales) in November 2019 provides an opportunity to re-think collaborative working for the Council; however risks remain that the challenges related to Partnership working will persist or become further complicated without clarity of purpose, process and outcome at a national, regional and local level.

- The Council have worked with the Welsh Local Government Association and other local authorities to provide a compendium of existing shared services across Wales and inform discussions about the future of Local Government Reform in Wales. We are continuing to explore models of shared services with a focus on back office functions as part of our Sustainable Swansea: Fit for the Future programme in line with Welsh Government's direction of travel.

Community ownership of assets and services to ensure long-term sustainability.

- We have continued to encourage greater community ownership of parks and services and have worked with 'friends of parks' organisations to ensure their long-term sustainability. We currently have more than 30 active Friends of Parks/Open Spaces with a couple of groups undertaking leases and considering a Community Asset Transfer. Financial investment in community centres and parks has been significant over the last two years due to external funding, beyond bricks & mortar, third party investment and that provided by the groups themselves. Many of the groups have successfully bid for grants; they are able to apply for funding which the Council cannot. As a result, a large amount of funding in excess of £300k has been obtained to support the parks/green spaces. A memorandum of understanding has been produced in partnership with the groups, which will assist with funding applications. Buildings have benefited from kitchens, toilets, flooring, internal/external painting, windows and general refurbishment; parks investment has been substantial with new playground equipment, MUGAs, events and family days and new trees and shrubs being planted.

 Case Study: Community Fund - 1m fund set to boost community projects across the city.

The Council are planning to create a new £1m Community Fund for small scale projects in communities across the city. The fund can be used for local priorities in the community and new schemes like road projects, play areas for parks, enhanced lighting and other projects that can help transform the look and feel of local communities. The new fund is in addition to the existing Members' Community Budget scheme which is currently available to all 72 Councillors to fund small improvements in their communities which cannot be funded through other sources of Council funding. The aim of the scheme is to enable Councillors to work together and fund bigger schemes which could not be covered by their own budgets in the past.

Rob Stewart, Leader of the Council, said: "This increase of £1m will allow for the funding of larger schemes in our communities that might otherwise not be possible to do. Projects like the introduction of bigger play areas in community parks, zebra crossings, road junction improvements, increasing the street light network and other community safety projects could all get funding. The project encourages

Public engagement in local democracy and Council decision making

- We have continued to modernise the scrutiny process and ensure the Council is subject to greater accountability, transparency and scrutiny. We have increased the opportunities for public participation in the Council's decision making process. Public question time is now part of all scrutiny meetings. Around a third of all of scrutiny meetings have generated media coverage and almost half of all scrutiny meetings have included public observers. Members of the public have also had input into scrutiny discussions on the Scrutiny work programme. Scrutiny now has input into Cabinet decision-making through pre-decision scrutiny on new Council policy and decision-making and there are active Joint Scrutiny Committee arrangements for Swansea Bay City Region City Deal and regional Scrutiny Councillor Group for ERW School Improvement Consortium.

- The webcasting trial is well under way and minor issues are addressed as they emerge. Unfortunately eVoting is on hold due to difficulties with the listed Council Chamber and cost constraints. However, we are upgrading the infrastructure which will address some of the difficulties. ePetitions may be introduced as part of the Welsh Governments forthcoming Democracy Bill and the Council has asked its software provider to be ready for this should it be introduced.

Strengthening Welsh and language services.

- The Council has been exploring new ways of working and partnership approaches to meeting a challenging volume of Welsh translation work. The Council have published its fourth Welsh Language Annual Report, outlining the good progress which has been made in continuing to implement the Welsh Language standards. Agile working zones were adapted to include a Welsh speaking area as well as encouraging all staff to communicate in Welsh. Welsh language training continues to be a priority.

- The Council continues to provide and signpost Welsh language training to staff from basic on-line courses to more advanced accredited courses. In addition, the Council continues to record Welsh language skills of staff and maintain a directory of staff across all service areas who are fluent in Welsh and are able to support the delivery of services through the medium of Welsh. The Council have also continued to promote the use of the Welsh Language and support learners by establishing designated areas of the Civic Centre and the Guildhall for Welsh speakers to practice their conversation skills and gain confidence in using the language in a business environment.

Community budgets and local priorities.

- We have continued to make available dedicated money for community budgets so that local people can decide, together with their representatives, what their local priorities are. We have revised the guidance relating to Members community budgets, which aims to support the delivery of small local measures that are a priority for individual Councillors and their local community but are not funded by any other Council budgets. The scheme provides each Councillor with a budget currently set at £10,000 per annum and has been divided equally between all 72 elected Councillors to use on supporting initiatives within their Ward. Examples of work carried out include repairs to bus shelters, donations to their local schools or community charities, the installation of defibrillators in public places, minor footpath or road improvements, floral displays, tree planting, re-instating or providing extra street lights as well as a range of equipment in local parks.

- This year we have revised the scheme and identified an extra £1m for community priorities and to allow for the funding of larger schemes in communities, such the introduction of zebra crossings, junction improvements and pedestrian guard rails. The scheme ties in very closely to the near-£1.5m Economic Stimulus fund, which has been allocated to Swansea by the Welsh Government to invest in improving the look and feel of parts of our city including the High Street, the former Manselton School site and Danbert House in Morriston.

Co-production.

- A Corporate Co-Production Strategic Framework has been developed following a workshop with the Council's Transformation and Future Council Policy Development Committee and learning pilots with Social Services. A training programme has been developed and rolled out to the Cabinet and key Officers. Work is underway to develop an e-learning programme and roll this out more extensively. Work is also underway to identify a list of all Council engagement activities with the public over the next three years and to revise guidance and support to ensure that all consultation activity is appropriate to need in relation to the ladder of participation (education, informing, consultation, engagement, co-design up to co-production).

5. **How this Well-being Objective is contributing to the achievement of the national well-being goals.**

- *A prosperous Wales* – Supporting and training the Council's workforce to deliver transformed services that provides the most sustainable outcomes for residents.
- *A Resilient Wales* – Continuing with *Sustainable Swansea – Fit for the Future* Council modernisation programme in order to transform services, deliver better outcomes for residents and achieve financial sustainability with reduced carbon footprint
- *A Healthier Wales* – Encourage greater community ownership of parks and work with 'friends of parks' organisations to ensure the long-term sustainability and control of parks and public spaces.
- *A more Equal Wales* – Providing the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.
- *A Wales of Cohesive Communities* – Making community budgets available so that local people can decide together with their representatives what their local priorities are.
- *A Wales of vibrant culture and thriving Welsh language* – Continuing to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.

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- *A globally responsible Wales* – Continue to modernise public engagement in democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and-petitions.

6. Lessons learnt and areas for development

Sustainable Swansea – Fit for the Future Council

- Good progress has been made implementing our Sustainable Swansea: Fit for the Future programme aiming to transform and sustain our services for the future. However, challenges to deliver our savings plans at the pace and scale required whilst controlling spending within budgets still remain. Our COVID-19 Recovery Plan will have significant implications and opportunities for our priorities and for sustaining the delivery of our services and the new transformation programme strategy.

Organisational Development Strategy

- The Council's Organisational Development Strategy has been designed to ensure that the Council has a workforce that is fit for the future. The strategy is an essential part the Council's transformation and change programme. Challenges still exist to ensure that there is sufficient resources and capacity to support formal training and e-learning and a change in culture to ensure that both staff and residents are equipped with the right skills and values for the Future Council.

Continue to embed a "Digital First" strategy

- The Council is continuing to roll out its Digital First strategy, which has enabled new ways of working and models of service delivery. However, the Council must continue to ensure that services are accessible for the most vulnerable people and provide training, support and alternative means of accessing services to vulnerable people who have more complex needs and for those people who require additional support to access services.

Exploring opportunities to collaborate with others to save costs and improve services to citizens.

- The Council is continuing to collaborate with others to improve efficiency, reduce costs and improve services. However, the different regional geographical footprints and ongoing developments in relation to local government re-organisation are still hurdles in terms of ensuring that developments are sustainable in the long term.

Community ownership of assets and services to ensure long-term sustainability.

- The Council has made good progress in supporting community groups to run some community assets and services. However, the increase in the number of groups and the level of support required from the Council, particularly with newly formed groups, is difficult for the Council to sustain in the long term.

Public engagement in local democracy and Council decision making

- The Council has successfully trialled webcasting for some Council meetings. However, the wider role out of webcasting, electronic voting and e-petitions is dependent upon further funding and support from Welsh Government.

Welsh translation

- The Welsh Translation Unit (WTU) were the first service to introduce automation to assist with increasing demand. By automating the translation process, any work submitted for translation is taken from the WTU inbox and processed through translation applications 'Déjà vu' and 'Microsoft Translate' before presenting the translated document to our team of translators to proofread and amend. This has increased the efficiency of the team as at least 50% of work is translated before it reaches translators. This is enabling the team to stop issuing work to external translators at a cost of 46p a word. The WTU are halfway through a 2 month 'proof of concept' period and to date the introduction of automation has prevented spend of £6,000.

Maintaining and enhancing Swansea's **Natural Resources and Biodiversity**

1. Why this is a Well-being Objective

- We shall seek across the range of the Council's responsibilities, as appropriate, to maintain and enhance biodiversity, reduce our carbon footprint, and improve our knowledge and understanding of our natural environment, thus benefiting our health and well-being.
- Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.
- Our future survival and quality of life is dependent on a healthy resilient natural environment and the multiple benefits it provides to society.
- Our natural environment and biodiversity is under threat and in decline due to unsustainable human activities. Habitats and species are being lost at an alarming and unsustainable rate.
- We urgently need to tackle climate change by reducing our use of carbon and by maintaining and enhancing resilient ecosystems and a strong green infrastructure network to help us mitigate for and adapt to the pressures of climate change.
- We have a legal duty under the Environment (Wales) Act 2016 and under the Well Being of future Generations Act 2015 (Resilient Wales goal) to protect and enhance biodiversity and maintain resilient ecosystems, and to report our progress to Welsh Government.
- Evidence shows that contact with nature has significant benefits for people's physical and mental health.
- Our future prosperity and well -being is dependent on a healthy resilient natural environment.
- We need to work with nature to improve the quality of our air, water and soils.
- We want everyone to understand and appreciate the unique value and fragility of Swansea's outstanding natural environment and to play their part in looking after and enhancing it.
- Our ambition is for everyone in Swansea to have access to and to benefit from an ecologically diverse, attractive, well managed and resilient natural environment.
- We want to halt and reverse the loss of biodiversity so that its contribution to Swansea's economic and social well-being is not lost or reduced.
- We aim to create a greener more sustainable, ecologically diverse and resilient county, where its unique natural environment is recognised as one of its most valued and distinctive assets.
- We have a moral responsibility to look after biodiversity for its own intrinsic value.

2. The steps we said that we would take to meet this Well-being Objective.

- Develop, adopt and implement a Corporate Biodiversity (Section 6) Action Plan.
- Work with partners to develop and deliver a Green Infrastructure Strategy for Swansea.
- Develop and adopt a Council tree policy.
- Begin to map existing Green Infrastructure assets and ecosystem service provision, and identify areas, which provide the best opportunities for improvement.
- Undertake a preliminary biodiversity audit of Council owned land and where possible manage our corporate assets for the benefit of biodiversity and natural resources.
- Work with partners to develop and implement opportunities to enhance biodiversity and improve ecological connectivity.
- Work towards creating a low carbon economy, which promotes renewable energy and takes actions to reduce our carbon footprint.
- Continue to participate in and support the Low Carbon Swansea Initiative.
- Support initiatives that will increase Swansea's urban tree cover.

- Improve awareness and understanding of our natural environment through provision of information, training and events.
- Provide opportunities for schoolchildren to access and learn about their natural environment.
- Work towards improving access to and maintaining the quality of our parks and greenspaces.
- Continue to deliver a programme of wildflower planting and management.
- Engage with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.
- Take actions that help to control invasive non-native species
- Undertake (selected or targeted) enhancements to greenspace as part of an environmental works programme to meet our commitment to the Welsh Housing Quality Standard.
- Minimise our use of non-recyclable products and materials, and recycle more waste.

3. What success will look like.

- Swansea's outstanding natural assets are recognised as underpinning the health, well-being and success of its citizens. Knowledge and understanding of our natural environment and how we can maintain and enhance it is improved and applied. This helps citizens benefit from ecosystem services and the opportunities of a low carbon economy. Trees and other habitat are valued and supported. Biodiversity is maintained and enhanced, our carbon footprint is reduced and resources are used less and recycled more.

4. Progress taking steps to meet this Well-being Objective – what worked.

A Corporate Biodiversity Action Plan.

- This year has seen the submission of the Council's first Section 6 Monitoring Report to Welsh Government outlining what it has done to comply with the Biodiversity Duty introduced under the provisions of the Environment (Wales) Act 2016. Since this Act came into force the Council has made significant progress at both a strategic and operational level to maintain and enhance biodiversity and the resilience of ecosystems. A three year Action Plan covering 2020 to 2022 is being developed and will include the 17 steps that form part of this well-being objective.

- A corporate Biodiversity Working Group was established in August 2019 to coordinate implement, monitor and review the Action Plan. In order to benefit from greater integration, the Group's remit has been widened to consider climate change and the Council's response to the Climate Emergency. The Group is now known as the corporate Biodiversity and Climate Change Working Group. Over the past year, the number of services actively engaged in in this work has significantly increased with representation from strategic as well as operational services.

Green Infrastructure Strategy

- This year we have consulted on our draft Swansea Central Area Green Infrastructure strategy which identifies the benefits and cost-effectiveness of green infrastructure i.e. reduced flood risk, summer cooling, cleaner air and water, reductions in noise, better mental and physical health, gains in biodiversity, reduced CO2 emissions and energy costs and a strengthened economy. The strategy, which is entitled 'Regenerating our City for Wellbeing and Wildlife', sets out a vision for the central area of Swansea to be much greener, creating green spaces which deliver resilience, prosperity, health and well-being. The intention is to double the amount of green infrastructure (with the exception of open water) within 10 years to create a distinctive destination city with a high quality environment which is more liveable, better adapted to climate change and better for people and wildlife.

- The Strategy also includes a Green Space Factor Tool. This practical tool is designed to increase the quantity and quality of green infrastructure and maximise compliance to the Welsh Governments statutory Sustainable Drainage Systems (SuDS) Standard 2019. The tool is not mandatory but developers will be encouraged and expected to use it as part of the pre application planning process for the central area.

- This work is already helping to guide developers on how nature can be integrated into their designs including vertical wall gardens, urban allotments and more trees. Two of the city's main housing associations have pledged to take part with Coastal Group planning a green roof on their office block in the city centre and Pobl providing more greenery in its developments.

- A County wide green infrastructure strategy is also being developed. This wider strategy will be appropriate for adoption by adopted by Public Service Board partners. Both strategies will be supported by Supplementary Planning Guidance which will set standards.

Case Study: Swansea - A National Park City

The draft 'Regenerating our City for Well-being and Wildlife Strategy' includes the desire to work towards National Park City Status". These are cities where people and nature are better connected, are rich in wildlife and where every child and young person benefits from exploring, playing and learning outdoors. They have high-quality green spaces and good air quality. Green cover in the city is currently estimated at 13 per cent but the aim is to increase this to 26 per cent by 2030. Rob Stewart, Leader of Swansea Council said: "Swansea is undergoing a once in a generation regeneration and as the city is rebuilt, we will deliver a greener more beautiful natural environment for everyone to enjoy, but more importantly one that keeps us healthy. New 'green lungs' will be created across Swansea as we work with Natural Resources Wales to create what could be Wales's first national park city with new green public areas, woodlands and other nature supporting spaces. We know there is lots of work to but we are determined Swansea will lead the way in Wales."

Council Tree Policy

- Trees are managed using nationally and internationally recognised standards and a set of comprehensive guidance is available on the Council's website. The Council aims to fully update and formalise a tree policy, which will maintain and expand tree cover; raise awareness of the value of trees; ensure risks from trees are adequately managed; conserve trees of value and ensure that the Council meets its biodiversity duties in respect of trees. The Council has 900 woodlands and tree groups that contain an estimated 250,000 trees and 38,000 individual trees mapped and surveyed in Parks, Schools, Cemeteries, Housing Land & Highways.

- A recommendation from the Natural Environment Scrutiny Report was agreed this year to 'Develop and adopt a Council tree policy, which encourages planting of native species trees where appropriate'. The consideration of native species where possible is already implemented in practice and will be integrated into the tree policy. It will complement the Draft Trees, Hedgerows and Woodland on Development Sites Supplementary Planning Guidance.

- The Swansea Local Development Plan protects trees and encourages further planting. It explicitly includes the planting of trees in the creation of linkages between existing habitats and in the creation of 'Place' especially where new neighbourhoods are developed. Importantly, in addition to the compliance expected of Council services, the policy also raises awareness of the

rights and responsibilities of the public and encouraging "ownership" of the planting and management of trees.

Case Study: Penllergaer Tree Felling Prosecution

Seventy trees, including a giant Redwood, were felled on land at Penllergaer, near to a housing development. Following a five-month long investigation, the Council issued a court summons to a number of individuals. The housing developer and a number of individuals were fined a total of £420,000 after being found guilty in August 2019 of breaching tree preservation regulations attached to trees next to the building site. Swansea Council welcomed the sentencing those involved in the felling of a large number of protected trees. Mark Thomas, Cabinet Member for Environment and Infrastructure Management, said: "The outcome is a reflection of the hard work the Council has undertaken to investigate this environmental crime. In monetary terms, these trees held a significant value but no amount of money or fine can replace the value of the trees in terms of what they mean to the community and Swansea as a whole. I would like to thank all the teams involved including our Tree Officers and our legal team. Hopefully today's outcome will send a strong message out to developers or the public that removing protected trees without permission is something we will follow up strongly and through the courts if necessary." The convictions have been appealed and the case is currently listed for hearing January 2021.

- This year the Council has implemented an Ash dieback management strategy to tackle Ash trees affected by Ash Dieback, a fatal disease threatening the entire species. The fungal disease causes trees to become brittle over time with branches breaking away from the main body of the tree. If they are not identified and dealt with, trees are at risk of collapsing, presenting an immediate danger to the surrounding area. A cross cutting Ash Dieback Action Plan is in place, so far, around 3,000 Ash trees have been surveyed on public land, many of which show varying signs of Ash Dieback. All our resources will be focussed on dealing with diseased trees on public land, by acting now, we reduce the risk that diseased trees will fall on people, property, power lines and roads in future.

Urban Tree Cover Initiatives

- Over the last year, the Council has involved and supported local communities in participating in initiatives that maintain and enhance tree cover. Work has included the Trees for Cities project which included planting over 4000 trees (whips) abutting Mynydd Newydd Playing Fields and tree planting with volunteers at Ravenhill Park and Singleton Park.

- Around the city centre we are creating new parkland, new green areas, planting many more trees and a delivering a huge re-greening programme. The £12 million Kingsway development has resulted in 170 new trees being planted in the adjacent areas. Although around 50 existing trees had to be removed following assessments. By the end of the programme there'll be around 220 trees - an increase of 100%. It will increase biodiversity in the city centre, help combat the Climate Emergency and make Swansea a more pleasant place to live in, work and visit.

- New trees including species such as red maple, London plane, and birch – have been planted close to the Tesco Marina store as part of Wellington Street's development. Unfortunately while it was necessary to remove eight trees to facilitate two way traffic and entranceway trees they have been replaced with 17 semi mature saplings. The Council continues to work closely with partners such as Coeden Fach, a local, not for profit nursery, where volunteers help nurture indigenous trees. It has also supported the planting of trees through partnerships working with

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Swansea Community Green Space Project, Swansea Tree Forums, Coed Cymru the Woodland Trust, Trees for Cities and others.

Welsh Housing Quality Standard Green Space Improvements

- A significant investment was made in green space improvements for neighbourhoods where Welsh Quality Housing Standard improvements are also being made until December 2021. Site surveys and preparation of plans for environmental enhancements within Council housing estates have been completed and works undertaken. Swansea Council is introducing the greenery as part of a plan to improve the residential environment. In April 2019, 144 new trees for Penlan were planted by the council's tree services unit on behalf of the housing team. The semi-mature trees standing 10-12 feet tall represented a wide variety of native and ornamental species.

Mapping Ecosystem Services and Green Infrastructure Opportunities

- High level mapping at a macro level has been completed using a Welsh Government grant obtained for initial ecosystem mapping. This starts to identify areas of poorest environmental quality and prioritise areas for enhancement. Improved monitoring evidence and wider public and corporate understanding of the benefits of ecosystem service provision will help to put sustainable development at the heart of Council policies and ensure Swansea's unique natural environment is valued.

- More detailed mapping of existing Biodiversity and Green Infrastructure assets and ecosystem service provision on a ward by ward basis is being planned. This process will involve working with Members to identify areas which provide the best opportunities for improvement and, where appropriate, maximise match funding opportunities afforded by Members' community fund.

- Mapping technologies also helping flood management resilience planning particularly in relation to adverse weather and flooding. The Council continues to work with Natural Resources Wales, Welsh Water and developers, looking to support green solutions to combat flood risk due to local sources, surface water flooding, watercourses and groundwater. Sustainable Drainage Systems (SuDS) training opportunities were identified.

- A new key performance indicator has been developed based on the Bathing Water Quality for Swansea Bay linked to the prediction model and public message display. This found that water quality was 'good'.

- The Council has worked throughout the period to be in a position to submit an application to the International Dark Sky Association to gain Gower Dark Sky Community status. A pre-requisite for this is the review of Supplementary Planning Guidance (SPG) relating to lighting within the Area of Outstanding Natural Beauty (AONB). This has now been incorporated within the latest version of the AONB Design Guide, which is due to be consulted on and adopted by the end of 2020.

Biodiversity Audit of Corporate Assets and Effective Management

- A scheme of work has begun reviewing all council assets in terms of biodiversity. Actions include a review of all Council owned Sites of Importance for Nature Conservation (SINCs), a survey of land identified for disposal, a review of grazing plans and an biodiversity and ecosystem services

audit of all Council owned estates land. We continue to monitor and survey the Council's biodiversity resource to improve our evidence base and understanding of the benefits.

- A Natural Environment Scrutiny Inquiry recommendation in 2019 was to insert a relevant biodiversity clause into service level agreements, licences, etc. which relates to land use and land management ensuring that the importance of these clauses is made clear to the land managers/occupiers. This clause has been already inserted into service level agreements for community groups managing green space and going forward work will take place so more detailed and relevant biodiversity clauses are inserted into all service level agreements, licences, etc. Other examples include contracts relating to grazing sites and those with external event organisers that require Council consent before certain activities (e.g. clearing land, special events, etc.) are undertaken to prevent loss of biodiversity.

Enhancing Biodiversity and Improving Ecological Connectivity

- The Local Biodiversity Action Plan is currently undergoing a review by the Swansea Biodiversity Partnership. This will update actions and incorporate new species and habitats declared of principal importance in Wales by the Welsh Government since the last update in 2005. This document will become the Nature Recovery Action Plan for Swansea.

- Collaborative working with services areas across the Council and with partner organisations is improving the biodiversity ecological connectivity across sites. We have worked with Highways, Parks, Housing, Education, and Corporate Properties to identify and take forward pilot projects such as developing verge habitats, wildlife corridors and habitats to encourage pollinators.

- Work took place on a Development and Biodiversity Supplementary Planning Guidance (SPG), which has been approved for public consultation. This requires the Council to seek to maintain and enhance biodiversity so far as consistent with the proper exercise of their functions and in so doing promote the resilience of ecosystems. This duty is embedded as an objective in the Local Well Being Plan, is a Priority in the Council's Corporate Plan and incorporated as policy within the Swansea Local Development Plan. The SPG specifically focusses on how the Council will follow a "stepwise approach" to implementing the biodiversity duty through its own planning decision making process. It will integrate greater obligations around biodiversity with some major developments approved subject to Section 106 agreements providing financial contributions towards practical on/off site mitigation and/or compensation measures against biodiversity loss and also in support of maintenance agreements.

Case Study: Swift Bricks for all new Council houses

Thanks to a simple but rather special new initiative, all new council houses being built in Swansea in future will offer swifts the chance to set up their own family homes under the eaves of the buildings. A special 'swift brick' will be included in the design and build of scores of new-build council houses so that the birds can use them as safe nesting places in the years ahead. Cllr Andrea Lewis, Cabinet Member for Housing and Energy, said "Swansea Council will be among the first in the country to fit 'swift bricks' as standard in new council homes to create homes for the birds. She said: "It's a really simple but highly-effective way to make an important contribution to the wildlife communities in our city". For centuries swifts have naturally made their homes in spaces under the roofs of houses, but the modern design of buildings has made it harder for them to find the nooks and corners they need, hence the need for swift bricks. Swift bricks come with the support of the RSPB. They are made of hard plastic and are the size, shape and colour of a standard house brick. A hole allows the swift entry into the space behind the brick so they can nest between the outer wall

and inner-wall of the building without troubling the roof space or the human family they share the house with.

The Climate Emergency

- Swansea Council has recognised the key role we have to play in tackling climate change and passed a Climate Change Emergency notice of motion in June 2019. The motion calls upon both the UK and Welsh Governments to provide us with the necessary powers and resources to ensure that Swansea becomes carbon neutral in 2030 and to promote a greater awareness of climate change amongst the local population. It also acknowledged the importance of working with expert partners to identify how we can build on these actions moving forward.

- We have for some time recognised our role as both a key provider of services and a major employer in the local area and have undertaken a range of activities to promote renewable energy, support a low carbon local economy and reduce our carbon footprint. However, the Council views it essential that the city as a whole plays its part in tackling the challenges of climate change. Synergies with Public Service Board's Working with Nature Group's local area objective have been identified and relationships with expert organisations established. Swansea Environment Forum has accepted the Council's invitation to assist in developing its climate action plan particularly in relation to supporting and facilitating wider stakeholder engagement.

- A Climate Change Charter has been drafted setting out headline commitments that the Council seeks to adopt and which it encourages all organisations within the local authority area to also commit. An appropriate date was being discussed prior to the coronavirus crisis to launch the Climate Change Charter for Swansea with the aim of as many private, public and third sector partners as possible signing up. The planning of engagement work to reach out to citizens was also well underway with a marketplace style event being scheduled to mark Clean Air Day on 22 June 2020. This accessible event was to be an opportunity for citizens to interact with council services and our partners, ask questions and provide feedback and suggestions for future actions.

- Swansea Council is becoming among the most energy-efficient local authorities in Wales. Over the last 10 years the council has reduced its carbon footprint by 30% but has plans to go even further over the coming years. To enable this we are reviewing governance around climate change as a whole-council approach is essential. The Councils Equalities and Future Generations Future Generations Policy Development Committee (PDC) has been charged with a specific remit to cover the response to Climate Change emergency. At a corporate level, the Biodiversity Working Group has been extended to incorporate Climate Change so both related issues can be tackled in an integrated way. Work had begun reviewing relevant Council policies and looking at how they align with tackling climate change or where gaps may exist.

A Low Carbon Economy

- Our Energy Strategy and the City Deal regeneration are key mechanisms by which the Council works towards a low carbon economy. These projects along with sustainable and active travel measures to combat climate change are detailed within the 'Economy and Infrastructure' although a low carbon approach increasingly proactively underpins all our well-being objectives). Other highlights include:

- We are continuing to seek opportunities to replace our corporate fleet with Ultra low emission vehicles, which is currently the largest in Wales; Electric Vans (40); Electric car (1) and working

with others nationally to urge Welsh Government to develop electric car charging infrastructure. We are also in the process of developing an infrastructure of Electric Charging Points, which will include 32 charge points and associated recharging bays which will be installed in 12 car parks across Swansea. All the electricity supplying the pillars will be 100% sustainably sourced.

- We are continuing to implement agile working so that our workforce can reduce unnecessary travel and plans are underway to vacate the Civic Centre and establish a Central Public Sector hub. This process was accelerated with lockdown. We have been leading the implementation of the One Public Estate programme within Swansea and the South West Wales region. As a result, significant interest from public sector bodies has been established on the proposal to share office accommodation and associated services within a Central Public Sector Hub. The development is a key component of Swansea Central – Phase 2 and is aligned to support the development of an agile work force.

Renewable Energy

- We procure our energy using Crown Commercial Services Framework Agreements via the National Procurement Service (NPS); 100% is from renewable energy sources. We are also exploring the development of Solar Farm Projects in collaboration with the Welsh Government Energy Services. We support community owned renewable energy schemes, like SCEES, to deliver clean energy and benefit local schools and community buildings. During 2019, the SCEES Solar PV project (covering 11 schools and 1 care home) generated 356,000 kWh. Additional Solar PV installations at the Guildhall and four schools generated 89,000kwh. The Council is exploring the potential for a solar farm to generate electricity that will either be sold back to the grid.

- While Swansea's Tidal Lagoon did not meet the necessary value-for-money criteria to secure subsidy support in 2018 - despite the publication of the independent Hendy Review 2017 supporting the project in Swansea – we have remained committed to the building the world's first purpose-built tidal energy lagoon. Through the Swansea Bay City Deal region, we established a Tidal Lagoon Task Force which reviewed the proposal. The re-imagined concept of an Integrated Dragon Island incorporates the development of a Tidal Lagoon and a large floating development of commercial and residential accommodation. It is envisaged that the proposal will be facilitated through the procurement of a private sector partner as a joint venture, which will remove the need for a large government subsidy. It includes public sector Power Purchase agreements and a broader scope including solar, wind and data storage.

Case Study: Earth Hour 2020

The Council was proud to participate in and promote Earth Hour on Saturday 28th March 2020. Along with our partners and residents, the Council took part in the specular hour long 'lights out' World Wide Fund for Nature event. Cllr Lewis, Cabinet member for Homes and Energy said: "The lights going out at our Civic Centre, at the council offices in the Guildhall, as well as homes across the city, sends a powerful message about just how much we all care about the environment in Swansea. That's why it has become such a special an important event here each year." The annual event celebrates efforts to reduce carbon made to date and raises awareness of the need to do more in future.

- Swansea Council has built up the biggest public sector-operated electric vehicle fleet in Wales. At a major transport conference staged in the city, Swansea Council was being hailed a 'beacon of excellence' by Green Fleet Cymru. So far we have 41 electric vehicles, the biggest public sector

fleet of its kind in Wales. This will help cut our carbon footprint, save money and help reduce air pollution in our city.

- A focus on Corporate Fleet charge-point infrastructure funding remains a priority. Swansea Council has recently been successful with an award of £89,000 WG funding from the Local Transport Fund for the provision of publically accessible, electric vehicle fast charge points in a number of Council-owned parking interchanges across Swansea.

Case Study: Electric Vehicle Charging Points

Swansea Council is bidding for a share of £5 million that has been made available to UK local authorities who are developing electric vehicle charging infrastructure in residential areas. The money Swansea is bidding for will help fund the installation of 26 charging bays in 13 car parks across the city. Each charging point will enable electric vehicles to travel approximately 30 miles from a one hour charge. The Council is hoping the increase in electric charging infrastructure in Swansea will encourage more motorists to go green and use electric cars. The latest bid for funding will also add to Welsh Government transport grant funding (£89k) which was approved earlier in the year and will help fund the installation of electric charging points at the city's two Park and Ride sites. This additional funding bid is key in our efforts to increase the infrastructure in Swansea that is needed to give motorists confidence they can choose electric powered vehicles in the future. Andrea Lewis, Cabinet Member for Homes and Energy, said: "We have made serious commitments to the residents of Swansea to improve our local environment by reducing our carbon footprint. Along with new charging points in our Park and Ride sites, we will now be looking at rolling out even more charging points in car parks close to residential areas all across the city."

Low Carbon Swansea

- We are a founder member of Low Carbon Swansea Bay (LCSB), a network of public, private and voluntary organisations in South West Wales working to reduce our carbon footprint by sharing knowledge, ideas, networks and training opportunities. Low Carbon Swansea Bay is funded through membership subscriptions and sponsorship and is managed by members with support from Swansea Environmental Forum. We are active participants in the Swansea Bay Ultra Low Emissions Vehicle Group; in addition, engagement exploring hydrogen vehicles has taken place with Riversimple and Swansea University. The Council has also supported an annual Clean Air Roadshow and engaged local businesses and partners by hosting the first Green Fleet Wales event in Swansea this year. To achieve an integrated approach, the Council works with others nationally to urge Welsh Government to develop an electric car charging infrastructure.

Information, Training and Events

- This year has seen the publication of our popular annual Environmental Events programme, which provides details of hundreds of free or low cost environmental events taking place around Swansea. In addition awareness raising talks and training, workshops have taken place at venues across Swansea. This includes guided tours of our specialist parks, nature reserves and supported volunteering days. Interpretation boards help visitors appreciate environmental and cultural features at both community green spaces and key visitor attractions.

Opportunities for School Children

- The 'Our Nature our Future' Project funded by NRW has helped to embed the value of outdoor learning and has supported 20 local primary schools to make better use of their local wildlife

sites for learning. It has also helped each school to develop and implement plans to improve their school grounds for biodiversity resulting in wildflower gardens, growing schemes, tree planting, wildlife ponds and habitat creation.

- Collaborative working with the RSPB has helped children to access and learn about their natural environment for the benefit of pupils' health and wellbeing. The programme also connects schools to local Wildlife Sites and introduces pupils to the nature in their local area. Anecdotal evidence suggests that this knowledge may have helped during lockdown as families reconnected with local green spaces as part of their daily exercise.

- Low cost training is delivered at Bishops Wood Local Nature Reserve for schools within Swansea and wider afield. We have supported the international Eco Schools programmes, which encourages schools to promote recycling and reduce energy and water consumption and encouraged our Foundation Phase learning pupils to learn outdoors ensuring a respect for nature, biodiversity and eco-systems. For pupils at Key Stage 4, we are have worked in partnerships with our Universities to establish STEM workshops including the impact of climate change.

Improving Access to and Quality of Parks and Greenspace

- The Council has mapped access to green space, including access points, and identified opportunities for improvements. The aim is to ensure to ensure that at least 75% of the local population live within 300m (5 minutes' walk) of their nearest area of natural greenspace. Work has started on a green fairness policy. Green fairness is about ensuring high quality green infrastructure and natural greenspace is available in deprived neighbourhoods to help improve resilience to climate change and reduce health inequalities. Nature is widely acknowledged to have helped many people cope and build resilience during the coronavirus crisis.

- The annual programme of wildflower planting and management saw over 41,000 square metres of wild flowers sown at almost 180 sites across the city including roundabouts, roadside verges and parks. The Council recognises that native species particularly benefit pollinators and so the aim is to include more native species where possible and also explore perennial planting.

- Eighteen of Swansea's favourite beauty spots have been awarded prestigious Green Flag or Green Flag Community Award status. Among the 2019 winners are six Swansea Council parks including Clyne Gardens, Victoria Park, Brynmill Park, Cwmdonkin Park, Parc Llewelyn and the Botanical & Ornamental Gardens at Singleton. The Green Flag Award is an international mark of a quality park or green space. It is delivered in Wales by Keep Wales Tidy, with support from the Welsh Government.

Engaging and Supporting Local Community Action

- We have continued to encourage greater community ownership of parks, nature reserves and wildlife sites and have worked with 'friends of parks' organisations to ensure long-term sustainability of parks and public spaces. We currently have more than 30 active Friends of Parks/Open Spaces with several groups undertaking leases and considering a Community Asset Transfer. Financial investment in community centres and parks have been significant over the last two years, due to external funding, Beyond Bricks & Mortar, third party investment and by the groups themselves.

Case Study: Library users are writing their own chapter in environmental activism - by tackling litter on Swansea Beach.

Groups of friends, workmates and relatives are borrowing litter-pick equipment from the city's seafront Central Library and caring for the neighbouring sands. They are also taking the equipment - supplied to the library by charity Keep Wales Tidy - to do litter picks in other areas of the city. The Keep Wales Tidy equipment for adults and children is also available at Townhill and Clydach Libraries. Customers, community groups and businesses can borrow pickers, hoops and high-vis jackets before going out, picking litter and disposing of it responsibly back at the library. In doing so they all play their part in keeping their community a cleaner and safer place to live, play and work. Access to equipment helps new and existing groups become more sustainable and helps them to work independently. Robert Francis-Davies, the Council's Cabinet Member for Investment, Regeneration and Tourism, said: "I applaud the efforts of library users who go out and care for the environment. It's a Council priority to maintain and enhance Swansea's natural resources and biodiversity and actions such as these by the public are a big help in us achieving that."

- Many of the groups have been successful in obtaining in excess of £300,000 grants as they are able to apply for funding which the Council cannot. A memorandum of understanding has been produced in partnership with the groups, which will assist with funding applications. Buildings have benefited general refurbishment and parks investment has been substantial with new playground equipment, MUGAs, events and family days and planting of new trees and shrubs. The Parks Operations Teams continue to provide ongoing maintenance of all parks, open spaces, green infrastructure and playgrounds. Six Green Flag Awards have been retained this year.

- Several roles across Council services and partner organisations now include volunteer coordination. This involves liaison with all relevant Service Areas, Ward members and external organisations such as Community Councils to encourage and provide volunteering opportunities for adults and children. Co-ordinators also recruit, train and engage with new volunteers, for example, through social prescribing, corporate social responsibility, etc. The Gower Hedgerow Hub project is in its second year of operation having planted 1,500 trees planted in Gower and maintained more than 2.5km of hedgerows. It provides practical opportunities for people to learn about hedges and help look after this important habitat. The Council's Swansea Wildlife Volunteers Group funded by NRW has provided opportunities for local volunteers to help with practical conservation tasks such as sand dune management, tree and wildflower planting, pond creation and woodland management.

Case Study: Coed Gwilym Park set for new lease of life

A much-loved park in Clydach is set for a new lease of life thanks to proposals that will see it being run by the local community council. Coed Gwilym Park is the largest open space in the village and home to a heritage centre, cricket, football bowls and other sports clubs and has two community play areas. A leasing arrangement with Clydach Community Council means volunteers will be taking over day-to-day management of the park on behalf of local people, securing the park's future for the next 125 years. Cllr Robert Francis-Davies said "The benefit for the council is that it retains ownership of the park and reduces its overall costs. The benefits for communities are that they get a much bigger say in how the park is operated and it also opens doors to funding opportunities for improvements that are not available to the Council." Working with the existing friends of the park group, the Community Council will take a phased approach to improving the look, feel and facilities on offer at the park, starting with new signage and footpath repairs within the park.

Controlling Invasive Non-Native Species (INNS)

- The mapping of Invasive Non Native Species has been completed for the whole of the County and sites treated. Species subject to control included Japanese knotweed, Himalayan Balsam, wild parsnip and hogweed. A Japanese Knotweed advice leaflet has been produced and guidance and advice is provided on the Council's website. Commercial Services are supporting the marketing, promotion and sale of services that tackle invasive species such as the Japanese knotweed control service. Advice is provided to landowners in various formats to raise awareness of the problem to help control the spread of INNS.

Reducing Waste and Increasing Recycling

- The latest data prior to the Coronavirus disruption suggested that Swansea was meeting its reuse and recycling target of 64% for 2019/20. In quarter 3, 67% of waste collected was reused or recycled (67.82%), which was a 5% increase above that achieved the same time the previous year. This was an improvement of the 62% being recycled at the start of the year. Residual waste tonnages at the kerbside reduced by circa 15% in the first 6 months this year which equates to about 3,000 tonnes less waste going to landfill every year This success can be attributed to intensive communications with the public appealing for their help. Campaigns used PR, social media, online platforms, letter drops and radio coverage to increase public support.

- Swansea Council introduced its 'Keep it out' initiative in February in a bid to get non-recyclers on board with other households already doing their bit by using kerbside recycling services. The campaign involved Council recycling officers carrying out on-street surveys of black bag waste to see if recyclable materials were being placed in them. Residents not recycling were then issued with a letter advising they could be at risk of being issued with a fixed penalty notice if they continued not to recycle. The initiative has led to a reduction of around 100 tonnes of black bag waste collected every fortnight and has led to an increase in the amount of recyclable waste collected. The Council is aiming to achieve a 2,600T reduction of the annual amount of black bag (non-recyclable) waste collected from homes in the city and is expected to save more than a quarter of a million pounds in landfill disposal costs as a result.

- This year steps have been taken to increase food recycling by commercial properties with visits carried out to businesses. The focus has also been on promoting recycling in Flats where recycling is often harder due to lack of space and facilities. Seasonal campaigns have included a Halloween reminder to recycle pumpkins as food waste. At the start of the academic year, hundreds of recycling information packs were sent to students explaining how students can help keep their communities clean and free of litter during their stay.

- Swansea Council is working with Welsh Government across Wales on an Absorbent Hygiene Product (AHP) collection and recycling project. The regional Long Term Food Waste Contract (including Bridgend) continues to work well and provide a very cost effective disposal option. To prevent future issues in the long term, responses to new planning applications now encourage better recycling access and amenities.

- We have continued the roll out of reusable pink bags across the city, calling on residents to only put out loose bottles, pots, tubs and trays in the bags. The work undertaken to ensure the quality of plastic improves has led to the Council receiving an income from recycling processors for each tonne collected, rather than having to pay for it to be recycled. The efforts of residents have led to a huge step forward in terms of the quality of plastic we have collected. Our aim is to

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ensure that the plastic we collect from the kerb is a high enough quality to be of interest to plastic recycling processors in the UK.

- We have continued to prioritise cleanliness in our communities. Our dedicated fly tipping taskforce provides a responsive and targeted service to fly tipping. We have delivered enforcement training to a number of frontline staff to discourage fly tipping and facilitate an improved response. We have also started to provide training to some of our partners such as Coastal Housing to deter fly tipping at sites they manage.

- The Council is also keen to encourage reuse rather than recycling where possible. As a result our services avoid sourcing virgin materials where possible, reuse parts and offer surplus materials at cost to the public or our partners. Collaborative work has focused on seeking long term recycling improvements and improving the circular economy potential.

5. How this Well-being Objective is contributing to the achievement of the national well-being goals.

- *A Prosperous Wales* - The unique natural environment in Swansea and its Area of Outstanding Natural Beauty supports thousands of jobs in the tourism sector worth £440 million per annum to the local economy.
- *A Resilient Wales* - The resilience of our natural environment is improved by restoring degraded habitats and through habitat creation and improving connectivity.
- *A Healthier Wales* – Trees play an important role in relation to filtering air of harmful particulates reducing respiratory conditions, while natural spaces have a documented beneficial impact on mental health
- *A More Equal Wales* - Involvement in environmental training and volunteering builds skills that are accessible to all.
- *A Wales of Cohesive Communities* – The social benefits that accompany improving the percentage of tree cover and natural open space within Swansea create welcoming communities where people are proud to belong and experience an improved quality of life.
- *A Wales of Vibrant Culture and Welsh Language* – Accessible, managed green and beach space offers sport and recreational opportunities while Swansea's physical geography and maritime location have inspired a rich local cultural identity.
- *A Globally Responsible Wales* – Reduces our impact on the planet, moving towards a 'one planet' Wales that does not use more than its fair share of resources.

6. Lessons learnt and areas for development

A Corporate Biodiversity Action Plan

- Implementation of the Action Plan will be overseen by the new Scrutiny Panel for Natural Environment and Biodiversity. It provides a more integrated approach that will contribute to the delivery of the other corporate wellbeing goals. The Action Plan also involves collaboration with other Public Service Board (PSB) partners to deliver actions which contribute to achieving the PSB Well-being Plan Working with Nature priority.

Green Infrastructure Strategy for the City Centre

- The Regeneration Team plan to use the Strategy to advise current and future phases of the Swansea Central Area regeneration programme. The Strategy has been aligned to the Swansea Central Area Regeneration Framework (SCARF) to reflect this. The Green Space Factor tool is

being piloted on the Digital Village Scheme. Partners and developers will be encouraged to use the strategy and tool as a simple and effective means of demonstrating compliance with legislation. Following the adoption of the Strategy an action plan will be drawn up and governance and performance measures agreed.

Tree policy

- A Corporate Tree Policy has been drafted with the next step being consultation at the appropriate time in line with other linked activity. However resource issues are and are likely to continue to be challenging due to the onerous demands of the Ash die back situation on internal and external capacity relating to this specialist area.

Urban Tree Cover Initiatives

- In addition to providing a register of tree loss/gain on Council owned land, future work involves the mapping of suitable areas for tree planting on council land and the setting of targets for planting.

Welsh Quality Housing Standard Green space improvements

- Beyond the December 2020 WQHS deadline, a programme of work will continue to improve green spaces on housing estates. While anti-social behaviour has resulted in a small number of saplings being vandalised just months after planting in Penlan. The community's reaction to the vandals has galvanised support for the project locally. The Council's response has resulted in previously disengaged young people having a personal stake in the neighbourhood improvement process which will inform future planting work.

Case Study: Young people help replace vandalised trees

Young people in Swansea have helped to replant trees in a Swansea community after a spate of vandalism resulted in newly planted trees being ripped up. Swansea Council is aiming to make Penlan greener and started a tree planting scheme in 2019 which has seen more than 300 trees were planted on green spaces and in streets in the community. Regrettably, vandals have since ripped up a number of trees along Heol Gwyrosydd and Penderry Road. However young people that are part of the Youth Justice Service have since pitched in with the Council's Parks Team to replace the damaged trees. Andrea Lewis, Cabinet Member for Homes and Energy, said: "We want our tenants to live in good quality homes within a safe and secure community - a green environment will help us achieve this. ""It was disappointing to discover the new trees had been targeted so soon after they had been planted. "The young people within the Youth Justice Service have done an excellent job in assisting the Council with the replanting exercise. Hopefully it will send a positive message out to other young people in the city that they can contribute to a greener, improved community environment."

Mapping Ecosystem Services and Green Infrastructure Opportunities

- We plan to take forward the development of ecosystem and biodiversity maps at a ward level in consultation with local residents, Friends of groups and Members and identify opportunities for enhancement. We will continue to work with all service areas and partners to develop a high level map of the County's existing ecosystems services and the potential green infrastructure opportunities, deficiencies and constraints. This will help to inform the development of the County Wide Green Infrastructure Strategy

Biodiversity Audit of Corporate Assets and Effective Management

- The Council is registered with South East Wales Biodiversity Records Centre (SEWBReC) 2019/20 which monitors and holds biodiversity records. This ecological information helps ensure council services carrying out projects do so in line with the Council's Section 6 Biodiversity Duty. A review of how this services is used and funded is planned to maximise effectiveness and share costs across services.

Enhancing biodiversity and improving ecological connectivity.

- The unplanned reduction in cutting of verges due to Coronavirus has unexpectedly accelerated the strategy of reducing mowing. The unintentional results in appropriate locations has resulted in a visible increase in nature. Work will continue to identify those locations in Council ownership which can be given over to self-seeding, less intensive mowing and/or seeding with perennial species mixes.

A Climate Emergency

- Swansea Rural Development Programme has set up a Local Action Group made up of people from the third, private and public sector. It has successfully refreshed its governing document the 'Local Delivery Strategy' (LDS) to incorporate a new approach to the way in which work is delivered in our rural communities. The LDS now incorporates One Planet principles to address climate change, by placing sustainability and community resilience as the fundamental element of our work. This is the first time any local authority LAG has used the One Planet approach in Wales to affect strategy and grant making decisions. It is a new way of working and thinking, which will also be required from those who wish to partner or benefit from the fund it manages with Swansea RDP. This acknowledges Swansea Council's declaration of a climate emergency and the urgent need for everyone to change tack away from 'business as usual' to a way of doing things to protect the lives of future generations.

A low carbon economy & carbon reduction

- We have explored approaches and methodologies for measuring Swansea's carbon footprint with Swansea Environmental Forum and the Public Service Board's Working with Nature Group. Swansea Environmental Forum and the Council have also considered a 'One Planet Swansea' approach to measuring the Council's footprint but an application to Big Lottery was unsuccessful. In order to best measure progress towards a carbon neutral in 2030, we have volunteered to participate in a Welsh Government pilot project to develop standard 'scopes' for the public sector in tackling climate change. Working towards decarbonisation will help provide long term sustainable solutions, particularly pertinent during the COVID-19 recovery. We aim to develop a set of net zero commitments/pledges for COP26 in 2021.

- Our Green Fleet policy will be looking at all options to find ways of reducing emission levels from our fleet, including looking into biofuels and hydrogen fuel cells as well as fully-electric methods.

Engaging with and supporting local community action

- The Council works with the local community to help maintain environmental assets. However, active, committed volunteers are only one part of a solution which also requires equipment, supervision, training and transport costs. As a result, while the wider benefits to individuals and

the local community are significant, valuable and the local impacts critical, organisational resources are still needed to maintain the majority of our environmental assets.

Reducing Waste and increasing recycling

- The disposal of waste wood is a problem, which is forecast to increase due to the impact of Ash Die Back. The Council applied for Welsh Government Circular Economy Capital Funding to support the setting up of a Wood Reuse and Recycling Centre. Agile working refurbishment plans for the Guildhall as with previous transformation projects at the Civic Centre will reuse and repurpose furniture contributing to the circular economy. These plans were disrupted by the coronavirus but will be taken forward in an appropriate form. Moving forward the focus will be on increasing the recycling of absorbent hygiene products and exploration of opportunities to recycle textiles.

Part 2: How we have worked when taking steps to meet this Well-being Objective

- This part of the Review will set out how the Council has worked when meeting the steps to deliver its Well-being Objectives in line with the sustainability principles (5 ways of working) set out within the Act.

Addressing long-term challenges

- *Safeguarding People from Harm -* An ageing population represents a significant increase in the demand for health and social care services. We will address this by working towards a financially sustainable position, delivering on agreed savings targets and delivering priorities identified by our established improvement programmes.

- *Improving Education & Skills -* The Additional Learning Needs (ALN) and Educational Tribunal Wales (ALNET) Act 2018 is just one aspect of an overarching ALN Transformation Programme. At the heart of these reforms is a focus on inclusion; putting children and young people at the centre and ensuring they are supported to reach their full potential in the future.

- *Transforming our Economy & Infrastructure -* A long term approach that considers how Swansea can flex and adapt to an uncertain future is particularly evident in City Deal projects which aim to prepare Swansea by building skills and infrastructure for a successful future. Using future trends to embrace new ways of working from 5G to the internet of things will ensure Swansea's future generations are resilient and able to thrive. This is particularly pertinent while the opportunities and risks associated with Brexit are being understood. Investment in projects such as the Kingsway digital employment district aim to future proof the city centre by acting on identified future trends in technology and behaviours.

- *Tackling Poverty –* Our future well-being is dependent upon tackling the long term causes and impact of poverty. Our Early Years strategy is designed to tackle poverty at an early stage by providing support to parents and families and aiming to ensure that children living in deprived communities reach their developmental milestones, before they start school. Our work in schools supports children and young people living in deprived areas by reducing inequalities in educational attainment and access to further and higher education, training and employment. We continue to support individuals to overcome their barriers to employment through co-ordinated person-centred employability support. Our long term approach to tackling poverty is based on the premise that it is "everyone's business" and we have a a cross-departmental

strategy and action plan, working in partnership with external partners, including the Voluntary sector.

- *Transformation & Future Council* - In order to ensure that we can provide high quality, efficient and sustainable services in the future, we need to continue with the implementation of our transformation programme and budget strategy. We have already realised more the £70 million of savings since the inception of our Sustainable Swansea: Fit for the Future programme. This year we have combined our approach to transformation with a COVID-19 recovery lockdown plan, to ensure that we have a robust framework in place to tackle the short, medium and long term challenges and ensure the continuity of essential services, whilst protecting the most vulnerable in our communities. Our Cloud First and Digital First strategy has improved the resilience of services across the Council and made it easy for staff and Councillors to switch to homeworking. Most importantly it has meant Swansea residents could continue to access services online, or via virtual call centres.

- *Natural Resources and Biodiversity* - Our well-being, prosperity, quality of life and future survival is dependent on a healthy resilient natural environment and stable climate. We have started work to better understand our carbon footprint, in line with emerging guidance for public sector greenhouse emissions reporting. Swansea volunteered to take part in a Welsh Government pilot exploring this area. We are starting research and development to scope the implications of introducing decarbonisation policies and strategies to inform future work programmes between 2021 and 2030.

Preventing problems from occurring or getting worse

- *Safeguarding People from Harm* - by managing demand effectively and implementing Swansea's Corporate Prevention strategy and through our Sustainable Swansea Programme.

- *Improving Education & Skills* – The Council have continued to develop and strengthen its Early Years strategy through Families First, the Flying Start Programme, the Foundation Phase, the Best Start Campaign, Jig-so and a range of other activities to support children, parents and their families. Working with Health and other Partners the Council's approach has incorporated targeted and preventative interventions for children living in relatively high areas of deprivation, children with emerging additional needs and universal provision for children and their parents across Swansea.

- *Transforming our Economy & Infrastructure* - Swansea has taken action to prevent declining public funding for cultural services potentially resulting in the long term loss of key amenities. The successful transfer of the management of Leisure Centres to Freedom Leisure will result in savings safeguarding the facilities future. Community asset transfers of smaller sites, for example 3 Tennis Courts at Langland Bay have also taken place securing their future.

- *Tackling Poverty* – Our Homelessness Strategy will help the Council take a preventative approach to preventing homelessness and supporting people to maintain their tenancies. The strategy sets out clear objectives to ensure that the services and support in place for those at risk of, or are experiencing homelessness, are as effective and accessible as possible. Our Tenancy Support Unit delivers housing related support to vulnerable people living in Swansea to maintain their tenancies in affordable, good quality homes. The Council's Prevention strategy underpins the Council's Tackling Poverty strategy which aims to prevent problems from escalating by providing support and intervention at an early stage.

- *Transformation & Future Council* - Our Digital Inclusion strategy aims to prevent problems from occurring or getting worse by supporting Swansea residents to access Council services on-line and sign post residents to other sources of help at an early stage. During 2019/20, Digital Services promoted free computer and tablet courses for beginners in Swansea. The courses provided a basic introduction to using a device and accessing the internet. It also taught participants how to access services on-line and how to keep personal and financial data safe. An important part of the course was to teach participants how to access money saving deals that are only available online, such as switching energy provider, which supports household budgeting, money management and the prevention of debt.

- *Natural Resources and Biodiversity* - Our Green Infrastructure Strategy will help the Council take a preventative approach to managing extreme weather events like the high winds and flooding of Storm Dennis responded to by the Council in 2020. A planned approach to wider environmental improvements in neighbourhoods should prevent need for more responsive action by designing out opportunities for anti-social behaviour.

Working in partnership with others

- *Safeguarding People from Harm* - through our new regional partnership arrangements to achieve collocation and integrated health and social care, and joint safeguarding board.

- *Improving Education & Skills* – the Council has continued to work through the ERW school improvement partnership during 2019/20. There is emerging agreement on the need to change the regional footprint for school improvement, which had previously been directed by the Welsh Government, to ideally operate on the City Deal footprint; this is so that school improvement and education is better aligned with economic opportunities and the ambitions of our young citizens.

- *Transforming our Economy & Infrastructure* - The delivery of affordable homes exemplifies collaborative working between the public and private sector in a sustainable way resulting in a long term partnership with the objectives of developing homes within the city for the benefit of future generations. The development of Swansea Central North's Public Sector Hub offers opportunities to co-locate council services alongside those of other public sector bodies. An adjacent UK Government Hub is also being explored.

- *Tackling Poverty* – The Council has strengthened its partnership working with other partners to tackle poverty through the Swansea Poverty Partnership Forum and the Financial Inclusion steering group which are closely aligned to the Council internal Poverty Forum. We have worked with a range of partners to signpost and provide advice on a range benefit checks, entitlements and money advice to maximize household income. During the COVID-19 pandemic, the Council worked with a range of partners to deliver food parcels and provide support to vulnerable people including to families with children in receipt of free school meals.

- *Transformation & Future Council* - We have continued to work with the Welsh Government, other Local Authorities, Third Sector, the NHS, Police and other partners. We have worked with the Welsh Local Government Association and other Local Authorities to identify a number of shared services across Wales. We are in the process of developing a Public Sector Hub which will include the relocation of a range of appropriate Swansea Council functions from the Civic Centre to the city centre alongside a number of public bodies within one shared facility. We are also continuing to play an active role in regional collaborations for Education (ERW), Health and Social Care (West Glamorgan Health and Social Care Partnership) and Economic Development (Swansea Bay City Deal) and locally through the Public Services Board.

- *Natural Resources and Biodiversity* - The Council has forged close relationships with both national organisations like Natural resources Wales and the RSPB and also local ones such as Swansea Environmental Forum, the Swansea Biodiversity Partnership and the Swansea Environment Centre. The Council provides supports and works in partnership with several key not for profit organisations. The development of tools and strategic guidance for developers is resulting in closer working with the private sector.

Integration - Joining things up and avoiding conflicts

- *Safeguarding People from Harm* - by empowering our workforce to be the best they can be, by setting the right conditions to achieve excellence in their practice and to have a real impact in their work to achieve wellbeing through partnerships and in working towards the personal outcomes of all people we work with.

- *Improving Education & Skills* – Integrated and joint working between Early Years Services, Health and Social Services is continuing to be developed. For example, this year Additional Learning Needs (ALN) training was delivered by Flying Start staff and Education professionals to the private childcare sector in order to raise awareness about the ALNET (Wales) Act 2018 and to develop more robust relationships between childcare practitioners and schools in relation to transitions.

- *Transforming our Economy & Infrastructure* - Tourism plays a vital role in the local economy so it is critical that the Council work closely with public and private partners on the management, development and promotion of Swansea Bay. A Memorandum of Understanding has been agreed formalising the working relationship of tourist trade membership organisation Tourism Swansea Bay and Swansea Council. This a significant step forward in aligning outcomes and will provide a firm foundation for the close working necessary following coronavirus disruption.

- *Tackling Poverty* – The Council has continued to support individuals to overcome barriers to employment by providing individually tailored support delivered through multiple funding streams including Communities for Work, Communities for Work Plus, Workways Plus and Cam Nessa. Swansea Working is the overarching employability approach of Swansea Council and our key partners. The aim of the approach is to simplify access to support for local people of working age who are out of work or 'under employed', giving them one place to call and support tailored to their individual needs.

- *Transformation & Future Council* - The Council has sought to maximize the value of the Swansea Pound through a range of procurement approaches and the development of the Foundational Economy. Community Benefit clauses are now included in contracts outside of construction, e.g. within our recent domiciliary care tender, aiming to expand the range of opportunities that are available. Commercial Services have worked closely with our Community Benefits team to map the forward work plan in order to ensure appropriate contracts are identified. We have also taken part in the Welsh Government's pilot to develop the Foundational Economy – Foundations for Local Success and are seeking to develop contracts with local suppliers to supply and install Solar PVs, supply and install Air source heat pumps and to undertake external environmental works.

- *Natural Resources and Biodiversity* - In order to align biodiversity awareness and decision making across the Council in a virtuous circle, the Nature Conservation Team is liaising with the School and Governor Unit to ensure that all governing bodies appoint an environmental link governor. It is expected that these will primarily be local ward Members given the synergies with activities developing the mapping and identification of environmental opportunities at ward level (these

assessments include school sites). It is hoped in the medium term that they can also report back on each school's environmental activities and this can inform the 3 yearly section 6 report to Welsh Government.

Involving people

- *Safeguarding People from Harm* - through Swansea's rights-based approaches, such as Signs of Safety & Wellbeing, used with Children and Families and Collaborative Communication in our work with vulnerable adults; and by embedding coproduction and a focus on promoting supportive communities through Our Neighbourhood asset based approaches, such as Local Area Coordination.

- *Improving Education & Skills* – Swansea Council continues to respect the right of every child to be listened to in decisions that affect them through a range of engagement mechanisms that fall within the Big Conversation. During 2019-20, 9 Big Conversations took place involving 1152 children and young people and members of the public.

- *Transforming our Economy & Infrastructure* - The Tawe River Corridor Strategy has benefited throughout from close links with Friends groups and strong collaboration on site improvements. Future activities are planned engaging the public directly in the site's heritage.

- *Tackling Poverty* – The Council is the first Council in Wales to support the creation of a Poverty Truth Commission which aims to bring together key decision makers with those living at the sharp end of poverty to work together towards overcoming poverty. The Commission aims to put people with lived experience of poverty at the heart of decision making. Swansea Council for Voluntary Service (SCVS) were selected as the host organisation for the Poverty Truth Commission and a start-up group is in place with partners, Council and community representatives.

- *Transformation & Future Council* - We have revised our approach to consultation and engagement. We have developed a Corporate Co-Production Strategic Framework following a workshop with the Council's Transformation and Future Council Policy Development Committee and learning pilots with Social Services. A training programme has been developed and rolled out to the Cabinet and key Officers. Work is underway to develop an e-learning programme and roll this out more extensively. Work is also underway to identify a list of all Council engagement activities with the public over the next three years and to revise guidance and support to ensure that all consultation activity is appropriate to need in relation to the ladder of participation (education, informing, consultation, engagement, co-design up to co-production).

- *Natural Resources and Biodiversity* - Over the past eighteen months, hundreds of members of the public have fed into our largest ever engagement with citizens about the natural environment. The overwhelming message from our public engagement was that city nature is important to people; it increases their enjoyment and the time they spend in the city centre. Our actions reflect that finding.

Part 3 - **How the Council is changing the way we work: Where the change needs to happen**

The Council recognises that we have to work differently if we are to meet challenges in the future. For this change to happen we have to first change the Council–wide systems that support the delivery of specific services. We believe focusing on 'seven areas for change' within our organisation will best help us change the way we deliver services outside the organisation. The work undertaken

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to date has proven a firm foundation enabling an agile response to the Coronavirus crisis. These critical 'areas for change' have already begun and continue to adapt the ways they work:

Corporate Planning

The Corporate Plan describes the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals in line with the five ways of working outlined in the Act.   Following the adoption of the Corporate Plan in May 2017, the Corporate Plan was refreshed for 2018/22. This enabled consideration of Swansea Public Services Board's (PSB) Local Well-being Plan, a review of progress and an assessment of the evidence, looking at how we could close any gaps and further maximise our contribution to the National Well-being Goals. The main change following the review was the addition of a sixth well-being objective to the Corporate Plan – 'Maintaining and enhancing Swansea's Natural Resources and Biodiversity'. Minor refreshments of the plan have been made each year since to reflect changing circumstances; for example, the Council's Declaration of a Climate Emergency.

The focus has now moved to ensuring that our service plans which underpin and operationalise the Corporate Plan best reflect the sustainable development principle. Rather than prescribing a top down approach to service planning, Heads of Service worked to co-design a structure that would best add value at an operational level. This structure has embedded not only the five ways of working but our Equality and diversity objectives deeply within the planning process.

Financial Planning

Each year the Council allocates financial resources to ensure we are able to take the steps necessary to meet our Well-being Objectives. The Annual budget is set in the context of the Medium Term Financial Plan and linked to the corporate planning process. This overarching strategy is a live document, which is updated as information is available and risk is understood.   Our transformation programme Sustainable Swansea - Fit for the Future underpins decision-making with clear budget principles including sustainable outcomes, prevention, engagement and new models of delivery (often working with partners).

The budget setting process for 2018/19 saw the introduction of the five ways of working via a series of questions designed to challenge thinking, this is now a integrated part of the budget process. Budget consultation involves residents, community groups, partners, employees, the School Budget Forum, Joint Phase Head Teachers, Trade Unions and others. In January 2019, the City & County of Swansea Pension Fund became one of the first Pension Fund's in the UK to adopt an Environmental, Social & Governance policy which commits the pension fund to reduce its already low exposure to carbon based fossil fuel investments by up to 50% over the next 4 years. This is significant as pension assets are in excess of £2bn. An initial review identified Swansea's investments in carbon based industries were already 9% below average. Since then over £0.5bn of assets have been moved into low carbon index tracking funds which has reduced further what was already a low level of investments in carbon-related industries. Alongside its carbon reduction programme in its listed equity portfolio, the fund also actively seeks to invest in energy-efficient infrastructure projects (renewables, solar, alternative fuels) and clean tech in other parts of its portfolio, always seeking to optimise its return, whilst having a positive environmental impact. In future continued pooling will take place with the Wales Pension Partnership.

 Our Environmental Social and Governance policy explicitly recognises the duty on protecting future generations around exposure to carbon, climate change emergency, and the government aim of net zero carbon by 2050. In 2020, the Fund was recognised as having the best approach to sustainable

investment by the Local Authority Pension Fund Awards best scheme in the UK by the Local Authority Pension Fund Investment Awards

Further steps have been taken towards localising and improving the participatory nature of allocating neighbourhood expenditure. A 1.5m Community Fund has been introduced. This will be accessed by Councillors on behalf of their communities. This builds on existing community budgets held by each councillor. The funds are intended to tackle local priorities highlighted by communities like play areas, installation of zebra crossings, bus shelters etc. where a small investment can result in a significant local difference.

Workforce Planning (People)

Cultural change is essential to meet the challenges of the future. To equip staff with the right skills and support Organisational Development, strategic aspirations have been set out for 2018-22 addressing leadership and staff development so that the workforce is fit for the 'future Council'. The roll out of agile and mobile working has been a key focus over recent years, this investment has proved invaluable in enabling the Council to maintain services throughout the lockdown period. The transition to enable staff to work more flexibly has helped release significant space which has facilitated partnership working and income generation.

In addition, staff are able to work more effectively reducing the need for business travel to meetings and reducing commuting to work. These trends lead to positive impacts on carbon emissions, work life balance and finance, these impacts were evident as not only the Council but wider organisations relied upon agile working due to Coronavirus. The logical next step of the agile programme is to move towards an outcome based approach to working as opposed to a time based system; new ways of working are being piloted and assessed. The staff Innovation Community has been augmented with the development of a thriving Leadership Hub which offers staff opportunities for development. In addition, a new online Staff Suggestions Hub has been established, a Mentoring Programme has been initiated and an Employee Benefits Scheme launched.

Procurement

Sustainable procurement principles as set out within the Wales Procurement Policy Statement underpins the Council's procurement practice. Procurement officers work informally with services at the earliest stages of the procurement process so specifications can be developed by managers that consider value for money on a whole life basis (costs relating to maintenance, disposal and consumables are taken into account). This includes work undertaken on a Procurement Guidance Document on The Well-being of Future Generations Act and Procurement, which provides practical advice to staff ensuring they consider the Sustainable Development Principle at the earliest opportunity. Supplier Suitability Questionnaires also include a section on sustainability focusing on environmental issues, but also address equalities and safeguarding in addition to more traditional technical and economic criteria. Beyond Bricks and Mortar is an award winning initiative, which secures social benefits from construction and regeneration activity across sectors in the City & County of Swansea for the lasting benefits of the community. Our Community Benefit Policy has broadened this approach to encompass all Council procurement projects. This makes the most of opportunities to achieve added value and to maximise contribution to the Well-being Goals as a result of public sector spending in Swansea.

Steps have also been taken towards promoting a circular economy approach with the refurbishment of a new agile working environment. This is being achieved by repurposing and re-using existing materials and equipment rather than buying new off catalogue. This approach continues to be rolled

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out across our estate, uses new ways of working with social enterprise, building on the experience of other public bodies.

With regard to local supplier development the Council has this year modified its Constitution to place greater emphasis on using local suppliers to meet our need for goods, services and works by ensuring local companies are invited to bid for certain projects, and we have also sought to maximize the value of the Swansea Pound through the development of the Foundational Economy. We have also taken part in Welsh Government's pilot to develop the Foundational Economy, working on issues related to local procurement and focusing on the construction sector. A new pilot approach to the design and specification of contracts for the Council will allow small businesses to bid for public contracts and increase the amount of money spent locally by the Council. The pilot will focus on changing the procurement approach for 3 construction based contracts, and the learning from that process will be used to change the overall procurement strategy within the Council. The 'Foundations for Local Success' seeks to develop contracts with local suppliers to supply and install Solar PVs, supply and install Airs source heat pumps and undertake external environmental works. This year we have also established a Swansea Food Partnership and held an initial event to raise its profile linking to Rural Development and Fisheries.

Risk Management

The way the Council defines and manages risk was reviewed in 2017 in line with the Well-being of Future Generations Act. Work has continued during 2019/20 to improve compliance to the Policy, which has been regularly kept under review by the Audit Committee. This has included the development and roll out of a new risk register application, the assignment of clear officer responsibility, a monthly review of risk by Corporate Management Team and quarterly reporting to Audit Committee. The publication of corporate and directorate level risk ensure greater transparency and scrutiny. Further work on improving compliance and the quality of risk information continued into 2020/21.

The establishment of an internal steering group has helped manage the risks to the Council associated with the UK's decision to exit the European Union (Brexit). The Council's ability to manage the risks associated with Brexit has, as with other public bodies, been limited by the uncertainty on the likely outcome from the UK's negotiations with the EU. The Council has consistently sought to prepare as far as possible for each stage of withdrawal and has followed the lead of the WLGA and Welsh / UK Governments and liaised with others in order to do this as comprehensively as possible. The Council specifically considered longer-term strategic risks and trends, in line with the Policy and Future Generations Act, when undertaking the annual review of Corporate Risks for 2019/20.

Performance Management

Council services report on performance meeting our Well-being Objectives each quarter which includes a qualitative overview to place the data within its proper context. Data reporting was suspended in March 2020 in line with national practice and guidance due to the impact of coronavirus. While some data was able to be retrospectively collected and reported, inevitably some data gaps exist. This is part of a national phenomenon and will impact the analysis of trends over time as well as complete performance records for 2019/20.

Since the adoption of a new well-being objective in 2018/19, we have worked to identify appropriate and suitably robust performance indicators to fully and quantitatively measure the Council's contribution to improving environmental well-being through the new Corporate Well-being

Objective on Natural Resources and Biodiversity. In future years, this reporting mechanism will also include progress relating to the Council's declaration of a Climate Emergency.

Assets

The Council is always looking at new ways to improve the way we manage our buildings, land and amenities more effectively. Collaborative working is an increasing feature of how we manage our estate. The Local Property Board enables public bodies to work together to find solutions that safeguard assets for the benefit of our communities in the long term. In addition to working with partners, we have continued to involve citizens by enabling them to take responsibility for assets over the long term with safeguards in place for their retention at community level. Asset transfer mechanisms have enabled transfers to be taken forward for example the transfer of Coed Gwilym Park's operational running to Clydach Community Council safeguarding its operation for 125 years.

The adoption of a commercially minded approach and the Local Property Board, has led to major successes in terms of investment acquisitions generating in excess of £600,000 per annum. Continued activity is taking place on disposals alongside the investigation of the feasibility of a proactive approach to development.

Co-production is central to the development of 'Services in the Community', a series of pilot projects that aim to relocate partner organisations alongside Council services within communities. Changing the way we work helps the Council get better value from our assets. Agile working, where staff adopt technology that enables them to work anywhere, minimises underused office space as staff are able to share desk space, promotes collaboration and transformed how we consider 'waste' equipment and furnishings by looking at how we can re-use, re-purpose or re-vamp items we already own rather than buying new.

Part 4 – Governance & Accountability

Sustainable development has been a central organising principle of Swansea Council since 2012, embedded within Swansea's governance via a Sustainable Development Policy; the policy is being reviewed during 2020/21 in line with the Future Generations Act.

The Well-being of Future Generations Act is increasingly being incorporated into all aspects of governance. The Council's first Well-being Statement was integrated within the Corporate Plan 2017/22 and adopted in 2018. Sustainable development principles are at the core of the Council's transformation programme Sustainable Swansea – Fit for the Future. The Council is using a question-based approach to building the five ways of working into the budget setting process linked to the MTFP and Corporate Plan. Service Plans have been reviewed and coproduced with Heads of Service to incorporate the Act by enabling services to better show their contribution to the Council's Well-being and Equality Objectives and how they can maximise that contribution through the five ways of working.

Work is underway to involve citizens more in local democracy and Council decision-making and a Corporate Co-Production Strategic Framework has been developed to involve citizens more in service design and delivery. A training programme has been developed and work is underway to develop an e-learning programme along with a more extensive roll out programme.

The City and County of Swansea has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the new CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government 2016'. The Council revised its Annual Governance Statement, which demonstrates how the Council is governing and making decisions in line with the Code and the

principles of good governance. The Councils Audit Committee provides assurance on the effectiveness of internal control, risk management and governance in the Council.

The Councils Corporate Risk Management Policy and Framework seeks to embed the five ways of working into the identification, assessment, response and control of risk. The Council's Corporate Risks listed below, which were reviewed during 2019/20, are aligned to our Well-being Objectives. They are those risks that, should they come into effect, would have an impact on the whole Council and would have a detrimental impact on the ability of the Council to achieve its priorities and objectives. More recently, risks were reviewed during 2020/21 for the impact of COVID-19:

- Safeguarding.
- COVID-19
- Post-Brexit Trade Deal with EU.
- Financial Control – MTFP aspects of Sustainable Swansea
- Sustainable Swansea transformation programme delivery.
- Local economy and infrastructure.
- Pupil attainment and achievement.
- Tackling Poverty.
- Workforce strategy.
- Digital, data and cyber security.
- Emergency planning, resilience and business continuity.
- Health & Safety.
- New legislative and statutory requirements.
- Tax Evasion.
- Regional working.

Work has continued during 2019/20 and 2020/21 to improve compliance to the Policy, which has been regularly kept under review each month by the Audit Committee. This work has included the development and roll out of a new risk register application, the assignment of clear officer responsibility and work to improve compliance and the quality of risk information.

Accountability

The Council reports performance using local and national indicators to help measure progress meeting its Well-being Objectives. A performance monitoring report is presented to Cabinet each quarter and at the end of the financial year. These reports are subject to review by the Council's scrutiny panel on a quarterly and annual basis.

Inspection and audit bodies, such as the Wales Audit Office, Estyn and the Care Inspectorate Wales, test the performance of specific services and the extent to which the Council is contributing to the national goals and maximising its contribution through the five ways of working. These regulatory bodies publish their findings; in their Annual Improvement Report on Swansea Council for 2019/20, the Wales Audit Office (WAO; now known as Audit Wales) found that the Council is meeting its statutory requirements in relation to continuous improvement and had acted in accordance with the sustainable development principle in the two areas it had reviewed. In terms of value for money, WAO found that the Council had put in place proper arrangements to secure value for money from the resources it uses but that significant challenges remain, particularly in terms of delivering timely transformation against the backdrop of a challenging financial position.

The Council consults and engages with the people of Swansea and others on how they view the services provided by the Council. Complaints and compliments from the public and service users are also a source of information used to improve services. The Council engages with the public through a range of forums and methods and has recently reviewed its approach so that it is appropriate to the

circumstances, ranging from informing all the way through to coproduction with the development of a Corporate Co-Production Strategic Framework.

Many Committee meetings are open to the public and questions welcomed. This includes Council, Scrutiny, Audit Committee and Swansea Public Services Board Partnership meetings. Scrutiny members in particular use the five ways of working to hold Cabinet Members and the Public Services Board to account. Questions are increasingly framed around the five ways of working. Cabinet Members are systematically required by Scrutiny to report on the impact of the Well-being of Future Generations Act on their portfolio and the way they work and make decisions. They are asked to explain the links between the Public Services Board and their work and how this makes a difference.

The Public Services Board is also subject to regular scrutiny as to how it is making a difference. Statutory members are invited to give evidence relating to the priorities on which they lead. Scrutiny consists of not only elected Members but representatives of PSB partner organisations. The panel is made up of the Chairs of other Scrutiny Committees ensuring an integrated and robust approach to inquiry. Scrutiny has contributed to the Council meeting its key priorities in a number of ways, which are set out in the Scrutiny Annual Report.

Regional working

There are three key regional partnerships that the Council is participating in: Swansea Bay City Deal, West Glamorgan Regional Partnership Board and ERW School improvement.

Whilst good progress was made in 2019/20 (albeit at different rates), regional and partnership working remains challenging in a crowded and complex landscape. In particular, whilst the Council has continued to work through ERW during 2019/20, there is emerging agreement on the need to change the regional footprint for school improvement, which had previously been directed by the Welsh Government, to ideally operate on the City Deal footprint; this is so that school improvement and education is better aligned with economic opportunities and the ambitions of our young citizens.

Performance against National Indicators 2019/20

Each year, the Welsh Government and Data Cymru (formerly the Local Government Data Unit) publish resources on local authority performance information. This makes it possible to compare the performance of the 22 Welsh local authorities across those services. However, the collection and reporting of indicators for 2019/20 was halted because of the COVID-19 pandemic.

The list of Comparable National Measures for previous years and currently available can be found at http://www.mylocalcouncil.info/, which includes historical national performance information.

Where to find additional information

If you have any questions or comments on the content of this plan, you can contact by: Email to improvement@swansea.gov.uk Telephone 01792 637570.

Corporate Plan 2020/22 Delivering a Successful and Sustainable Swansea: http://www.swansea.gov.uk/corporateimprovementplan

PSB Well-being Plan
https://www.swansea.gov.uk/localwellbeingplan. More information in the Public Service Board can be found here : http://www.swansea.gov.uk/psb

Well-Being of Future Generations (Wales) Act 2015
https://www.swansea.gov.uk/wellbeingfuturegenerations

Scrutiny Board Reports
https://www.swansea.gov.uk/scrutiny

Audit Committee
https://democracy.swansea.gov.uk/ieListMeetings.aspx?CId=123&Year=0&LLL=0

Equality & Diversity
http://www.swansea.gov.uk/sep

Wales Audit Office inspection reports
http://www.audit.wales/publications?combine=&field_topics_tid_i18n=All&field_sectors_tid_i18n=55&created_1=All&field_area_tid_i18n_1=All&field_reports_tid_i18n=All&=Update+Results

Estyn Inspection Reports
http://www.estyn.gov.uk/english/inspection/inspection-reports/?searchTitle=&searchType=All&localAuthority=51&searchPostcode=&searchDistance=10&submitted=1

Care Inspectorate Wales Reports
http://cssiw.org.uk/our-reports/?lang=en

My Local Council
http://www.mylocalcouncil.info/

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Cyngor **Abertawe**
Swansea Council

Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 15 October 2020

Revenue and Capital Budget Monitoring 1st Quarter 2020/21

Purpose:	To report on financial monitoring of the 2020/21 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2020/21. Transformation and Future Council (Sustainable Swansea –fit for the future)
Consultation:	Cabinet Members, Corporate management Team, Legal Services and Access to Services.
Recommendation(s):	It is recommended that:

1) Cabinet notes the comments and variations set out in the report and the actions in hand to address these.

2) The virements in para 2.7 are approved.

3) Cabinet consider setting a level of permitted, in extremis, in year overspending of up to £10m, to be fully financed from draws from earmarked reserves, to ensure the overall budget remains balanced for the year

4) That no officer may consider any material further spending commitments and must wherever possible defer and delay spending to contain and reduce the likely forecast overspend by year end as far as is practicable, whilst delivering agreed Council priorities set out in the approved budget.

Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Background and Introduction

1.1 This report details forecast variations from the agreed budget for 2020/21.

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 March 2020

–   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.

2.   Revenue Outturn Forecast Based on 1st Quarter position

2.1   Appendix 'A' to this report details the approved Revenue Budget for 2020/21 and the forecast variation at this time.

2.2   Other than projected variations on Directorate expenditure, it is still too early to confidently forecast final variations that may arise on some significant Corporate items, including the level of Council Tax collection (which posted a deficit in 2019-20 of £0.7m and 2018-19 of £0.3m). Given the likely impact of COVID on collection it is inevitable that a further shortfall will arise in 2020-21. An optimistic forecast is that there will be a shortfall of £2.5m in 2020-21. This may be subject to some form of grant underpin support in due course from the Welsh Government, but is far from assured.

2.3   The overall Directorate position is summarised below:-

DIRECTORATE

	FORECAST VARIATION 2020/21 £000	COVID VARIATION 2020/21 £000	OTHER VARIATION 2020/21 £000
RESOURCES	5,696	5,582	114
PEOPLE - SOCIAL SERVICES	2,690	4,051	-1,361
PEOPLE - EDUCATION	6,133	4,963	1,170
PLACE	16,300	16,300	0
Additional Savings	194		194
NET DIRECTORATE EXPENDITURE	**31,013**	**30,896**	**117**

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   The table above shows an estimated overspend for the year of £31million. Bar some "Business as usual" fluctuations in Social Services and Education which largely net off this £31m is in effect entirely as a result of the COVID 19 pandemic and relevant responses in expenditure and reductions in Income as a result. This figure does not include the Business Support Grants costs and Retail/Hospitality/Rates reductions resulting from Welsh Government decisions and which are anticipated to cost around £85m and to be funded in their entirety. Any funding from WG as a result of grant claims have not been included in the figures above. Section 2.7 below shows the level of "service" expenditure that has been deemed as eligible and paid by WG to date.

2.7   Currently, monthly claims against additional COVID expenditure (April to July and an historic claim in relation to March 2020) and a first quarter claim for loss of income as a result of COVID in relation to the services has been submitted to WG. The summary of claims submitted to date and amounts received is set out below :

Summary of claims submitted and payments received to date in 2020/21

	Claim £000's	Paid £000's	
All other claims : April to July	6,004	5,291	Monthly claims for Free School Meals are held subject to WG review.
Loss of Income 1st Quarter	4,174	4,174	Limited by WG to Carparking, Waste, School catering and Cultural Services only.

Welsh Government have amended eligibility criteria as the year has progressed. This has included deeming as ineligible certain elements of expenditure (eg day to day expenses such as mobile phones, postage/copying/stationery costs , local decisions re support to local business) and reducing the eligible element of other costs (eg 50% of ICT costs).
As such the monthly claims are amended to include only those elements of expenditure deemed to be eligible so exclude any costs etc not deemed eligible to be claimed.

Whilst some elements of expenditure are going to be continued to be claimed in July and later the WG

"panel have suggested as authorities are moving into a different phase of response then some costs deemed additional and necessary at the start will no longer be eligible within the fund but will be a matter for local discretion. E.g. packed lunches for homeless. This is because what was deemed an emergency response at the start of the pandemic is likely to either have a national policy response or there has been enough time for authorities to make alternative arrangements at a lower cost from existing budgets."

This will result in a further reduction in those elements deemed to be eligible for grant by WG.

Similarly , the Loss of Income claim only includes those elements deemed as "eligible" by WG and relate to those areas common across all authorities (Car Parking , Waste , School catering and Cultural Services). Excluded currently for this claim , are any other estimates of "loss of income" for the first quarter previously identified by Services to WG. The total of which significantly exceeds the restricted elements identified above.

Grant claims to WG in relation to TTP are due to commence in July which are anticipated to cover all additional costs arising. The additional costs are included under Resources and currently amount to £2.9m in 2020/21. It remains unclear how much will be truly additional cost (and claimable) as opposed to as is predominantly currently the case) redeployed and redirected costs of existing workforce otherwise prevented from working in their normal service areas, but as "return to new normal" becomes more prevalent it is clear costs will rapidly start to be additional rather than "in lieu" and thus reclaimable.

Grant claims to WG for the £500 carer payments will be made in due course as the scheme develops nationally and again are assumed to fully cover costs.

At present, therefore, it is proposed to allocate sums <u>received</u> as follows and to seek that cabinet formalise their virement in receiving this report to service budget lines as follows

Education   £2.66m
Social Services £2.28m
Place   £4.5m
Resources   £0.03m
Total   £9.47m

And once the figure is confirmed up to the following figure

Resources (TTP) £2.9m

This has no overall impact on the position, merely allocates grant received back above the line and which will result in some reductions in report service overspending in second quarter but equally will remove the net grant income received below the line.

On 17 August Welsh Government announced a further funding envelope of up to £264 million for future local government spending. Given the significance of the announcement and sums involved the normal timetable for reporting in year spend has been deferred to this meeting of Cabinet. Further detail is still awaited but it is understood it is a claims based system which will have a number of criteria applied to specifically include some areas of prioritised spending (especially schools and social care) and specifically exclude others (those deemed returned to normal or near normal).

2.8   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 and deferral 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 must work closely with Cabinet Members and the Corporate Management Team to contain, reduce, defer and delay spending as far as possible, having due regard, to existing agreed budget and political priorities to nonetheless seek to limit service overspending.

2.9   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.

- £1.85m was also set aside to meet any specific and significant inflationary increases arising in year. Given the overall financial projection at this stage it is proposed by the S151 officer that this be released as a compensating corporate saving especially as the price inflation outlook for the year looks very subdued.

- Use of the Contingency Fund as detailed below.

3. Contingency Fund Provision for 2020/21

3.1 The contingency fund was set at the £3.621m contribution for 2020/21 as set out in the budget report approved by Council in March 2020. As a result of the favourable outturn positon this was added to, on a one off basis, to bring the total available to spend to over £9m. This is significantly higher than in recent years reflecting additional mitigation against any repeated overspending.

3.2 The current potential calls on the contingency fund for 2020-21 are:-

Contingency Fund 2020/21	Prediction
	2020/21 (£m)
Budgeted contribution for year.	3.621
Increase from c/fw from 2019-20	6.306
Proposed Strengthening and increased resilience in Financial Services	-0.250
Freedom of the City – Merchant Navy	-0.005
Support to Leisure Centres	-0.800
Underwrite to leisure Operators	-1.000
Support to Swansea Market	-0.500
Pipe House Wharf relocation lease costs	-0.100
School 3G pitch Support	-0.025
Communications/PR improvements	-0.010
City of Sanctuary floral badge	-0.001
Used to reduce service overspending	**-7.236**
Balance 31st March 2021	**0.000**

The above table lists current potential calls on the budgeted contingency fund. All bar the Strengthening of Finance (which will be a proposed budget adjustment for 2021-22) are anticipated to be one off costs .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.

As at 1st April 2020 some £3m remained within the Restructure Reserve to contribute toward ER/VR or other cost risks that may arise in 2020-21. The S151 officer remains satisfied that this is sufficient for 2020-21 and that there should be no call on contingency this year to fund such costs. 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.

Based on current forecast the S151 officer proposes to utilise the current year forecast underspend on the Contingency Fund of £7. 236m to provide additional mitigation against the anticipated unfunded elements of cost/loss of income as a result of COVID19.

However, the S151 officer proposes to reserve his final position on the recommended levels of use of the restructure reserve and contingency fund until the absolute success or otherwise of reducing the forecast overspend is known at year-end.

3.3   The current indication is that, for 2020-21, there needs to be continued targeted mitigating action and delivery of savings proposals to help reduce the overall service overspends. It looks inevitable as this early stage that substantial draws from earmarked reserves will be needed to achieve a fully balanced budget for the year. Any inroads to net spending will reduce the necessary draw from reserves and increase the amount of reserves available to carry into 2021-22.

3.4   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 2020/21
- Progressing implementation of final phases 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.
- On the basis that these are existing agreed actions fully set out in the agreed budget set by Council in March, whilst wholly recognising the ability to progress any of the above have been seriously impacted by Covid 19.
- Continuing the extant spending restrictions which have been agreed as necessary by Corporate Management Team.
- Directors detailed action plans which are summarised in their commentary in Appendix B.
- The Deputy Chief Executive bringing forward a recovery plan for Cabinet to agree alternative mitigating actions and future steps, including a successor programme to Sustainable Swansea more suited and fitted pan and post Covid 19 and Brexit.

3.5 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

4.1 The position reported above reflects the best known current position and shows a net £31m of shortfall in service revenue budgets, almost entirely in relation to anticipated costs/loss of income as a result of COVID19 which when combined with a forecast £2.5m shortfall in Council Tax collection leads to a total shortfall of £33.5m. Some £9.5m has , to date , actually been received from WG in relation to service additional costs/loss of income as per 2.7 above It is assumed that all the TTP costs will also be recovered and for 2020/21 some £2.9m is included at this stage. It is also possible that Council tax losses, or part of them at least, will be met by future WG grant support, but this is yet to be assured. In addition as identified above further mitigation is anticipated from the Apprenticeship/Inflation provision of £1.9m and Contingency fund of £7.236m. Taking account all of these mitigations this results in a net forecast shortfall (excluding Council Tax) for the council of some £19.9m.

Summary
Service Forecast overspend	£31m
Council Tax shortfall	£2.5m
Less Mitigating	
COVID grants received to date	-£9.5
COVID expenditure claims	
Submitted – not yet received	-£2.0m
TTP costs recovered	-£2.9m
Apprenticeship/Inflation	-£1.9m
Contingency Fund not utilised	-£7.2m
Net overspend forecast	£10m

NB Further claims for re-imbursement of both expenditure and loss of income have been submitted to Welsh Government. Based on expenditure claims submitted (and subsequently paid) to date it is considered reasonable that as a minimum some £2m is likely to be paid and is therefore included above. The Welsh Government is further reviewing all the outstanding Loss of Income claims across Wales. Any decision re success or otherwise of the outstanding Loss of Income claims is not expected until the end of September so no assumption re additional grant income is included in the current forecast.

Any additional WG funding towards the additional costs or loss on income received from WG in relation to COVID19 costs /loss of income included in table 2.3 above overspend will further reduce the overall budget shortfall and thus why a target of "no worse than £10m" is recommended to be agreed by Cabinet and by the S151 Officer on a truly exceptional one off basis.

a. Currently, all revenue grant income from WG in relation to COVID claims for the services, including schools, and has not yet been allocated "back" to departments.

b. Corporate Management Team have reinforced the expectation that both service and overall net expenditure **must** be, as far as practicable, contained within the relevant limits of the current year budget as set by Council, and certainly within any agreed level of tolerance set by Cabinet on the advice of the s151 Officer, recognising the extreme nature of the covid 19 impact.

c. 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, an often increasing tax base, but equally a substantial deterioration in the economy and employment which may inhibit individuals ability to pay tax already set and due.

d. Included in the projected budget for 2020/21 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.

e. There continue to be risks around general inflationary pay and price pressures in the forthcoming year including significant increases to the National Living Wage from April 2020 which will significantly impact contractors to the Council in some service areas. It will also put further pressure on the lower end of the current local government pay spine in future years. There is, as yet, no resolution to the national local government pay award offer (currently 2.75%, as budgeted) and there is a now above budgeted new pay offer for teachers worth up to 8% for some teachers, the excess cost of which is currently wholly unfunded by WG. Whilst all are entirely welcomed from a policy perspective, nevertheless the Council simply cannot afford to fund them in isolation, unless additional support is forthcoming from the UK and Welsh Governments, otherwise savings will have to be made elsewhere to meet such pressures.

f. Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis.

g. It remains imperative that sustainable, but sensitive in the unusual circumstances of Covid 19, base budget savings are found to replace in year one off actions to stabilise the 2020-21 budget ahead of the finalisation of the 2021-22 budget round.

5.   Capital Budget

5.1   Expenditure to 30th June 2020 is £53.523 million, summarised as follows:

Directorate	Budget 2020/21	Actual to 30/06/20	% spend
	£'000	£'000	
Corporate Services	5,069	443	8.7%
People	33,917	3,651	10.8%
Place (General Fund)	177,987	46,112	25.9%
Place (HRA)	54,166	3,317	6.1%
Total	**271,139**	**53,523**	19.7%

Expenditure on major capital schemes is detailed in Appendix C.

It should be noted that the actual spend to 30 June may only have 1 or 2 months costs relating to external invoices. The impact of COVID will have an impact on the timing and potential slippage of the original capital programme.   It is too early to determine the full impacts at this stage and capital schemes will be reprofiled during the year as the impacts of timing / slippage become known. This will have an impact on the revenue Capital Financing Charges in 2020/21 and beyond.

Bay Studios Surge Hospital (Covid19)
The figures above for Place (General Fund) includes £20.3m of expenditure for the Bay Studio Surge Hospital (Covid 19). As part of the Region's response to address projected increased demand on hospital services as a result of the Covid 19 pandemic, the Authority was asked by Swansea Bay University Health Board (SBUHB)/ Welsh Government (WG) to deliver a 1,000 bed Surge Hospital on the site of the old Bay Studios in SA1.

The scheme was completed in an exceptionally short timeframe. It was conceived, designed, delivered and operational within 3 months (April – June 2020) by Corporate Building Services in partnership with our partner sub-contractors, Kier and TRJ. The full cost of the scheme has been received from SBUHB and WG.

6.   Housing Revenue Account

6.1   The Covid situation could have a considerable impact on the HRA revenue budget in 2020/21. Rent income is being closely monitored. During Quarter 1, collection rates have not been significantly affected however as the economic impact of the crisis continues it is anticipated that collection rates will be adversely impacted. It is too early to forecast the full impact on the budgeted Bad Debt Provision. There has also been a major impact on revenue expenditure with the revenue repairs budget for Quarter 1 being significantly underspent. This budget will continue to be closely monitored and it is forecast that spend for the remainder of the year will increase as the repairs service returns to normal. The crisis has also understandably impacted the delivery of the HRA Capital Programme with commensurate reduction in spend and financing costs. Work is ongoing to re-profile the 2020/21 capital programme.

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 2020/21
Appendix B – Directors comments on variances and action plans
Appendix C - Expenditure on major Capital Schemes

REVENUE BUDGET PROJECTION QUARTER 1 2020/21

DIRECTORATE	BUDGET 2020/21 £000	PROJECTED 2020/21 £000	VARIATION 2020/21 £000
RESOURCES	50,113	55,809	5,696
PEOPLE - SOCIAL SERVICES	124,734	127,424	2,690
PEOPLE – EDUCATION	181,833	187,966	6,133
PLACE	60,726	77,026	16,300
Additional Savings	-194	0	194
NET DIRECTORATE EXPENDITURE	**417,212**	**448,225**	**31,013**
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY/INFLATION	2,850	1,000	-1,850
CONTINGENCY FUND	1,030	0	-1,030
SUPPORT TO LOCAL BUSINESS	0	51,500	51,500
WG COVID GRANTS (ASSURED)	0	-101,027	-101,027
OTHER ITEMS			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	87	87	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	13,741	13,741	0
CAPITAL FINANCING CHARGES			
PRINCIPAL REPAYMENTS	16,368	16,368	0
NET INTEREST CHARGES	20,010	20,010	0
NET REVENUE EXPENDITURE	**471,298**	**449,904**	**-21,394**
MOVEMENT IN RESERVES			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	-3,043	-19,349	-16,306
TOTAL BUDGET REQUIREMENT	**468,255**	**430,555**	**-37,700**
DISCRETIONARY RATE RELIEF	400	400	0
TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT	**468,655**	**430,955**	**0**
COMMUNITY COUNCIL PRECEPTS	1,582	1,582	0
TOTAL REQUIREMENT	**470,237**	**432,537**	**-37,700**
FINANCING OF TOTAL REQUIREMENT			
REVENUE SUPPORT GRANT	253,660	253,660	0
NATIONAL NON-DOMESTIC RATES	85,721	50,521	35,200
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	129,274	126,774	2,500
COUNCIL TAX - COMMUNITY COUNCILS	1,582	1,582	0
TOTAL FINANCING	**470,237**	**432,537**	**37,700**

Director's comments on budget variances

Director of Resources

The COVID-19 response has had a detrimental effect on the Resources portfolio budget for the 1st Qtr. The TTP staffing expenditure is expected to be fully recoverable from Welsh Government. In addition to the staffing there is a short fall in IT funding for the TTP programme, due to WG capping the amount of money available.

A number of transformation projects and restructures were unable to be progressed resulting in overspends in both Customer Contact Centre, Digital Services and Transformation and Commercial services. Alternative savings plans are being prepared.

The resources portfolio has limited income streams, however these have also been affected and unlikely to be achieved within the year.

The heads of service will continue to review the budgets and look for alternative ways of achieving efficiencies to balance the budget.

Variance	£000	Explanation and Action
COVID-19 Variation:		
Test Trace & Protect Programme (TTP)	2,900	Estimated Staffing costs of £2.7m and IT costs of £0.2m. There may be a funding shortfall due to WG funding capping the funding available.
Oracle Cloud Project	400	Project has been delayed which has resulted in estimated additional costs of the orderly wind-down and restart of the project, upgrade of current R12 servers (end of life), extension of R12 licences. Timings have shifted and as a result incurring additional cost.
WCCIS Project	250	Project has been delayed which will result in estimated additional staffing costs to extend the project for implementation. The overspend may be contained within existing budget, however, this may not be possible. Work is being done with NWIS to change the notice.
Mobile Phones	100	Estimated increased costs, however, working with supplier to understand the actual cost increase per year.
Digital services staff costs	50	Additional Digital services staffing costs at the start of lockdown to enable homeworking.
Contact centre software licences and consultancy	50	Digital Services remote contact centre software licences and consultancy to enable call handling from home.

Schools infrastructure project.	35	Government directive to continue to pay consultants. Estimated additional cost as a result of continuing to pay consultants during lockdown and therefore elongated project timelines.
Design Print	107	Loss of trading income
Council Tax Reduction Scheme (CTRS)	1,400	Estimated additional costs due to additional demand, however, position will be reviewed for the next quarter as it is dependant on actual caseloads.
Council Tax Court Cost Income	235	Loss of Council Tax/NNDR court cost income as no court action has be taken for a significant part of the year.
Consultancy and Employee Costs	55	Additional Covid-19 costs.
Total COVID-19 variation	**5,582**	
Other Variations:		
Contact Centre	50	Restructure in flight to ensure sufficient resources in WTU, Complaints and a new model for Customer Services. The restructure will aim to take account of 'new normal' but will still require additional resources needed for Social Services Complaints and WTU in order to meet legal requirements.
Welsh Translation Service (WTU)	183	Welsh Translation Unit Saving from previous years cannot be achieved as requirement to maintain the service and deliver demand due to Welsh language Measures.
Commercial Services	130	Income target attributed to Commercial Services unlikely to be achieved.
Legal Services	-270	Net underspend mainly due to vacant posts.
Other net variations	21	Net Employee, Supplies & Services, Income shortfall and Unachieveable savings.
Total Other Variations	**114**	
Total Overspend Variation	**5,696**	

Social Services

Variance	£000	Explanation and Action
Covid 19 Variation		
Additional costs within Child and Family	515	The pandemic has reduced the options for placements with particular issues around care leavers. This has resulting in the Council having to secure more expensive placements than would be usual. There has also been a rise in the cost of Direct Payments as we aim to support families through this time.
Additional Costs within Poverty and Prevention	141	The directorate has incurred additional costs in supporting those deemed especially vulnerable at this time. Support has seen increased investment in services for those at risk of Domestic Violence as well as in Welfare Rights to help them cope with increased demand.
Lost income within Poverty and Prevention	518	The primary area of income loss relates to the Gower Activity Centres. We have also lost expected income from Adult Education.
Additional Costs within Adult Services	2,327	This is the current estimated additional cost of the actions taken to increase social care capacity and ensure we are best placed to support the national response to Covid-19. Such actions include • reopening a closed residential home and increasing capacity in others • increasing capacity within the domiciliary care market • participating in a Welsh Government scheme to provide financial support to our private residential providers • providing support to supported living providers
Loss of Income within Adult Services	700	This loss of income relates to income received from citizens and partners in respect of our day services that closed at the time of the outbreak.
Other		
Other Child and Family Variances	35	It is possible that this small overspend will be eliminated by grant funding later in the year.
External Residential Care	251	A slight overspend is forecast but this will be monitored as the year progresses.
External Domiciliary Care	-737	This underspend is a continuation of that reported in 2019/20 and has been driven by increased client income and the 'right sizing' work around packages of care.

Variance	£000	Explanation and Action
Internal Staffing and Services	-2,323	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.
Third Party Spend	-13	The Directorate continues to maintain cost management approaches to ensure that our services are sustainable and we continue to pursue external partners to ensure we receive a fair income for our services.
MHLD Complex Care	1,356	This remains an area of significant pressure. Additional budget has been allocated but ongoing pressures on demand and fees remain.
Poverty and Prevention	-80	Some small savings are expected due to the management of grants.
Overall Variation	2,690	

Director's Comments

The Council's response to Covid-19 dominates the financial outlook for the year. Our response has been swift, thorough and expensive. We expect that many of our additional costs will be recoverable through Welsh Government grant funding and will continue to align our processes to ensure we are successful in recovering as much of our expenditure as possible.

Forecasts for Covid related expenditure and income loss are subject to the progression of the pandemic through the remainder of the financial year. Whilst this is a year like no other, we need to ensure that our services are able to respond to demands and pressures as they arise.

The pandemic also has an effect on our business as usual activity. That said, our non Covid variances continue the story from last year where we have been able to use grant income to offset the cost of our internal services. Some of this funding expires in the current year and presents us with a challenge for the future.

The overspends within Mental Health and Learning Disabilities Complex Care are lower than some of those we have previously reported. However, retendering has added to the pressures on fees, which have continued to increase at above inflation rates for some time.

We continue with efforts to seek fair and equitable funding contributions from our Health Service partners for the services they commission and have strengthened our systems for the recovery of client income.

Director of Education

Variance	£000	Explanation and Action
Covid 19 Variations		
Additional direct cost of maintaining provision of lunches / food bags / BACS payments for FSM eligible pupils	2,809	Reflects significant additional food costs, considerably greater coverage of eligible families (with transitional protection), and additional provision over holidays - estimated to 14th September
Loss of paid School Meal Income	1,180	Reflects previous year levels of take up of meals – estimated to 14th September
Additional staffing costs over normal contracted hours (catering, cleaning and school support teams)	159	This is due to the support provided to settings at times when they would not usually be open such as weekends and holidays.
Additional hours for teaching assistants outside of term	120	
Additional transport, PPE, and utility costs.	256	Additional costs from the use of vehicles to support the delivery of Free School Meals, as well as the provision of PPE, continues to be scrutinised.
Home to School Transport - reduced payments to operators during summer term	-661	Providers have received retainer payments for the duration of school closure that are lower that contracted prices.
Additional costs of licences to support Chromebooks and continuity of learning for pupils	24	Additional cost over and above core broadband and other IT infrastructure costs and available base budget
Loss of other income such as from school clerking services and penalty notices	10	On the basis of broad comparison with previous year – e.g. £4.2k per quarter re penalty notices
Loss of income to schools for example from school lettings and breakfast and other clubs	1,066	Reflects detailed analysis of income lost across our maintained schools.
Total Covid 19 variations	*4,963*	
Non Covid Variations		
Continuing additional costs of FSM transitional protection - part year impact once schools fully re-open	266	Considerable increase in those entitled to FSM and likely to grow further with impact of lockdown. With transitional protection these numbers will be maintained without any certainty of additional core funding from WG
Additional costs of FSM provision during lockdown which cannot be reclaimed from WG under strict grant criteria	258	Additional food costs, which cannot be reclaimed from WG, from free provision of care lunches to all pupils, over ordering by schools of food bags / parcels, and donation to food banks of food items not required due to changing

		expectations of food parcel contents
Loss of additional paid meal income from previously proposed MTFP increased prices (April 20 and Sept 20)	205	£125k loss of income from decision to remove increase from April and a further £80k part year impact with no increase in September
Home to School Transport - further underlying cost pressures and undeliverable savings target relating to creation of additional walking routes, allocated from Place Directorate	402	MTFP reflects robust management action to mitigate scale of demand and cost pressures but underlying pressures continue to grow. Further shortfall due to undeliverable savings target allocated to Education, with no influence in its determination or delivery
Continuing Additional Learning Needs demand and cost pressures	92	Significant impact of management action to manage demand and cost pressures reflected in MTFP, but challenges remain
Out of County Placements - undeliverable savings without further specialist provision within County	250	Direction not to proceed with actions necessary to bring forward delivery of scale of additional Special School Places required
Implications of school decisions on SLA buy back on services	50	Reflects existing pressures on areas such as Music Service, as far as possible mitigate by robust management action
Additional cost for schools of corporate decision relating to average payments to staff	*160*	A local decision and so not reclaimable against WG funding for COVID 19
Additional staffing costs for schools due to freeze on ER/VR processes	*100*	Costs will increase further if HR redundancy processes cannot re-commence before September but may be able to mitigate from WG grant
Additional civic catering costs with decision to freeze closure	63	Reflects continuing shortfall exacerbated by loss of any income from sales for the lockdown period - could increase if closure further delayed
One-off additional contribution to Regional Improvement Partnership	45	Agreed for 2020-21 only, before Swansea withdraws from ERW from April 2021
Capita One - one-off cost to have been charged to, and contained, within available 2019-20 budget	30	Proposed carry forward to reflect this one-off cost was not supported
Capita One annual maintenance costs - more than offset by savings in Corporate Digital Services budget but requiring an appropriate budget transfer	32	Highlighted as a potential continuing overspend until an appropriate base budget transfer from Digital Services is approved
Other continuing pressures (Primarily Historic Pension Costs, Maternity etc)	122	Will continue to be scrutinised to as far as possible mitigate pressures
One-off managed savings with delay to full implementation of new	-700	Further managed savings can be delivered whilst the new EOTAS model cannot be fully implemented

EOTAS model		
One-off managed savings identified in year in addition to those already reflected in MTFP	-205	Continuing robust management action will seek to identify further savings in addition to MTFP requirements
Net non-Covid 19 projected overspend	*1,170*	Reflects impact of decisions preventing the delivery of current year MTFP savings assumptions and unrecoverable additional Covid-19 costs
TOTAL PROJECTED PRESSURES	*6,133*	

The closure of schools has had a significant budgetary impact on the Directorate and is the primary cause of the variations reported above. It is hoped that most costs will be recovered from available WG grant funding but there is clearly a risk that some costs may not be fully reclaimable.

The non-Covid 19 projected overspend is more than accounted for by the impact of WG or local decision which has increased the uncontrollable and statutory cost pressures, prevented the delivery of significant elements of current year MTFP savings assumptions, and incurred unrecoverable additional Covid-19 costs *(in part underwritten by S151 Officer – in italics)*.

There are other areas of identified demand and cost pressures, in spite of the continuing delivery of the Education strategy, but these are anticipated to be more than offset by further one-off managed savings in addition to those already reflected in the MTFP. However, the underlying base budget shortfall facing the Education portfolio budget, potentially at almost £1.9m, is clearly of concern even though almost £1.2m directly reflects the full year impact of national or local decisions.

Director of Place

The directorate is currently projecting a £16.3m overspend which is significant and unprecedented. The reason for this is the additional costs incurred on Covid related matters, plus the lost income across a range of services areas due to the inability to carry out work or recharge for services. This projected out turn will be revised as clarity is obtained from Welsh Government as to the level of support provided for both expenditure and lost income. There are some other "non Covid" projected overspends as is often the case early in the financial year but as in previous years the directorate would have achieved a balanced budget had it not been for COVID related implications.

Capital expenditure on major schemes to 30 June 2020 (where spend greater than £250k)	£000's
People	
EOTAS new build	1,673
Gorseinon Primary	852
YGG Tan y Lan new build	410
Resources	
ERP System Upgrade	405
Place	
City Development Phase 1 (Arena schemes)	21,712
Kingsway Infrastructure	764
Kingsway Offices-Design & Plan	523
Corporate Building Services (including schools)	1,117
Baldwins Bridge Interchange	377
Highways carriageway resurfacing including invest to save	928
Bay Studios Surge Hospital build for SBUHB managed by CBS	20,232
HRA	
HRA capital programme (More Homes schemes)	543
Wind and Weatherproofing West Cross	313
External Facilities	704
HRA Kitchens & Bathrooms	989

Total scheme value where spend greater than £250k   51,542

Report of the Cabinet Member for Homes, Energy & Service Transformation

Cabinet - 15 October 2020

Housing Commissioning Review Update

Purpose:	This report seeks approval to implement changes to the District Housing Office service model following a statutory tenant consultation process.
Policy Framework:	Sustainable Swansea – Fit for the Future
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that:
1)	The proposed changes to the future model of the District Housing Office Service are approved and scheduled for implementation by April 2021.
Report Author:	Lynda Grove
Finance Officer:	Aimee Dyer
Legal Officer:	Lyndsay Thomas
Access to Services Officer:	Rhian Millar

1.   Introduction

1.1   In November 2019, Cabinet considered the findings of the Housing Commissioning review. This detailed how services can be improved and modernised so they are sustainable for the future and contribute to the Council's Transformation and Future Council development priority. The review adopted the principles of the Council's Commissioning review programme with the aim to transform and reshape service delivery to meet the needs of service users now and in the future whilst reinvesting savings into the Housing Revenue Account. A link to the original Cabinet report can be found at the end of this report.

1.2   Cabinet approved the implementation of the key findings of the review and a number of these have already been implemented. The proposed change to the future model of the District Housing Office service was the subject of a formal tenant consultation exercise which was due to be considered by Cabinet on 23rd April 2020, however the Covid-19 emergency response affected this reporting timeline.

1.3   A key part of the Housing Commissioning review was to modernise and improve the District Housing Office (DHO) service model. The Covid-19 emergency response has further evidenced the need to implement new and modern ways of working that are sustainable for the future and ensure effective communication with service users.

1.4   The emergency response has also highlighted the extensive contribution Housing services make to support the wellbeing of individuals and communities as concerns about health and vulnerability have been amplified during this time. The service has faced significant challenges as a result of Covid-19 and further information on its impact and how it has responded is included in Section 3.

2.   Background – Changes to the Future Model of the District Housing Office service

2.1   The review acknowledged 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 demand on services continues to increase. The review recognised the service needs to adapt to meet that challenge.

2.2   Data was collected on changes in service user access, preference towards more contact over the phone/online and falling numbers of face to face callers. This information, in conjunction with plans to introduce new ways of agile/mobile working for staff and investment needed to maintain and improve offices, suggested that the number of offices should be reduced from 9 to 6 with proposals to close Penlan, Eastside and West Cross. Offices that would remain open include Townhill, Morriston, Sketty, Town Centre and Blaenymaes. In addition, a planned move to co-locate the Gorseinon Housing Office into the nearby library has been implemented.

2.3   The statutory consultation exercise to gather feedback on the proposals took place earlier this year via a questionnaire sent out to all tenants and drop in events held at DHOs. (Details of the findings are attached at Appendix A & C). Whilst the overall response rate to the consultation was low, i.e. 858 responses were received from a total of 15,236 (this figure takes into account the housing stock, vacant properties and any joint tenants), the feedback did identify both positive comments and common concerns as follows;
   - Of those who agreed with the proposals, positive comments included understanding the need to save money, reinvest the savings from maintaining underutilised offices, more modern ways of using services, happy if services are still provided from the nearest offices and there are home/estate visits/surgeries and services are accessible online and standards maintained.
   - The main comments from those who disagreed with the closures included concerns for the elderly, disabled, vulnerable, housebound, those with small children who don't want to travel far/those with no transport, don't have computer skills or access to the internet, no staff job losses, the potential loss to the community and value of local knowledge. In order to mitigate these concerns, emphasis is placed on officers increasing home visits, their

face to face community presence on estates and enhancing working relationships with PCSOs and LACs. In addition, the service will set up regular housing advice/rent surgeries following Ward Member consultation to identify suitable local community buildings.

2.4   The new DHO model will have a positive impact and deliver significant improvements to ensure the service is sustainable for the future in order to meet increasing demand, redirect resources and reinvest savings.
These improvements include:

- Increasing the amount of contact and support to service users especially those who are vulnerable, elderly and housebound.
- The service increasing its 'face to face' community presence and accessibility across the vast geographical spread of estates as not all District Housing Offices are conveniently located. This will be achieved via services continuing to be provided from the nearest housing offices, an increased officer presence on estates, home visits and holding housing/rent surgeries in community buildings for those who may not 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 DHOs or the Civic Centre.
- Redirecting resources to meet the ongoing increase in demand in key service areas, i.e. the impact of Universal Credit for the Rents team and Anti-social behaviour, etc.
- Local knowledge will be retained as officers will continue to cover their existing areas and their relationships with the Police Community Support officers (PCSOs) and Local Area Coordinators (LACs) will continue to be enhanced.
- IT improvements will enhance the service being delivered for those who choose to contact the service in this way.
- Implementing better online facilities, a housing customer portal for service users to access services and make online transactions via a mobile device. The upgrade of the Council's payment system will also make paying online/via a mobile phone much easier and quicker to use.
- Developing a mobile solution for staff to increase the time they spend with tenants in homes and estates. Tenants having direct mobile and email access to Neighbourhood Officers.
- Investing in new technology will result in greater service efficiencies and reduce heavy reliance on paper and form filling for service users.

3.   Impact of and response to Covid-19 on housing services

3.1   Whilst all housing reception areas closed to the public and most face to face contact stopped during the emergency response, the majority of housing functions continued to operate to ensure support and services remained in place for tenants, leaseholders and residents. We have seen a significant shift in tenants accessing the service in different ways.

3.2   During Covid-19 the service continued to deliver the majority of services which included;

- Maintaining a 24 hour presence on estates and responding to emergencies including repairs and rehousing requests.
- Dealing with complaints about anti-social behaviour.

- Supporting individuals and families via the work of local Neighbourhood Officers, Rents Officers, Homelessness Caseworkers and the Tenancy Support Unit.
- Responding to emergencies in sheltered complexes.
- Making welfare phone calls to those identified as vulnerable.
- Carrying out Rent surgery interviews with individuals via the phone/online.
- Working closely with PCSOs and LACs to help respond to local issues and support individuals and families.
- Providing tenants, leaseholders and residents with updates via social media and the delivery of an Open House newsletter.

3.3　During this time, service users were able to access all services via the phone and online. This included paying rent and getting financial advice, reporting repairs, housing/homelessness advice, leaseholder enquiries, tenancy support, reporting ASB and estate management issues. Demand on other local services such as supply of recycling bags was met by making them available in local shops/facilities or by request tags put out on bin collection days.

3.4　In relation to rent payments, there were initial concerns that income would be substantially impacted by office closures, as in 2019/20, 20% of the total rental income was collected via DHO rent counters. However, this hasn't been the case and tenants have in the main continued to pay their rent using a number of payment methods including over the phone, online, direct debit, Post Office, local pay zone shops, or by direct payments for Universal Credit. Rent payment data has shown a significant shift in the amount of rent taken over the internet from April to June this year, i.e. 17% compared to 11% collected in 2019/20 and an increase in payments over the phone from 34% compared to 24% in 2019/20. This is despite tenant feedback during the review process advising they find the current online payment system cumbersome. The planned upgrade to the Council's Civica online payment system will make it quicker and much easier for tenants to use.

3.5　Direct access to individual officer's mobile phones and email addresses is promoted so service users have a quicker route for assistance as opposed to the previous practice of contacting the main housing switchboard telephone numbers. In cases where it was deemed essential, face to face meetings were arranged and tenants were also able to hand in keys or vital documents at the DHOs which were staffed with an officer presence. The geographical spread of these offices did not seem to present a difficulty in terms of tenants' ability to access them. It was also reassuring that whilst demand on services continued, complaints did not rise during this period and there were no reported difficulties with accessing services. It is recognised that the loss of face to face contact was difficult in certain situations and for some service users. However home visits and face to face appointments restarted in September.

3.6　Work has also commenced on IT and communication improvements to aid remote working and customer access. This included:
- Upgrading older telephone systems by rolling out a system called JABBA. This enables service users to call existing DHO numbers which connects

them to an officer's laptop. This allows more officers to answer phone calls remotely.

- Proceeding with plans to order a new online customer portal that can be linked to the Council's upgraded Civica payment system.
- Purchasing new software systems for rollout to business critical services, i.e. Tenancy Support and Homelessness.
- Improving the reception areas at Sketty and Townhill DHOs by carrying out painting works and laying new flooring.
- Identifying what's needed in offices to enable an agile working environment.

3.7   In partnership with IT and Finance, the intention is to implement the IT proposals/improvements by April 2021.

4.   Summary and Conclusion

4.1   The overall experience and change in the behaviour of service users in accessing services over the last few months has demonstrated the benefits of proceeding with the recommendations to implement a new DHO model. This will future proof the service, improve communication and accessibility.

4.2   Remote working has enabled officers to continue to provide valuable services and additional IT improvements will further enable service users and officers to interact efficiently without face to face contact always being a necessity. It is recognised that face to face contact is valuable and necessary in some circumstances. While social distancing guidelines remain in place, face to face appointments will be held where individual circumstances dictate it and/or there is no other alternative. Phone and online contact/digital rent surgeries will remain the default method of customer contact.

4.3   It is clear that Covid -19 will challenge the service and our tenants for some considerable time to come. Employment issues and financial difficulties will arise and our services need to adapt to meet these challenges.

4.4   To enable the service to respond to these challenges it is critical that implementation of the new DHO service model is expedited so resources can be redirected to Rent and ASB teams and to increase 'face to face' contact across all Council estates.

4.5   An implementation plan and project will be developed to support the new service model. This will address how the changes will be communicated to service users and what support mechanisms will be in place to help users access services. A list of key actions to be included in the plan are detailed in Appendix D. These will be finalised and agreed with the Cabinet Member for Homes, Energy & Service Transformation.

4.6   A key part of the implementation plan will be to reorganise the new DHO service model to operate across 4 core area bases covering the North, West, East and Central parts of the city and reduce the numbers of offices from 9 to 6. The service would operate from Blaenymaes DHO for the North (including Penlan housing stock), Morriston DHO would cover the East (including Eastside housing stock), Sketty DHO and Gorseinon DHO would cover the West (including West Cross housing stock) and the Central area

would be covered from Townhill DHO with a sub office at Town Centre. As part of this reorganisation, it is also proposed to change the opening hours of the Town Centre DHO. Local Ward Member views have been sought on this proposal and any changes would be subject to further consultation with all stakeholders. Any reduction in hours won't adversely affect the Housing service provided to tenants, i.e. the back office won't be reduced as a result it's only a reduction of the accessibility of the front desk.

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.

5.2   Feedback on services has been sought from Tenants and Leaseholders as part of the review process and the Council's Tenant Participation Strategy.

5.3   The Public Sector Equality Duty (Wales) puts a specific requirement on us to undertake equality impact assessments (EIA) as a way of examining whether a new or existing function, service, policy, procedure, strategy, plan or project affects any person or group of persons adversely. The EIA screening was carried out in July 2019 as an integral part of the commissioning review process and as a way of examining whether the proposals affected any person or group of persons disproportionately.

5.4   It was identified that a further EIA screening was required on the new DHO service model following the consultation process in January 2020. The EIA screening showed that a full EIA on the overall new model was not required. However full EIAs were undertaken on each of the proposed closures. The findings have highlighted that there will be some impact on elderly and disabled service users, but we were able to mitigate this with our plans for the service to continue to increase its 'face to face' community presence, the amount of contact, support and home visits to service users especially those who are vulnerable, elderly and housebound, along with other measures to support tenants. The Covid-19 emergency response has highlighted the extensive contribution Housing services make to support the wellbeing of individuals and communities as concerns about health and vulnerability have been amplified during this time and it is reassuring there have been no reported difficulties with accessing services. The EIA reports have recently been updated in light of the Covid-19 emergency response and will remain subject to ongoing review to ensure any further responses and mitigation measures are put in place. The screening is at Appendix E together with 3 EIA reports which have been completed for the individual office closures.

6.   Legal implications

6.1   A formal consultation process was 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.

7.   Financial Implications

7.1   Savings in revenue/office running costs of approximately £100k per annum will be reinvested in improving front line service delivery.

Background papers:
- Progress report to Scrutiny Programme Committee 1st August 2019
  https://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=188&MId=8749&Ver=4&LLL=0
- Report to Cabinet 21st November 2019
  (https://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=124&MId=8585&Ver=4&LLL=0)

Appendices:

Appendix A – Tenant feedback from statutory consultation exercise
Appendix B - Letter and questionnaire sent to all tenants
Appendix C - Questionnaire results and comments
Appendix D - List of actions to include in Implementation plan
Appendix E - EIA and About You monitoring information available via this link
https://www.swansea.gov.uk/staffnet/HCREIAreport

Appendix A – Tenant feedback from statutory consultation exercise

1.   The Statutory Tenant Consultation process

1.1   A statutory consultation process commenced on 6th January 2020, in
       accordance with Section 105 of the Housing Act 1985. The purpose of
       the consultation was to inform and consider any representations made by
       tenants on the proposed changes to the future model of the
       District Housing Office service. The consultation period ended on 12th
       February 2020.

1.2   During this period;
       • A copy of the consultation letter and questionnaire which is attached at
         Appendix B was sent out to 15,236 tenants (this figure takes into account
         the housing stock, vacant properties and any joint tenants). The
         questionnaire was also available to complete online.
       • A separate 'About You' equality monitoring form was included with the
         questionnaire which was optional for tenants to complete. This data is
         utilised as part of an Equality Impact Assessment (at Appendix E).
       • A series of events were held in each DHO to offer tenants the opportunity to
         discuss the proposals with staff. The events were widely publicised in
         DHOs, on-line and in the letter/questionnaire sent to each tenant.
       • Flyers detailing 'Frequently Asked Questions' were also made available to
         help inform tenants/residents who use the offices.
       • Information was included on the Council website/facebook pages.
       • Tenants were advised they could contact the Participation Officer to
         feedback their views via the phone.
       • A Tenant Consultative Panel meeting was held.
       • A letter was sent to all 632 of the Authority's leaseholders to advise them of
         the proposals. Whilst it is not a formal requirement to consult leaseholders
         they were invited to provide their comments as potential DHO service users.

1.3   The aim of the statutory consultation process was to gauge opinion on:
       • The proposal to close Penlan, Eastside and West Cross DHOs.
       • Staff using new mobile technology in tenants' homes and for estate visits.
       • Whether improvements should be made to the way tenants can make
         online transactions and access housing services via a computer, tablet or
         mobile phone.
       • Other options the Council should consider to improve the delivery of the
         frontline face to face housing services.

2.   Tenant feedback from consultation process

2.1   The following information highlights data captured from the 858 responses to
       the questionnaire (which represents just under a 6% return rate). Results of
       the questionnaire are attached at Appendix C.

2.2   Tenants were asked if they agreed or disagreed with the proposed closure of 3
       DHOs, i.e. Penlan, Eastside and West Cross. A total of 790 responded and of
       these 336 (42.6%) agreed/strongly agreed with the proposal and 454 (57.4%)
       disagreed/strongly disagreed. The number of tenants who responded and
       disagreed with the proposal equates to 3% of the total number of tenants,
       i.e.15,236. The majority of responses from those living directly in the 3

areas affected disagreed with the proposals and totalled 224. However response rates were surprisingly low in relation to the total number of stock in those areas.

2.3   When tenants were asked about the specific proposal to close Penlan DHO, a total of 705 responded. Of these 287 (40.7%) agreed/strongly agreed and 418 (59.3%) disagreed/strongly disagreed with the proposal. Of the 705 respondents, 143 lived in Penlan (against a stock size of 2054) and of these 35 (24.5%) agreed and 108 (75.5%) disagreed with the proposal.

2.4   A total of 658 tenants responded to the question specifically on the proposed closure of Eastside DHO. Of these 273 (41.5%) agreed/strongly agreed with the proposal and 385 (58.5%) disagreed/strongly disagreed. Of the 658 respondents 105 lived in Eastside (against a stock size of 1586) and of these 19 (18.1%) agreed and 86 (81.9%) disagreed.

2.5   A total of 656 tenants responded to the question specifically on the proposed closure of West Cross DHO. Of these 277 (42.2%) agreed/strongly agreed and 379 (57.8%) disagreed/strongly disagreed. Of the 656 respondents, 76 lived in West Cross (against a stock size of 601) and of these 14 (18.4%) agreed and 62 (81.6%) disagreed.

2.6   760 tenants responded to the question specifically on whether staff should spend more time on home and estate visits with the use of new mobile technology. Of these 522 (68.7%) agreed/strongly agreed and 238 (31.3%) disagreed/strongly disagreed.

2.7   746 tenants responded to the question specifically on whether improvements should be made to the way tenants can make online transactions and access housing services via a computer, tablet or mobile phone. Of these 399 (53.5%) agreed/strongly agreed and 347 (46.5%) disagreed/strongly disagreed.

2.8   The final question asked tenants if there were any other options that they felt the Council should consider to improve the delivery of the frontline face to face housing service.

2.9   A number of comments were received as follows;
        • Staff should know their areas well and identify any continuing problems or issues, e.g. fly-tipping etc.
        • There needs to be adequate staffing. Staff could spend more time in the community, i.e. mobile/weekly visits/regular surgeries.
        • Meet tenants more frequently especially if they are vulnerable and have greater needs.
        • Install a Freephone line and 24 hour reporting.
        • Improve telephone access as it's difficult to get through. Every property should have named contact for access by phone or email.
        • The website is too complicated to use for online transactions and completing forms.
        • Rent account information should be available online, the payment page should be easier to navigate and transfer faster payments.
        • More help to go online, use tablets, awareness courses, skype, video conferencing/ an online chat service/app/online portal/email.

- Help to fill in forms.

3. Headline comments collated from the questionnaire

3.1 The questionnaire identified both common concerns and positive comments to the proposals as follows.
- The main comments from those who disagreed with the closures included concerns for the elderly, disabled, vulnerable, housebound, those with small children who don't want to travel far/those with no transport, don't have computer skills or access to the internet, no job losses, the potential loss to the community and value of local knowledge.
- Of those who agreed with the proposals, positive comments included understanding the need to save money, reinvest the savings from maintaining underutilised offices, more modern ways of using services, happy if services are still provided from the nearest offices and there are home/estate visits and surgeries, transactions and information need to be accessible online and standards maintained.

4. Tenant feedback from DHO events

4.1 During the 28 day formal consultation period, a series of drop in sessions were held in each office over a one week period. Staff were present to discuss any concerns tenants/leaseholders had with the proposals and spoke to around 100 visitors. The majority of those visiting offices were carrying out their normal business i.e. paying rent/council tax and picking up recycling bags, very few called to specifically discuss the proposals. Tenants living in areas not affected by the proposals didn't have an opinion on the proposed closures. Those in areas potentially affected had concerns over the loss of face to face 'local' services provided by staff, accessibility for elderly/disabled tenants, travelling to alternative DHOs and inability to access IT/on-line services. Those tenants who visited the Gorseinon office supported the move to the nearby Library.

5. Feedback from the Tenant Consultative Panel

5.1 The Tenants Consultative Panel met on the 28th January 2020 to discuss the questionnaire and feedback their responses as a group with 17 attendees. The main issues raised were about how these closures would affect those not online or who cannot travel to their nearest office. The group felt that increasing the number of home visits and introducing local drop in surgeries would improve the service and make it more accessible as DHOs are not necessarily conveniently located for all. The group also acknowledged that redirecting resources and reinvesting the savings in the future service was positive and the majority agreed with the proposals to close the offices subject to the service improvements detailed in the report.

6. Leaseholder feedback

6.1 A letter was sent out to 632 leaseholders to seek their comments on the proposals as they are potential users of local DHOs. A total of 9 responses were received and the main comments raised were about the value of face to face contact, local knowledge, concerns for the elderly and those who don't

have computers. Suggestions for improving services included holding local surgeries and inviting other relevant stakeholders, e.g. the Police.

7.   Tenant feedback via phone calls to the Participation Officer/Housing Facebook page

7.1   A total of 18 tenants contacted the Participation Officer to discuss the proposals. The main comments raised included concerns about the elderly, disabled and those unable to travel to other offices, the value of talking to someone face to face, that there should be no staff job losses and how to get recycling bags.

7.2   There was one post on the Housing Facebook page which raised a question on whether the Council would listen to tenants views and concern that services shouldn't be affected or see a reduction in Neighbourhood Officers.

8.   Summary of Tenant and leaseholder feedback

8.1   Feedback from the consultation process highlighted the value tenants place on the frontline housing service provided in communities.

8.2   The overall response rate to the consultation was low and the statistics showed that a higher number of those who responded didn't want the service to change. However to ensure the service is sustainable for the future there is a pressing need to make significant improvements to the delivery of the housing service, modernise systems and adapt to the changes in how customers access services.

8.3   The 2017 Tenants survey identified that 75% of tenants usually contact the service via the phone/online.

8.4   In addition, a demand study undertaken in 2018 indicated that 74% of visitors to offices were Council tenants/leaseholders and 26% were residents. Around 60% of visitors used the offices to pay their rent/council tax, water rates and 28% used them to collect recycling bags. Whilst payments did account for around 60% of all office visitors at this time, more transactions were starting to take place via the phone, direct debit, online and many Universal Credit claimants have their rent paid direct to the Council. The remaining 12% of visitors called in to speak to their Neighbourhood officer about a number of tenancy and estate management issues such as antisocial behaviour, transfer application, mutual exchange, ending tenancy and to discuss repairs.

8.5   The feedback highlighted a number of concerns about the impact of the proposals around the elderly, disabled, vulnerable, housebound, those with no transport/don't want to travel far, don't have computer skills or access to the internet and value of local knowledge. However, the proposal to make changes to the delivery of the DHO service is intended to deliver significant improvements and increase accessibility.

Cyngor **Abertawe**
Swansea Council

Dear Tenant

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 like you to let us know your views by **12th February 2020**. You can do this by:

- Completing the enclosed questionnaire and returning it to us using the FREEPOST envelope OR completing it online at: www.swansea.gov.uk/dhosurvey
- Calling into any District Housing Office to speak to a member of staff or to hand in your completed questionnaire.
- E-mailing your comments to the housing inbox housing@swansea.gov.uk
- Calling the housing team to discuss on 01792 635043/07775 221453.
- Attending one of the drop in sessions see below for dates and times.

Drop in sessions – January 2020	
Townhill District Housing Office	**Monday 20th January 2020** 10-12noon & 2-4pm
Morriston District Housing Office	**Monday 20th January 2020** 10-12noon & 2-4pm
Penlan District Housing Office	**Tuesday 21st January 2020** 10-12noon & 2-4pm
Sketty District Housing Office	**Tuesday 21st January 2020** 10-12noon & 2-4pm
West Cross District Housing Office	**Wednesday 22nd January 2020** 10-12noon & 2-4pm
Eastside District Housing Office	**Wednesday 22nd January 2020** 10-12noon & 2-4pm
Town Centre District Housing Office	**Thursday 23rd January 2020** 10-12noon & 2-4pm
Gorseinon District Housing Office	**Thursday 23rd January 2020** 10-12noon& 2-4pm
Blaenymaes District Housing Office	**Friday 24th January 2020** 10-12noon & 2-3.30pm

Before making a final decision on this matter the Council will consider all representations made in response to this consultation exercise.

Yours faithfully

Mark Wade

Head of Housing and Public Health

To receive this information in alternative format, or in Welsh please contact the above.

I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod.

INVESTORS | BUDDSODDWYR
IN PEOPLE | MEWN POBL

We would welcome your views on the following. Please complete and return using the FREEPOST envelope provided.

Q1   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. Do you agree or disagree with this proposal? Please tick one box.

❑ Strongly agree   ❑ Tend to agree   ❑ Tend to disagree   ❑ Strongly disagree

Q2   Please explain your answer below

_____
_____
_____
_____
_____
_____

Q3   Do you agree or disagree with the following: Please tick one box.

Closure of Penlan DHO
❑ Strongly agree   ❑ Tend to agree   ❑ Tend to disagree   ❑ Strongly disagree

Q4   Please explain your answer below.

_____
_____
_____
_____
_____
_____

Q5   Do you agree or disagree with the following: Please tick one box.

Closure of Eastside DHO
❑ Strongly agree   ❑ Tend to agree   ❑ Tend to disagree   ❑ Strongly disagree

Q6   Please explain your answer below.

_____
_____
_____
_____
_____
_____

Q7   Do you agree or disagree with the following: Please tick one box.

Closure of West Cross DHO

❑ Strongly agree   ❑ Tend to agree   ❑ Tend to disagree   ❑ Strongly disagree

Q8   Please explain your answer below.

_____
_____
_____
_____
_____
_____
_____

Q9 **Do you agree or disagree that staff should spend more time on home and estate visits with the use of new mobile technology? Please tick one box.**

❑ Strongly agree ❑ Tend to agree ❑ Tend to disagree ❑ Strongly disagree

Q10 **Please explain your answer below.**

_____
_____
_____
_____
_____
_____
_____

Q11 **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? Please tick one box.**

❑ Strongly agree ❑ Tend to agree ❑ Tend to disagree ❑ Strongly disagree

Q12 **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

_____
_____
_____
_____
_____
_____
_____

Q13 **Which District Housing Office (DHO) is your 'local' office?**

❑ Penlan DHO ❑ Blaenymaes DHO ❑ Eastside DHO
❑ Towncentre DHO ❑ Townhill DHO ❑ Gorseinon DHO
❑ West Cross DHO ❑ Morriston DHO ❑ Sketty DHO

To improve our services and service delivery to you and consider all your needs we hope you will complete the following questions. These questions are optional but will help us to understand how different groups may be affected by the proposal.

In accordance with the Data Protection Act, any information requested on the following questions is held in the strictest confidence for data analysis purposes only. The information will enable us to determine whether or not our services are equally accessible by everyone.

Q14   Are you...?
❑   Male
❑   Female
❑   Prefer not to say

Q15   Is your gender the same as that which you were assigned at birth?
❑   Yes
❑   No
❑   Prefer not to say

Q16   How old are you …
❑   Under 16
❑   16 - 25
❑   26 - 35
❑   36 - 45
❑   46 - 55
❑   56 - 65
❑   66 - 75
❑   76 - 85
❑   Over 85
❑   Prefer not to say

Q17   Would you describe yourself as...
Please mark all that apply
❑   British
❑   Welsh
❑   English
❑   Irish

❑   Scottish
❑   Other British (please write in at end)
❑   Non British (please write in at end)
❑   Gypsy/traveller
❑   Refugee/Asylum Seeker (please write in current/last nationality at end)
❑   Prefer not to say

Write in here
_____

Q18   To what 'ethnic' group do you consider
❑   **White** - British
❑   Any other **White** background (please write in at end)
❑   **Mixed** - White & Black Caribbean
❑   **Mixed** - White & Black African
❑   **Mixed** - White & Asian

❑   Any other **Mixed** background (please write in at end)
❑   **Asian or Asian British** - Indian
❑   **Asian or Asian British** - Pakistani
❑   **Asian or Asian British** - Bangladeshi
❑   Any other **Asian** background (please write in at end)
❑   **Black or Black British** - Caribbean
❑   **Black or Black British** - African
❑   Any other **Black** background (please write in at end
❑   **Arab**
❑   Other ethnic group (please write in at end)
❑   Prefer not to say

Write in here
_____

Q19 **What is your religion, even if you are not currently practicing?**
Please mark one box or write in

- ❑ No religion
- ❑ Christian (including Church of England, Catholic, Protestant, and all other Christian denominations)
- ❑ Buddhist
- ❑ Hindu
- ❑ Jewish

- ❑ Muslim
- ❑ Sikh

- ❑ Other
- ❑ Prefer not to say

Any other religion or philosophical belief (please write in)

_____

Q20 **Do you consider that you are actively practicing your religion?**
- ❑ Yes
- ❑ No
- ❑ Prefer not to say

Q21 **What is your sexual orientation**
- ❑ Bisexual
- ❑ Gay/ Lesbian
- ❑ Other

- ❑ Heterosexual
- ❑ Prefer not to say

Please write in

_____

Q22 **Can you understand, speak, read or write Welsh?**
Please mark all that apply
- ❑ Understand spoken Welsh
- ❑ Speak Welsh
- ❑ Read Welsh
- ❑ Write Welsh

- ❑ Learning Welsh
- ❑ None of these
- ❑ Prefer not to say

Q23 **Do you have any long-standing illness, disability or infirmity?**
By long-standing we mean anything that has troubled you over a period of time or that is likely to affect you over time.
This could also be defined Under the Equality Act 2010 as: "Having a physical or mental impairment which has a substantial and long term adverse effect on your ability to carry out normal day to day activities."
- ❑ Yes
- ❑ No
- ❑ Prefer not to say

Q24 **Does this illness or disability limit your activities in any way?**
- ❑ Yes
- ❑ No
- ❑ Prefer not to say

Appendix C

District Housing Office Service and your views on proposed changes results

Q1	**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. Do you agree or disagree with this proposal?** Please tick one box.
	93 (11.8%)	Strongly agree
	243 (30.8%)	Tend to agree
	170 (21.5%)	Tend to disagree
	284 (35.9%)	Strongly disagree

Closure of 3 DHOs	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
Total no. of responses 790	93 11.8%	243 30.8%	170 21.5%	284 35.9%
Responses by breakdown from District Housing Office area				
138 responses from Penlan DHO area (covers 2054 stock)	10 7.2%	31 22.5%	20 14.5%	77 55.8%
75 responses from Blaenymaes DHO area (covers 1315 stock)	12 16.0%	24 32.0%	19 25.3%	20 26.7%
100 responses from Eastside DHO area (covers 1586 stock)	12 12.0%	16 16.0%	13 13.0%	59 59.0%
45 responses from Town Centre DHO area (covers 782 stock)	7 15.6%	17 37.8%	10 22.2%	11 24.4%
87 responses from Townhill DHO area (covers 2446 stock)	12 13.8%	35 40.2%	20 23.0%	20 23.0%
68 responses from Gorseinon DHO area (covers 1712 stock)	8 11.8%	36 52.9%	14 20.6%	10 14.7%
74 responses from West Cross DHO area (covers 601 stock)	5 6.8%	14 18.9%	14 18.9%	41 55.4%
91 responses from Morriston DHO area (covers 2005 stock)	9 9.9%	35 38.5%	26 28.6%	21 23.1%
94 responses from Sketty DHO area (covers 1016 stock)	16 17.0%	32 34.0%	28 29.8%	18 19.1%
Unknown DHO – (18)	2 11.1%	3 16.7%	6 33.3%	7 38.9%

Q2	**Please explain your answer below**
	Summary of reasons given for disagreeing with the proposals: Elderly disabled, vulnerable, housebound, those with small children can't/don't want to travel far/will find it difficult to travel. Those with mental health issues will feel uneasy with change. Concerns over isolation, difficulty accessing services and travelling to nearest alternative as no transport. Some don't want home visits. Other office is too far – people will struggle to get there. Value 'local' services, seen as another cut to services. DHO vital part of community, closures will be a loss to the communities. Will not improve the service to tenant, existing office is convenient/close/walking distance/local/easy to get to. Value the support and help. Need to stay open. Value 'face to face' service. Personal touch is important, like to talk to staff especially if tenants have support needs. Local knowledge. Always paid my rent at my local DHO as its easier, will be strange going somewhere else, I want a receipt for my cash, sometimes need help/make a complaint e.g. ASB, need to visit in person. Will have a negative impact – where will I get my recycling bags, send off paperwork, pay rent. Remaining offices will get too busy/cover too large an area, parking concerns. More information will get lost. Will the offices be able to cope with extra demand? Officers spread more thinly – difficult enough to get to speak to a Neighbourhood officer as it is. Council cost cutting exercise/government cut backs

Summary of reasons given for agreeing with the proposals:
Too many offices with too few staff. Happy that services will still be provided from nearest office. Trust that the Council will make the correct decision based on all information. Providing officers will make home and estate visits and standards are maintained. Proposal saves money/improves finance, happy to use nearby DHO as long as easily accessible and can still order things online. Waste of resources having so many, don't need them. Other offices are close-by. Alternative provision seems adequate and satisfactory. Makes sense happy that any savings (maintaining and running underutilised offices) will be reinvested e.g. building more homes, services for homeless. Makes sense to rationalise. Agree with streamlining. With modern ways of contact and if people are not using these offices I agree. Everything is available on-line these days. Logical direction to take. Understand need to save money. Can't comment: Can't say as don't live in any of the 3 areas affected. The proposals won't affect me, my DHO is not affected/makes no difference to me. Never use or have reason to visit the DHO as phone repairs or email, face to face contact rarely needed. As long as surgeries are held locally (confidential rooms). |

Q3	Do you agree or disagree with the following: Please tick one box.
	Closure of Penlan DHO
76 (10.8%)	Strongly agree
211 (29.9%)	Tend to agree
169 (24.0%)	Tend to disagree
249 (35.3%)	Strongly disagree

Closure of Penlan DHO	**Strongly agree**	**Tend to agree**	**Tend to disagree**	**Strongly disagree**
Total no. of responses 705	76 10.8%	211 29.9%	169 24.0%	249 35.3%
No. of responses from Penlan DHO area 143	9 6.3%	26 18.2%	13 9.1%	95 66.4%

Q4	**Please explain your answer below**
	many of the reasons were the same as given for Q2.
	Summary of reasons given for disagreeing with the proposals:
	Inconvenience, isolating the vulnerable, disabled, elderly. Not everyone is physically and mentally able to visit another office – too far for some to walk, no access to public transport or own transport– local offices help such people. Too many families/people with support and complicated needs/situations – require a lot of help. Forced to travel further. Not everyone has access to a phone, computer, internet or no knowledge/computer illiterate. Staff are helpful, collect green bags, send off paperwork. Importance of local knowledge – fear problems on the estate will worsen. Penlan is a big estate covering a large area the office is the hub of the community. Many depend on 'local' services. Pressure it will put on other offices. People prefer to speak/see a person face to face with concerns or problems as they get an immediate response – valued means of communication. Telephone service for help not always easy. Fear other offices will close once some do. Some enjoy visiting the office. **Summary of reasons given for agreeing with the proposals:** If it saves money it's a good thing as there will be more money for investing. If you don't need them anymore/not being used much makes sense. Nearby DHOs are close enough/just as easy to use/get to. As long as the alternative service is maintained. Only if we get easy access to the Housing Officer. Most things are done over the phone or Internet. Extra time and money could be spent solving problems on the estate. Investment is needed in the building (poor) makes sense to rationalise and merge to save money. Arrangements need to be made for certain groups - home visits should make things easier. As long as standards are maintained and tenants are not detrimentally affected. Providing no job losses. Penlan could be converted into flats, other uses.

Q5	Do you agree or disagree with the following: Please tick one box.
	Closure of Eastside DHO
66 (10.0%)	Strongly agree
207 (31.5%)	Tend to agree
162 (24.6%)	Tend to disagree
223 (33.9%)	Strongly disagree

Closure of Eastside DHO	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
Total no. of responses 658	66 10.0%	207 31.5%	162 24.6%	223 33.9%
No. of responses from the Eastside DHO area 105	8 7.6%	11 10.5%	14 13.3%	72 68.6%

Q6	**Please explain your answer below**
	** many of the reasons were the same as given for Q2**. **Summary of reasons given for disagreeing with the proposals:** Inconvenient for disabled, elderly, those who can't drive, no access to transport, have health problems - Morriston too far. Value face to face contact for problems, enquiries, information. Many people e.g. higher number of OAPs don't have access to computers, mobiles and Internet. Many not interested in using technology, some not able to. Some won't want home visits. Telephone service not always good e.g. repairs on hold for lengthy time. Sometimes difficult for people to pay rent weekly. Local people need easy access to services. Eastside is a large area – the office provides a valuable service to the community. Helpful/friendly staff. Convenient for green bags and paying bills. Other closures will likely follow. Accessing services would be more difficult for many. **Summary of reasons given for disagreeing with the proposals:** If it saves money and they are not being used as much. Other offices are nearby/close enough. Changes have to happen. As long as standards are kept up. Providing home visits are offered. Good thing to rationalise. Providing it doesn't negatively affect tenants and problems are addressed. Tend to phone with problems.

Q7	Do you agree or disagree with the following: Please tick one box. **Closure of West Cross DHO**
	64 (9.8%)	Strongly agree
	213 (32.5%)	Tend to agree
	167 (25.5%)	Tend to disagree
	212 (32.3%)	Strongly disagree

Closure of West Cross DHO	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
Total no. of responses 656	64 9.8%	213 32.5%	167 25.5%	212 32.3%
No. of responses from the West Cross DHO area 76	2 2.6%	12 15.8%	8 10.5%	54 71.1%

Q8	**Please explain your answer below**
	Many of the reasons were the same as given for Q2. **Summary of reasons given for disagreeing with the proposals:** Concerns that the elderly, vulnerable, immobile will be detrimentally affected as they are less likely to have access to mobiles/Internet etc and may not wish to learn which could isolate them. Many still use cash to pay rent. Not everyone has cars and will be able to get to Sketty DHO which many felt was too far even with public transport. West Cross is convenient, it's a large part of the community and will be a loss. Large elderly population in West Cross, office covers a large rural area. Lots of people don't like change and modern technology. Value personal touch provided by local office, like face to face help/advice/service for enquiries. Local knowledge is important. Very helpful staff. Fear further closures would follow. Fear estate would diminish/more problems. **Summary of reasons given for agreeing with the proposals:** If it saves money (running the building etc) it's a good thing - money could be spent elsewhere with improvements to face to face contact, easy enough to use the other DHO or County Hall, if it's not being used much then makes sense, happy as long as tenants can easily access the alternative service and service standards maintained, good to have staff out of the office more seeing what's going on, providing no job losses and communication is not affected, home visits are a good idea.

Q9	**Do you agree or disagree that staff should spend more time on home and estate visits with the use of new mobile technology? Please tick one box.**	
	229 (30.1%)	Strongly agree
	293 (38.6%)	Tend to agree
	119 (15.7%)	Tend to disagree
	119 (15.7%)	Strongly disagree

Q10	**Please explain your answer below**
	Those that disagreed would rather see the DHO remain open preferring to be able to visit staff in one place. Other reasons for disagreeing: concern that this would generate more costs, mobile phone coverage in some areas being poor and affecting the ability of staff to work efficiently, demand for home visits could exceed resources, happy with current ways of working. **Those that agreed gave the following reasons**: enable tenants greater access to Council services, staff would gain a clearer understanding of the issues, enable problems to be sorted more efficiently as staff would be able to 'see for themselves', staff would be more visible, it would hopefully make tenants more responsible and respectful of their property. It would save time. Elderly and disabled would benefit from personal contact. Estate management issues could be addressed quicker and more easily – fly tipping, over grown trees etc with a view to improving estates. Staff would become more aware of wellbeing of tenant. It could improve interactions with housing officers.

Q11	**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? Please tick one box.**	
	165 (22.1%)	Strongly agree
	234 (31.4%)	Tend to agree
	180 (24.1%)	Tend to disagree
	167 (22.4%)	Strongly disagree

Q12	**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**
	A number of comments were received as follows; Staff should know their areas well and identify any continuing problems or issues, e.g. fly-tipping etc. There needs to be adequate staffing. Staff could spend more time in the community, i.e. mobile/weekly visits/regular surgeries. Meet tenants more frequently especially if they are vulnerable and have greater needs. Install a Freephone line and 24 hour reporting. Improve telephone access as it's difficult to get through. Every property should have named contact for access by phone or email. The website is too complicated to use for online transactions and fill in forms. Rent account information should be available online, the payment page should be easier to navigate and transfer faster payments. More help to go online, use tablets, awareness courses, skype, video conferencing/ an online chat service/app/online portal/email. Help to fill in forms.

Q13	**Which District Housing Office (DHO) is your 'local' office?**
144 (16.8%)	Penlan DHO
78 (9.1%)	Blaenymaes DHO
110 (12.8%)	Eastside DHO
48 (5.6%)	Town Centre DHO
95 (11.1%)	Townhill DHO
82 (9.5%)	Gorseinon DHO
78 (9.1%)	West Cross DHO
98 (11.4%)	Morriston DHO
98 (11.48%)	Sketty DHO
27 (3.3%)	No DHO indicated

Appendix D

The following key actions will be included in the implementation plan to deliver the new ways of working by April 2021.

• Launch the Housing customer portal (this will enable tenants and applicants to access personalised rent account information/repairs/waiting list data etc).
• Develop and hold tenant awareness events to support tenants to use the Housing portal and updated Corporate Civica payment system.
• Advise Councillors, tenants and residents on plans regarding closures.
• Liaise with internal and external partners on changes to the District Housing Office service.
• Agree location of advice surgeries in consultation with Ward Members.
• Develop and implement a communication plan for tenants/service users to inform them how to access services, including housing surgeries/home visits/neighbourhood officer contact information, etc.
• Undertake staff/union consultation process for those affected by office closures/potential job role changes.
• Allocate resources to the Rents and ASB teams.
• Programme staff development training for role/team changes.
• Undertake staff training sessions on Housing customer portal.
• Finalise work plan for reconfiguration of office space to enable relocation of staff into an agile working environment, telephone system upgrade and any improvements needed to public areas.

Appendix E EIA and About You monitoring information available via this link
https://www.swansea.gov.uk/staffnet/HCREIAreport

Cyngor **Abertawe**
Swansea Council

Report of the Cabinet Member for Homes, Energy and Service Transformation

Cabinet – 15 October 2020

Covid-19 Phase 2 Funding Application – Planning Guidance for Homelessness and Housing Related Support Services and Innovative Housing Programme Funding Phase 4 (IHP4) Applications

Purpose:	- To seek retrospective approval for the application for Welsh Government Phase 2 Homelessness funding - To inform Cabinet of the outcome of the applications - To commit the schemes to the capital programme in line with the Council's Financial Procedure Rules - To seek retrospective permission for the Innovative Housing Programme Bids (IHP4) to support the Phase 2 capital schemes and three Optimised Retrofit Programme (ORP) bids
Policy Framework:	Homelessness Strategy, More Homes Strategy
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet:

1) Approves the Phase 2 Homelessness bid projects set out in section 3.

2) Approves the Innovative Housing Programme Bids (IHP4) to support the Phase 2 capital schemes and three Optimised Retrofit Programme (ORP) bids set out in section 5.

3) Delegates authority to the Director of Place, the Chief Legal Officer and Chief Finance Officer to enter into any agreements necessary to ensure the delivery of the projects and to protect the Council's interests.

4)	Delegates authority to the Director of Place and the Chief Finance Officer to recover all expenditure associated with the delivery of the projects from Welsh Government.
5)	Any further decisions relating to the funding above will be delegated to the Director of Place and the Cabinet Member for Homes, Energy and Transformation, and schemes are detailed and approved via the revised 20/21 HRA Capital Budget report.

Report Authors: Carol Morgan/Rosie Jackson
Finance Officer: Ben Smith
Legal Officer: Pamela Milford
Access to Services Officer: Rhian Millar

1. Introduction

1.1 The Welsh Government (WG) issued new guidance to local authorities on 3rd June 2020, setting a requirement to produce "Phase 2 Transition Plans". The fundamental aim is to ensure that everyone brought into emergency temporary accommodation during the pandemic is supported into long-term self-contained accommodation. This was underpinned by a fund of £20m to be spread across Wales, which local authorities were required to bid for by 30th June.

1.2 Following the submission of bids, it was clear that the initial funding pot was significantly oversubscribed and did not match the scale of the need identified by local authorities across Wales. Therefore, Welsh Government increased the amount for Homelessness Phase 2 funding to £50m to enable significantly more schemes to be supported.

1.3 Swansea has successfully bid for the following amounts (details of the schemes are in section 3).
- Capital funding – £5,385,878
- Revenue funding – £247,400
- Total Grant Award for Phase 2 Homelessness Funding – £ 5,633,278

2. Local Priorities

2.1 During the pandemic, there has been a suspension of eligibility and priority need criteria that exists under current homelessness legislation. This means that the Council is housing everyone who requires temporary accommodation for this period, including households with No Recourse to Public Funds. This has led to a large increase in the numbers of people in Bed and Breakfast (B&B) and other temporary accommodation. It should be noted that each week people are moving through the system and are housed with appropriate support, but new homeless households are also being placed into temporary accommodation.

2.2 It is difficult to predict future numbers but there is strong evidence to suggest that pressure on homelessness services will significantly rise in coming months as a result of the pandemic. Particular pressures include:

- a lack of 1-bed properties;
- an expected increase in evictions when the current eviction ban ends (due to end 20/9/20);
- the end of the furlough scheme in October, which is expected to lead to increases in unemployment causing financial difficulties; predicted increases in levels of domestic abuse and family breakdown;
- continuation of suspension of priority need;
- and an increase in households requiring assistance following a Home Office decision on their immigration status.

2.3 Swansea's priorities for this funding have been to work closely with partners to maximise resources to provide intensive support to enable households to rapidly access and sustain long-term accommodation and increase the availability of affordable 1-bedroom properties in Swansea.

3. Phase 2 Funding Grant Awards

3.1 The timescales to develop and submit bids were incredibly challenging. However, in order to achieve the task, a strong partnership approach was adopted between the Council's Homelessness Service, Supporting People Team, RSLs (Pobl, Family Housing and Coastal), key homelessness and support organisations including The Wallich, Goleudy (formerly Caer Las), Crisis, Plattform, Health and Barod (substance misuse). Close working is continuing between the organisations who have received Phase 2 funding to ensure that all households in temporary accommodation are able to receive appropriate support and are housed in suitable accommodation as quickly as possible.

3.2 **Revenue**

All the revenue funding bids submitted by Swansea were successful, with the exception of a proposal to fund a Private Rented Leasing Scheme. The table below provides details of the services that will be funded between September/October 2020 and March 2021.

Scheme	Amount requested	Amount allocated
Crisis – Critical Time Intervention Team. 1xTeam Leader, 3xCTI Support Workers. (Regional Bid – 70% Swansea / 30% NPT)	£79,436	£79,436
Barod – Complex Needs Substance Misuse Worker x1	£17,458	£17,458
Health – Clinical Nurse Specialist (CNS) for Homeless & Vulnerable Adults x1	£13,500	£13,500
Health – Mental Health Outreach Nurse x0.5	£16,000	£16,000

Scheme		Amount requested	Amount allocated
The Wallich – Rapid Rehousing Workers x3		£77,282	£77,282
Goleudy (formerly Caer Las) – Rapid Rehousing Worker x1		£27,350	£27,350
Plattform – Asset Coach x1		£16,374	£16,374
The Wallich – Fund for PR Leasing Scheme		£50,000	Unsuccessful
TOTAL		**£297,400**	**£247,400**

3.3 **Capital**

Swansea has also been successful with a capital grant award and will receive a total of £5.339m. This will supply nearly 80 additional units of predominately 1-bed accommodation. The HRA led schemes of Creswell Road and the Circle will also provide some family accommodation.

3.4 The successful bids are summarised in the table below:

Scheme		Amount requested	Amount allocated
Local Authority: Purchase of 20 one- bed ex-council flats	HRA	£1,160,000	£1,226,829
Local Authority: Grant for Nominations	HRA	£200,000	£200,000
Local Authority – Creswell Road. New build of 4 x 1 bedroom flats, 3 x 2 bedroom bungalows and 2x 3 bed houses	HRA	£766,452	£702,355
Local Authority – the Circle/Cedar Crescent. New build 6, 2-bed bungalows	HRA	£763,311	£763,311
Local Authority - Bryn House Conversion and MMC construction 8 units	HRA	£544,011	£601,132
Pobl - Purchase of 20 existing 1 bed from open market or private developers	RSL	£1,500,000	£1,081,344
Family Housing - Improvements to existing TA (the Manse)		£86,650	Unsuccessful
Family Housing - Increasing TA (Slate Street)		£37,149	Unsuccessful
Family Housing - Increasing TA/permanent accommodation. Bar Reef 4 units	RSL	£276,486	£119,870
Family Housing - Increasing permanent accommodation. High Street 5 units	RSL	£253,999	£254,000
Family Housing - Increasing permanent accommodation. Eaton House		£15,938	Unsuccessful

Coastal Housing Increasing permanent accommodation. Conversion of detached property Killan road, Dunvant in 6 self-contained permanent units.		£255,920	Withdrawn
Coastal Housing Increasing TA: Construction of 4 self-contained modular units		£58,000	Withdrawn
Coastal Housing Increasing permanent accommodation: Conversion of commercial unit Leonard Charles House (6 units)	RSL	£691,017	£390,907
Goleudy (Caer Las Improving) Temporary accommodation Paxton St		£15,000	Unsuccessful
TOTAL		**£6,623,933**	**£5,339,748**

3.5 It should be noted that in some cases the capital grants allocated by WG are lower than the amount requested in the bids. This is because WG have applied their own standard viability model (SMV) to schemes to determine the amount of grant required (this is a new model that will be introduced as standard practice for all future social housing grant claims). All schemes are continuing with the lower grant levels. Where schemes were unsuccessful, WG's viability assessment was that no subsidy was required as the improvements should be funded through the existing income of the schemes.

4. Risks

4.1 The Phase 2 funding is short-term only. WG require that it is spent by 31 March 2021. They have made it clear that there will be no guarantee of any additional funding available. In particular revenue funding is time limited. Some of the revenue based bids have a plan for longer term funding, but some will only run until 31/3/21. However, they will supply much needed short term additional capacity and intensity to support during the pandemic. To mitigate the revenue risk Swansea's funding application was heavily weighted to capital investment. The deliverability of the capital schemes within such a short timescales is extremely challenging however WG have undertaken deliverability assessments with the lead organisation for each bid.

5. Innovative Housing Programme (IHP4) Bids

5.1 WG have announced the fourth round of IHP funding. IHP first was introduced in 2017 by WG to support the delivery of innovative housing models in Wales and help to inform WG about the types of homes it should be delivering in the future. The External Funding Panel has previously approved bids for Phase 1, 2 and 3 of this funding, and Swansea Council has so far been successful in every round.

5.2 There are 2 elements to this current round of IHP4, innovation and an Optimised Retrofit Programme (ORP).

5.3   It is intended to submit bids for both streams of capital funding. The first application will link to the Phase 2 planning schemes for Cedar Crescent and Creswell road andif successful, will be used to top up the Phase 2 funding, to enable the addition of renewable technologies in line with the Swansea Standard Homes as Power Stations specification. This will include the addition of Solar PV roofs, Ground Source Heat Pumps, Mechanical Ventilation Units and battery storage. The indicative costs for this are £718,500 for the 15 properties. This includes an allocation of £5k per property for monitoring and valuation in line with WG IHP funding requirements. It is envisaged that WG will fund 100% of these costs.

5.4   Optimised Retrofit Programme Grant Bids
Bids have also been submitted for three ORP schemes for 9 properties in Felindre, 14 properties in Craigcefnparc and 12 properties in Garnswllt. Council has already approved a programme of works to upgrade property fabric and the option of pursuing external grant to seek gap funding to provide renewable technologies. If the bids are successful, it is proposed to adopt the principles of Houses as Power Stations (HAPS) used in earlier retrofit decarbonisation pilot projects to improve the thermal performance of the building and reduce carbon emissions with use of renewable technologies. The estimated start date for each ORP scheme is January 2021 with estimated completion in October 2021.

5.5   Garnswllt 12 x Traditional masonry cavity properties, Lon y Felin, Garnswllt. Gap funding bid of **£184,200** for contribution to renewable technologies and monitoring outcomes of the completed project.

Selection Criteria
- External elements at end of economic repair life & included approved HRA Housing Capital Improvement Programme
- Properties off grid and poor thermal performance
- Common archetype property where design improvements can be replicated on wider scheme roll out city wide at scale and pace.
- Opportunity to collaborate with in-house contractor, Building Services, to help train and develop technical and trade skills to build future expertise and capacity to roll out decarbonisation programme city wide to meet future statutory duty by 2030
- Reduce carbon emissions, residents energy bills and fuel poverty.

5.6   Felindre – 5 traditional masonry cavity properties Heol Myddfai, 4 System built concrete Airey properties Bwlch y Gwyn, Felindre. Gap funding bid of **£320,000** for contribution to renewable technologies and monitoring outcomes of the completed project.

Selection Criteria
- External elements at end of economic repair life & included approved HRA Housing Capital Improvement Programme
- Properties off grid and poor thermal performance

- Common archetype property which design improvements can be replicated on wider scheme roll out city wide. Design solution for Airey properties can be used by other social housing providers throughout Wales
- Opportunity to collaborate with an external contractor to develop innovative alternative fabric technologies which embrace principles of off-site manufacture to assist with delivering decarbonisation role out programme at scale and pace to meet programme deadline of 2030.
- Reduce carbon emissions, residents energy bills and fuel poverty.

5.7 Craig Cefn Parc - 14 Resiform timber frame system built properties, Ffordd Ellen Craig Cefn Parc – 8 Council owned, and 6 private owners. Gap funding bid in sum of **£353,626** for contribution to renewable technologies and towards fabric upgrades for private residents outside the funding remit of the HRA. Owners are expected to contribute towards the cost of the repairs and works in association (prep, design etc.) to their home via a mix of direct contribution and accessing supporting grants e.g. R.H.I. or ECO. The grant being sought from ORP is £353,626 and this will be split as follows:
- ORP Grant for HRA properties: £196,000
- ORP Grant for Private: £157,626

Selection Criteria
External elements at end of economic repair life & included approved HRA Housing Capital Improvement Programme
- Properties off grid and poor thermal performance
- Unusual design of timber frame structure influences opportunity of a cross tenure grant bid to refurbish privately owned properties at same time as council owned properties, to deliver whole community benefit rather single tenure
- Design solution for Resiform properties can be used by other social housing providers throughout Wales
- Opportunity to collaborate with in-house contractor, Building Services, to help train and develop technical and trade skills to build future expertise and capacity to roll out decarbonisation programme city wide to meet future statutory duty by 2030
- Reduce carbon emissions, residents energy bills and fuel poverty.

6. Financial Implications

6.1 There are no financial implications for the revenue funding for Phase 2 as the funding will cover 100% of the additional service provision for the agreed timescales.

6.2 The Capital schemes awarded for the council will need to be match funded through the HRA capital programme. WG have used a Standard Viability Model (SMV) to determine the amount of grant needed for each scheme. The HRA contribution will be included in a separate FPR7 report which will amend the HRA Capital Budget for 20/21 to take into account the impact of Covid.

Scheme name	Estimated Scheme cost	Grant Awarded	HRA contribution
Purchase of 20 one-bed ex-council flats	£2,000,000	£1,226,829	£773,171
Grant for Nominations	£200,000	£200,000	£0
Creswell Road.	£1,321,469	£702,355	£619,114
The Circle/Cedar Crescent.	£1,316,055	£763,311	£552,744
Bryn House Conversion and MMC construction 8 units	£937,950	£601,132	£336,818
Total	**£5,775,474**	**£3,493,627**	**£2,281,847**

6.3 IHP4 Capital Bid for Renewable Technology to supplement Phase 2 capital funding will cover 100% of the proposed scheme costs. The grant conditions state that the scheme must be on site by April 2021.

Scheme name	Estimated Scheme cost	Grant Application	HRA contribution
Creswell Road	£431,100	£431,100	£0
The Circle/Cedar Crescent.	£287,400	£287,400	£0
Total	**£718,500**	**£718,500**	**£0**

6.4 ORP Capital Bid – grant contribution to schemes already In Capital Programme

Scheme name	Grant Application
Garnswllt	£184,200
Felindre	£320,000
Craigcefnparc	£353,626
Total	**£857,826**

7. Equality and Engagement Implications

7.1 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.

7.2 An EIA Screening Form has been completed and a full EIA report is not required at this stage (Appendix 1). The Council will use the WG funding that has been made available to enable Councils in Wales to support homelessness services during this crisis. The projects come under the Council's Homelessness Strategy, which was subject to a full EIA in 2018. The schemes will allow for support to be directed to the most vulnerable and will have a positive impact on any protected group which uses the service.

8. Legal Implications

8.1 The Town and Country Planning (General Permitted Development) (Amendment) (Wales) Order 2020 enables Welsh Local Planning Authorities to carry out development for specified purposes on their land in an emergency. For these purposes an emergency is an event or situation which threatens serious damage to human welfare in a place in the UK. Emergency Covid planning powers may need to be used to meet the terms of the funding.

8.2 The Council will need to ensure compliance with grant funding conditions, the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules in relation to the procurement of supplies, works and services referred to in this report.

Background Papers:
None

Appendices:
Appendix 1 - EIA screening form

Equality Impact Assessment Screening Form – Appendix 1

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: Housing and Public Protection
Directorate: Place

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
☐	☐	☒	☐	☐	☐

(b)   Please name and <u>describe</u> here:

Covid-19 Phase 2 Funding Application – Planning Guidance for Homelessness and Housing Related Support Services and Innovative Housing Programme Funding Phase 4 (IHP4) Applications

a) Phase 2 Homelessness Funding

The report seeks retrospective approval for the Phase 2 Homelessness bid projects and approval for the Council to receive the awarded grant from Welsh Government.

The Welsh Government (WG) issued new guidance to local authorities on 3rd June 2020, setting a requirement to produce "Phase 2 Transition Plans" by 30th June. The fundamental aim is to ensure that everyone brought into emergency temporary accommodation during the pandemic is supported into long-term self-contained accommodation.

During the pandemic, there has been a suspension of eligibility and priority need criteria that exists under current homelessness legislation. This means that the Council is housing everyone who requires temporary accommodation for this period, including households with No Recourse to Public Funds. This has led to a large increase in the numbers of people in B&B and other temporary accommodation who would not normally be accommodated under current homelessness legislation (i.e. single, homeless households with no other reasons for vulnerability), leading to a significant increase in demand for temporary accommodation, support services and permenant accommodation.

Therefore, Swansea's priorities for this funding have been to work closely with partners to maximise resources to provide intensive support to enable households to rapidly access and sustain long-term accommodation and increase the availability of affordable 1-bedroom properties in Swansea. Provision is also being made within schemes to provide additional accessible and wheelchair suitable accommodation.

b) Innovative Housing Programme Phase 4 (IHP4)

This report also seeks approval for Bids for Welsh Government Innovative Housing Programme Phase 4 (IHP4) to support additional funding for 3 of the new build project Phase 2 capital projects, and 3 bids to the Optimised Retrofit programme.

Equality Impact Assessment Screening Form – Appendix 1

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)	☐	☐	☒	☐
Older people (50+)	☒	☐	☐	☐
Any other age group	☒	☐	☐	☐
Disability	☒	☐	☐	☐
Race (including refugees)	☒	☐	☐	☐
Asylum seekers	☐	☐	☒	☐
Gypsies & travellers	☐	☐	☒	☐
Religion or (non-)belief	☒	☐	☐	☐
Sex	☒	☐	☐	☐
Sexual Orientation	☒	☐	☐	☐
Gender reassignment	☐	☐	☒	☐
Welsh Language	☐	☐	☒	☐
Poverty/social exclusion	☒	☐	☐	☐
Carers (inc. young carers)	☐	☐	☒	☐
Community cohesion	☐	☐	☒	☐
Marriage & civil partnership	☐	☐	☒	☐
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.

A strong partnership approach has been adopted between the Council's Homelessness Service, Housing Support Grant Team, RSLs (Pobl, Family Housing and Coastal), key homelessness and support organisations including The Wallich, Goleudy (formerly Caer Las), Crisis, Plattform, Health and Barod (substance misuse). Close partnership working is continuing between the organisations who have received Phase 2 funding to ensure that all households in temporary accommodation are able to receive appropriate support and are housed in suitable accommodation as quickly as possible.

Equality Impact Assessment Screening Form – Appendix 1

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility	Medium visibility	Low visibility
☐ (H)	☐ (M)	☒ (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
☐ (H)	☒ (M)	☐ (L)

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

☒ Yes   ☐ No   **If yes, please provide details below**

Social Services (Housing Support Grant Team) have been closely involved in the Phase 2 Homelessness Planning. The projects and schemes outlined in the Cabinet report will be beneficial and provide additional capacity within services.

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.

The Council will use the Welsh Government's (WG) Phase 2 homelessness funding that has been made available to enable local authorities in Wales to support homelessness services during the pandemic. The Phase 2 funding application, capital projects and revenue schemes for come under the Council's Homelessness Strategy, which was subject to a full EIA in 2018. Each of the projects/schemes contributes directly to achieve the Homelessness Strategy aims and will allow support and housing to be directed to the most vulnerable and protected groups, including rough sleepers, refugees, people with disabilities. Individual projects are being run by external organisations therefore will be subject to their own equality requirements. Where necessary, further EIA screening will be carried out for the Local Authority projects included in the Phase 2 Funding.

In addition, the More Council Homes Strategy sets out the Council's approach for HRA investment in new affordable housing. The housing will be delivered via the strategy, and will take into account current and projected need, location and available resources. These new developments will be let in accordance with the Councils Allocations Policy, which has already been subjected to an EIA report. If the IHP 4 funding bid is

Equality Impact Assessment Screening Form – Appendix 1

successful we will undertake a further assessment to ensure that the project is paying regard to any potential equality implications.

At this stage will be little or no impact regarding the Welsh language or commitment to the UNCRC.

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: Rosie Jackson
Job title: Senior Housing Policy and Leasehold Officer
Date:

Approval by Head of Service:
Name: Mark Wade
Position: Head of Housing & Public Health
Date:

Please return the completed form to <u>accesstoservices@swansea.gov.uk</u>

Cyngor **Abertawe**
Swansea Council

Report of the Local Authority Governor Appointment Group

Cabinet – 15 October 2020

Local Authority Governor Appointments

Purpose:	To approve the nominations submitted to fill Local Authority Governor vacancies in School Governing Bodies
Policy Framework:	Local Authority (LA) Governor Appointments Procedure (Adopted by Council on 26 October 2017)
Consultation:	Access to Services, Finance, Legal
Recommendation(s):	It is recommended that:
1)	The nominations recommended by the Director of Education in conjunction with the Cabinet Member for Education Improvement, Learning and Skills be approved.
Report Author:	Gemma Wynne
Finance Officer:	Chris Davies
Legal Officer:	Stephanie Williams
Access to Services Officer:	Catherine Window

1. The nominations referred for approval

1.1 The nominations are recommended for approval as follows:

1. Cwmrhydyceirw Primary School	Mrs Wendy Bromham
2. Dunvant Primary School	Cllr Jeff Jones
3. Pennard Primary School	Cllr Lynda James

4. Pen Y Fro Primary School	Cllr Jennifer Raynor	
5. Portmead Primary School	Cllr June Burtonshaw	
6. Waunwen Primary School	Miss Hannah Lawson	
7. Birchgrove Comprehensive School	Cllr Ryland Doyle	
8. Penyrheol Comprehensive School	Mr Arron Bevan-John	
9. Pontarddulais Comprehensive School	Ms Ailsa Wallis	

2. Financial Implications

2.1 There are no financial implications for the appointments; all costs will be met from existing budgets.

3. Legal Implications

3.1 There are no legal implications associated with this report.

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.

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

4.3 There are no equality and engagement implications associated with this report.

Background papers: None

Appendices:
Appendix A - Equality Impact Assessment Form

Equality Impact Assessment Screening Form – Appendix A

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: Education

Directorate: People

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
☐	☐	☐	☐	☐	☒

(b) Please name and <u>describe</u> here:

Appointing Local Authority governors to schools in Swansea

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)	☒	☐	☐	☐
Older people (50+)	☐	☐	☒	☐
Any other age group	☐	☐	☒	☐
Disability	☐	☐	☒	☐
Race (including refugees)	☒	☐	☐	☐
Asylum seekers	☐	☐	☒	☐
Gypsies & travellers	☐	☐	☒	☐
Religion or (non-)belief	☒	☐	☐	☐
Sex	☐	☐	☒	☐
Sexual Orientation	☐	☐	☒	☐
Gender reassignment	☐	☐	☒	☐
Welsh Language	☒	☐	☐	☐
Poverty/social exclusion	☐	☐	☒	☐
Carers (inc. young carers)	☐	☐	☒	☐
Community cohesion	☐	☐	☒	☐
Marriage & civil partnership	☐	☐	☒	☐
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

This activity does not require consultation

Equality Impact Assessment Screening Form – Appendix A

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility	Medium visibility	Low visibility
☒ (H)	☐ (M)	☐ (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
☐ (H)	☐ (M)	☒ (L)

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

☐ Yes ☒ x 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 / ⟶ ☒ **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 an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.

There are no equality and engagement implications associated with this process. Under the Government of Maintained Schools (Wales) Regulations 2005, it is a statutory requirement for all schools to have Local Authority governors who are appointed by the Direction of Education in conjunction with the Cabinet Member for Education Improvement, Learning and Skills. The Councillor(s) representing the ward(s) in the catchment area of the schools', the Headteacher and Chair of governors views will be sought to input into the decision-making and recommendations are taken to Cabinet for ratification as agreed by the Council Constitution.

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: Gemma Wynne	
Job title: Governor Support Officer	
Date: 03/06/19	
Approval by Head of Service:	
Name: Nick Williams	
Position: Director of Education	
Date: 03/06/19	

Report of the Cabinet Member for Investment Regeneration and Tourism

Cabinet – 15 October 2020

Supporting Economic Recovery in Swansea

Purpose:	The report provides an overview of activities to support economic recovery from the Covid-19 pandemic in Swansea
Report Author:	Clare James
Finance Officer:	Ben Smith
Legal Officer:	Pamela Milford
Access to Services Officer:	Rhian Millar
For Information	

1.0 Background

1.1 The Covid-19 Pandemic has had an unprecedented impact on the UK economy. The latest official data shows that the UK economy shrank by 20.4% in April to June and is now officially in recession. Household spending plunged as shops were forced to close and manufacturing and construction output also fell during the lockdown period. The economy started growing again once the lockdown was eased, with 6.6% growth in the UK economy in July. Hairdressers, pubs and restaurants contributed to growth after companies were allowed to reopen in July. However the economy is still nearly 12% smaller than before the pandemic crisis, and has recovered just over half of the lost output during the shutdowns. The Bank of England does not expect economic output to recover back to pre-covid levels until the end of 2021.

1.2 Record levels of financial support for businesses have been put in place by the UK and Welsh Government. At the beginning of August 9.6 million UK jobs were covered by the furlough scheme, at a cost to the Treasury of £34.7bn, and 2.7m self-employed workers had submitted claims to the UK Government's support scheme with a total value of £7.8bn. Despite this, unemployment is soaring - the UK Claimant Count reached 2.7 million in July 2020, an increase of 116.8% since March 2020. The unemployment benefit claimant rate rose from 3.9% of the Welsh

workforce in March to 8% in July. Following the end of the furlough scheme in October it is likely there will be further job losses.

1.3 The vast majority of businesses (irrespective of sector or business size) have suffered adverse effects as a result of the pandemic. These adverse effects are varied but the majority have seen vast reductions in trade resulting in issues with income generation and finance. The Leisure and hospitality sector has been particularly hard hit with the social distancing measures that need to be in place reducing income for many businesses. Tourism businesses had to close just before their season got underway and key income earning periods this year have been lost. The lockdown has accelerated the move to online shopping and the retail sector will look very different moving forwards, with many high street names entering administration.

1.4 The need for up-skilling in digital and ICT skills has been identified by a large proportion of businesses across a breadth of sectors, which reflects the move to more digital ways of working as a result of the pandemic.

2.0 Local Response to Support Economic Recovery

2.1 Businesses in Swansea have been severely affected by the pandemic, and the Council has been responding to enquiries and offering advice to local businesses that are facing difficulties. The Council has administered over 4,000 business grants on behalf of the Welsh Government through the business rates grants scheme representing over £50m of grant support. In addition, grants of up to £2,500 have been available to small start-up businesses in Swansea as part of the Welsh Government scheme.

2.2 At the height of the pandemic Swansea Market was closed, although many traders adapted and continued to trade via collections and/or home deliveries. Rent payments were cancelled during the closure and the Council has now put in place a £200,000 rent subsidy package through to the end of November to support market traders.

2.3 As restrictions have been eased, City Centre Management and Swansea BID have worked in partnership with local businesses and traders to oversee the seamless and safe reopening of the City Centre. Data from Centre for Cities has shown that Swansea has been one of the most successful cities in the UK at attracting footfall back following the relaxing of covid-19 related restrictions.

2.4 Welsh Government have approved the repurposing of Targeted Regeneration Investment (TRI) Programme funding to provide grant assistance to hospitality businesses to adapt to trading in line with social distancing requirements. As a result, a new Swansea Premises Outdoor Adaptions Grant was launched at the end of July that offered small businesses a grant of up to £8,000 to purchase outdoor equipment. Over

220 local businesses have applied for support, totalling over £900,000 of grant funding.

2.5 Additionally, a new fast track process has been introduced to make it easier for businesses to secure pavement café licences, and fees have been waived until the end of the financial year.

2.6 In consultation with local businesses and residents a six month trial to pedestrianise Wind Street from 11am onwards was launched on August 3rd, to give businesses more chance to trade outdoors through the day and into the evening.

2.7 To further support local businesses, and capitalise on the more localised shopping habits that have emerged during the pandemic ShopLocal initiatives are being developed to promote local spending. This builds on the essential suppliers list that was developed at the start of lockdown, with 149 local businesses taking part. This initiative was signposted via the council's website and greatly assisted residents during the early phase of Covid and the shielding programme. In addition, through Swansea Food Partnership new projects are being developed to increase accessibility to and promotion of local food in the city centre (linked to the Market) and across the county, to build on the increased use of local food producers/ suppliers in recent months.

2.8 The Council continues to support our rural communities and the local fishing industry through the Rural Development Programme and Swansea Bay Fisheries Local Action Group respectively. The Rural Development Partnership has recently opened a new grant funding window and fast track grant funding pot that will offer grants of up to £5k, with particular interest in projects that can support recovery from the impact Covid-19 has had on communities, with 22 enquiries received so far. In addition, the Crowdfund Swansea platform has launched a second funding round to support community organisations, with 6 schemes already attaining their target under phase 1 resulting in £58,364 of projects underway.

2.9 Since the start of the pandemic referrals to local employability projects have increased and the teams have adapted their ways of working to support clients remotely. Projects including Workways+, Communities for Work, Cam Nesa and Communities for Work Plus quickly transitioned into providing remote one to one mentoring, mock interviews and in conjunction with training providers developed online training courses for all essential training and qualifications needed to help individuals into employment.

2.10 Employability provision has been extended through the new ESF funded Swansea Short Term Unemployed Project which can support individuals from day one of unemployment. In total, 300 people have been supported through the Council's employability projects since the start of lockdown. With additional funding secured via Welsh Government to

respond to the crisis, we are now developing plans to introduce dedicated support for individuals who wish to enter self-employment or start a new business in Swansea, linking with Business Wales and other business support provision.

2.11 The Council's dedicated Employer Liaison team continues to engage with new and existing business contacts to secure employment vacancies for participants on Council employability projects. This has allowed many of those made redundant from affected sectors, such as tourism and hospitality, to transition into roles created as a result of the pandemic; areas such as food processing, packing, picking and delivery services, and community care including track and trace. Since March 109 individuals have been helped back into employment.

2.12 Current labour market intelligence from the Employer Liaison team suggests that there is now a reluctance for those previously working in retail and hospitality to return to those sectors due to the risk of job security so consideration needs to be given to maximising the confidence in this sector whilst creating alternative opportunities for those who need them.

2.13 The construction industry has remained resilient throughout lockdown with placements and job opportunities staying at normal levels and the Council's Beyond Bricks and Mortar programme has been able to support 27 individuals into employment, work experience, training and apprenticeships. This has resulted in nearly 1,500 targeted recruitment and training weeks achieved to date.

2.14 In addition during lock down the Beyond Bricks and Mortar team successfully held 2 virtual 'Meet The Buyer' events so that local contractors could take advantage of supply chain opportunities across a number of projects. The event on the 21st May was the first virtual Meet The Buyer event of its kind in Wales, setting the blueprint for other similar events across the country.

2.15 Delivery of our major strategic projects has been ongoing, most notably the Digital Arena project which, with careful planning, has proceeded at pace and is now forming a new part of the Swansea skyline. Still programmed to meet the published timetable for completion, this and other major projects look beyond the Covid crisis. Design work has continued on the 71&72 The Kingsway Digital Village development at the site of the former Oceana building, and the Shaping Swansea initiative was formally launched in September to find a development partner to regenerate key sites across the city. Construction work has started to renovate the historic Powerhouse building at Hafod Copperworks to create a distillery and visitor centre for Penderyn, and plans have been unveiled for the restoration of the grade 2 listed Palace Theatre to create new high quality office space for tech and creative businesses. These projects are all visible signs of confidence in the future of the city.

2.16 An important message in light of the Covid crisis is a clear understanding that the problems being faced have accentuated the regeneration journey the City and wider county has been on, accelerating new ways of working and interacting, but also highlighting their drawbacks and the continued need for interaction in social hubs in all spheres of life.

Wider Economic Recovery Plan

2.17 To support the recovery of the local economy from the covid-19 pandemic the Regeneration Swansea partnership is developing an economic recovery plan for Swansea which sets out the actions we need to take to support businesses, support individuals and improve resilience of the local economy. It will draw in funding and resources from Swansea Council, Welsh Government and other partners. The economic recovery plan expands on the Council's wider Covid Recovery Plan. The economic recovery plan is focused on raising confidence in the city and county, supporting businesses, championing local food, supporting tourism, developing skills & employability and growing the green economy. The economic outlook is still uncertain, so the economic recovery plan is a working document that is evolving as circumstances change.

2.18 In addition, Swansea is leading on the commissioning of a refresh of the Swansea Bay City Region Economic Regeneration Strategy on behalf of regional partners. This work is being undertaken in collaboration with Welsh Government as an extension of the Welsh Government process to put Regional Economic Frameworks in place across Wales. The new regional economic regeneration strategy will respond to the changing economic circumstances across the region in light of the covid-19 pandemic and Britain's departure from the European Union, and provide a long term strategic framework for economic regeneration in South West Wales.

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 process ensures that we have paid due regard to the above.

3.2 An Equality Impact Assessment (EIA) screening has been completed and is attached at Appendix A This tool confirms that a full EIA is not required.

4.0   Legal Implications

4.1   There are no legal implications arising from this report.

5.0   Financial Implications

5.1   There are no financial implications arising from this report.

Background Papers: None

Appendices:
Appendix A   EIA

Equality Impact Assessment Screening Form

Appendix A

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: Planning and City Regeneration

Directorate: Place

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
☐	☐	**x** ☐	☐	☐	**x** ☐

(b)   Please name and <u>describe</u> here:

For Information Cabinet Report outlining actions being undertaken to support economic recovery

---

Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
☐ (H)	x ☐ (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)	x ☐ (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)	☐	☐	x ☐	☐
Older people (50+)	☐	☐	x ☐	☐
Any other age group	☐	☐	x ☐	☐
Disability	☐	☐	x ☐	☐
Race (including refugees)	☐	☐	x ☐	☐
Asylum seekers	☐	☐	x ☐	☐
Gypsies & travellers	☐	☐	x ☐	☐
Religion or (non-)belief	☐	☐	x ☐	☐
Sex	☐	☐	x ☐	☐
Sexual Orientation	☐	☐	x ☐	☐
Gender reassignment	☐	☐	x ☐	☐
Welsh Language	☐	☐	x ☐	☐
Poverty/social exclusion	☐	☐	x ☐	☐
Carers (inc. young carers)	☐	☐	x ☐	☐
Community cohesion	☐	☐	x ☐	☐
Marriage & civil partnership	☐	☐	x ☐	☐
Pregnancy and maternity	☐	☐	x ☐	☐

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

The projects and activities outlined in the cabinet report all have their own mechanisms for consulting and engaging as part of delivery of the activities

Equality Impact Assessment Screening Form

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility	Medium visibility	Low visibility
☐(H)	☐ (M)	x☐ (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
☐ (H)	☐ (M)	x ☐ (L)

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

☐ Yes   x ☐ 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 / ⟶ **X**☐ **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 an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.

The report is a 'for information' cabinet report outlining activities that are supporting economic recovery from the covid pandemic. Where relevant, individual projects referenced in the report have been subject to their own equalities impact assessments.

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: Clare James	
Job title: Economic Development Manager	
Date: 9th September 2020	

Approval by Head of Service:	
Name: Phil Holmes	
Position: Head of Planning & City Regeneration	
Date: 10th September 2020	

Cyngor **Abertawe**
Swansea Council

**Report of the Cabinet Member for Environment Enhancement &
Infrastructure Management**

Cabinet – 15 October 2020

Financial Procedure Rule 7 – Road Safety Grant 2020/21

Purpose:	To confirm the Road Safety grant allocation from Welsh Government and include the expenditure in the capital programme for 2020/21.
Policy Framework:	The Local Transport Plan.
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that:
1) The Road Safety grant of £879,800 is confirmed and this expenditure be included in the capital programme for 2020/21.	
Report Author:	Alan Ferris
Finance Officer:	Ben Smith
Legal Officer:	Jonathan Wills
Access to Services Officer:	Rhian Millar

1.   Introduction

1.1   The following report has been prepared to advise on the success of the Council in bidding for grant funding from Welsh Government to implement road safety improvements. The bids are aimed at:

a)   Introducing measures on the A4240, through Gorseinon, aimed at reducing the number and severity of collisions and promoting walking and cycling in the area.

b)   Introducing measures on the High Street/ Castle Street, Swansea, again aimed at reducing the number and severity of collisions and promoting walking and cycling in the area.

c)   The development of road safety measures on St Helen's Road to continue the 20mph zone from the recently improved Kingsway. In so doing improving road safety particularly for pedestrians and cyclists.

1.2 The report details the works proposed to be undertaken using the grant allocation from Welsh Government and invites members to confirm their acceptance of the grant and its inclusion in the 2020/21 capital programme.

2. Road Safety (Capital) bid details

2.1 In January 2020 Welsh Government invited Councils across Wales to submit up to three bids for funding to support the reduction in road casualties in Council areas. The information below provides details of each of these bids, the issues identified at each site, the solutions proposed and the level of grant funding awarded.

2.2 **A4240, through Gorseinon**

2.3 On analysing the collision statistics throughout the County area it was evident that there were a significant number of collisions on the A4240, from Penllergaer through Gorseinon towards Loughor. In the most recent three year period 29 collisions were recorded along the route including one fatality and seven classified as being serious. Closer analysis of the collisions showed that vulnerable road users accounted for 18 of these collisions with pedestrian casualties accounting for the significant proportion of that number. Furthermore, traffic speeds on the corridor have been consistently recorded at levels exceeding the 30mph limit. Surveys have recorded the 85th percentile average at between 33.1 and 34.3 mph with the off-peak figure exceeding 40mph.

2.4 The developed bid aims to address the issues identified above. A key element of this is the reduction in the speed limit to 20mph through the core commercial areas. The reduced speed limit will be supported through the construction of speed plateaus. The plateaus will have added benefit in allowing at grade crossing of the carriageway and where possible they will be designed to promote pedestrian visibility by advancing the crossing point through parked vehicles.

2.5 The new 20 limit will extend on the side roads to link to existing 20 limits elsewhere in the town, particularly on routes to the schools and towards the bus interchange. It is also proposed to upgrade the existing zebra crossing facility in this location to a puffin crossing due to concerns that drivers are ignoring the crossing during periods of congestion. Although there is no statistical evidence to support this, observations have confirmed the issue. Solid white lining introduced previously, failed in satisfactorily resolving the problem.

2.6 The design of the works also includes alterations to the signal control junctions. This will enable pedestrian facilities be moved to more closely match desire lines. Furthermore, it is proposed to remove the staggered pedestrian facility at the link to the cycle route, making it a wider single-phase crossing to further promote use of the cycle facilities. The bid also

allows for the introduction of cycle parking facilities in the centre of Gorseinon further promoting active travel locally.

2.7   The total capital cost of the works, including design and supervision, is £470,300. Welsh Government confirmed that the works will be funded in full through the grant.

2.8   **High Street/Castle Street/Swansea**

2.9   On analysing the collision statistics throughout the County area, it was evident that there were a significant number of collisions on the A4489, High Street/Castle Street, Swansea. In the most recent three year period 15 collisions were recorded along the route including one fatality and four classified as being serious. Closer analysis of the collisions showed that vulnerable road users accounted for 13 of these collisions with 11 pedestrian casualties.

2.10   The primary aim of the scheme is to target the high levels of pedestrian casualties and their severity. To do so the scheme focuses on lowering the speeds of vehicles, through the introduction of speed plateaus, but also improving the visibility of pedestrians by building out crossing points and adjusting parking and loading provision to accommodate this. Particular emphasis has focused on pedestrian provision in the locale of Swansea Central Station and other existing links to public transport along the corridor. This will help to promote connectivity in this area. The southern extent of the corridor is in immediate proximity of Swansea Castle and allowance was made in this location for the use of high quality materials in keeping with the existing finishes in the area.

2.11   The scheme as a whole will link with the new 20mph zones being developed through the city centre, along The Kingsway through to Oystermouth Road. This will help in opening the entire central area of Swansea to pedestrians and cyclists, creating a consistent environment for those vulnerable groups of road users.

2.12   The total capital cost of the works, including design and supervision, is £258,200. Welsh Government confirmed that the grant will fund the full cost in implementing the scheme.

2.13   **B4290, St Helen's Road, Swansea**

2.14   Analysis of the collision statistics showed there were a significant number of collisions on the B4290, St Helen's Road, Swansea. In the most recent three year period 16 collisions were recorded along the route including two classified as being serious. Closer analysis of the collisions showed that vulnerable road users accounted for 10 of these collisions including both which resulted in serious injury.

2.15   As with the other schemes, the primary aim of the project is targeting the high levels of pedestrian and cyclist casualties and their severity. To do so

the scheme focuses on lowering the speeds of vehicles by introducing speed plateaus. Appropriate build outs will also be introduced to improve sightlines for pedestrians.

2.16 As with the High Street/ Castle Street scheme, the proposals will link to the new 20mph zones being developed through the city centre, along The Kingsway through to Oystermouth Road. This will help in opening the entire central area of Swansea to pedestrians and cyclists, creating a consistent environment for those vulnerable group of road users.

2.17 The total capital cost of the works, including design and supervision, is £151,300. Welsh Government confirmed that the grant will fund the full cost in implementing the scheme.

2.18 In total Welsh Government provided a grant of £879,800 to develop road safety measures in the three corridors identified above. This funding is conditional on the works being completed by 31 March 2021.

3. General Issues

3.1 Staffing Implications

3.2 The grant awarded has an allowance for fee built into the award. This will be used in supporting the operation of the Highways section in delivering these projects.

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 The ambition of the proposals are to improve road safety by reducing road traffic collisions and casualties, whilst safeguarding vulnerable people particularly pedestrians and cyclists. Full consultation will take place on the developed proposals involving all user groups, including those with disability to enable the wider community to input to the final design prior to the works being introduced.

4.3 The works will be designed taking full account of the requirements to support the use of Welsh language. All traffic signs will be bi-lingual with Welsh appearing first.

4.4 An Equality Impact Assessment (EIA) screening form has been completed with the agreed outcome that a full EIA report was not required. A copy has been appended to the report.

5. Financial Implications

5.1 Details of the proposed expenditure are shown in the Financial summary which is included as Appendix B to this report.

5.2 All works must be completed within financial year 2020/21. It will not be possible to draw down grant funding to complete unfinished work after 31 March 2021.

6. Legal Implications

6.1 The Highways Act 1980 Section 41(1) places a statutory duty of care on the Highway Authority towards road users of all kinds. The Active Travel (Wales) Act 2013 legislates for the provision of routes designed for walking and cycling. The success in implementing the works identified above will help the Council in meeting its obligations in this regard.

6.2 It will be necessary to ensure that all terms and conditions attached to external grant funding are complied with and that the Council's Financial Procedure Rules Regarding Grant Applications and Acceptances are followed.

Background Papers: None

Appendices:
Appendix A   Equality Impact Assessment Screening Forms
Appendix B   Financial Summary

Appendix A – Equalities Impact Assessments

Section 1
Which service area and directorate are you from?
Service Area: Traffic Management and Road Safety
Directorate: Place

Q1(a)   WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
☐	☐	☒	☐	☐	☐

(b)   Please name and describe below

Road Safety Capital Grant fund 2020/21 –A4240 Through Gorseinon

This is targeted at introducing measures to address the significant number of collisions on the A4240, from Penllergaer through Gorseinon towards Loughor. In the most recent three-year period 29 collisions were recorded along the route including one fatality and seven classified as being serious. The significant majority of these involved vulnerable road users and the project has been targeted at creating a safer environment for them to access the community facilities accessed along this corridor. In developing the measures, care is taken to ensure that they link to Welsh Governments objectives to promote active travel in the wider community.

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)	☐	☒	☐	☐
Any other age group (18+)	☐	☒	☐	☐
Disability	☐	☒	☐	☐
Gender reassignment	☐	☐	☒	☐
Marriage & civil partnership	☐	☐	☒	☐
Pregnancy and maternity	☐	☐	☒	☐
Race	☐	☐	☒	☐
Religion or (non-)belief	☐	☐	☒	☐
Sex	☐	☐	☒	☐

Sexual Orientation	➡	☐	☐	☒	☐
Welsh Language	➡	☐	☐	☒	☐
Poverty/social exclusion	➡	☐	☒	☐	☐
Carers (inc. young carers)	➡	☐	☐	☒	☐
Community cohesion	➡	☐	☒	☐	☐

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

Once the outline design is developed more fully it is proposed to undertake a public consultation on the proposals to enable the community to contribute to the development of the final design layout. In particular, this will take on board the views of local residents and businesses as well as disabled groups to ensure that the measures introduced meet the needs of the wider community. The detail of this will be developed in consultation with the Local Ward Members.

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility	Medium visibility	Low visibility
☐ (H)	☒ (M)	☐ (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
☐ (H)	☐ (M)	☒ (L)

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

☒ Yes   ☐ No   If yes, please provide details below

The proposals will support a number of other Council services in the delivery of their objectives. In particular, the developed measures will help in making our communities safer to work and live in and address inequalities associated with travel.

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 proposed works are designed to improve road safety and promote sustainable forms of transport. In assessing collisions there was particular focus in reviewing those involving young people. The primary focus of the bid is the reduction in the number and severity of road collisions particularly those involving vulnerable road users The proposed changes will integrate into the existing highway network and enable all road users to travel more safely in a sustainable fashion. The developed design will meet Welsh Government standards in the positioning of Welsh on all road signage.

Consequently, at time it is not considered necessary to undertake a full equality impact assessment.

Section 1					
Which service area and directorate are you from?					
Service Area: Traffic Management and Road Safety					
Directorate: Place					

Q1(a)   WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
☐	☐	☒	☐	☐	☐

(b)   Please name and describe below

Road Safety Capital Grant fund 2020/21 –High Street/Castle Street

This is targeted at introducing measures to address the significant number of collisions on High Street and Castle Street in Swansea. In the most recent three-year period 15 collisions were recorded along the route including one fatality and four classified as being serious. The significant majority of these involved vulnerable road users and the project has been targeted at creating a safer environment for them to access the community facilities along this corridor. In developing the measures care is taken to ensure that they support Welsh Governments objectives to promote active travel in the wider community.

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)	☐	☒	☐	☐
Any other age group (18+)	☐	☒	☐	☐
Disability	☐	☒	☐	☐
Gender reassignment	☐	☐	☒	☐
Marriage & civil partnership	☐	☐	☒	☐
Pregnancy and maternity	☐	☐	☒	☐
Race	☐	☐	☒	☐
Religion or (non-)belief	☐	☐	☒	☐
Sex	☐	☐	☒	☐
Sexual Orientation	☐	☐	☒	☐
Welsh Language	☐	☐	☒	☐
Poverty/social exclusion	☐	☒	☐	☐

Carers (inc. young carers)	☐	☐	☒	☐
Community cohesion	☐	☒	☐	☐

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

Once the outline design is developed more fully it is proposed to undertake a public consultation on the proposals to enable the community to contribute to the development of the final design layout. In particular, this will take on board the views of local residents and businesses as well as disabled groups to ensure that the measures introduced meet the needs of the wider community. The detail of this will be developed in consultation with the Local Ward Members.

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility	Medium visibility	Low visibility
☐(H)	☒ (M)	☐ (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
☐ (H)	☐ (M)	☒ (L)

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

☒ Yes   ☐ No   If yes, please provide details below

The proposals will support a number of other Council services in the delivery of their objectives. In particular, the developed measures will help in making our communities safer to work and live in and address inequalities associated with travel.

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 proposed works are designed to improve road safety and promote sustainable forms of transport. In assessing collisions there was particular focus in reviewing those involving young people. The primary focus of the bid is the reduction in the number and severity of road collisions particularly those involving vulnerable road users The proposed changes will integrate into the existing highway network and enable all road users to travel more safely in a sustainable fashion. The developed design will meet Welsh Government standards in the positioning of Welsh on all road signage.

Consequently, at time it is not considered necessary to undertake a full equality impact assessment.

Section 1					
Which service area and directorate are you from?					
Service Area:	Traffic Management and Road Safety				
Directorate:	Place				

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
☐	☐	☒	☐	☐	☐

(b)   Please name and describe below

Road Safety Capital Grant fund 2020/21 –B4290 St Helen's Road

This is targeted at introducing measures to address the significant number of collisions on St Helen's Road in Swansea. In the most recent three-year period 16 collisions were recorded along the route including two classified as being serious. The significant majority of these involved pedestrians and cyclists. The project has been targeted at creating a safer environment for these groups to access the community facilities along this corridor. In developing the measures care is taken to ensure that they support Welsh Governments objectives to promote active travel in the wider community.

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)	☐	☒	☐	☐
Any other age group (18+)	☐	☒	☐	☐
Disability	☐	☒	☐	☐
Gender reassignment	☐	☐	☒	☐
Marriage & civil partnership	☐	☐	☒	☐
Pregnancy and maternity	☐	☐	☒	☐
Race	☐	☐	☒	☐
Religion or (non-)belief	☐	☐	☒	☐
Sex	☐	☐	☒	☐
Sexual Orientation	☐	☐	☒	☐
Welsh Language	☐	☐	☒	☐
Poverty/social exclusion	☐	☒	☐	☐
Carers (inc. young carers)	☐	☐	☒	☐

Community cohesion	➡	☐	☒	☐	☐

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

Once the outline design is developed more fully it is proposed to undertake a public consultation on the proposals to enable the community to contribute to the development of the final design layout. In particular, this will take on board the views of local residents and businesses as well as disabled groups to ensure that the measures introduced meet the needs of the wider community. The detail of this will be developed in consultation with the Local Ward Members.

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility	Medium visibility	Low visibility
☐(H)	☒ (M)	☐ (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
☐ (H)	☐ (M)	☒ (L)

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

☒ Yes   ☐ No   If yes, please provide details below

The proposals will support a number of other Council services in the delivery of their objectives. In particular, the developed measures will help in making our communities safer to work and live in and address inequalities associated with travel.

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 proposed works are designed to improve road safety and promote sustainable forms of transport. In assessing collisions there was particular focus in reviewing those involving young people. The primary focus of the bid is the reduction in the number and severity of road collisions particularly those involving vulnerable road users The proposed changes will integrate into the existing highway network and enable all road users to travel more safely in a sustainable fashion. The developed design will meet Welsh Government standards in the positioning of Welsh on all road signage.

Consequently, at time it is not considered necessary to undertake a full equality impact assessment.

Financial Procedure Rule 7

FINANCIAL IMPLICATIONS : SUMMARY

Portfolio: **PLACE**
Service : **HIGHWAYS**
Scheme : **ROAD SAFETY GRANT CAPITAL 2020/21**

1. CAPITAL COSTS £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	TOTAL £'000
Expenditure				
Works	750.7			750.7
Fees	129.1			129.1
Budget Code:				
EXPENDITURE	**879.8**	**0**	**0**	**879.8**
Financing				
Road Safety Grant	879.8			879.8
FINANCING	**879.8**	**0**	**0**	**879.8**

2. REVENUE COSTS	2020/21 £'000	2021/22 £'000	2022/23 £'000	FULL YEAR £'000	£'000
Service Controlled - Expenditure					
				0	
Employees					0
Maintenance			1.0	1.0	2.0
Equipment					0
Administration					0
NET EXPENDITURE			1.0	1.0	2.0

Report of the Cabinet Member for Environment Enhancement & Infrastructure Management

Cabinet – 15 October 2020

Financial Procedure Rule 7 – Safe Routes in Communities Grant 2020/21

Purpose:	To confirm the Safe Routes in Communities grant allocation from Welsh Government and include the expenditure in the capital programme for 2020/21.
Policy Framework:	The Local Transport Plan 2015-2020, Active Travel (Wales) Act (2013).
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that :
1)	The Safe Routes in Communities grant of £508,300 is confirmed and this expenditure be included in the capital programme for 2020/21.
Report Author:	Alan Ferris
Finance Officer:	Ben Smith
Legal Officer:	Jonathan Wills
Access to Services Officer:	Rhian Millar

1. Introduction

1.1 The following report has been prepared to advise on the success of the Council in bidding for grant funding from Welsh Government to implement measures to support sustainable modes of transport particularly in the vicinity of schools in the Gorseinon/ Grovesend area.

1.2 The report details the works proposed to be undertaken using the grant allocation from Welsh Government and invites members to confirm their acceptance of the grant and its inclusion in the 2020/21 capital programme.

2.   Safe Routes in Communities bid details

2.1   In January 2020 Welsh Government invited Councils across Wales to submit bids for funding to support active travel modes in Council areas, particularly around schools. The information below provides details of the bid, the issues identified and the solutions proposed. The report also confirms the level of grant funding awarded and seeks approval to include the expenditure in the 20/21 Capital programme.

2.2   **Gorseinon and Penyrheol**

2.3   There is a growing concern in relation to the levels of road traffic collisions in the Gorseinon/Penyrheol area of the County. In the most recent three year period the police recorded personal injury data shows there have been 76 collisions resulting in 96 casualties. The casualty total resulted in 9 KSI and 87 slight injuries. Although a significant number of these occur along the A4240 (a separate bid for Road Safety Grant funding has been prepared to address these), there is a growing unease reflected in correspondence and meetings with stakeholders over safe travel through these communities. In previous years the Council have introduced a number of 20 mph limits and zones, however evidence would suggest that where the lowered limit has been introduced without speed control features this has been of limited value.

2.4   Within Gorseinon 20 mph limits and zones have previously been introduced by the Council on the roads immediately by the schools. However, consultations involving pupils and local representatives highlighted concerns about the speed of traffic outwith those streets. A number of residential streets have been identified that would benefit from traffic calming measures and footway improvements it is therefore proposed to extend the 20 mph zone to cover the whole residential network surrounding the schools leading to the centre of Gorseinon. Reductions in speed together with improved crossing facilities will encourage greater use of more sustainable forms of transport.

2.5   It is also proposed to extend the 20 zone to cover the frontage of the Comprehensive school along Pontarddulais Road. Adjacent to the school is a Leisure Centre and an on-site theatre, therefore the usage extends beyond the school day. Opposite the school is a well used skate park that encourages outdoor activity. It is therefore proposed to supplement the zone with the introduction of a Toucan Crossing immediately by the school, and construct a new shared use path linking the community directly to the Swansea Bay Silver Cycle Route. An additional controlled crossing will allow for a safe route across Heol y Mynydd which acts as a bypass for the village. This existing off route facility links directly to NCN4 offering a safe route for active travel direct to the city centre.

2.6 The total capital cost of the works, including design and supervision, is £508,300. Welsh Government confirmed that the works will be funded in full through the grant. The funding is conditional on works being completed by 31 March 2021.

3. General Issues

3.1 **Staffing Implications**

3.2 The grant awarded has an allowance for fee built into the award. This will be used in supporting the operation of the Highways section in delivering these projects.

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 The fundamental objective of the scheme is to seek to encourage an active lifestyle by encouraging children to travel to school actively, helping with lifestyle choices for years to come. This is further built on by widening the scope to address issues around the wider community that may be limiting connectivity to sustainable modes. The success in implementing these measures supports a wide range of National and Local objectives by developing healthy lifestyle choices, addressing transport poverty issues and helping to address environmental issues through modal change. More locally, the potential for reduced congestion and lower vehicle speeds will help in creating an environment that is more attractive and open for people to move about safely and freely.

4.3 The works will be designed taking full account of the requirements to support the use of Welsh language. All traffic signs will be bi-lingual with Welsh appearing first.

4.4 An Equality Impact Assessment (EIA) screening form has been completed with the agreed outcome that a full EIA report was not required. A copy has been appended to the report.

5.   Financial Implications

5.1   Details of the proposed expenditure are shown in the Financial summary which is included as Appendix B to this report.

5.2   All works must be completed within financial year 2020/21. It will not be possible to draw down grant funding to complete unfinished work after 31 March 2021.

6.   Legal Implications

6.1   The Highways Act 1980 Section 41(1) places a statutory duty of care on the Highway Authority towards road users of all kinds. The Active Travel (Wales) Act 2013 legislates for the provision of routes designed for walking and cycling. The success in implementing the works identified above will help the Council in meeting its obligations in this regard.

6.2   It will be necessary to ensure that all terms and conditions attached to external grant funding are complied with and that the Council's Financial Procedure Rules Regarding Grant Applications and Acceptances are followed.

Background Papers: None

Appendices:
Appendix A   Equality Impact Assessment Screening Forms
Appendix B   Financial Summary

Appendix A – Equality Impact Assessment Screening Form

Section 1
Which service area and directorate are you from?

Service Area:	Traffic Management and Road Safety
Directorate:	Place

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function Proposal	Policy/ Procedure	Project	Strategy	Plan	
☐	☐	☒	☐	☐	☐

(b)   Please name and describe below

Application for Safe Routes in Communities Grant 2020/21

This is targeted at improving facilities to promote sustainable transport facilities in the Gorseinon / Grovesend area. There is a growing unease reflected in correspondence and meetings with stakeholders over safe travel through these communities. In previous years the Council have introduced a number of 20 mph limits and zones, however evidence would suggest that where the lowered limit has been introduced without speed control features this has been of limited value. This project has been developed to link these lowered limits together to create a coherent network of 20mph zones around the local schools with the focus on encouraging walking and cycling around core facilities in the locale.

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 internal need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an 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)	☐	☒	☐	☐
Any other age group (18+)	☐	☒	☐	☐
Disability	☐	☒	☐	☐

	Col1	Col2	Col3	Col4
Gender reassignment	☐	☐	☒	☐
Marriage & civil partnership	☐	☐	☒	☐
Pregnancy and maternity	☐	☐	☒	☐
Race	☐	☐	☒	☐
Religion or (non-)belief	☐	☐	☒	☐
Sex	☐	☐	☒	☐
Sexual Orientation	☐	☐	☒	☐
Welsh Language	☐	☐	☒	☐
Poverty/social exclusion	☐	☒	☐	☐
Carers (inc. young carers)	☐	☐	☒	☐
Community cohesion	☐	☒	☐	☐

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

Once the outline design is developed more fully it is proposed to undertake a public consultation on the proposals to enable the community to contribute to the development of the final design layout. In particular, this will take on board the views of local residents and businesses as well as disabled groups to ensure that the measures introduced meet the needs of the wider community. The detail of this will be developed in consultation with the Local Ward Members.

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility	Medium visibility	Low visibility
☐ (H)	☒ **(M)**	☐ (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
☐ (H)	☐ (M)	☒ (L)

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

☒ **Yes**   ☐ **No**   **If yes, please provide details below**

The proposals will support a number of other Council services in the delivery of their objectives. In particular, the developed measures will help in making our communities safer to work and live in and address inequalities associated with travel.

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 proposed works are designed to improve road safety and promote sustainable forms of transport particularly in the vicinity of schools. The focus of the bid is the improvement of sustainable access to local community facilities to vulnerable road users incorporating specific measures to accommodate those equipment for those with mobility issues. The proposed changes will integrate into the existing highway network and enable all road users to travel more safely in a sustainable fashion. The developed design will meet Welsh Government standards in the positioning of Welsh on all road signage.

Consequently, at time it is not considered necessary to undertake a full equality impact assessment.

Financial Procedure Rule 7

FINANCIAL IMPLICATIONS : SUMMARY

Portfolio: **PLACE**
Service :   **HIGHWAYS**
Scheme :   **SAFE ROUTES IN COMMUNITIES 2020/21**

1. CAPITAL COSTS £'000	**2020/21** £'000	**2021/22** £'000	**2022/23** £'000	**TOTAL** £'000
Expenditure				
Works	433.2			433.2
Fees	75.1			75.1
Budget Code:				
EXPENDITURE	**508.3**	**0**	**0**	**508.3**
Financing				
SRIC grant	508.3			508.3
FINANCING	**508.3**	**0**	**0**	**508.3**

2. REVENUE COSTS £'000	**2020/21** £'000	**2021/22** £'000	**2022/23** £'000	**FULL YEAR** £'000
Service Controlled - Expenditure				0
Employees				0
Maintenance		0.4	0.4	0.8
Equipment				0
Administration				0
NET EXPENDITURE		0.4	0.4	0.8

Report of the Leader of the Council

Cabinet – 15 October 2020

Managing the Present and Shaping the Future Swansea Council – From Recovery to Transformation

Purpose:	This report provides an overview of the initial re-mobilisation of the Council and the immediate priorities from the COVID-19 crisis, the longer term plan from recovery to transformation and the framework to replace Sustainable Swansea Strategy with **Swansea – Achieving Better Together.**
Policy Framework:	None.
Consultation:	Legal, Finance, Access to Services.
Recommendation(s):	It is recommended that Cabinet:
1)	Agrees the initial plans and priorities to support organisational, economic and social recovery and plan for the future.
2)	Notes the **Swansea – Achieving Better Together**, framework at appendix 1 that is being developed to aid future transformation of the Council.
Report Author:	Adam Hill
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

1.1 The Covid-19 Crisis has posed significant and unprecedented challenges to the way we deliver our services, support partnership working and our way of life. Since March 2020, the Council's focus has been to preserve life, minimise the spread of the virus and support all our communities.

1.2 The Council's immediate response was to establish an Executive Control Group to oversee strategic operations, with a virtual cabinet making the decisions. The governance process had to adapt as formal meetings of Cabinet/Council were unable to take place until Welsh Government legislated for remote attendance. Urgent financial decisions were taken by the s 151 officer, delegated decisions were made by officers and the Leader consulted with Group Leaders to ensure cross party support in the decision making process.

1.3 Since the start of the crisis the Council's staff have demonstrated their willingness, flexibility, commitment and dedication to deliver front line services to the city's communities, volunteering to support priority areas while also adapting to new ways of working from home.

1.4 The council is now operating the majority of its services in a different form and (in the main) many staff continue to work from home. This model is not sustainable in its current format and the Council now needs to manage the present as well as plan for the future. To do this consideration has been given to setting out a recovery plan that will **RE-MOBILISE** the authority, **REFOCUS** the authority to be able to be efficient and effective in delivering the corporate plan and its current priorities taking account of the changes to the economy, health protections, ongoing Covid-a19 restrictions and finally **RESHAPE**, looking beyond the next 2 years and setting out a new corporate plan building upon Sustainable Swansea – fit for the future.

1.5 The time frame for the strategy will be influenced by the ongoing implications of Covid-19 and the guidance and changes to legislation informed by Welsh Government and the technical requirements form Public Health Wales.

1.6 This strategy does not replace the current corporate priorities of aims and aids to support the delivery of them.

2. The pandemic has created an opportunity to rethink the way in which the Council operates within the context of delivering the Corporate Plan. Whilst much has changed in a small space of time, the Council objectives remain relevant. However, the changes that have been made to the organisation offer a unique opportunity to rethink things in ways that previously would not have been possible.

2.1 Factors affecting the wider economy

    2.1.1 This plan is based around what the council has already done to aid recovery and how it can continue to remobilise, refocus and reshape

itself as well as support the wider economy and community. The impacts on the economy have been wide-ranging and significant.

Manufacturing

Many manufacturers have been able to carry on to some degree but have been affected by supply and distribution chain issues, as well as a difficulty in operating within social distancing requirements. Those manufacturers who supply sectors which have all but shut down, such as retail, leisure and hospitality, have seen huge impacts on their orders and sales. Despite this, some manufacturing companies have been able to diversify to respond to the Government's requirement for medical equipment and supplies or been able to change their product lines to new markets. In addition many small businesses have continued to develop and manufacture goods to meet client demand as restrictions were lifted.

Swansea Council has been able to support manufacturing and wider business through taking the decision to waive some business rates and give discretionary discounts to businesses, market traders and leisure operators. Swansea Council also co-ordinated the manufacture of Visors and distribution in the early days of the pandemic to keep businesses going.

Swansea Council has also continued, when safe to do so, the regeneration of Swansea with the Digital Arenas, school building programme and Kingsway improvements, leading the way in maintaining the regeneration of the area and ensuring that suppliers and manufacturers of equipment and materials remain viable through a guaranteed order book.

Food, Drink, Retail and Hospitality

There has been a significant impact with a large number of closures from national chains and there are concerns that some may not be able to reopen as a viable business whilst social distancing measures remain in place or the lack of footfall in town centres and the reduced tourism trade. Independent businesses showed more resilience introducing takeway food and home delivery services.

Swansea Council has worked with this sector to put safe methods of operation in place, frozen car park charges, put a task force in place to support the opening of town centres, waived business rates and helped the sector increase outside food and drink opportunities.

Tourism & culture

There are concerns about the viability of businesses in the tourism and events sector given the unprecedented shock to their operations occurring at a time which would ordinarily be the run-up to the peak tourist and event season.

As with many seasonal businesses, this peak time allows tourism businesses to build up reserves to see them through the rest of the year. In addition, many self-employed workers in the cultural sector have part time jobs to supplement income. These jobs are often in the retail, hospitality and leisure industries and have been most affected by COVID19, so there is likely to be a section of the workforce that has been particularly affected and will continue to impact them for many months to come. People working in performing arts, design, theatre, film and production are often free lance and self employed and had difficulty accessing financial support. The requirement for safe distancing is prolonging the closure of theatres, galleries and cultural venues.

Swansea Council has worked with community groups Visit Swansea, Welsh Government and other partners to ensure that the Tourism and culture sector has where possible returned to operation and the tourism market was safely returned offering advice and support to business and helping promote the area. Working with partners the council has worked to make car parks safe and work with communities to ensure visitors are kept safe and encouraged to come back, stimulating the economy for tourism. Safe distancing notices are displayed across the Authority. Mowing policy in parks and risk assessed re-opening of play areas have increased recreational use for residents and tourists.

Technology

Businesses are starting to explore and increase their capacity online in order to sustain business moving forward. This presents an opportunity for growth in this sector but may also have a negative impact on people returning to visiting retail centres. A continuation and increase in online shopping may have a negative affect on the size of stores and on previously occupied office space.

Before Covid-19 Swansea Council adopted a digital first approach to enable the communities and individuals to be supported. The Council lead the way in achieving digital meetings to ensure we could make decisions quickly and effectively and maintain the council services. The lifelong Learning teams, Education department and IT support and housing helped residents set up email accounts. This enabled more people to widen their use of digital equipment beyond local social media groups.

Agriculture and farming

For these businesses, there are varying impacts. Food production has been essential and many farms are able to continue operating as they are either family run or where employees live locally.

Some areas of agriculture have also been affected due to the closure of other businesses such as pubs, restaurants and hotels as well as wider impacts to rural communities, that have over the years taken the

opportunity to diversify into B&B or holiday rentals as these are reliant on the visitor economy.

Local farmers and family run producers have taken the opportunity to refocus and open up supply chains, distribution and retail on a local level. Selling though social media, markets or direct to the customer has proved very successful and help keep money in the local community and fresh produce obtainable by those that are vulnerable or unable to travel.

Swansea Council has maintained services offering advice and support to this area of business supporting the diversification and sale to the local market, through the use of alternative marketing and distribution networks.

Procurement

Framework agreements and value for money has meant that in terms of procurement there has been an increase in companies going to one supplier who can reduce transport costs and a one stop shop approach. This has meant that local companies have not always been able to compete with big companies leading to the loss of some of these smaller businesses.

Swansea Council has continued to look at buy local where possible and within the requirements of procurement legislation. Swansea council will continue to review its procurement opportunities and work with local businesses to ensure they have the knowledge and capabilities to be able to bid to supply products and services

3. **Overarching strategy**

For Swansea Council to re-mobilise and recover from the crisis it is essential to recognise the role in being a community leader and supporting the residents and businesses whilst also recognising the opportunities to change the way it delivers services.

However this is not a linear process and will need to be delivered in phases to ensure any changes are embedded and delivered while at the same time maintaining the essential services to the community

The council will implement a 3 phase approach, **Short** (Re-mobilse) **Medium** (Refocus) and **Long** (Reshape).

To support this the Cabinet has allocated a recovery theme to each cabinet member and each member will have specific objectives set from the delivery elements of the plan.

The areas of responsibility and objective lead by Cabinet Member are:

Cabinet Member	Portfolio	Recovery Objective
Cllr Rob Stewart	Economy, Finance & Strategy	Recovery Plan lead
Cllr David Hopkins	Delivery & Operations	Policy Change lead
Cllr Andrea Lewis	Homes, Energy & Service Transformation	Strategic Service Transformation lead
Cllr Clive Lloyd	Adult Care & Community Health Services	Adult Services lead
Cllr Jennifer Raynor	Learning & Skills	Schools and Education lead
Cllr Elliott King	Children Services	Children Services lead
Cllr Mark Thomas	Environment Enhancement & Infrastructure Management	Place based service lead
Cllr Robert Francis-Davies	Investment, Regeneration & Tourism	Tourism Economy lead
Cllr Alyson Pugh / Cllr Louise Gibbard	Supporting Communities	Community Support Services leads
Cllr Andrew Stevens	Business Improvement & Performance	Digital Services Transformation lead

3.1 Recovery already well underway

The council has not only maintained services throughout the pandemic but already well underway in its recovery phase. Many of the service transitioned to working from home and the many capital and development programmes were maintained through the planning and preparation process to ensure at the first opportunity and when safe to do so, the projects, plans and strategies were re-introduced and building work began, ensuring that Swansea didn't fall behind in its ambitions and programmes to make Swansea better.

The work which has continued and supported the Swansea communities.

- Change of Social care offer
- Build a field hospital
- Kingsway lighting completed
- Kingsway improvements and return to two way traffic completed
- Digital Arena restart of building work

- Schools for the future programme restarted or completed
- £13.8m improvement began at Bishopston Comprehensive School
- £6.9m Gorseinon School Completed
- Planning permission granted for new Community facility – St David's Church
- Schools re-opened
- Town centre retails and hospitality re-opened
- National exercise referral scheme has been supporting residents with Health issues to keep healthy.
- Local area co-ordinators responded to over 20,000 enquiries and request for help
- Overt £100m of grants to businesses have been distributed by the council
- Re-opened Blackpill lido
- Re-purposing the Council chamber into a temporary Court
- Preparation for £150m to be spent on schools in the next few years under the 21st century Schools programme, work already underway for Gwyr and Tan y Lan.
- Housing improvement scheme launched to develop houses into power stations, Craig Cefn Park completed and used for the launch.
- £280k spent on new contactless car park machines
- Registrar services re-opened for weddings and birth registrations
- Palace theatre plans prepared for the restorations and conversion
- Removal of licensing costs in city centre for pavement cafes
- Road repairs restarted

The above is an overview of what has taken place and will remain a live plan with further recovery action taking place on a daily basis.

3.2 The framework for the continued recovery and for refocussing and reshaping the council is key to ensure not only that we continue to deliver on the corporate priorities but also look to the future to ensure the council is sustainable, efficient and effective in what and how it delivers its services.

The Phases and overview of recovery are set out below:

Phase	Term	Details	Specifics
1	**Re-mobilise Short** (4 months)	*Restarting & adapting a wide range of Council Services*	• Establish Recovery group / structure • Critical issues / priorities agreed by Cabinet / CMT • Return services to BAU where we can • (still under the protection measures associated with Covid) • Work to commence, engagement programme with partners, members, staff and citizens • Refresh current year budget
2	**Refocus (Up to May 2022) Medium**	*A strategic response to support the city to emerge and grow from the crisis delivering our corporate priorities*	• Financial Impact of Covid • Responding to economic crisis • setting out and implementing Council services operating model • Renew MTFP • Development and implementation of consultation strategy for partners, members, staff and citizens
3	**Reshape (After May 2022) Long** (3–10 years) (work in Phase 1 and 2 will support the actions in Phase 3)	*Longer term City and County regeneration and development strategy*	• New Corporate Plan • Capital programme strategy • Business and Economic • development strategy • Financial plan • Workforce Strategy • Digital strategy • Consultation Strategy

The phases are not linear but overlap so the work undertaken in the prior phase will inform the next phase.

Strategy – 3 phases - Timeline

	Next 4 Months Jul - Oct	Short to Medium Term Aug – May 2022	Medium to Long Term 2022 – 10 years
RE-MOBILISE	Re-mobilise services and workforce continue Managing the Present and Planning for the future (R increases may need to respond or repurpose services)		
REFOCUS		A strategic response to support the city to emerge and grow from the crisis	
RESHAPE			Key themes to be set out, opportunities and challenges to longer term recovery identified and delivery mechanisms agreed

3.3 Influencing and affecting Recovery

3.3.1 There will be many complex and interlinked influences on the strategy and changes in response that will be required.

These will include:

- National and Welsh Government Legislation and Guidance on the operation of services (key examples being schools and care settings), notably, the WG Framework for Recovery
- Availability of Finance
- Availability and well-being of staff
- Social Distancing measures (e.g. work from home directive, permitted social activities, test & trace arrangements)
- Sustainability of critical services
- Economic landscape – unemployment, sectoral activity
- Capacity/sustainability of commissioned providers
- Equalities – health, ethnicity, socio-economic etc. of the community and our colleagues
- Customer behaviours/expectations
- Member behaviours/expectations

These will inform what is possible to achieve and deliver in the coming months.

3.4 Regional Perspective

2020 is a year of significant change in the political and economic landscape, with the recovery from Covid and leaving the EU and this will also include a marked emphasis on policy development and delivery through regionalisation by both Welsh and UK Government. In some cases this will include greater prescription from the Welsh Government.

Local Authorities across Wales are currently in the process of establishing further regional structures including Joint Committee's, Education partnerships, city deal, economic and regeneration partnerships, Health and social care transformation, planning and land use and Transportation plans.

Swansea Council is playing a lead role in all these areas and as part of both the recovery plan and longer term shaping the council these will play an important part in the performance and sustainability of the services offered to our communities.

3.5 Consultation

Throughout the phases a consultation strategy will be developed and implemented to ensure changes to service delivery or provision of services are undertaken only after consultations have taken place and information and views obtained from all stakeholders.

3.6 **Equality Impact Assessments**

Throughout the phases it will be essential that detailed Equality Impact Assessments are carried out by the work stream lead in relation to all recommended or requested aspects of changes to services and before decisions are made.

4. **Phase 1 – Re-mobilise**

4.1 The first phase of the recovery strategy focused on 8 areas to deliver on the existing Corporate Priorities identified in the Corporate Plan and was introduced as part of the response to easing lockdown and to manage the safe opening or resuming of services.

4.2 These will continue into Phase 2 workstreams as they come on line.

4.2.1 Workforce planning

- To develop approaches to supporting staff working in different situations (e.g. front-line services, from home and agile working) with an emphasis on agility and responsiveness

- To align the changing organisational needs with the Corporate Plan

- To ensure organisational development work is undertaken to support organisational change

- To review Wellbeing support to those within the organisation affected through the crisis.

- The development of a customer contact strategy after considering the changes and options available for future delivery.

4.2.2 Test Trace Protect and Covid-19

- To identify how the Council will continue to support the fight against Covid-19 and support the vulnerable residents in our community.

- To continue to respond to outbreaks and support the regional response to Test, Trace and Protect.

- To consider the sustainability of crisis support and community support teams including Local Area Coordinators and how these services will need to adapt and change as the pandemic matures and consider the funding implications and increased costs which may well be required.

4.2.3 Workplace

- To take advantage of the opportunity provided to consider the future working environments in safe workplaces taking account of social distancing and linked to the workforce plan and agile working.

- To provide information to inform the planning of service delivery in the coming months.

4.2.4 Public area and community support

- To ensure a safe and consistent approach to the reopening of public areas, including reception areas, adult education, libraries, museums and cultural sites.

4.2.5 Finance

- To ensure appropriate financial monitoring and budget planning work is undertaken to support the Council and directorates in delivering recovery plans and re-mobilising services.

- To ensure that decisions taken are reflected in future funding settlements and that funding streams and mechanisms are in place for drawing down funding from Welsh Government or partners in relation to expenditure.

- To work with Partners and Welsh Government on value for Money approaches and project development plans to help support the communities we serve and help the economic recovery.

4.2.6 Business as usual

- To restart the operation of services to a new business as usual under statutory, regulations and guidance while taking account of new ways of working to ensure our residents are supported and can access services safely, albeit in a different way e.g. Digital first.

4.2.7 Schools and education

- To Plan and prepare in response to Welsh Government direction and public Health Wales advice on the safe provision of education services, both regarding, blended learning and the reopening of schools and how we will respond to any future peaks in COVID 19.

- To plan for and support students and ensure those families that need additional support or help have access to it, where fully funded on a continual basis.

- To continue developing working relationships with social services to support vulnerable children and pupils at risk of harm and the damage caused by poverty.

4.2.8 <u>Social Services</u>

- To continue to work with social care providers to support the ongoing challenges to the easing of lockdown and fight against the effects of COVID, while plans are put in place to move the balance away from acute care towards preventative and community services.

- To continue to support eh ongoing challenges and work with partner agencies to address issues and give improved opportunities to children, through Children's Youth Service and youth justice.

4.3 It is important to take time at this stage to:

(i) Recognise this is not 'recovery' to a previous state for services; but recovery to adapted services where possible and practicable from a digital first perspective.

(ii) Acknowledge the recovery process will take significant time and be influenced by a number of external issues, guidelines or legislative changes, and will not be linear ('lockdowns' or other regulations may be introduced that impact upon different services in different ways and at different times and at short notice);

(iii) Identify this as an opportunity unlike any other to fundamentally think about the way in which the Council operates both now and in the future.

4.4 To be able to manage and monitor Phase 1 the following governance, responsibility structures and reporting schedules have been put in place:

4.5 <u>Governance</u>

4.4.1 The main areas of work will take place within existing directorates and service areas supported by the wider council such as Health and safety and HR as support and advice is required.

4.6 Responsibility areas

Workstream	Responsible officer	Group / team
Workforce planning	Each Director / HR&OD Manager	DMT / HR partners
TTP & Covid-19	Director of Place and Deputy Chief Executive	Digital and Operational Cell Workforce Cell
Workplace	Geoff Bacon / Head of Service	DMT
Public area and community support	Director of place	DMT
Finance	Ben Smith	DMT
Business and usual	Directors / Heads of Service	DMT
Social care	Director of Social Services	DMT
Schools and education	Director of Education	Senior Mgt Team

5. Phase 2 - Refocus

5.0.1 The Refocus phase is an opportunity to fundamentally think about the way in which the Council operates in the future to deliver the corporate priorities up to 2022 and will take account not only of the council but the wider regional partnerships that are, and will, be developed as well as across South Wales (e.g. Great Western Gateway) and all Wales partnerships (e.g. homelessness agenda).

5.0.2 This will be delivered through a more formal process and governance structure and will support the council to deliver its ongoing corporate priorities and plans, whilst adapting to address the impacts coming out of the COVID crisis.

5.1 Governance

Set out below is the draft structure of the workstreams and governance to undertake the Refocus Phase. The relevant PDC will align to the relevant topic areas of the work streams and will be decided as part of the implementation in consultation with the Leader of the Council, cabinet and PDC chairs to ensure the appropriate PDC is aligned to the workstream topic area activity. Once complete this will help inform the future work programme of the PDC's .

Structure and governance

Reshaping Board

CMT/ Cabinet

Leader
Deputy leader x2
Chief Executive
Deputy Chief Executive
Section 151 Officer
Admin support

Leader
Deputy leader x2
Chief Executive
Deputy Chief Executive
Admin support

Strategic Recovery Board

Scrutiny

Audit committee

Comms

Lead – Phil Holmes
Economy and environment

- Environment / climate change
- Transport
- Housing and homelessness

Cabinet Member (s) TBC

Lead – Amy Hawkins
Community Support

- Community relationships
- Community resilience
- Volunteering
- Partnerships

Cabinet Member (s) TBC

Lead – Sarah Lackenby
Future Workforce and Equalities

- Agile / digital
- Poverty
- Equality
- Culture & Behaviours
- Staff wellbeing
- Workforce development
- Digital

Cabinet Member (s) TBC

Lead – Helen Morgan-Rees
Education and Learning

Education
Safeguarding

Cabinet Member (s) TBC

Lead – David Howes
Care Services

- Social services
- Welfare

Cabinet Member (s) TBC

PDC (s)
(TBC which aspects of the workstreams to align to which PDC during implementation of structure after consultation)

Workstream

Topic areas (Draft)

Cabinet

Development and start implementation of a range of plans and strategies

Draft Officer Workstreams *(Yellow Box and Dark Blue Box)*

The workstreams will be developed further as part of the implementation of the governance and structures and scoped more fully during the initial scoping, but as a starting point the following is being suggested:

Care Services

- **Stabilisation and Reconstruction:**

  Maintain the focus on ensuring critical health and social care services remain resilient and fit for purpose whilst covid remains such a significant public health risk.

- **Remodelling Acute Health and Community Services:**

  Continue remodelling (& shifting the balance of funding between) acute health and community health/ social care services.

  Key programmes include:
  - Hospital to Home
  - Keep Me Well At Home

  The development of asset and strengths based approaches to working with and in communities particularly with individuals who might otherwise need more formal care and their carers.

- **Transforming Complex Care**

  Establish fit for purpose joint funding arrangements to support the provision and commissioning of integrated/ collaborative health/ social care services to support children and adults with complex needs.
  This is intended to support:
  - safe LAC Reduction
  - adults with complex needs to remain or return to living as independently as possible within their families or local communities within the region rather than within more institutionalised health or care settings.
  - transition between children and adults health and social care services

- **Transforming Mental Health Services**

  Develop support and services which promote emotional, psychological and mental health across the continuum of need for children and adults whilst ensuring capacity and responsiveness to the acutely unwell and those in crisis.

- **Poverty**

  Maintain and increase the focus on addressing Poverty. This will need to include Sudden poverty, increased caring responsibilities and the impacts of domestic violence on the poverty agenda.

  Continue to ensure our systems and processes are fit for purpose and support those most vulnerable in our community as well as give opportunities through the Employability service and Welfare Rights regarding benefit support.

Education and Learning

- Develop and embed the benefits of a blended learning approach to education
- Develop and embed support for ALN learners within mainstream and in-County provision
- 'Safeguarding'
- Build on benefits for learners from 21st century schools and structural maintenance programmes
- Review of nature, location and flexibility of provision for learners and access to sustainable home to school transport
- Build on attainment levels to improve the quality and skills of the labour force as well as support for other priority objectives such as decarbonisation, BAME, climate change, environmental management

Future Workforce and Equalities

- The response to the Covid crisis has resulted in significant changes to the way staff work and deliver services. It is very possible that some of these changes will remain long-term and may well become permanent.
- As part of the Future workforce plan, we will consider what has changed and how our services will need to adapt to reflect those changes and meet the needs of our residents and businesses.
- Changes to policies to facilitate this, will be the subject of separate report(s) and decision(s) and plans may need to be developed within the following areas

  - Home working and Agile working
  - Digital transformation and digital first approach
  - Workforce and organisational development plans
  - Review all policies to take account of new ways of working
  - Culture & Behaviours
  - Staff wellbeing
  - Hours of work
  - More agile and effective decision making and bringing the learning into the development of our accountability framework

Equalities

- Identification of vulnerable people affected by or impacted on by the crisis
- Monitor and review the provision of welfare to those affected and identify gaps or areas for focus
- To review and identify how the council can support residents in terms of Debt, poverty, financial support etc.
- To develop a joint, holistic response to poverty and population health

Community Support

- Support the engagement of communities in concerted actions that promote shared identity, social cohesion and broader self-understanding.
- Reflect and address community concerns.
- Facilitate, promote and influence joined up solutions within the Council, Third Sector and other statutory and non-statutory partners in Swansea and support the continuation of community relationships established both pre Covid and during the response.
- To work with the Third Sector to continue delivering quality support and services to community members.
- Develop effective coproduction, consultation and communication mechanisms with partners supporting the various partnership groups, including; housing, poverty partnership forum and the Poverty Truth Commission.
- To work with the Third sector and community groups to support, develop and promote volunteers' meaningful contributions to service delivery, sustainability and development of projects and initiatives.
- To work with the Third sector and community groups to understand the ongoing support they can offer to future challenges and emergencies and define and embed in plans the role they play in the future.
- Formally recognise and celebrate the contribution and quality services of Third Sector and community organisations in Swansea.
- To develop plans to connect volunteering opportunities within the Council.
- To consider our future requirements for supporting the Third Sector.
- Work with the community to coproduce the recovery process.

Economy and Environment

- Develop plans transport links and networks – working across the city, region and nationally
- Develop an economic development plan – connecting training and skills, colleges and universities, with business and manufacturing.(Regional Learning and Skills Partnership, Swansea Skills Partnership, Careers Wales)?

- Development of the digital infrastructure
- Increase promotion and provision in active travel
- Lead the development and attraction of big business to stimulate development and workforce
- Aspirational to real development plans to attract inward investment
- Joint strategy and action plan with BID to help offer support to new business and links to development and innovation schemes
- Develop a strategy for encouraging or building new homes
- Develop a Renovation and improvement programme for existing properties, for example the conversion of empty properties or those previously used for commercial purposes (office space and other buildings will no longer be required, as work from home or agile will be the new normal for greater numbers of employees and turn these into additional affordable housing).
- Improving the standards of private rental sector and social rental sector
- Support the homeless in provision of housing and support services
- Review the Council's Climate Change Action Plan
- Continue to review how we can reduce our impact on Climate Change within the services and operations
- How Swansea Council will ensure equality and maximise the support and assistance offered by service changes on residents and the community with protected characteristics.

5.2 Support functions

Role of the Policy Development Committees

- To assist in setting the priorities for the workstream and identify priority areas to be addressed
- Chairs of PDCs to attend regular meetings with Cabinet Members and senior officers to identify priority development areas to deliver the Corporate Plan.
- PDC to develop thinking and advise and support workstreams in progressing plans
- To review and consider any developing strategies

A consultation and decision making review will take place with the Leader of the Council, Cabinet and PDC chairs to define the allocation of workstreams topic areas to the appropriate PDC.

Communications

- Develop and implement an over-arching communications strategy to support Recovery, coordinating communications activity.

- To continue and expand on public communications established during response, ensuring a coordinated over-arching strategic approach.

5.3   Reshaping and Budget Strategy Board

The financial outlook remains uncertain in the short term, medium term and long term. The ongoing health, wellbeing, social, economic and financial cost of Covid 19 remains unclear with the furlough scheme masking almost certain delayed substantial unemployment rises, business closures and failures and the threat of second spikes or local flare ups adds to the uncertainty path.

This is compounded by the uncertainties of the final form of Brexit still to come at end of calendar year. Council has been shielded for 2020-21 as a result of 'substantial underspending in 2019-20' carried forward into 2020-21 but the position simply cannot be sustained beyond the immediate near term without major review of the MTFP assumptions and savings plans.

It is likely that the provisional settlement will come in December and the final settlement in March. This is similar to the previous year and leaves little time to take responsive action to address the outcomes, however, the legislation requires Councils to determine and set a lawfully balanced budget each year in spite of these unprecedented levels of unknowns.

The wider economy remains under great duress and the outlook for public sector spending and funding in non -priority areas looks bleak, especially when demand, pay and price pressures are factored in.
The Council has to plan for the worst and hope for the best in setting out its budget and MTFP assumptions. Those will broadly be:

- Covid 19 & Brexit bring material uncertainty for the foreseeable future
- Tax (both local and national) will likely rise, council tax locally in line with at least the existing mtfp assumptions
- Government cash grants will likely rise significantly, but especially for national priority areas
- Local government may not prove to be the highest priority of either UK or Welsh Governments
- Real term value of grant support to local government will decline due to demand and price pressures even as cash grants rise
- All existing savings plans will need to be reviewed for deliverability or otherwise
- Significant new savings options will need to be developed for any funding gaps and be ready to be implemented rapidly given the likely lateness of the settlement

The various financial components and their heightened uncertainty will limit the council's overall ability to plan and respond locally but we must not allow them to limit our local ambition, while we hope that the right national decisions are taken, we must equally prepare for the impact, and worst, if they are not.

This work stream will plan and prepare to:

- Review the ongoing additional costs pressures and base budget through challenging directors and cabinet members on budgets, targets and transformation programmes.
- To monitor and assess the Financial Impact of Covid and shape the MTFP as part of recovery
- To map the changes are part of the Phase 2 Refocus plan and build in the projections of savings into the MTFP.
- To develop the longer term plan into Phase 3 – Reshape modelling and plan development.
- Reviewing and overseeing any new Council services operating models and developing the replacement delivery programme, **See Appendix 1** Framework for achieving "**Swansea – Achieving Better Together 2022- 26**".
- The budget position for the Council is reviewed and revised for 2020/21 and beyond with Renewed MTFP

6.   Phase 3 – Reshape

6.1   This phase will look beyond 2022 and develop a successor to Sustainable Swansea - Fit for the Future Strategy and will be subject to the 2022 elections and priorities of the new council, a new corporate plan and strategy for the council. During the preparation and delivery of phase 2 and during phase 3 the council will:

- Deliver a balanced budget and long term MTFP that is sustainable
- Developing the replacement delivery programme, **See Appendix 1** Framework for achieving "**Swansea – Achieving Better Together 2022- 26**".
- Ensure Strategies and action plans (housing, Schools, economy, social care embedded and change is visible and increasing in pace.
- Reviewed and updated corporate plan
- Undertaken an election and introduce new council and embed the new themes, priorities and objectives of the new council
- Ensure Culture of organisation is aligned to the delivery of the corporate plan
- Ensure the Capital programme and aspirations are re-aligned and embedded in strategy and plan to deliver
- All priority service areas have new models of delivery maturing
- Leadership and Swansea Manager (workforce plan) programme embedded

The plan from 2022 onwards will see the following mature and the plan will continue the foundational work undertaken within the other 2 phases and will lead to the following at the end of Phase 3:

- o **Delivering for Swansea**
    - City and community leader / trusted and preferred partner
    - Focus on outcomes for residents

- o **One council**
    - removed silos
    - collaborative culture and corporate behaviours embedded
    - Engaged, empowered and motivated workforce
    - Joined up workforce working collaboratively

- o **Visible Leadership**
    - Member led officer driven
    - Powerful, positive and consistent messages about the future direction of the council

- o **Decide and do culture –**
    - Delivering on promises
    - Injecting pace and purpose
    - Focus on performance and outcomes

- o **Agile decision making**
    - Faster agile and evidence based decision making
    - Greater focus on action and impact not discussion and meetings

- o **Commercialism and innovation**
    - Increase income from trading, tourism, new businesses,
    -
- o **Efficient and productive**
    - Agile workforce
    - Continuous improvement
    - Linked business and financial planning focus on outcomes
    - Every employee knows their role and what they need to achieve
    - Reducing demand on services through self-reliance e.g. Digital first
    - New schemes planned and being delivered

6.2   Governance and reporting

6.2.1 The governance arrangements and reporting will be established as Phases 1 and 2 are being implemented.

7.   Conclusions

7.1   This is the first report on the Councils approach and initial priorities for recovery planning. As we move forward, we will work in partnership with local, regional and national organisations to coordinate, implement and adapt our plans to the changing circumstances.

8.   Equality and Engagement Implications

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.

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

8.3 There are many equality and engagement implications associated with this report and the development of work programmes will address these areas through EIA's related directly to all work areas and through awareness and training for those involved as part of the projects. Throughout the phases it will be essential that detailed Equality Impact Assessments are carried out by the work stream lead in relation to all recommended or requested aspects of changes to services and before decisions are made. As such no full EIA is required at this time.

9. Financial Implications

9.1 There are no financial implications associated with this report, however their will need to be specific reports produced and presented to Cabinet or Council depending on the outcomes of each of the work areas.

10. Legal Implications

10.1 There are no legal implications associated with this report.

11. Future generations Act Implications

11.1 The recovery plan complements and links to the seven wellbeing goals

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

As well as throughout the planning and implementation phases consideration and application of the 5 principles will be undertaken.

- Long term
- Prevention
- Integration
- Collaboration
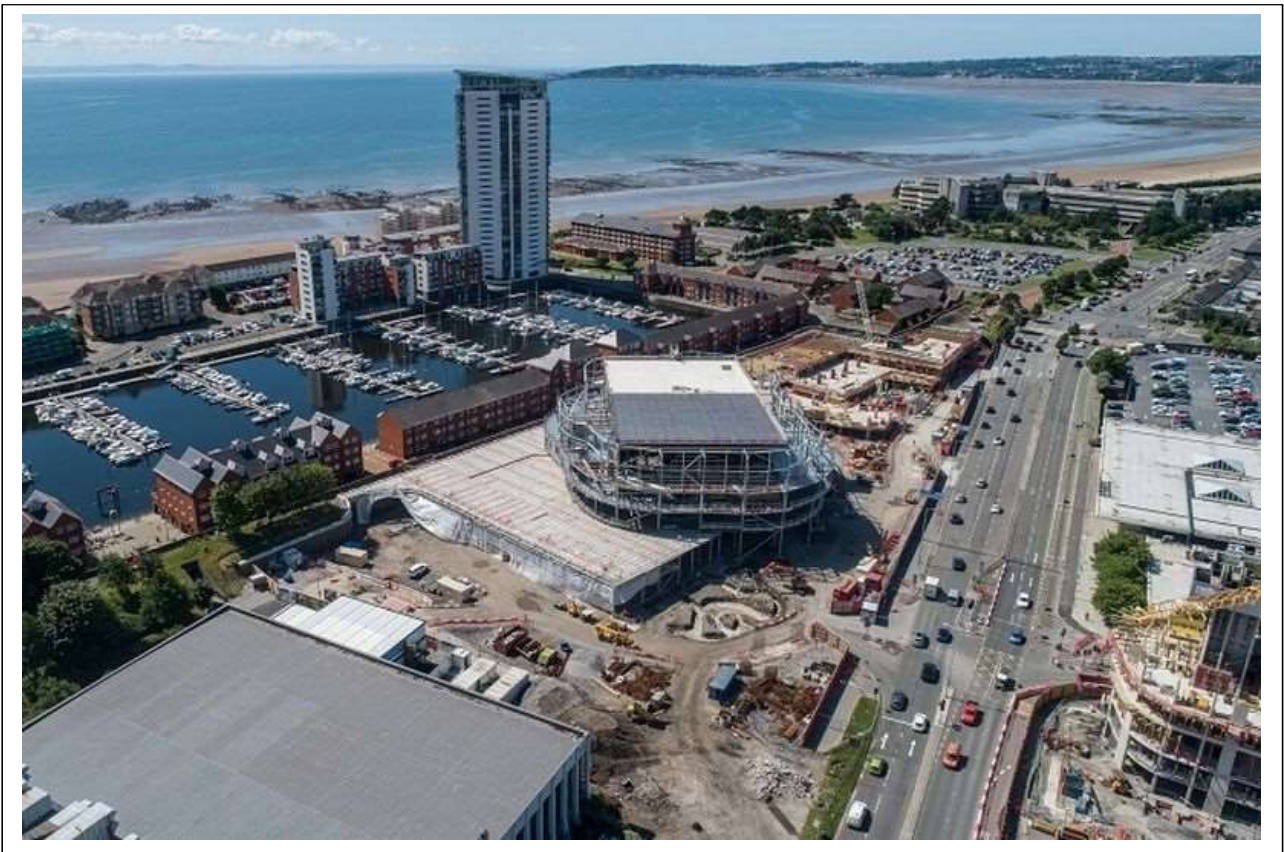
- Involvement

Background Papers: None

Appendices:
Appendix 1 – Swansea: Achieving Better Together - Transformation Strategy & Programme Framework 2022- 26
Appendix 2 – EIA Screening Form

Swansea : Achieving Better Together

Transformation Strategy & Programme Framework 2022- 26

Contents

1.0   Purpose of this Strategy Framework

As well as identifying the priorities in the short and medium term, this strategy framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040.

The strategic aims of this strategy are:

- The Core purpose of the council
- Transforming services to be effective and efficient
- Greater collaboration with other councils, organisations, community groups and residents with a focus on regionalisation.
- Balancing the budget for current and future years
- Greater and more meaningful engagement with our residents and community.
- To meet the aspirations and targets within the MTFP.

It provides the strategic context, identifying key internal and external drivers impacting the Council over the next five years. The strategy shows the area of focus around key areas.

2.0 Outcomes

We want Swansea to have:

- Resilient and thriving communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse and adaptable economy which makes the most of Swansea's and South Wales rich assets and provides meaningful opportunities for local people
- Great places to live, work and visit with outstanding schools, diverse cultural opportunities, transport connections that keep things moving and a healthy environment for all
- High quality public services that work together and alongside communities to deliver services that meet people's needs including:

    o **Delivering for Swansea**
        - City and community leader / trusted and preferred partner
        - Focus on outcomes for residents
    o **One council**
        - removed silos
        - collaborative culture and corporate behaviours embedded
        - Engaged, empowered and motivated workforce
        - Joined up workforce working collaboratively

    o **Visible Leadership**

- Member led officer driven
- Powerful, positive and consistent messages about the future direction of the council

o **Decide and do culture –**
  - Delivering on promises
  - Injecting pace and purpose
  - Focus on performance and outcomes

o **Agile decision making**
  - Faster agile and evidence based decision making
  - Greater focus on action and impact not discussion and meetings

o **Commercialism and innovation**
  - Increase income from trading, tourism, new businesses
  - Increase interest and partnership working across the world
  -

o **Efficient and productive**
  - Agile workforce
  - Continuous improvement
  - Linked business and financial planning focus on outcomes
  - Every employee knows their role and what they need to achieve
  - Reducing demand on services through self-reliance e.g. Digital first
  - New schemes planned and being delivered

3.0 Strategic Context

The council has taken steps to be more effective and efficient in what and how it runs its services and has undertaken a great number of commissioning reviews to help support this since 2013's Development programme Sustainable Swansea: Fit for the Future.

However the strategic context has changed and since the original sustainable Swansea programme commenced a number of legislative and priority focus areas have changed or will come into effect in the near future:

- Wellbeing of future generations act
- Local Elections (Wales) Bill
- Socio-economic duty – Deferred to Sept 2020
- Regionalisation Agenda
- City Deal & City Centre Regeneration (Swansea Central Phase 1)
- Smart City and Digital Strategy
- Responding to the climate emergency through services and public buildings
- Financial context for future years is still very challenging for Local Government
- 10 years of Austerity
- Additional Learning Needs Act

- Global context, e.g. Covid-19 Pandemic, Brexit, economy, technology and cybercrime, local and WG elections, changing demographics, new Local Government Bill,
- Drive towards co-production of services so communities and residents play an active role in the design of future services

3.1   <u>Learning from the previous Sustainable Swansea Programme</u>

Sustainable Swansea - Fit for the Future was approved by Cabinet on 15 October 2013 as the basis of the Council's MTFP and was subsequently reported to Council on 22 October 2013.

Sustainable Swansea has been successful in achieving the objective of developing a more efficient and effective authority and achieving over £70m of savings through new ways of working and commissioning reviews.

However we can learn from what has been done and what has not been achieved:

- Co-production has not been as successful or been delivered as required
- Some areas of savings did not articulate the wider council impact on services
- Cross cutting savings were not always achievable or were double counted in the early reviews leading to unachievable savings or cost shunting and were to silo focussed on services.
- Too many proposals not worked up in sufficient detail prior to inclusion in the budget
- Budget pressures have been very difficult to predict
- Reviews each year worked well – enabled the programme to learn, develop and mature and change tack in a flexible and agile way

4.0 Budget Position

The Council as part of the MTFP requires additional efficiencies to be achieved:

The MTFP sets out our planning assumptions over the medium term. Assuming a 2% increase in government funding (i.e. around half the 20-21 rate) it is anticipated that the authority will need to cover £34m of net pressures by 2024.

Savings plans already produced for 20/21 within the current sustainable Swansea Programme have been developed howbver these have not been able to be delivered due to the COVID-19 Pandemic. This pandemic could

also lead to additional savings being required as well as a different operating model for the future.

Further savings requirements have been identified for the following 3 years and the new strategy will need to identify and implement changes to meet the £13m target plus and additional targets as a result of Covid and economic pressures. It is also unclear what impact BREXIT will have on the economy. .

Our assumptions of up to 5% in council tax, and the agreed premia on second homes along with the achievement of the identified £13m of savings target means we anticipate fully covering the initial overall £34m gap.

If future grant settlements are higher and there are funds made available to cover loss of income and additional costs associated with delivering the response to the Covid pandemic then we would be in a positon to significantly invest in services, reduce savings asks and/or lower future council tax assumptions. Equally the converse is true if grant rises are lower than expected or the amounts available do not cover exp3endirture on Covid.

Finance General

5.1 Delivery

The current MTFP, will need to be reviewed by all the service areas to ascertain which plans are still credible and which need to be reviewed to ensure the future financial plan is sustainable.

This will need to be reviewed in 2 ways:

Existing savings that have been identified need to be set against the following principles:

Principle 1   Is the saving achievable and fits with the current priorities

Principle 2   Any areas where the current saving is not possible, what alternative saving has been identified

Principle 3   Are there further savings, services that can be reduced or stopped to build additional capacity or re-investment potential.

The second is to ensure any future plans are fully costed with whole life costs and identify any ongoing revenue implications and realistic timescales.

The Delivery priorities will be:

a) Financial and performance targets for 2021/22 set with credible plan to be produced showing how the savings will be achieved
b) MTFP targets for the next 3 years plan be produced showing headlines of how savings/efficiencies will be achieved as well as headlines for a further 2 years on direction of travel and major transformation projects
c) Service Transformation Programme identified, linked to savings targets and prioritisation of services (See Appendix A)
d) Delivery planning and developed business plans –linked to the areas identified
e) Implementation plan produced

5.0 Governance

5.1 Governance

The governance will form part of the councils wider recovery plan and will managed through the Reshaping and Budget strategy Board which will report to CMT / Cabinet for monitoring and oversight.

Directors will be invited to specific meetings along with cabinet members to update on progress, highlight developments and test future work plans.

A transformation board will meet monthly to identify any cross cutting issues and monitor progress to report on a dashboard basis to Reshaping board.

The reshaping and Budget Strategy Board will consist of:
Leader, Deputy Leader, Chief Exec, Deputy Chief Exec and Chief Finance Officer, Admin Support and a programme change manager will need to be appointed to oversee and manage the process)

The full governance structure can be found in Appendix B

5.3 Reporting
Monthly CMT update report
Monthly Reshaping and Budget Strategy Board to deep dive and review progress and challenge service areas
Monthly Transformation Board
Bi-monthly review by Cabinet / CMT at away day
Leadership team quarterly review

6.0 Critical Success Factors for the new Programme

As an overall plan there are a number of measures and factors which will show how successful the plans are:

- That the plan is credible and realistic in terms of delivering the savings on time.
- Improve engagement including co-production
- Innovation to radically re-think how services are delivered and what services are delivered and by who
- Sufficient digital resources to meet demand
- Sufficient capacity in services to make changes whilst maintaining business as usual – this may need backfill arrangements
- Realistic pace and scale, as long as the programme meets the budget and is realistic
- Partnership alignment – values, strategies, objectives, otherwise risk of competing priorities
- Improved regional working delivering tangible results.

7.0 Priorities

Through consultation with Cabinet, CMT and Leadership Team the following priorities have been identified:

- **Priority 1** – Digital

- **Priority 2** – Regionalisation

- **Priority 3** - Workforce skills for the future

- **Priority 4** – Commercialism and General Power of Competence

- **Priority 5** – Transforming Council Services

- **Priority 6** – Capital Delivery

- **Priority 7 –** Modern Council

- **Priority 8** – Budget Strategy

- **Programme Management and administration**

These priorities will be used as the framework and have been allocated to Directors to deliver on each priority. These will be linked to the current / future savings targets as identified in the MTFP along with developing further plans for continual improvement and a more efficient and effective council.

8.0 Resources

On reviewing the existing resources available, the project managers and transformation team have been reduced as the previous sustainable

Swansea programme achieve each of the desired outcomes and as part of the reduction of the council.

However this has left a deficit in the resources to deliver a future programme.

The delivery of the new Regenerating Swansea Programme will need to be through each service identifying resources and managing the day to day delivery within existing resources.

There will however be a need for an overarching Delivery Programme Manager who will be required to monitor and implement the programme and keep it on track.

The co-ordination of the programme will require 1 full time officer with project management experience. This role will liaise with directors and HoS, to establish a reporting protocol and monitor actions and updates on the tracker and offer guidance on the programme.

This post will also report through the Governance structure on current position and highlight and areas where the programme is not being achieved to the Board and Cabinet / CMT meetings.

The post will be a Grade 10. Strategic Change Manager £37,849 – £41,675 plus on-costs. This will be reviewed as part of the development of the transformation programme and subject to a separate report.

Sustainable Swansea - Draft Strands and Projects 2020-25

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
Digital	▪ Digital First service delivery to customers ▪ Smart City including 5G ▪ CCTV & WiFi infrastructure in the City Centre ▪ Schools digital infrastructure ▪ Digital technology to support services and partners (apps and infrastructure) ▪ Cloud First approach to improve disaster recovery and business continuity		Sarah Lackenby	TBC
Regionalisation Agenda	▪ New Joint Committees ▪ City Deal ▪ Revised RPB ▪ Regional working around Education ▪ West Glamorgan Integrated Health & Social Care Transformation Programme / Healthy Wales Strategic Objectives ▪ Planning ▪ Transportation ▪ Land Use		Phil Roberts	TBC
Workforce Skills for the Future	▪ Workforce planning – skills for the future ▪ Employment Policy Review ▪ Agile and flexible working linked to the Accommodation Strategy and post covid new ways of working ▪ Management of Attendance to focus on		Adam Hill	TBC

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
	- reducing long-term sickness - Staff Well-Being in light of covid - Workforce Training & Development			
Commercialism and General Power of Competence	- Review commercial strategy in light of covid and original planning assumptions. Develop strategy based on priority matrix and general power of competence - Third party spend review - Ethical employment an local supply chain management - Income fees and charges in light of covid - Integrated commissioning of People oriented services		Martin Nichols	TBC
Transforming Council Services	- Implementing the optimum model for adult services - Child and family services improvement programme / Safe Looked After Children (LAC) reduction strategy - Implementation of integrated early help, early years and family support arrangements - Cross cutting commissioning reviews in Social Services (employability etc.)		Dave Howes	TBC
	Future Additional Learning Needs (ALN) provisions		Nick Williams	TBC
	Future sustainable transport provision through Integrated		Martin Nichols	TBC

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
	Transport Unit, local and regional solutions			
	▪ Long term sustainable waste management strategy		Martin Nichols	TBC
	▪ Community development strategy and operating model – maintaining and developing the local networks which emerged during Covid		Martin Nichols	TBC
	▪ Cost avoidance		Adam Hill	TBC
	▪ Community Engagement & Co-Production of the new forward transformation programme and individually within each commissioning review strand (where appropriate and applicable)		Adam Hill	TBC
Capital Delivery	▪ City Centre Regeneration ▪ Band B schools programme ▪ Welsh Housing Quality Standard (WHQS) and more homes ▪ New Civic Centre delivery ▪ Wider capital programme review ▪ Health, social care and housing / accommodation strategy		Martin Nichols	TBC
Modern Council	▪ Climate emergency		Martin Nichols	TBC
Budget Strategy	▪ MTFP and longer term planning		Adam Hill & Ben Smith	TBC
Programme Management	▪ New commissioning review programme ▪ Programme Plan		Adam Hill	TBC

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
and administration	▪ Monitoring of delivery and whether outcomes / benefits have been achieved			
	▪ Reporting to: CMT, Cabinet, PDCs, Scrutiny, external audit			

9.0 **Consultation**

A consultation strategy will be developed and implemented to ensure changes to service delivery or provision of services are undertaken only after consultations has taken place and information and views obtained from all stakeholders which will include, partners, staff and public.
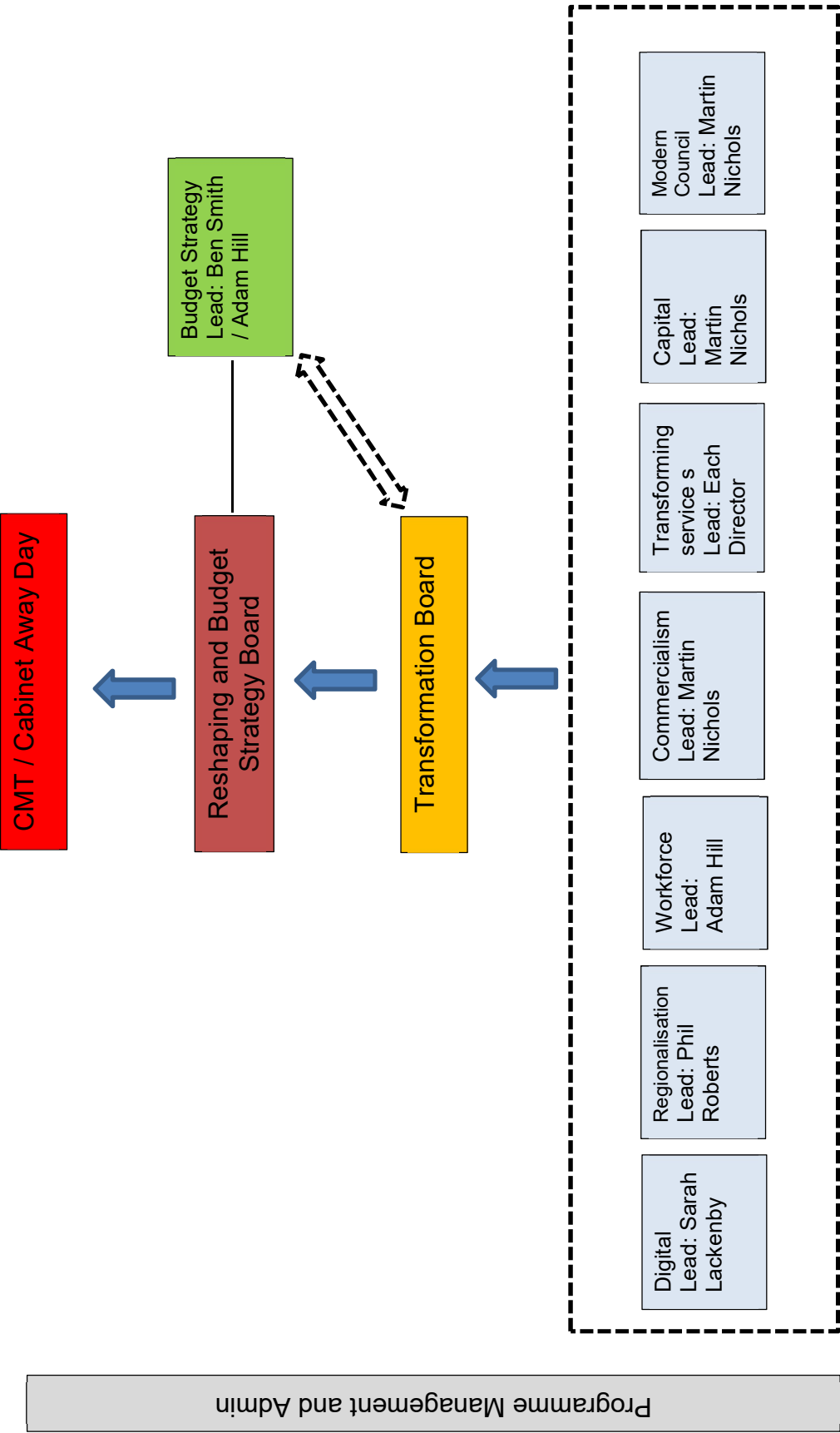
CMT / Cabinet Away Day

Reshaping and Budget Strategy Board

Budget Strategy Lead: Ben Smith / Adam Hill

Transformation Board

Digital Lead: Sarah Lackenby

Regionalisation Lead: Phil Roberts

Workforce Lead: Adam Hill

Commercialism Lead: Martin Nichols

Transforming service s Lead: Each Director

Capital Lead: Martin Nichols

Modern Council Lead: Martin Nichols

Programme Management and Admin

Equality Impact Assessment Screening Form Appendix 2

Section 1
Which service area and directorate are you from?
Service Area: Resources
Directorate: Resources

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
☐	☐	☐	☒	☐	☐

(b)   Please name and <u>describe</u> here:

Managing the Present and Shaping the Future / Swansea Council – From Recovery to Transformation

The report provides an overview of the initial re-mobilisation of the Council and the immediate priorities from the COVID-19 crisis, the longer term plan from recovery to transformation and the framework to replace Sustainable Swansea Strategy with **Swansea – Achieving Better Together.** The aim is to ensure the council recovers from the Covid-19 Crisis and is able to provide the appropriate services to the community and stakeholders.

To establish a Framework to plan for the future and support the transformation of the council to ensure sustainability and to meet the needs of the community both now and in the future

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)	☒	☐	☐	☐
Older people (50+)	☒	☐	☐	☐
Any other age group	☒	☐	☐	☐
Disability	☒	☐	☐	☐
Race (including refugees)	☒	☐	☐	☐

From Recovery to Transformation 220920/AMH/v1final

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	☒	☐	☐	☐
Asylum seekers	☒	☐	☐	☐
Gypsies & travellers	☒	☐	☐	☐
Religion or (non-)belief ➡	☒	☐	☐	☐
Sex ➡	☒	☐	☐	☐
Sexual Orientation ➡	☒	☐	☐	☐
Gender reassignment ➡	☒	☐	☐	☐
Welsh Language ➡	☒	☐	☐	☐
Poverty/social exclusion ➡	☒	☐	☐	☐
Carers (inc. young carers) ➡	☒	☐	☐	☐
Community cohesion ➡	☒	☐	☐	☐
Marriage & civil partnership ➡	☒	☐	☐	☐
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

Throughout the phases a consultation strategy will be developed and implemented to ensure changes to service delivery or provision of services are undertaken only after consultations have taken place and information and views obtained from all stakeholders.

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility	Medium visibility	Low visibility
☒ (H)	☐ (M)	☐ (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
☒ (H)	☐ (M)	☐ (L)

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

☒ **Yes**   ☐ **No**   **If yes, please provide details below**
Each service will be impacted in some way, the report outlines our overall strategy and approach

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 an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.**

Throughout the phases it will be essential that detailed Equality Impact Assessments are carried out by the work stream lead in relation to all recommended or requested aspects of changes to services and before decisions are made. There are many equality and engagement implications associated with this report and the development of work programmes will address these areas through EIA's related directly to all work areas and through awareness and training for those involved as part of the projects. As such a full EIA is not needed at this stage.

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: Rhian Millar
Job title: Access to Services Manager
Date: 22/09/2020
Approval by Head of Service:
Name: Adam Hill
Position: Deputy Chief Executive
Date: 22/09/2020

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

Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 15 October 2020

Digital Infrastructure Business Case, Swansea Bay City Deal

Purpose:	To approve the Swansea Bay City Deal Digital Infrastructure Business Case.
Policy Framework:	Swansea Bay City Deal.
Consultation:	Access to Services, Finance, Legal
Recommendation(s):	It is recommended that Cabinet:

1) Approves the proposed Swansea Bay City Deal Digital Infrastructure Business Case attached at Appendix 1 and subsequent investment in Digital Infrastructure across the Swansea Bay City Region.

2) That delegated authority be granted to the Chief Transformation Officer in consultation with The Leader to approve any amendments to the business case that may be required to obtain approval at local, regional, and national governance.

Report Author:	Sarah Lackenby
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

1.1. The Digital Infrastructure Project of the Swansea Bay City Deal is an investment in the Digital Connectivity and associated Telecommunications Infrastructure of the region. This includes but is not limited to full fibre fixed connectivity and associated infrastructure, mobile/wireless technologies and Internet of Things wireless networks. It is in essence the deployment of enabling technology that will allow quality digital services to be delivered and accessed over fixed line networks or wireless networks.

2. Background

2.1 The Project will deliver the essential underlying Infrastructure required to support and underpin the region's broader Digital Strategy. It will help to ensure that the region is equipped with future-proofed Digital Infrastructure that will provide the transformative foundations for City Deal interventions and wider regional growth. The Project will also help to ensure social inclusion and cohesion in a post Covid-19 world.

2.2 This ultra-fast ultra-reliable connectivity will help to ensure that the region capitalises on opportunities to accelerate economic growth and establish itself as a centre of excellence in the key sectors of; energy, life science and well-being and smart manufacturing. Future proofed Digital Infrastructure will help will create a paradigm shift in the design, development, and application of technology within these key sectors across the region.

3. General Issues

3.1 Some of the workstreams within the proposed Business Case may have minimal ICT resource implications for implementation & maintenance. Discussions are ongoing with the relevant lead officers and will continue throughout the lifetime of the project to ensure collaboration and alignment. The Project will complement existing ICT systems. The Project complies with, supports, and underpins existing ICT and Digital Strategies.

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 with the agreed outcome that a full EIA report was not required. It is determined a full equality impact is not required at this high level business case stage. The business case proposes multiple work streams and the equality impact will be assessed during the detailed development of each work stream.

4.3 This is an infrastructure implementation project which is led by the Swansea Bay region. The high scoring of the impact on all protected groups reflects the positive outcomes of this project. The new fibre broadband, mobile/wireless technologies and subsequent use of internet of things infrastructure will significantly improve access to information, vital services and advice for all Swansea residents.

4.4 Being online can significantly improve people's life chances by:
- Helping people find work;
- Offering improved learning opportunities;
- Getting access to cheaper goods and services online;
- Reducing loneliness and isolation, especially for the most vulnerable; and
- Being part of digital communities, which improve local outcomes through co-ordinated activities and initiatives.

4.5 Safety is always going to be paramount when companies roll out new technologies and innovations. Public Health England ("PHE") has recently updated its advice in respect of 5G and the International Commission on non-ionising Radiation Protection (ICNIRP) guidelines. ICNIRP is an independent organisation which is formally recognised by the World Health Organisation.

In compliance with PHE advice, mobile network operators such as EE, O2 and Vodafone have committed to follow the ICNIRP guidelines.

4.6 The digital infrastructure project will improve access to technology for all communities across the region, including Swansea residents. This includes improving access to digital channels in Welsh.

5. Financial Implications

5.1 The financial implications associated with the digital infrastructure project will be managed through the project's risk register coupled with associated mitigating actions. The project is anticipated funded through £25m City Deal Funding, £13.5m public sector funding and £16.5m Private sector spending. City Deal funding will be released on the successful approval of the project business case by UK and Welsh Governments. Public sector investment will be generated through wider public sector infrastructure funding already in train or due to be developed. Private sector inward investment will be generated by telecom and internet providers investing

in and building off the Digital Infrastructure deployed as part of this Project. The procedures around the management of City Deal funding are detailed within the Joint Committee Agreement.

6. Legal Implications

6.1 The Joint Working Agreement between the participants of the Swansea Bay City Deal requires (at clause 12.3) all councils in whose area the project shall take place to approve the submission of the business case to the Joint Committee before it can ultimately be forwarded on to the UK and Welsh Government. Each participant council will be taking a report of this kind to their respective decision makers.

6.2 Legal advice will be required during the implementation of certain workstreams within this project as the region moves into individual procurements. This will be dealt with on an ad hoc basis with relevant advice and guidance sought as and when necessary. Specialist external legal advice will be required on specific matters relating to the Telecommunications industry and state aid.

Background Papers: EIA Screening Form

Appendices:
Appendix 1 - Swansea Bay City Deal Digital Infrastructure Business Case

Swansea Bay City Deal
Digital Infrastructure Project

Business Case
Draft Version 3.1

August 2020

Table of Contents

Executive Summary

The Digital Infrastructure Project of the Swansea Bay City Deal is an investment in the Digital Connectivity and associated Telecommunications Infrastructure of the region. This includes but is not limited to full fibre fixed connectivity and associated infrastructure, 4G, 5G and Internet of Things wireless networks. It is in essence the deployment of enabling technology that will allow quality digital services to be delivered and accessed over fixed line networks or wireless networks.

The Project will deliver the essential underlying Infrastructure required to support and underpin the regions broader Digital Strategy. It will help to ensure that the region is equipped with future-proofed Digital Infrastructure that will provide the transformative foundations for City Deal interventions and wider regional growth. The Project will also help to ensure social inclusion and cohesion in a post Covid19 world.

This ultra-fast ultra-reliable connectivity will help to ensure that the region capitalises on opportunities to accelerate economic growth and establish itself as a centre of excellence in the key sectors of; energy, life science and well-being and smart manufacturing. Future proofed Digital Infrastructure will help will create a paradigm shift in the design, development, and application of technology within these key sectors across the region.

Strategic Case

The breadth and quality of digital infrastructure available in Wales has fallen behind that found in many other parts of the UK. This is compounded by the fact that there are significant differences within Wales itself. The reasons for this do not only rest with the topology of the region and the fact that it is heavily rural, it is a deeper issue related to digital awareness, affordability and commercial appetite for investment by the communications service providers (CSPs).

There is broad and proven recognition that the provision of digital services drives economic growth and enables social inclusion and cohesion. There is also a growing recognition that the availability of world class digital connectivity stimulates innovation and the creation of new business streams. The clear conclusion is that the Swansea Bay City Deal (SBCD) must address any shortfall in the availability of digital connectivity in the region. It must invest in digital connectivity to obtain a competitive advantage and it must also drive the uptake and quality of those services that are already available.

Improving the Digital Infrastructure of the region is critical[1] as it has suffered from a lack of commercial investment that has consequently resulted in an underlying gap in delivery capability. These gaps need to be closed in order for the SBCD and the region as a whole to achieve its goals. The proposed programme of work will lead to:

- An increase in local productivity and employment
- An uplift in the region's attractiveness for both the telecommunications industry and subsequent inward investment by highly skilled digitally intensive industries
- An enhanced ability to deliver local services, notably education, health, and transport
- Environmental benefits through the facilitation of teleworking and enhanced traffic management
- A reduced gap in access to digital services across the region, notably to isolated communities
- Enabling digital transformation across the public and private sector
- Ensuring the cities and development zones of the region obtain a competitive advantage against other parts of the UK.

The region is not homogenous in its requirements and challenges and the investment priorities need to reflect this. In order to give a focus on the region's needs, and the manner in which they can be met, three intervention areas have been identified to be delivered through the Digital Infrastructure project. These are:

Intervention	Description
Connected Places	This is regional support that will increase the availability of fibre to the premise in key urban areas. Mainly targeted at existing industrial areas and economic growth zones to provide world class connectivity
Rural Connectivity	Intervention where there is shortfall in existing or planned investment to ensure as many rural premises as possible in the region has access to a minimum broadband service, currently considered to be 30Mbs
Next Generation Wireless	This is focussed on the provision of next generation wireless connectivity in the form of 5G and IoT networks. The use cases and business models for these technologies is still to emerge, but supporting early adoption and stimulating innovation within the regions SMEs will ensure that the region stays at the forefront of deploying this technology

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1 Many policy documents and strategic intents from both the UK and Welsh government attest to the criticality, see section 1.5

Each area deals with a different regional challenge and calls upon different mixes of digital infrastructure to overcome them. However, all are complimentary and interdependent and together provide the underlying infrastructure for the SBCD to address its goals.

SMART investment objectives have been defined for each of these three areas as follows:

- *Connected Places; Ensures towns, cities and development zones have access to world class full fibre infrastructure. This will deliver the following spending objectives:*

  - *improve the quality of public service delivery by ensuring all public buildings are digitally connected facilitating improved efficiency and public access to services*
  - *cost savings to the public sector for digital connectivity*
  - *stimulation of competition in digital services*
  - *stimulate inward investment in the region by telecommunications industry and hence improve access to services for residents and businesses*
  - *deliver economic benefits through the usage of digital infrastructure, notably increased efficiency and enhanced productivity.*

- *Rural: Facilitate equality of access to broadband services across the region. This will deliver the following spending objectives;*

  - *improve the quality of public service delivery by ensuring communities in remote areas have access to services*
  - *social cohesion and inclusion across the region to sustain communities*
  - *stimulate economic growth by enhancing opportunities for employment.*

- *Next Generation Wireless; Ensure that the region is at the forefront of 5G and Internet of Things (IoT) investment and subsequent innovation. This will deliver;*

  - *Inward investment*
  - *Innovation and ensuring the region is at the forefront of new service roll out and delivery*
  - *Economic growth*

Economic Case

The Digital Infrastructure Project has three areas in which it will directly deliver in order to drive growth and GVA and to close the digital divides across the region.

Options have been considered for all three areas, ranging from Do-Nothing to significant levels of investment. A preferred option has been identified for all three areas which represents a pragmatic approach that maximises the impact of existing interventions and addresses any significant gaps that these might leave.

Connected Places

- An investment in public sector owned duct infrastructure and a procurement of commercial owned full fibre infrastructure

Rural

- Programme of supply side engagement to stimulate investment
- Demand stimulation programme to raise awareness and drive adoption in businesses and residential consumers
- A focused and locally led procurement to in-fill gaps in service provision which is state aid compliant and complementary to existing national and regional programmes

Next Generation Wireless

- Selected funded interventions and proof of concepts to deliver 5G and IoT connectivity in key locations should be executed under a central SBCD mandate and management

Commercial Case

The commercial case defines the recommended procurement routes, service specifications and commercial and contractual considerations. These are different for each stream and shaped by:

- Stakeholders appetite to invest in public sector assets and infrastructure
- Commercial appetite for inward investment
- Ensuring state aid compliance
- Ensuring investments are complementary to the activities of the PSBA
- Complementary to other national and regional schemes

Financial Case

A summary of the proposed expenditure under each of these three streams is presented in the table below. The table splits out that potentially provided by the SBCD along with commercial investment and likely central government grant funding. It should be noted that commercial investment is likely to emerge in two waves; an initial direct contribution to the proposed programme plan. In addition, there will be secondary pull through investment by the commercial sector as subsequent investment will be made to enhance and expand the digital infrastructure facilitated by SBCD.

There are strong positive economic and social impacts for all three of the project streams. The analysis undertaken has been careful to apply economic multipliers that have been used in other government programmes to support their business case.

Stream	Total Budget Spend (Revenue and Capital over 5 year)	Direct SBCD Capital Contribution	Direct SBCD Revenue Contribution	Other Public Sector Contribution	Direct Commercial Contribution	Additional Commercial Sector Pull through Investment	Economic Uplift over 15 years from Budget Investment
Rural							
Option 2; Supplier Engagement	0.5	0.0	0.5	0.0	0.0	0.0	
Option 3: Demand Stimulation	5.0	0.0	1.5	3.5	0.0	28.9	17.5
Option 4: In-fill Procurement	20.0	6.0	0.0	10.0	4.0	20.0	70.0

Connected Places

Options 3/4 Duct Investment /Procurement	20.0	12.0	0.5	0.0	7.5	70.0	220.0

Next Generation Wireless

Option 3; Infrastructure Review	2.0	0.0	2.0	0.0	0.0		
Option 5: Support for Specific Projects	7.5	2.5	0.0	0.0	5.0	3.0	11.3
TOTAL	**55.0**	**20.5**	**4.5**	**13.5**	**16.5**	**121.9**	**318.8**

The table above summarises the budget spend and investment sources along with associated benefits

It is estimated that the Digital Programme will result in over £120 million of direct and pull though commercial investment and an economic stimulus to the region of over £300 million over the next 15 years.

Management Case

A clear Programme Management structure has been defined consisting of a Digital Infrastructure Project Board reporting to the Programme Board and Joint Committee.

A central Digital Infrastructure Project team will be established to oversee and steer Digital Infrastructure strategy and policy for the region in liaison with UKG, Welsh Government and the private sector. The Project Team is charged with meeting project aims and objectives as set out in the project business case, overseeing risk and governance, maintaining communication and engagement across all sectors, and achieving project outcomes, including community benefits.

This team will be hosted within Carmarthenshire County Council as the lead authority for the Digital Infrastructure Project.

In order to deliver the business plan the Project team will be responsible for the;

- Development of overall digital strategy
- Maximising and coordinating funding opportunities for the Region
- Interaction with Welsh and UK Govts on digital programmes
- Co-ordination and management of regional Digital procurement activities
- Supply side engagement with industry
- Development of regional procurement frameworks and procurement templates
- State aid guidance
- Development of regional guidelines and approach to demand stimulation
- Market analysis and monitoring of infrastructure deployed.

Where required the project team will utilise external legal (for state aid and procurement) and technical support. This central team would report directly to the project board, project lead authority and Joint Committee as required.

It will also coordinate and draw upon the resources and skills of stakeholders including the local authorities, health boards and universities as required – notably in the course of procurements and demand stimulation activities.

1 Strategic Case

1.1 Strategic Context

1.1.1 Background

The **Digital Infrastructure** project is one of the nine projects within the Swansea Bay City Deal (SBCD). The City Deal was signed by Prime Minister Theresa May and First Minister Carwyn Jones on the 20th March 2017, securing £1.3billion of public and private sector funding over a 15-year programme for economic growth and regeneration for the region.

The Swansea Bay City Region[2] is a critically important driver for the Welsh and UK economy. It is a region with strong urban centres complemented by a wider rural landscape and a significant coastal footprint that has created a diverse economic profile with numerous opportunities and challenges. With a resident population of 688,000[3] supporting some 302,000 jobs and containing around 22,000 businesses, Swansea Bay City Region is a major driver of the Welsh economy. Overall productivity (GVA) growth in the region has been consistently below that of the UK and Wales over the past two decades. It is the key factor underpinning the sub-optimal economic performance and remedying this position is the primary priority of the City Deal.

The key issues to be addressed by the Digital Infrastructure project are mirrored in the overall challenges for the region;

- GVA per employee in the Region was £34,300 in 2015 (at 2011 prices), 74% of the UK average

- Too few businesses and are not growing their business base quickly enough[4];

- There are not enough people with high level qualifications and too many with none at all;

- Economic inactivity remains too high across the region;

- The physical infrastructure is not keeping pace with the needs of growing businesses or our communities. Broadband capacity and digital connectivity are improving, but not quickly enough. Much of the commercial and retail property is low quality and attracts low rents;

- The city centre of the regional capital is under-performing and needs to deliver a commercial, residential and leisure offer to match the ambitions of the innovation proposals; and

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2 UK and Welsh Govt Document

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf

3 Swansea Bay City Deal Internet Coast publication

4 Bullet points drawn from The Internet Coast, SBCRD 2016-2035: https://democracy.npt.gov.uk/documents/s20423/City, part of the underpinning rationale for the Swansea Bay Region City Deal

- The rural and visitor economy, region wide, also needs to deliver a step change in performance if the region as an integrated whole is to achieve its long term aims.

The Swansea Bay City Deal works to address these challenges and capitalise on regional opportunities to accelerate economic growth and establish the region as a centre of excellence in the key sectors of; energy, life science and well-beings and smart manufacturing

Key to the success of the City Deal is a future-proofed Digital Infrastructure that will provide the transformative foundations for City Deal interventions and wider regional growth which will create a paradigm shift in the design, development and application of technology within these key sectors across the region. This Infrastructure will support and underpin the regions broader Digital Strategy and help to ensure social inclusion and cohesion in a post Covid19 world by facilitating provision and access to Digital services.

Improving the Digital Infrastructure of the region is critical[5] as the region has suffered from a lack of commercial investment in digital infrastructure that consequently has resulted in an underlying gap in delivery capability compared with other regions of the UK. This gap needs to be closed in order for the SBCD is to achieve its goals. The proposed programme of work will lead to:

- An increase in local productivity and employment
- An uplift in the region's attractiveness for both the telecommunications industry and subsequent inward investment by highly skilled digital intensive industries
- An enhanced ability to deliver local services, notably education, health and transport
- Environmental benefits through the facilitation of teleworking and enhanced traffic management
- A reduced gap in access to digital services across the region, notably to isolated communities
- Enabling and accelerating digital transformation across the public and private sector
- Ensuring the cities and development zones of the region obtain a competitive advantage against some other parts of the UK.

It is acknowledged that all the above benefits will not solely be a direct impact of digital infrastructure, however a failure to address the gaps in digital infrastructure and services will place a sever burden on the achievement of the improvements and gains anticipated within the wider City Deal.

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5 Many policy documents and strategic intents from both the UK and Welsh government attest to the criticality, see section 1.5

1.1.2 Organisational Overview

The Swansea Bay City Deal (SBCD) is a £1.3bn investment in 9 major projects across the Swansea Bay City Region – which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.

The Swansea Bay City Deal[6] is being led by the four regional local authorities - Carmarthenshire Council, Swansea Council, Neath Port Talbot Council and Pembrokeshire Council - together with the Abertawe Bro Morgannwg and Hywel Dda University Health Boards, Swansea University, the University of Wales Trinity Saint David, and private sector partners.

An overview of each of the partners is provided below to set the context for this investment proposal.

Carmarthenshire County Council (CCC)

Carmarthenshire is the lead local authority for this programme.

Carmarthenshire has a track record of delivering large scale regeneration programmes for example:

- South West Wales Property Development Fund – £25m
- South West Wales Local Investment Fund – £20m
- Cross Hands East development £13m
- Carmarthenshire Physical Regeneration programme – £11m
- 21st Century Schools Programme
- Vibrant & Viable Places (Welsh Government regeneration programme)

Carmarthenshire facts:

- formed in 1996 after local government reorganisation
- it is the third largest county in Wales covering some 2,365km with a population of 184,681

Neath Port Talbot County Borough Council (NPTCBC)

Neath Port Talbot CBC has a proven track record of managing and delivering large capital programmes, including European structural fund projects, Welsh Government funded projects and other externally funded projects, for example:

- PDR Harbour Way – £111m
- 21st Century Schools Programme - £122m
- Neath Port Talbot Physical Regeneration – £15m
- Vibrant & Viable Places – £35m

NPTCBC key facts:

- formed in April 1996 after local government reorganisation

- it is an amalgamation of the former Neath and Port Talbot Borough Councils with parts of Lliw Valley Borough Council and West Glamorgan County Council
- the 8th most populous local authority areas in Wales
- 40k population (2011 census)
- 7 areas are within the top 10% most deprived in Wales

City and County of Swansea (CCS)

Swansea Council has a track record in delivering large scale regeneration programmes, having been involved in the management and delivery of such programmes since its formation in 1996.

Programmes funded and delivered by the Council have included:

- Construction of the Liberty Stadium for Swansea City Football Club & Ospreys Rugby Club
- A £32m Leisure Centre in the city centre
- Joint ventures progressed with Welsh
- Government (and formerly WDA) to deliver:
- Swansea Vale Mixed Use Development
- Felindre Strategic Business Park

Over £120 million of programmes were facilitated during the EU Objective 1 2000-2006 programme including landmark schemes such as the National Waterfront Museum (£28m total cost).

During the Convergence 2007-2013 programme period, a series of large scale initiatives were delivered including:

- Quadrant Bus Station £ 10m
- Waterfront City, which invested £ 30m in a range of improvements to the fabric of the city centre including major public realm and property façade alterations

Swansea Council key facts:

- formed in 1996 after local government reorganisation
- it is the second largest Local Authority in Wales (with a population of 244,513 in 2016)
- it has some of the most deprived areas in Wales, with 12.2% of Lower Super Output Areas (18 of 148) in the top 10% most deprived in Wales

Pembrokeshire County Council (PCC)

Pembrokeshire County Council has a track record in delivering large scale regeneration programmes including:

- Withybush Strategic Development Site (business Infrastructure and access roads)
- Advance build Factory Programme
- Pembrokeshire Technium Development
- Several European Social Fund regional collaborative projects
- 21st Century Schools programme
- Haverfordwest Leisure Centre

- Bulford Road
- Pembroke and Pembroke Dock Physical Regeneration project
- Coastal Tourism Centre of Excellence
- One Historic Garden
- Haverfordwest Townscape Heritage Initiative

The Joint Committee of the SBCD will be responsible and accountable for all financial, staffing, and legal decisions in the delivery of the deal. The Joint Committee will make decisions on City Deal funding based on business cases for specific interventions and the advice of the private sector Economic Strategy Board.

The Joint Committee will also embrace the wider opportunities presented through a regional approach to strategic functions such as planning, transport and economic development.

All interventions will be subject to the submission of detailed business cases and approval by the Welsh and UK Governments[7].

A project delivery structure is provided in the Management Case that will report through to the Joint Committee. The roles and responsibilities of the delivery team will be further defined within the recruitment proposals.

1.1.3 Alignment to existing policies and strategies

Digital transformation and Digital Infrastructure features in a very wide range of strategies across UK Government, Welsh Government and Local Authorities. This is matched by transformation programs within the private sector ranging from Communications Service Providers, (CSPs), themselves to Industry 4.0.

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7 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf

UK Strategy	Strategic Intent Summary	Digital Infrastructure Fit	Link
The Grand Challenges DBEIS	Put the UK at the forefront of the AI and data revolution	AI and Data require widespread and high capacity digital connectivity	https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges
	Harness the power of innovation to help meet the needs of an ageing society	Key enabler is technology that has fixed and mobile connectivity widely available and high capacity	
	Maximise the advantages for UK industry from the global shift to clean growth	Reduction in the need to travel and the 'Smart' control of energy systems	
	We will become a world leader in shaping the future of mobility	Mobility demands high capacity and widespread mobile communications	
UK Digital Strategy DCMS	Building World Class Digital Infrastructure, including full fibre and 5G	A central part of what Digital Infrastructure project will deliver	https://www.gov.uk/government/publications/uk-digital-strategy
	Give everyone access to the digital skills they need	Widespread deployment and hot-spots of 5G will drive the development of skills	
	Making the UK the best place to start and grow a digital business	Digital Infrastructure is a pre-requisite, alongside the other central SBCD projects in digital media	
	Helping every British business become a digital business	Making high quality digital connectivity widely available is a critical enabler	
	Maintaining the UK government as a world leader in serving its citizens online	Digital transformation requires digital infrastructure to deliver the services	
	Unlocking the power of data in the UK economy	Data analytics is core to new digital services	
Future Telecoms Infrastructure DCMS	Fixed and mobile networks will be the enabling infrastructure that drives economic growth	The Digital Infrastructure project is based upon this	https://www.gov.uk/government/publications/future-telecoms-infrastructure-review
	Nationwide Full Fibre connectivity, there must be a sharp increase in the pace of full fibre roll out	Full Fibre is a one of the key objectives under the connected Cities element of Digital Infrastructure project	
	Making the cost of deploying fibre networks as low as possible by addressing barriers to deployment	Part of Digital Infrastructure is the deployment of publicly owned infrastructure assets to reduce roll out costs	
	Supporting market entry and expansion by alternative network operators	Open procurements are planned for all Digital Infrastructure	
	An 'outside in' approach to deployment that means gigabit-capable connectivity across all areas of the UK is achieved at the same time	Rural connectivity is a key objective of Digital Infrastructure project	
	A switchover process to increase demand for full fibre services	Demand and Supply simulation are both planned within Digital Infrastructure	
	We want the UK to have high quality mobile connectivity where people live, work and travel	Support for supply side actions and lowering build costs for 4G are included	
	Alongside finishing the roll out of 4G networks to meet existing mobile demand, we want the UK to be a world leader in 5G	Construction of 5G hot-spots is a key objective	
5G Strategy for the UK DCMS	Government has a clear ambition for the UK to be a global leader in the next generation of mobile technology – 5G	5G in support of specific and key projects in included	https://www.gov.uk/government/publications/next-generation-mobile-technologies-a-5g-strategy-for-the-uk
	Digital infrastructure is a building block of the Government's modern Industrial Strategy	Several aspects of the SBCD deal and specifically Digital Infrastructure addresses this directly	
	Deliver three main outcomes: · accelerating the deployment of 5G networks · maximising the productivity and efficiency benefits to the UK from 5G · creating new opportunities for UK businesses at home and abroad, and encouraging inward investment	Accelerating deployment through direct intervention and supporting infrastructure roll-out Projects will demonstrate productivity and efficiency gins across several sectors Availability of leading edge connectivity through Digital Infrastructure project will encourage inward investment	

Table 1 - Key UK strategies

UK Strategy	Strategic Intent Summary	Digital Infrastructure Fit	Link
Digital Strategy and Leadership DCMS	Developing a local digital infrastructure strategy: • A senior digital champion to lead the process • Bringing together local teams involved in deployment of digital infrastructure • Putting in place the required skills and resources • Collaborating with network providers	A central SBCD team under a single leadership is proposed Coordination of the 4 Local Authorities is proposed Development and recruitment of key skills and resources in proposed Working closely with communications Service Providers is proposed	https://www.gov.uk/guidance/digital-strategy-and-leadership
5G Briefing Paper - UK Parliament	Gives a date of 2027 for most of the UK POPULATION to have 5G coverage Acknowledges the need for wider fibre deployments to support 5G Acknowledges the costs and comemrciual risks for MNOs to roll out 5G	The papers are more aspirational than concrete requirements on CSPs to roll out 5G. However, the commitments are there and engagement by the SBCD team with the intent and how these evolve into full policy and perhaps intervention funding should be kept under constant review	https://www.researchbriefings.files.parliament - CBP 07883
SRN Ofcom Notice of 4G Coverange Compliance	SRN is a joint agreement with MNOs to cover the UK with 4G services, Match funded £1bn 90% of the UK Landmass must be covered 87% of Wales landmass must be covered Baselined in 2020, additional coverage must be in Not-Spots	The timescales for SRN are unclear, 14 years is identified asa the period this will apply, but no end date is given for the 88% or 90%+ The SBCD team would have the opportunity to examine the proposals of the MNOs for coverage in Q3/4 of 2020 and thereby lobby for changes or to be early in additional deployments	https://www.ofcom.org.uk/__data/assets/pdf_file/0031/192919/notice-of-compliance-verification-methodology.pdf
Innovate UK, Industrial Challenge Fund DBEIS	Next Generation services are predicated on leading edge digital infrastructure Transforming construction envisages digital design and IoT Robotics across a wide number of sectors Next Generation services for AI and embeded digital technology Leading edge healthcare, including digital technologies Driverless Cars Creative Industries clusters	Includes digital technologies as a key component which will require leading edge connectivity in fibre and 4G/5G Distributed design and IoT are all included in the project Robotics require leading edge fixed and mobile connectivity AI and analytics require leading edge fixed and mobile connectivity Healthcare requires leading edge fixed and mobile connectivity, particularly the new wave of wearable devices Autonomous vehicles need widespread 5G Creative industries are primarily digitally based and need leading edge fixed and mobile connectivity	https://www.gov.uk/government/collections/industrial-strategy-challenge-fund-joint-research-and-innovation
Catapults	Various Streams, including: Digital, Energy, Future Cities, High Value Manufacturing, Offshore renewable energy and transport systems	Although these are not government entities, they are closely linked with Innovate UK and act as a delivery partner in many cases. A large number of their interest areas align directly with the Digital Infrastructure project	https://catapult.org.uk/catapult-centres/

Table 2 - Key UK Strategies – cont.

Wales			
Strategy	**Outline**	**Fit**	**Link**
Well-being of Future Generations (Wales) Act 2015	A prosperous Wales	Directly supports the goal through delivering innovation, low carbon, expands skills and employment to new high-value roles	http://futuregenerations.wales/about-us/future-generations-act/
	A resilient Wales	Supports economic change through digital transformation	
	A healthier Wales	Supports technology's part in delivering health of the nation	
	A more equal Wales	Supports the removal f the digital divide across all sectors	
		Supports well connected communities and governments	
	A Wales of cohesive communities		
Well-being of Future Generations (Wales) Act 2016 5 Ways of Working	Long Term - Balancing short term needs with safeguarding the long term needs	Digital infrastructure is a long term investment that enables transformative actions at many levels	http://futuregenerations.wales/about-us/future-generations-act/
	Prevention - Preventing problems occurring or getting worse	Digital service delivery represents an opportunity to improve services and a stable platform for future change	
	Integration - Impact of Well-Being objectives may have on their objectives or other's	Digital infrastructure is a critical enabler across many sectors and makes integration simpler and more effective	
	Collaboration - Working with others	Digital collaboration opens significant new opportunities to involve people and organisations in working together	
	Involvement - An inclusive approach to involving people inn achieving the goals	Part of the project is to deliver digital inclusion, a fundamental to opening opportunities for involvement across the widest breadth of participants	
Digital First Welsh Government	Helping the public sector provide excellent online digital services to the people and business of Wales	Delivering online services requires digital connectivity to those services, through fixed of mobile networks being supported by the project	https://gov.wales/topics/science-and-technology/digital/public-services/digital-first/?lang=en
	Seek to develop the infrastructure required to support digital service delivery	A key element of the infrastructure is the digital connectivity with the right coverage and quality, both delivered by the project	
	Digital Transformation forms a central part of the Welsh Governments plans to make public services more meaningful to users	Digital Transformation is enabled and driven by the availability of digital infrastructure	
Delivering Digital Inclusion Welsh Government	To ensure that everyone who wants to be online can get online, protect themselves and their friends and families online and do more online to fully benefit from the opportunities the internet and other digital technologies offer	The Digital Infrastructure project is directly focused on this vision and expands upon it to ensure everyone has network access, but also that access meets the demand of the user, including ultrafast and full fibre links and 4G/5G links	https://gov.wales/docs/dsjlg/publications/comm/160316-digital-inclusion-strategic-framework-en.pdf
Mobile Action Plan Welsh Government	The planning system has a key part to play in maximising mobile phone coverage across Wales	Specific proposals are made related to a central SBCD function to support efficient planning processes	https://gov.wales/topics/science-and-technology/digital/infrastructure/mobile-action-plan/?lang=en
	The public sector in Wales has thousands of assets that could be used to site mobile telecommunications infrastructure on public land, public highway and buildings	Specific proposals are made related to a central SBCD function to support efficient asset management processes	
	The topography and population density in Wales throws up specific challenges for mobile coverage. Extending coverage as far as possible is likely to require innovative solutions particularly in rural areas.	The use of new ways to achieve rural connectivity is included for both fixed and wireless technologies	
	The investment being made by the mobile industry towards regulatory targets will significantly improve mobile connectivity in Wales both in terms of voice and data. However, it is likely that there will still be areas of Wales without a usable and reliable mobile signal	A central team is proposed for SBCD to act as a voice for the region in both investment and regulatory compliance and to work with the Emergency Service coverage requirements	

Table 3 - Key Welsh Strategies

Wales - Health			
Strategy	**Outline**	**Fit**	**Link**
Digital Wales Welsh Government	Inclusivity: Making sure everyone can enjoy the benefits of technology is a key part	Digital Infrastructure project has a key objective of the widest possible connectivity services	https://gov.wales/topics/science-and-technology/digital/?lang=en
	Skills: We will use technology to improve teaching methods and learning. Beyond schools, we will ensure that everyone in Wales can acquire the basic skills and confidence to get online and use digital technologies.	Utilising technology for skills and education requires underpinning digital infrastructure of the highest quality as delivery moves into video and augmented reality, both considerations for the project	
	Economy: We want to drive economic growth. We will support Welsh companies to network with research departments to create and commercialise new digital technologies. We will help more Welsh companies to exploit these developments to innovate, grow and access new markets, especially in our priority sectors	Leading edge digital infrastructure will support inward investment and innovation directly	
	Public services: We will make more public and government services digital so they are easier to access	Digital Transformation in services requires access via digital networks	
	Infrastructure: To deliver all the benefits of digital technology, we aim to ensure that all residential premises and businesses in Wales will have access to high speed broadband. We will continue to work to eliminate 'not spots' and to ensure that there is fair and equal access to higher speed broadband and to improve mobile coverage	A fundamental aspect of the project is to ensure the widest possible coverage of both fixed and mobile communications	
Informed Health and Care - Wales	This strategy outlines how we will use technology and greater access to information to help improve the health and well-being of the people of Wales. It describes a Wales where citizens have more control of their health and social care, can access their information and interact with services online as easily as they do with other public sectors or other aspects of their lives, promoting equity between those that provide and those that use our services in line with prudent healthcare and sustainable social services.	Digital Infrastructure is a direct enabler of all the strategic objectives within this Digital Health and Social Care Strategy for Wales. Specifically, some of the proposed projects under the 5G and IoT actions are directly involved with health projects such as the Well Being village. Generally, an supporting the widest deployment of digital infrastructure, many of the strategic aims become easier to deliver and maintain.	https://gov.wales/docs/dhss/publications/151211reporten.pdf
	Information for You	Wider digital access directly promotes this aim	
	Supporting Professionals	System integration directly is supported	
	Improvement & Innovation	Service change and data availability directly supported	
	A Planned Future	Digital working directly supported	
The Parliamentary Review of Health and Social Care in Wales **Transforming Health and Care in Wales**	The current situation is of great concern for service users, health and care organisations, health and social care workers, and society more broadly. Health and social care services experience workforce shortages; Wales' outcomes for health and care are not improving as fast as desired; and service delivery is not consistently good. In this final repor t, we recommend to the Welsh Government some key actions that need to be taken to do that, including: clarifying what a set of new models of care might look like; strengthening the power of citizens and users to make change; improving the local leadership and governance needed to implement change; harnessing digital, scientific, technological and infrastructure developments to underpin modernised models of care as well as unlock efficiencies; and at a national level designing the system to expedite and incentivise progress through increased transparency.	Recommendations 7 - Harnessing innovation and accelerate technology and infrastructure developments is directly supported. Digital Infrastructure is a critical enabler to achieve this recommendation. Recommendation 8 - Align system design to achieve results. Transformative change happens at several levels, but digital transformation of services is a key driving force that is supported directly by the actions in this business case.	https://beta.gov.wales/sites/default/files/publications/2018-01/Review-health-social-care-report-final.pdf

Table 4 - Wales Health

Authority Strategy	Outline	Fit	Link
Swansea Bay City Deal	A future-proofed digital infrastructure will provide the transformative foundations for interventions in the Deal The Internet of Economic Acceleration. To deliver a coherent and integrated economic development strategy for the region that incorporates next generation digital infrastructure The Internet of Life Science & Well-Being. Expansion of research and innovation infrastructure and the piloting of a digitally integrated healthcare environment The Internet of Energy. Areas of sustainable house building and in the creation of a centre of excellence to develop and exploit aspects of marine and other energy Smart Manufacturing. To support digital assets and research and development provision under Industry 4.0 and innovation capability to support R&D within the steel industry in Wales and the wider UK.	The Digital Infrastructure project is a direct response to the needs of the underlying themes and objectives of the SBCD	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf
Swansea Bay City Region Regeneration Strategy	By 2030, South West Wales will be a confident, ambitious & connected City Region, recognised internationally for its emerging Knowledge and Innovation economy Strategic Aim 1: Business Growth, Retention & Specialisation Strategic Aim 2: Skilled & Ambitious for long-term success Strategic Aim 3: Maximising job creation for all Strategic Aim 4: Knowledge Economy and Innovation Strategic Aim 5: Distinctive Places and Competitive Infrastructures	Knowledge and innovation are strongly supported by digital infrastructure and digital services. The delivery of both are primary objectives for the Digital Infrastructure project Inward investment can be made more attractive by the availability of high quality digital infrastructure. Digital sector businesses tend to drive higher value jobs Digital Transformation affects many sectors and will drive skills and resources to meet the demand. Digital infrastructure is a key enabler for the transformation process High quality digital infrastructure stimulates innovation and digital/media clusters, creating new opportunities First class digital infrastructure is a prerequisite for any knowledge and innovation based approach The project directly supports the widest access to next generation fixed and mobile broadband, including 5G	https://www.swansea.gov.uk/swanseabaycityregioneconomicregenerationstrategy
Neath Port Talbot Digital Strategy	A better everyday life for everyone in Neath Port Talbot by being smart and connected, Outcomes Expected: ・State of the art digital infrastructure and next generation wireless connectivity; ・Creation of new digital commercial opportunities ・Creation of smart manufacturing capabilities; ・Improved digital skills base; ・New employment opportunities for local people; ・Wider economic growth; ・Reduction in energy costs; ・Alleviation of fuel poverty; ・Improved well-being ・Greater equality in service access and outcomes; ・Reduced carbon footprint; ・Fewer people digitally excluded;	All of the objectives are addressed by the Digital Infrastructure project.	https://www.npt.gov.uk/media/9938/smart_and_connected_strategy_draft_aug_2018.pdf
Carmarthenshire County Council Digital Transformation Strategy	・Provide transactional services and information online in a user-friendly and inclusive way. ・Use technology to change the way traditional face-to-face services are delivered, enabling us to deliver effective and efficient services for our residents. ・Create a digital workforce which is agile, mobile and using the most appropriate technologies to support service delivery. ・Support our residents to use digital technology and enable access to technology for those that do not have it. ・Support our businesses to compete in the digital economy. ・Use digital technology to work and collaborate with our partners seamlessly, including the effective sharing and use of data.	All of the objectives are addressed by the Digital Infrastructure project.	http://democracy.carmarthenshire.gov.wales/documents/s13030/REPORT.pdf
Swansea Council Regeneration Strategy	Has direct links to the City Deal, but highlights City Centre Regeneration The Kingsway Co-Operative Housing Beyond Bricks & Mortar	Several aspects of the strategies are related to digital infrastructure improvements	https://www.swansea.gov.uk/regenerationplans

Table 5 - Key Regional Authority Strategies

1.2 Case for Change

1.2.1 Spending Objectives

SBCD will need to work alongside the UK Government, the Welsh Government, Local Authorities, and industry to deliver world class, high-quality, full fibre and wireless digital services across the region.

> *'Our vision is that by 2035 the Swansea Bay City Region will be recognised internationally as a lead innovator in developing and commercialising applications using the transformational economic power of digital economy. The Swansea Bay City Deal (SBCD) aims to put the region at the forefront of the digital age and fourth industrial revolution; where value is created by knowledge extracted from vast data resources, the internet of things and communications mobility. These are the factors that will fundamentally change and enhance the way we work and live'.*

Cllr Rob Stewart, Chair of the Swansea Bay City Deal Joint Committee

City Deal's Digital Infrastructure will deliver its objectives by supporting intervention in specific areas and for specific projects through a combination of connectivity types, depending on what is most suited. It must be remembered that the Digital Infrastructure project rests within a dynamic service provision environment, operated by large independent private sector organisations. It also exists within a number of existing digital infrastructure intervention programmes operated by the UK and Welsh governments.

The region is not homogenous in its requirements and challenges, with the investment priorities reflecting this. In order to give a focus on the region's needs and the manner in which they can be met, three intervention areas have been identified to be delivered through the Digital Infrastructure project. These are:

- Connected Places: Targeted at the main urban and economic development centres within the region to realise a full fibre network of connectivity.

- Rural; Addressing the market failure to provide many rural communities with broadband that reaches at least the UK standard.

- Next Generation Wireless; Targeted at the early deployment and use of 4G-Adv and 5G to support use cases across the City Deal aims and region wide.

Each area deals with a different regional challenge and calls upon different mixes of digital infrastructure to overcome them. However, all are complimentary and interdependent. All three Digital Infrastructure deployment types are complimentary and importantly amplify each other. Strong and widespread fibre deployments is a precursor for advanced mobile services, while many Use Cases are enhanced by the fact that they are able to deliver through both fixed and mobile applications and services.
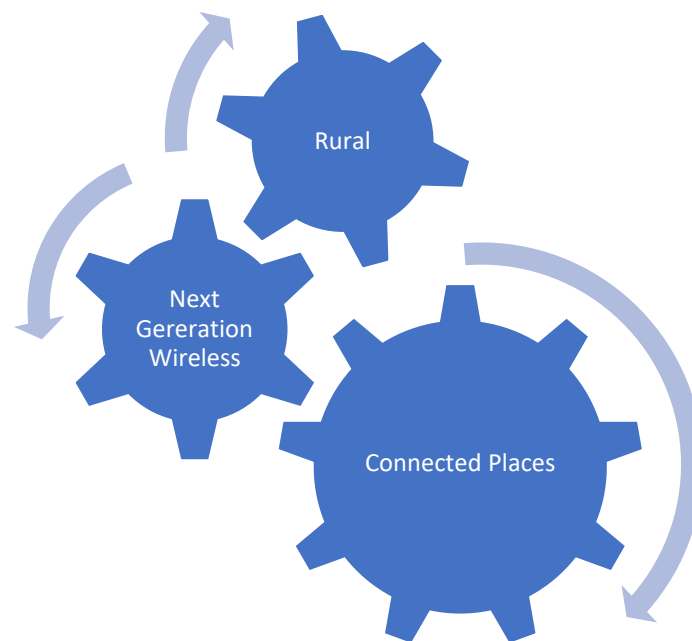
In order to address these issues SMART investment objectives have been defined for each of these three areas as follows:

- ***Connected Places; Ensures towns, cities and development zones have access to world class full fibre infrastructure.*** *This will deliver the following spending objectives:*
    - *improve the quality of public service delivery by ensuring all public buildings are digitally connected facilitating improved efficiency and public access to services*
    - *cost savings to the public sector for digital connectivity*
    - *stimulation of competition in digital services*
    - *stimulate inward investment in the region by telecommunications industry and hence improve access to services for residents and businesses*
    - *deliver economic benefits through the usage of digital infrastructure, notably increased efficiency and enhanced productivity.*

- ***Rural: Facilitate equality of access to broadband services across the region.*** *This will deliver the following spending objectives;*

    - *improve the quality of public service delivery by ensuring communities in remote areas have access to services*
    - *social cohesion and inclusion across the region to sustain communities*
    - *stimulate economic growth by enhancing opportunities for employment.*

- ***Next Generation Wireless; Ensure that the region is at the forefront of 5G and Internet of Things (IoT) investment and subsequent innovation.*** *This will deliver;*

    - *Inward investment*
    - *Innovation and ensuring the region is at the forefront of new service roll out and delivery*
    - *Economic growth*

Harmonising with meeting City Deal challenges, Digital Infrastructure can be seen as a core part of the ecosystem for driving up GVA, Skills and Jobs[8].

The Digital Infrastructure project represents the building of a critical **enabling** digital environment within which a wider, but completely complimentary, set of strategic aims can be articulated;

1. existing businesses exploiting Digital Infrastructure applications to generate **productivity improvements**

2. existing businesses exploiting Digital Infrastructure applications to **innovate new business models[9] and open new markets**

3. **new business start-ups** capitalising on Digital Infrastructure to operate new digitally dependent business models at lower cost and more flexibly than established businesses

4. economic and employment impacts associated with any new **network infrastructure build**, including ongoing network and application support

5. **Skills development** across digital sectors to drive higher value employment opportunities

6. a rise in **new working practices**, enabled through Digital Infrastructure[10], communications/conferencing/collaborative tools, applications and delivering additional digital transformation benefits

7. Opening the way for **teleworking to stimulate Rural business models** which positively impacts the environment, maintaining communities, as well as job creation through distributed working

8. **private household benefits,** via increases in house price and housing wealth

9. **Sustaining communities** through remote access to digital services and by allowing rural SMEs to work and conduct business through digital platforms

10. the enablement of **5G** mobile networks and associated Use Cases to accelerate its deployment to lead the way rather than historically being a follower

11. **smart cities/homes infrastructure** offering reductions in energy use, congestion and fuel costs stemming from smart management, smart energy and smart travel systems

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8 Ofcom, The Benefits of Ultrafast Broadband Feb 2018

9 This is particularly pertinent to Covid 19 driven change with more on-line businesses and changing working practices

10 Specifically 'Cloud' based operation and services and Digital Transformation

12. increased manufacturing productivity secured from the emerging digital revolution in manufacturing (**Industry 4.0)** and connected **Internet of Things (IoT)**

Advanced Digital Infrastructure also enables many other social benefits, such as;

13. **healthcare benefits** through advances in connected health technologies

14. **environmental impacts** through carbon reduction, travel reduction, home working etc.

15. **social inclusion** and removal of any Digital Divide

1.3 Connected Places

1.3.1 Spending Objectives

It is the overarching investment objective of the Swansea Bay City Region Deal to ensure that the regions cities, towns and development zones have access to world class infrastructure to deliver economic growth and attract inward investment. As stated in section 1.2 this will deliver the following SMART spending objectives

Objective	Benefit
Improve quality of public service delivery	• Facilitate SMART cities e.g. enhanced transport management, waste disposal, environmental monitoring etc • Improved efficiency of public sector in areas such as health, social care and education
Cost savings	• Reduced operational costs in public service delivery • Savings in on-going revenue costs for digital services
Stimulation of competition and choice	• Enhanced availability of services to local businesses and residents • Price and service level competition
Inward investment	• Telecoms investment in fixed and mobile infrastructure
Economic benefits	• Employment growth • Start ups • Productivity improvements

Table 6 – Connected Places Spending Objectives

1.3.2 Existing Arrangements

The cities and development zones in the region have a very low penetration of full fibre to the premise. Table 1 shows the 2020 Ofcom Spring data[11] that reveals the penetration of full fibre[12] in the region.

Authority	Percentage Premises Served
Carmarthenshire	16.7%
Neath Port Talbot	2.6%
Pembrokeshire	5.2%
Swansea	18.5%

Table 7 - Full Fibre Availability (UK 10%)

In contrast the City of London has 32.7% availability of Full Fibre. Internationally the comparisons are starker with Japan 97%, Sweden 44% and a total EU average of 14%. In fact, the situation has improved markedly in the past year in Swansea where BT announced a programme of investment in the key commercial centres, and In Carmarthenshire where BT is investing in Carmarthen and Cross Hands. However, Neath Port Talbot and Pembrokeshire remain poorly served. Similarly, alternative network operators are prioritising other centres in the UK. The Swansea Bay City Deal must therefore have an objective to address this challenge.

Ultra-Fast[13] Broadband shows a better penetration (notably in Virgin Media areas), but in some parts still extremely low penetration for the region.

Authority	Percentage Premises Served
Carmarthenshire	16.2%
Neath Port Talbot	59.2%
Pembrokeshire	5.2%
Swansea	73.2%

Table 8 - Ultra-Fast Broadband Availability (UK 53%)

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[11] https://app.powerbi.com/view?r=eyJrIjoiZTg4NDMyZjctNWJhZS00MjNjLWIxYzMtZjkwYzljNDk2NzdmIiwidCI6 IjBhZjY0OGRILTMxMGMtNDA2OC04YWU0LWY5NDE4YmFIMjRjYyIsImMiOjh9

[12] Able to deliver Gigabit speeds

[13] Identified as download speeds above 300Mbs being available

In order to improve the position and unlock the benefits available to business and homes, the objectives for Connected Places will focus on the provision of new duct and dark fibre (or equivalent) infrastructure which will need to be built in key development corridors and zones to underpin strategic aims. For state aid reasons SBCD can only invest in connecting public sector assets but experience elsewhere has shown that such investment anchors pump primes additional commercial investment into business parks, commercial centres and residential premises. Indeed, other cities have experienced a multiplier of 6:1 between commercial and public sector investment[14]. For example, in Aberdeen an initial £6m anchor tenancy project by Aberdeen City Council leveraged a further £40m of investment by City Fibre and Vodafone[15].

The key areas for investment are;

- Llanelli/Central Swansea/Neath Port Talbot; This is a contiguous area where a number of the SBCD and private sector initiatives are located. This infrastructure will help to facilitate a world class marine energy hub and support existing and emerging industries including those in media, digital, life sciences and engineering.

- Pembroke and Milford Haven: The location of Pembroke Dock Marine will create a world class marine engineering fabrication, test and deployment hub.

- It should be noted that Carmarthen and Cross Hands were also identified as areas for full fibre investment, but BT has now announced full fibre investment programmes in these areas.

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[14] Example city from primary research, Aberdeen

[15] https://investaberdeen.co.uk/index.cfm?topNav=success-stories&subNav=case-studies&subsubNav=cityfibre-building-aberdeen%E2%80%99s-full-fibre-future
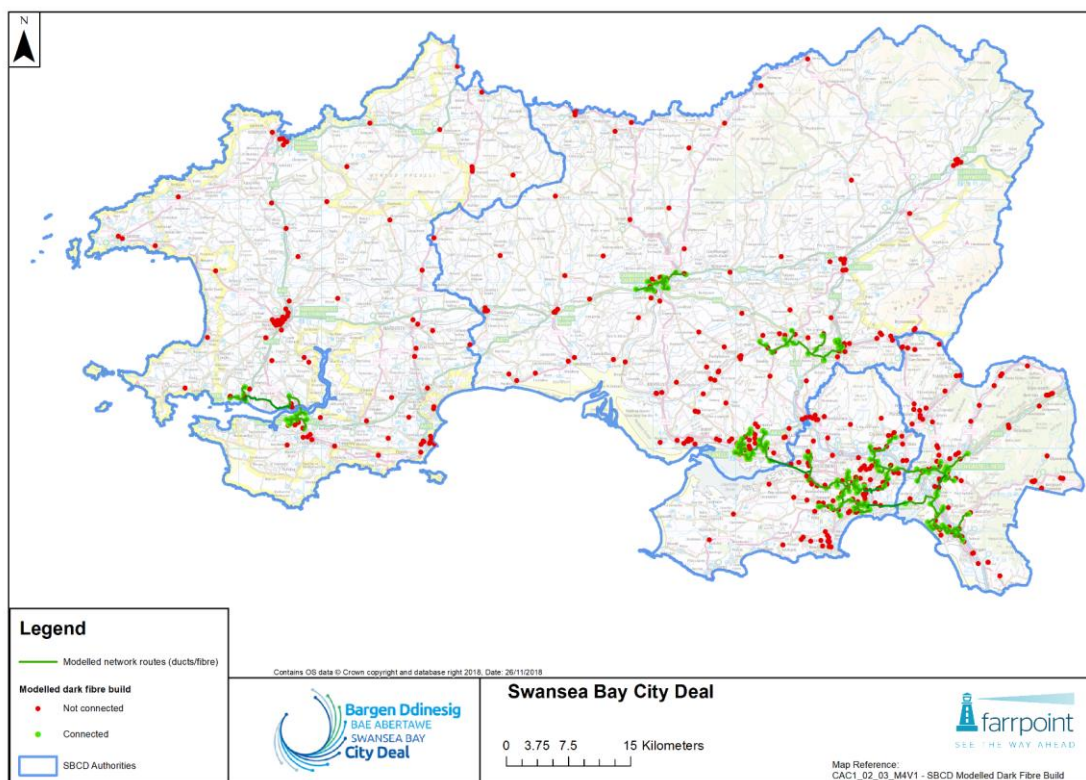
Figure 1 - Scenarios for the deployment of fibre and duct infrastructure into the Connected Places of the region

The full fibre build across the connected places/ development zones may be addressed in a number of ways and different approaches are required in different parts of the region to reflect the geographical and demographic diversity of the region as follows:

- In Swansea/Neath Port Talbot and Llanelli a blend of public sector duct usage, PIA and new commercial build will be delivered to complement and enhance the existing commercial appetite for investment. This should build on the duct programmes already commencing in Swansea, notably on Kingsway and Oystermouth Rod. This will be explored during market testing and procurement. In some parts of the region there is an appetite to invest in public sector infrastructure whilst in others, commercially owned infrastructure is favoured. This is discussed in the commercial case.

- In areas such as Milford Haven and Pembroke Dock a duct build programme will be required to enhance transport and energy sectors. The City Deal will aim to facilitate infrastructure across the region and beyond by enabling enhanced regional and international connectivity. In reality, the SBCD deal initiatives are key to enabling commercial industry and the Welsh Government to achieve many of their proposed digital programmes.

The public sector will also be a key beneficiary of the connectivity provided and as such will gain through the accelerated and improved digital transformation of their services, offering efficiency and cost saving improvements.

The UK Government Future Telecoms Infrastructure Review[16], (FTIR), sets out the UK position on enhancing connectivity, including fibre to the premise and 4G/5G. In addition, the UK Government Department for Digital Culture Media and Sports funding for Local Full Fibre Networks programme is entirely based on achieving wider access to fibre based services. Connected Places is therefore directly aligned to current UK and Welsh Government interventions and to their wider policies.

Currently BT Openreach is the dominant provider of telecommunication infrastructure across the region, although Virgin Media also has a significant presence in Swansea and Neath Port Talbot. Other alternative carriers in the UK such as City Fibre, Talk Talk and Vodafone have yet to announce any investment in the region.

The services provided by the PSBA, a Welsh government organisation providing broadband services within the public sector, uses connectivity provided primarily by BT Openreach. Within the region, the provision of fibre connectivity will need to integrate with PSBA responsibilities, potentially integrating their current role and business model with SBCD interventions.

In addition, the west coast of Wales is a termination point for the proposed Greenlink power (and potentially fibre) link from Ireland[17]. This could also link with the proposed Welsh Govt Trunk Road Fibre network. It is essential these projects are interlinked by the fibre connectivity that is envisaged under this SBCD programme. The programmes are complementary and interdependent. Feedback from both the telecommunications industry as well as other key sectors (e.g. media and digital content) looking to invest in South Wales has stated that they require diverse routing[18] across South Wales to Ireland and beyond. Examples of companies who have stated this include major international telecommunications companies such as Zayo and media organisations.

Supporting and coordinating these initiatives would give the Swansea Bay City Region and Wales a large capacity diverse route in the form of a loop taking in Dublin and linking across via another undersea cable to Liverpool and Manchester. If a fibre route such as this was constructed it would immediately put Swansea and the region on a par with Manchester in terms of digital access, opening opportunities that are currently out of reach for data centres and cloud services, as well as inward investment from media and content providers.

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[16]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732496/Future_Telecoms_Infrastructure_Review.pdf

[17] https://www.greenlinkinterconnector.eu/

[18] This is a business requirement for the UK broadcasters on a security and availability issue. Comments from BBC and S4C have been made directly to this point.

1.3.3 Business Needs

Intervention is required by SBCD in order to deliver the current and future digital requirements of the cities and development areas of the region. It is imperative to facilitate a digital economy in the region and ensure that the region has an infrastructure that prepares and future proofs the area for future social, economic, and commercial change. Without such an intervention the SMART objectives will not be met, notably;

- The ability to deliver cost effective, wide ranging public services at a lower cost will be constrained.

- The local economy will not have access to the digital infrastructure it requires to deliver the economic growth and benefits identified.

Experience has shown that market forces alone will not deliver the desired digital infrastructure footprint and action is required by the SBCD to anchor investment and act as a catalyst for further investment. This is because;

- Telecommunications industry is resource constrained (both capital and operational resources) and will prioritise areas of the country that are the most commercially attractive and can be delivered at greatest efficiency. It is faced with a wide range of opportunities and will priorities investments based on the parts of the country that have been proactive in the stimulation of digital investment (e.g. York, Milton Keynes, Aberdeen)

- Market forces are likely to lead to significant gaps in service provision – even within Cities and development zones and there is a risk that commercial investment would be focussed solely on central Swansea rather than the development areas across the region as a whole.

1.3.4 Scope and Service Requirements

Several options present themselves for consideration in developing wider full fibre connectivity across the region;

Investment in infrastructure, such as underground ducts to carry fibre optic cables

The investment is the building of ducts that would be made available on an open-access basis to allow companies to place their own fibre cables through them. The action would effectively create an asset for the city deal from which it could expect a return from companies renting space in the ducts. The leverage effect is to make it cheaper and less capital intensive for the building of Gigabit fibre networks. The investment is long term in that the infrastructure would be expected to last for at least twenty years.

Investment in fibre connectivity, (which would include ducts)

In addition to simply constructing passive infrastructure for telecoms companies to use, it is also possible to deploy fibre at the same time and then to make this connectivity available to others, either as dark fibre which they can light and use for their own purposes or as managed fibre that is ready to use for connecting different locations. The leverage effect is the same as for ducts. Fibre optic cables have a life of at least ten years, but in reality, their useful life may run to at least twenty years.

Investment through managed services such as from the PSBA

Organisations with existing fibre assets can be partnered with in order to encourage them to upgrade their existing infrastructure. Such investments are often to extend the coverage to new locations or to improve the capacity of their existing infrastructure by updating the active equipment in exchanges and points of presence. Building on existing digital assets is often a way to reduce timescales and accelerate the uptake of digital services.

The blend of the above approaches will be required across the region. This will be a function of:

- Whether the authorities have existing ducting that they wish to expand and open to the market
- Authorities appetite for owning assets versus procuring services over commercial owned infrastructure
- State aid constraints
- Commercial industry appetite to invest in any given part of the region
- The role of the PSBA and its proposed service portfolio and tariffs

These issues are discussed in detail in the Commercial Case

It is critical to apply the business needs across the region and not focus only on dense urban locations found in Swansea. Digital connectivity offers the opportunity to leverage and distribute work across a wide geographic area rather than concentrate it in urban locations.

1.3.5 Benefits

In the Urban /Economic Development Zones segment a report by the economics consultancy Regeneris[19] has assessed the direct and indirect economic impacts of full fibre infrastructure over 100 UK cities. Specifically, in the Swansea Bay City region, the modelled impacts of the direct benefits are >£200m against a projected investment for the region of £17m, a multiplier of 11. In fact, Swansea City itself has a multiplier of 20. These benefits are broken down as follows;

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[19] Regeneris report on the Economic impact of Full Fibre

https://www.cityfibre.com/wp-content/uploads/2018/03/The-Economic-Impact-of-Full-Fibre-Infrastructure-in-100-UK-Towns-and-Cities-12.03.18.pdf

- Productivity improvements to businesses - 8%
- Start-ups – 9%
- Innovation - 8%
- Network build – 19%
- Enhanced teleworking and worker flexibility – 11%
- Household benefits – 45%

This assumes a build up as follows;

- services enabled: 1 year after the start of network build
- 35% adoption rate reached: after 5 years
- productivity benefits achieved: 1 year after adoption
- innovation benefits realised: 4 years after adoption.

The range of benefits that can be achieved are laid out in section 1.2, with the understanding that both private and public sector bodies can achieve multiple benefits through enhanced connectivity. However, the benefits available and then secured are dependent on many factors, such as the sector in which the organisation operates and the skills and knowledge they have around digital innovation and application. A general overview of benefits are;

Benefit Outline	Connected Places
Productivity improvements	Digital Transformation enabler
Innovate new business models and open new markets	Digital Transformation enabler
New business start-ups	Innovation in digital services
Network Building & Support Employment	Civil engineering and Technical Skills
Skills Development	Demand for digital skills increased
New Working Practices	Collaborative and distributed working
Teleworking to Stimulate Rural Business Models	
Private Household Benefits	Attraction to area
Sustaining Communities	
Enablement of 5G	Access to fibre
Smart Cities/Homes Infrastructure	Enablement of IoT services
Industry 4.0	Enablement of IoT services

Healthcare Benefits	Innovation in services delivered digitally
Positive Environmental Impacts	Reduced need to travel
Social Inclusion and Removal of any Digital Divide	

Table 9 - Benefits for Connected Places

1.3.6 Risks, Constraints and Dependencies

The constraints for Digital Infrastructure intervention in the Connected Places workstream are shaped by:

- SBCD governance procedures.
- Stakeholder co-ordination and participation in any proposed intervention. In particular the authorities (and potentially other public sector bodies in the region) will need to use and anchor any infrastructure deployed. This will have implications for delivery of ICT and other services
- State aid that limits the ability of the public sector to invest directly into commercial opportunities in the sector without access to state aid clearance or the establishment of commercial ventures
- Supplier appetite to invest in the region
- Available funds which may require intervention scale prioritisation by SBCD leadership
- PSBA policies for the delivery of services over dark fibre infrastructure
- Resources and skills necessary to lead and manage the interventions.

In terms of the dependencies, these are more aligned to co-investment opportunities. A range of national and rural telecommunication interventions will need to be complementary and aligned to SBCD actions. Aligning interventions to take account of other funding sources would be efficient and allow wider scale impacts to be achieved, rather than acting alone and possibly duplicating other interventions.

In additional the SBCD Digital Infrastructure project is a cross cutting project that will provide the underlying infrastructure for many of the other SBCD programmes and initiatives to be delivered. There is a risk that many of the other SBCD projects may be sub-optimal if they are not able to access the infrastructure envisaged here. Innovation, competitiveness and employment opportunities would be risked.

Potential Risks are outlined in table below

Risk	Mitigation
Resources constraints	SBCD will require a dedicated Digital team to manage the range of interventions envisioned. This will include funding applications, procurements, stakeholder liaison, supplier engagement and interaction with external national and regional schemes
State aid challenges	Clearly defined legal and regulatory guidance required to frame selected options and activities
Integration with other interventions is challenging on timescales and governance	Be clear on the actions that City Deal are undertaking to clearly identify boundaries and overlaps. Work with other interventions to frame areas of joint interest and where joint action is called for
Other sources of funding become available to integrate into the City Deal funding for specific objectives and to leverage outcomes	Ensure the business case is able to adapt to external changes in overall funding scope and availability
Other interventions overlap with the City Deal, with early investment by SBCD possibly losing other funding to the region	Work with other interventions to frame areas of joint interest and where joint action is **not** called for
Intervention timescales under Digital Infrastructure exceed five years due to governance or management issues	Prioritise actions within the Commercial and Management case to ensure benefits are delivered
There is a risk that operators may be selective in their deployment within the region. Supplier appetite is not stimulated	The telecommunications industry has finite capacity and multiple opportunities. Potential participants should be encouraged to consider the opportunity, particularly the lowering of their risk

Digital Infrastructure is delivered in a fragmented way, lessening the impact and leverage that could be achieved	Make the interdependencies between the intervention types clear and include these within the critical success factors
Sourcing from service aggregators or suppliers such as the PSBA may prove commercially challenging	Ensure that stakeholders and the PSBA are clear on the rationale and objectives to allow the greatest level of involvement

Table 10 – Connected Places Risk Register

1.4 Rural

1.4.1 Spending Objectives

It is the overarching investment objective of the Digital Infrastructure project to ensure widespread equality of access to broadband services across the region (notably in rural areas) to deliver social cohesion, efficient delivery of public services and economic growth.

Objective	Benefit
Improve quality of public service delivery	• Improved access to public services in remote areas such as health, social care and education • Ensure rural schools, community centres, libraries etc have access to the same quality of information and digital services
Social cohesion and sustain communities	• Reduce population decline • Facilitate community services
Economic benefits	• Employment growth • Facilitate teleworking

Table 11 - Rural Spending Objectives

1.4.2 Existing Arrangements

Rural communities in the region have long suffered from poor internet connectivity. Ofcom's Spring 2020 data showing the % of properties able to receive superfast services (defined as >30Mbps) in the table below.

Superfast Broadband Availability	
Authority	**Percentage Premises Served**
Carmarthenshire	86.2%
Neath Port Talbot	97.6%
Pembrokeshire	87.2%
Swansea	97.6%

Table 12 - Superfast Availability

The Ofcom data also shows those **unable** to receive minimal internet connectivity.

NOT able to receive 2Mbs	
Authority	**Percentage Premises**
Carmarthenshire	2.0%
Neath Port Talbot	0.1%
Pembrokeshire	1.6%
Swansea	0.1%

Table 13 - Premises < 2Mbs Percentage

NOT able to receive 5Mbs	
Authority	**Percentage Premises**
Carmarthenshire	4.5%
Neath Port Talbot	0.2%
Pembrokeshire	4.0%
Swansea	0.2%

Table 14 - Below 5Mbs Percentage

NOT able to receive 10Mbs – Universal Service Threshold	
Authority	**Percentage Premises**
Carmarthenshire	7.1%
Neath Port Talbot	0.3%
Pembrokeshire	6.8%
Swansea	0.5%

Table 15 – USO Percentages Spring 2020

In all cases there is a distinct variation across the region showing a level of market failure due to the cost of delivering services to areas that are more rural in their makeup.

As part of the Welsh Government Superfast Cymru programme Open Market Review, dialogue with industry was undertaken to establish if a premise was able to receive a 30Mbps download service currently, or whether it will be delivered over the next three years under the programme. The results revealed a significant gap in service provision of 20,548 premises across the region, as shown in the table below;

Authority	**White Premise[20]**
Carmarthenshire	9,480
Neath Port Talbot	1,650
Pembrokeshire	6,366
Swansea	3,052

Table 16 - White Premises Totals

The Ofcom Spring 2020 data set also provides statistics on actual premises by broadband speed. In particular it identifies the number of premises in the region that are currently beneath the envisaged minimum Universal Service Obligation of a 10Mbps download speed. These are as follows:

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[20] The EU term 'White Premises' indicates unable to receive NGA broadband < 30Mbs

Authority	Premises below USO
Carmarthenshire	6,170
Neath Port Talbot	223
Pembrokeshire	4,079
Swansea	602

Table 17 - Premises Numbers beneath Universal Service Threshold of 10Mbps

In total there are 11,074 sites – largely concentrated in the rural areas of Carmarthenshire and Pembrokeshire that are below the UK governments stated USO.

The Welsh Governments Superfast Cymru programme was put in place to address this market failure, whereby the costs of delivering superfast broadband to challenging locations in some rural and urban locations meant they had lagged behind significantly. It does need to be noted that the figures above are post Pre-Superfast Cymru 2 but funding constraints and the ability of suppliers to address easier to reach low cost sites means that the SBCD region will still have significant gaps in coverage. The Welsh Government has collated the impact of the programme along with other initiatives such as LFFN and voucher schemes and there will remain approx. 20,500 white premises to be addressed in the region.

A detailed mapping exercise has been undertaken of the location of these white premises with poor digital connectivity. This is shown in the following maps for each authority area that shows the concentration of sites not able to receive a 30Mbs broadband service. In areas shaded red there is a greater concentration of poorly served premises. Although there are challenges across the region there are particular issues in the following areas:

- Swansea; Gower, Forestfach, Pontarddulais
- Neath Port Talbot; Kenfig, Bryn-Coch, Vale of Neath
- Carmarthenshire; Widespread across County
- Pembrokeshire; Widespread except Haverfordwest and A40 corridor.

All of these areas are therefore disadvantaged across the broad range of benefits being sought by the City Deal, in some cases to the point where they will not be able to participate in any of them.
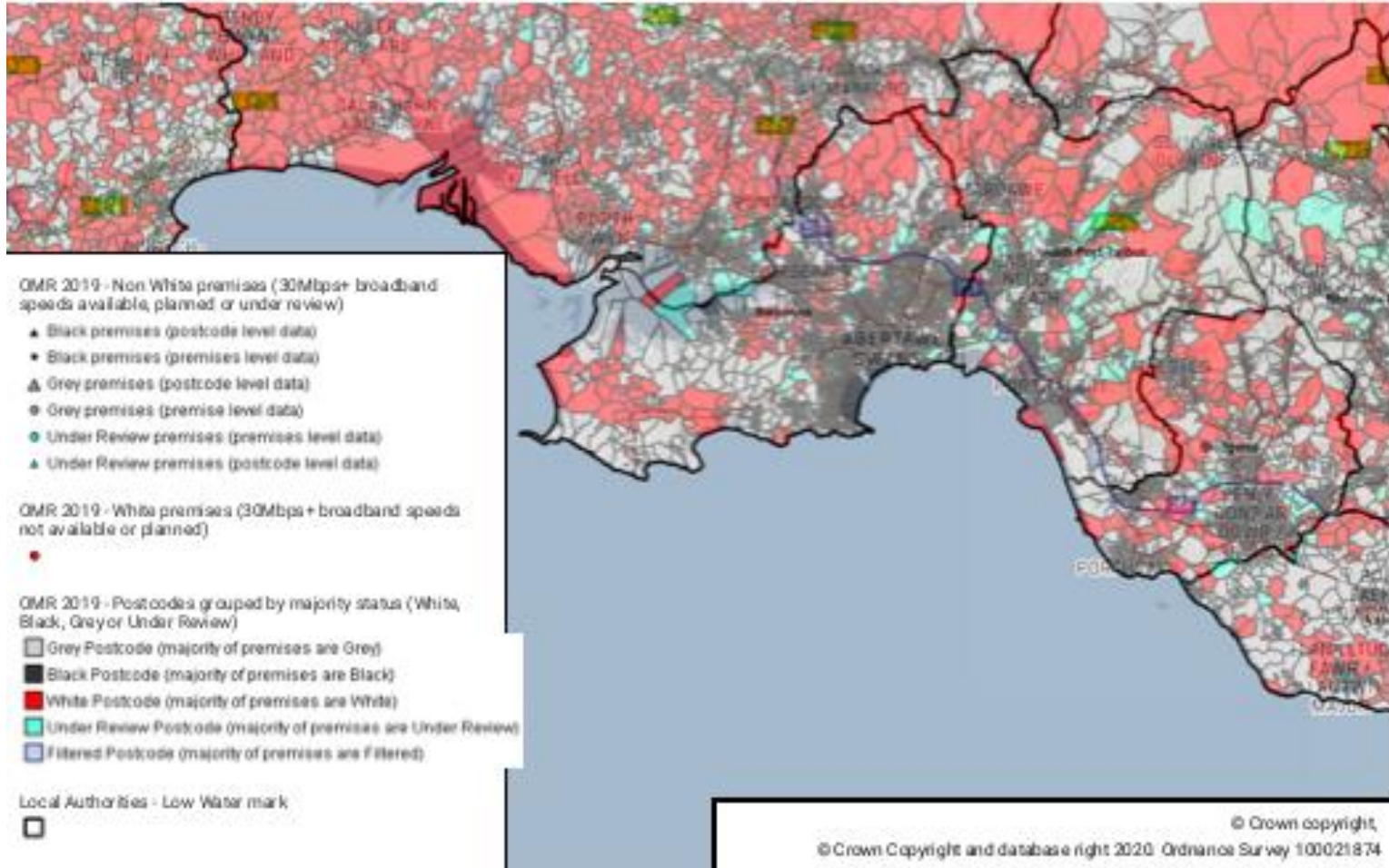
Figure 2 - Swansea & Neath Port Talbot OMR
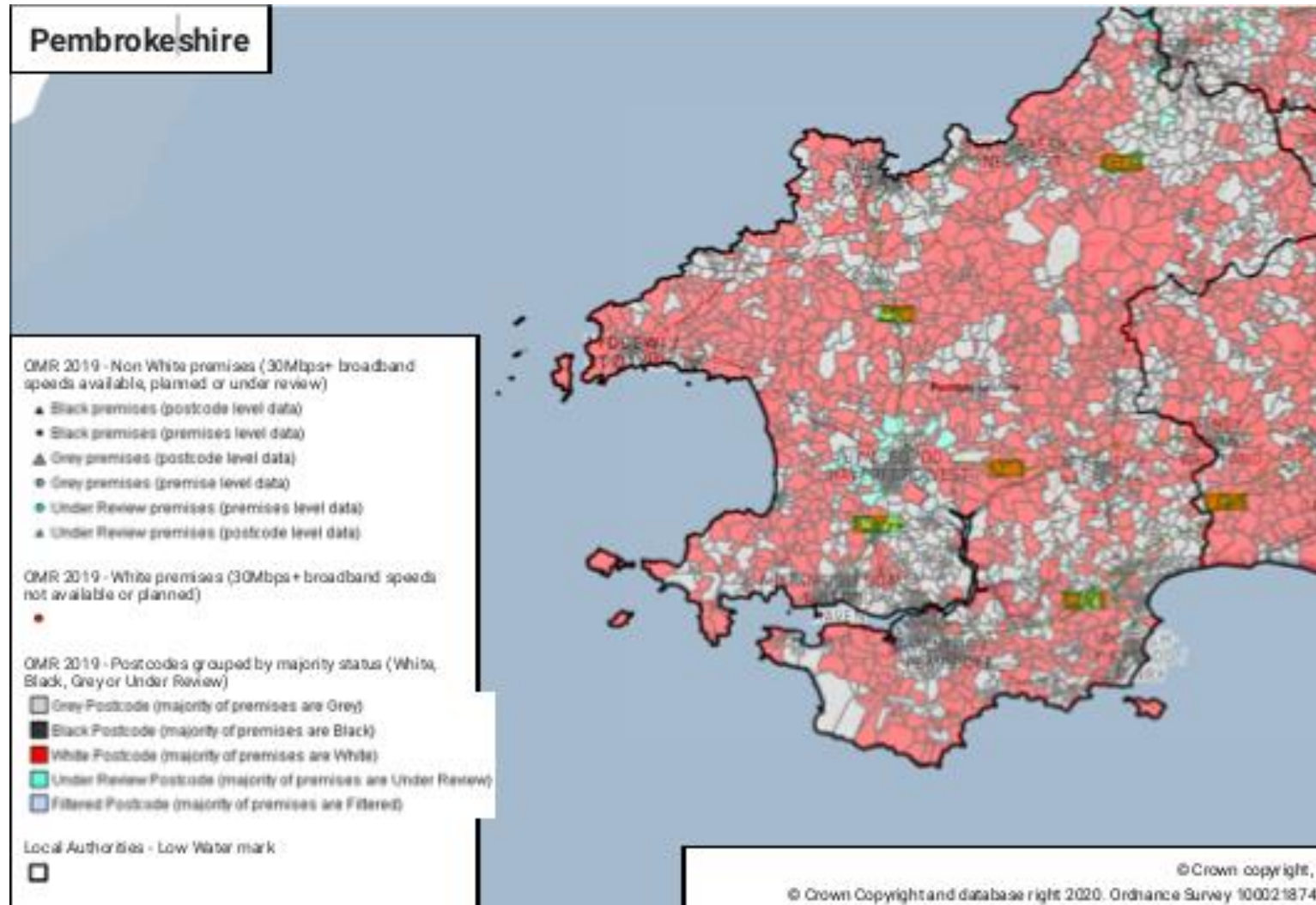
Figure 3 - Pembrokeshire OMR
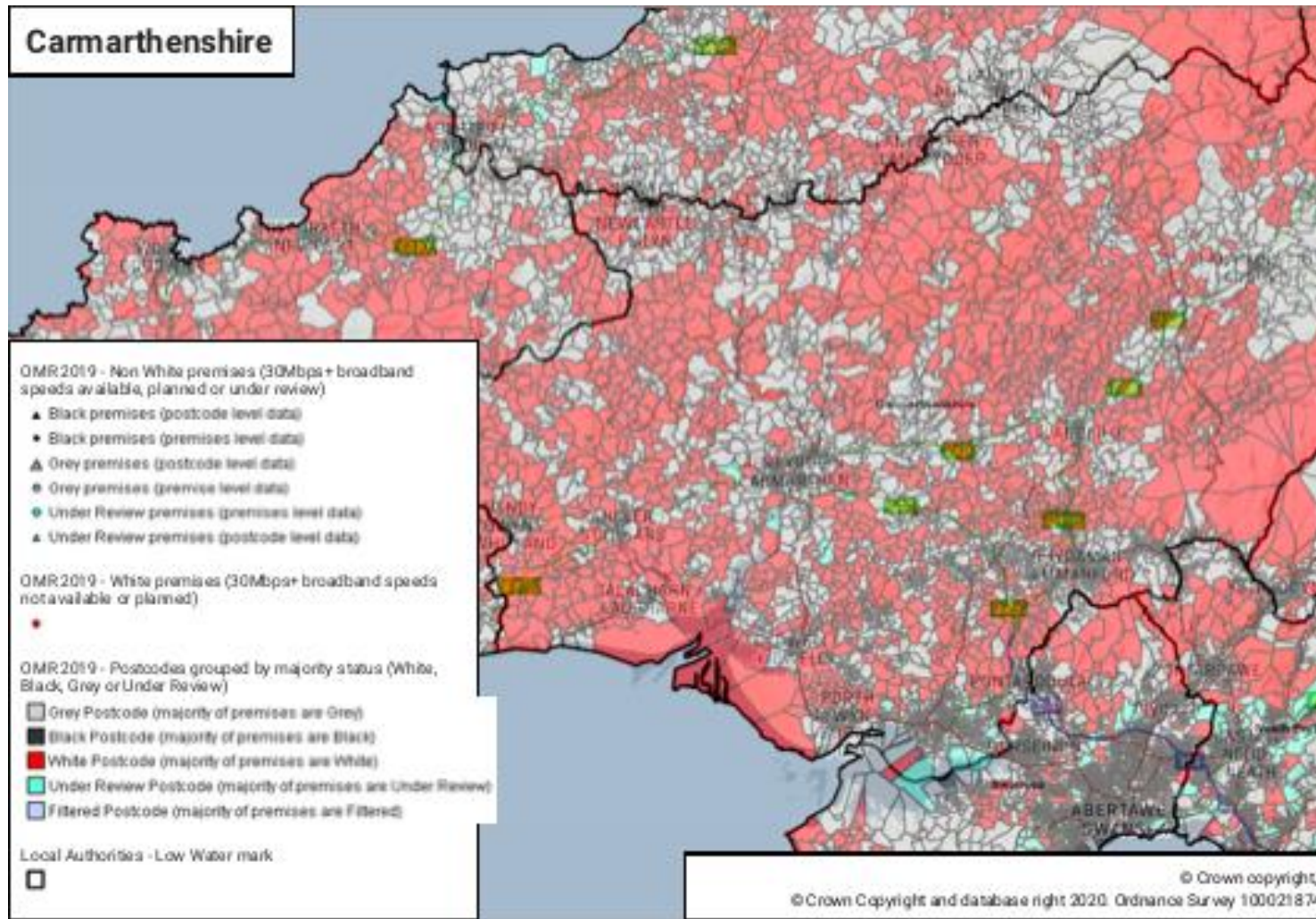
Figure 4 - Carmarthenshire OMR

1.4.3 Business Needs

The challenge of bridging the rural gap is recognised by both the UK and Welsh Government and a range of initiatives are either planned or in place including;

- Currently in operation, Access Broadband Cymru (ABC) scheme; A De Minimis grant of £400 or £800 towards the installation costs of a better broadband connection.

- DCMS Local Full Fibre Network Fund (LFFN Waves 2 & 3) funded investment into public sector sites in rural areas: Pembrokeshire was successful in applying for LFFN funding. Under this programme 53 public sector sites are being upgraded from copper to Full Fibre using Openreach FFIB infrastructure. At the time of writing it is hoped that this scheme may be extended across the region.

- The Welsh Govt is considering setting up a national Dynamic Purchasing Scheme to enable local additional investment to Superfast Cymru.

- A Universal Service Obligation (USO) for broadband was launched in March 2020. Regulated by Ofcom, everyone has a legal right to request a broadband connection of at least 10 Mbps although users have to cover costs if they exceed £3400, which will often be the case in rural Swansea Bay Region. Further details are available at:

    https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/broadband-uso-need-to-know

- DCMS Rural Gigabit Connectivity Fund. This scheme provides funding to connect rural hubs in a village or market town with a fibre connection. This must be a public sector site such as GP, health centre, library or school. Full details are provided at

    https://www.gov.uk/government/publications/rgc-programme-key-information

- The Rural Gigabit Voucher scheme is a UK wide subsidy scheme aimed at groups of individuals or businesses based in rural areas. The scheme offers funding towards the cost of installing gigabit capable broadband to residential and business premises and who currently have broadband speeds less than 100 Mbps. (https://gigabitvoucher.culture.gov.uk). Residential properties can receive a connection voucher for up to £1500 and SMEs £3500.

- Autumn 2019 Boris Johnson announced a target of 2025 for all premises to receive "gigabit capable" broadband connectivity. Up to £5billion has been allocated nationally to achieve this goal which is targeted at the final 20% of premises across the UK i.e. the 20% worst served premises. At the time of writing it remains unclear how this will be implemented and the cross impact on existing schemes.

The net impact of these schemes is likely to reduce the scale of the problem facing the SBCD region in its goal of quality broadband service access.

All of these initiatives have lower take-up than has been achieved in other parts of the UK, indicating that the demand-stimulation actions undertaken so far require attention.

A feature of all of the above schemes is that they are national in focus and often lack the local knowledge, resources and presence to address regional requirements. It is this role that the SBCD can address. There will continue to be gaps in coverage across the region and this needs to be addressed by a locally driven programmes that are complementary to national schemes.

1.4.4 Scope and Service Requirements

Although there are a range of regional and national initiatives to improve rural access to digital services it is clear that gaps in service, take up and availability will remain across the region. SBCD propose a range of intervention measures to complement current and future national and regional schemes to address these gaps. These will include;

- A programme of demand stimulation activities to increase awareness in communities and drive service adoption

- A regionally led procurement of broadband infrastructure in those areas not served by the commercial sector and other national and regional interventions. This should seek to deliver a minimum of 30Mbps download speeds to as many commercial and residential premises as possible

- Supplier side engagement to raise awareness of gaps in service provision and encourage investment through the removal of barriers such as planning

- Engagement and funding applications to central and regional government to ensure the region is targeted for funding.

1.4.5 Benefits

A direct comparator in this case is the work undertaken by Ofcom to determine the business case for the introduction of a Universal Service Obligation[21] so that every premise in the UK has connectivity at 10Mbs or above. This directly compares with the rural areas of the region. In their economic assessment, a benefit multiplier of 3.4-3.6:1 is set out. Independent research[22] for BT undertaken to assess the impact of investment in rural connectivity for Northern Ireland gave the following;

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[21] https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/broadband-uso-need-to-know

A limit of £3,400 has been placed on any single connection, if the cost of connectivity is in excess of this, then a contribution will be required. It is also limited to customers who will NOT benefit from another publicly funded programme.

[22] The analysis was the delivery of 30Mbs services across rural areas in NI, DotEcon report for BT

Benefit Category	Absolute Benefit	Benefit Multiple
Productivity Growth	£50m - £410	0.3 – 2.7
Employment Benefits	£290m - £890m	1.9 – 5.9
Teleworking	£40m	0.3

Table 18 - Rural Connectivity Investment Impacts in NI (Source BT)

In effect this gives a range of benefit multipliers of between 2.5 and 8.9. However, as the economic impact undertaken for the USO is very recent and is more conservative, the 3.5:1 figure is preferred for rural Digital Infrastructure.

Benefit Outline	Rural Connectivity
Productivity improvements	Digital Transformation enabler
Innovate new business models and open new markets	Digital Transformation enabler
New business start-ups	Innovation in digital services
Network Building & Support Employment	Civil engineering and Technical Skills
Skills Development	Demand for digital skills increased
New Working Practices	Collaborative and distributed working
Teleworking to Stimulate Rural Business Models	Remote working
Private Household Benefits	Attraction to area
Sustaining Communities	Teleworking and distributed working
Enablement of 5G	Access to fibre
Smart Cities/Homes Infrastructure	
Industry 4.0	
Healthcare Benefits	Innovation in services delivered digitally
Positive Environmental Impacts	Reduced need to travel
Social Inclusion and Removal of any Digital Divide	Widespread access to advanced digital services

Table 19 - Benefits for Rural Connectivity

1.4.6 Risks, Constraints and Dependencies

The constraints for SBCD Digital Infrastructure to address the rural connectivity issue are shaped by:

- Ensuring that SCBD in-fills the connectivity gaps in the region following the national and rural interventions. This will need close alignment and monitoring between stakeholders and programmes
- State aid is a challenge and SBCD should utilise existing clearances wherever possible. It will not be timely or feasible to apply for a new state aid clearance
- Supplier appetite
- Community pressure.
- Available funds which may require intervention scale prioritisation by SBCD leadership
- Resources and skills necessary to lead and manage the interventions.

It is also very likely that in the rural dimension of Digital Infrastructure, some of the spending options to deliver infrastructure will require grant funding, with little likelihood of achieving a claw-back should the revenue generated by the infrastructure become net positive to the supplier. The options and approach will be defined in the Commercial Case.

In terms of the dependencies, these are more aligned to co-investment opportunities rather than true dependencies. As an example, the USO may offer a capped grant fund of up to £3,400 per premise. Aligning interventions to take account of such funding sources would be efficient and allow wider scale impacts to be achieved, rather than acting alone and possibly duplicating other interventions.

The primary risks associated with the Rural Programme are given in the table below;

Risk	Mitigation
Resources constraints	SBCD will require a dedicated Digital team to manage the range of interventions envisioned. This will include, funding applications, procurements, stakeholder liaison, supplier engagement and interaction with external national and regional schemes
State aid challenges	Clearly defined legal and regulatory guidance required to frame selected options and activities
Integration with other interventions is challenging on timescales and governance	Be clear on the actions that City Deal are undertaking to clearly identify boundaries and overlaps

	Work with other interventions to frame areas of joint interest and where joint action is called for
Other sources of funding become available to integrate into the City Deal funding for specific objectives and to leverage outcomes	Ensure the business case is able to adapt to external changes in overall funding scope and availability
Other interventions overlap with the City Deal, with early investment by SBCD possibly losing other funding to the region	Work with other interventions to frame areas of joint interest and where joint action is **not** called for
Intervention timescales under Digital Infrastructure exceed five years due to governance or management issues	Prioritise actions within the Commercial and Management case to ensure benefits are delivered
Demand side interventions are not fully harmonised with connectivity interventions	Ensure project plans have clear timelines and actions that recognise the interdependency with demand side stimulation Extend the skills and training remit within the City Deal to encompass supporting digital transformation and innovation of use cases making us of the Digital Infrastructure
Levels of skills around digital innovation and transformation within SMEs mean that take-up is low.	Extend the skills and training remit within the City Deal to encompass supporting digital transformation. In particular, digital skills around the technology such as 5G, but also the way in which innovation of sector specific use cases could make use of the Digital Infrastructure being provided. In addition to technical skills, there will potentially be significant work within Civil Engineering areas. If this is an area of skills shortages, then support in this area should also be considered.
Digital Infrastructure is delivered in a fragmented way, lessening the impact and leverage that could be achieved	Make the interdependencies between the intervention types clear and include these within the critical success factors

1.5 Next Generation Wireless

1.5.1 Spending Objectives

5G and to some extent 4G, are widely seen and accepted as the next General-Purpose Technology (GPT). The term is used to describe something that will have a protracted aggregate impact across many economic and social structures. Often, electricity is sited as the primary example in the way that its introduction spawned so many innovations and change. To this end, 5G is the first mobile telecoms technology to receive support for both its application and deployment directly through government[23] funding.

The overarching objectives of SBCD in relation to next generation wireless technology is to ***ensure that the region is at the forefront of 5G and Internet of Things (IoT) investment and subsequent innovation.***

Objective	Benefit
Inward investment	• Mobile infrastructure and service providers to invest in improved coverage in region • SBCD to be an area of early investment in new technologies and services
Innovation	• Digital infrastructure to stimulate local businesses and innovative start ups • Use of innovation to enhance public service delivery and lower costs
Economic benefits	• Employment growth • Start ups • Usage of new applications and services to drive competitiveness of local economy

Table 21 - Next Generation Wireless Spending Objectives

1.5.2 Existing Arrangements

In relation to current wireless mobile coverage, it is primarily 4G that is of concern to the region. Overall, Wales has the biggest urban/rural divide for 4G coverage in the UK. Coverage is behind the UK averages with Ofcom[24] stating that 10% of the geographic area of Wales has no coverage. Also, only 36% of rural areas have complete 4G coverage, with 10% of A and B roads having no coverage. When compared to England, the corresponding figures are 3% in both cases.

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[23] Trials and testbeds sponsored by industry and national governments are happening across the globe.

[24] Ofcom Connected Nations 2019 – Wales Report.

https://www.ofcom.org.uk/__data/assets/pdf_file/0016/130822/Connected-Nations-2018-Wales.pdf

The 4G coverage map in Figure 4 uses Ofcom's 2019 data updated to March 2020:

Figure 5 – 4G Coverage Map Carmarthenshire
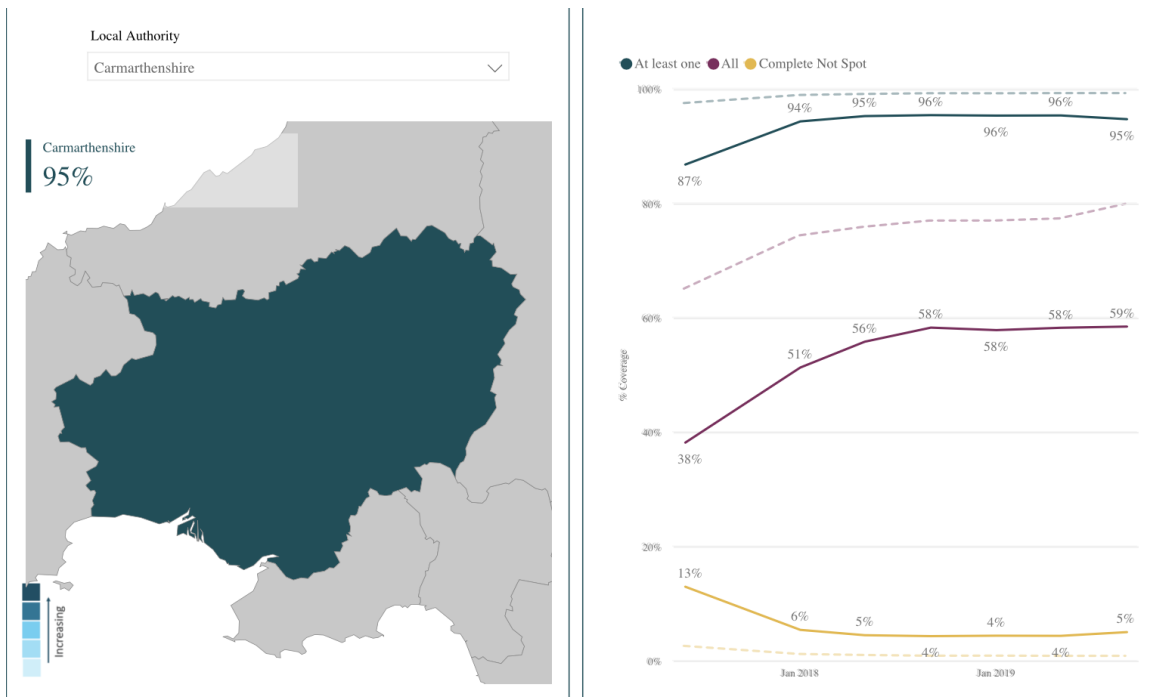
Figure 6 – 4G Coverage Map Neath Port Talbot
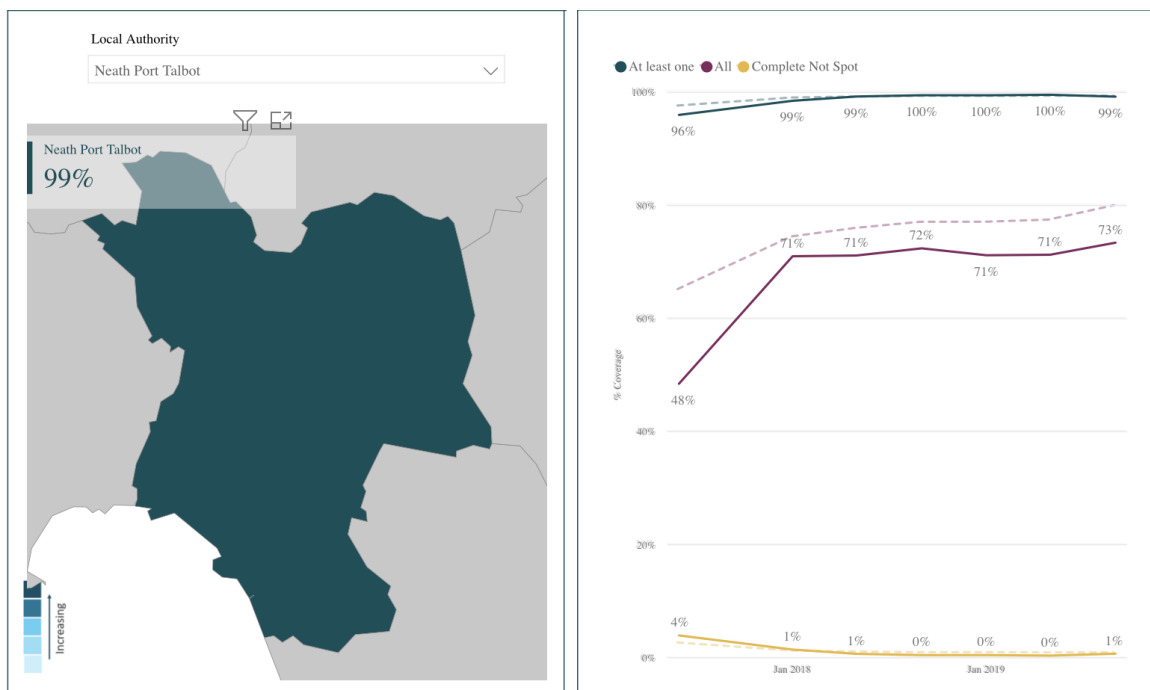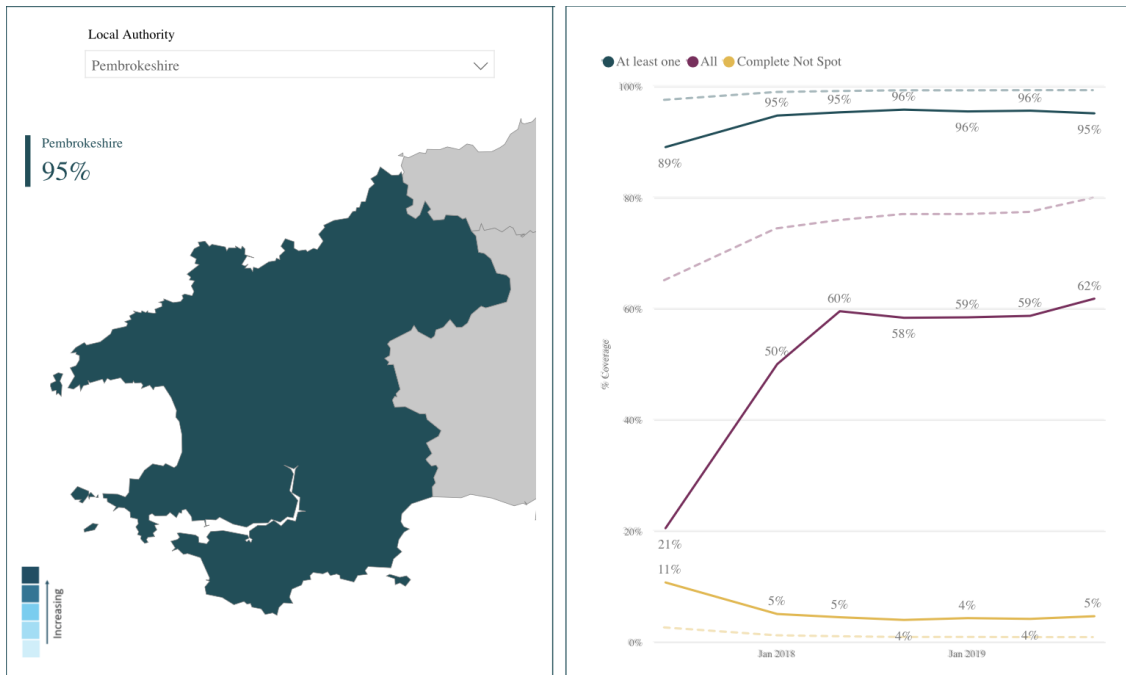
Figure 7 – 4G Coverage Map Pembrokeshire
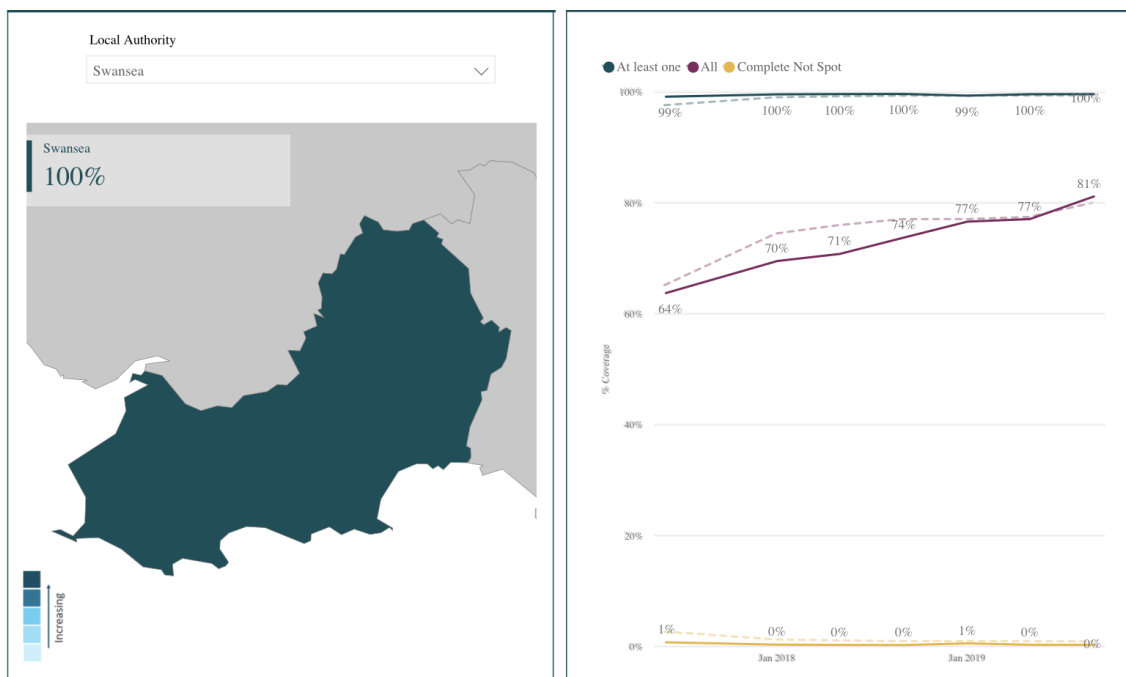
Figure 8 – 4G Coverage Map Swansea

This illustrates that there remain significant Not-Spots in 4G coverage in rural areas:

- Carmarthenshire – 8% by Geography, 11% by Indoor of Premises
- Neath Port Talbot - 7% by Geography, 4% by Indoor of Premises
- Pembrokeshire - 8% by Geography, 9% by Indoor of Premises
- Swansea - 2% by Geography, 2% by Indoor of Premises

4G coverage in Wales compares poorly with England with the likes of Bristol and Brighton having 100% coverage as a comparison for Cardiff and Swansea. While more rural counties in England such as Cornwall are on a par with Swansea. Within Wales there are poorer areas with Ceredigion with 16% geographic Not-Spots, but within England nearly all counties are now 100% geographic and indoor coverage. The National picture is shown below.
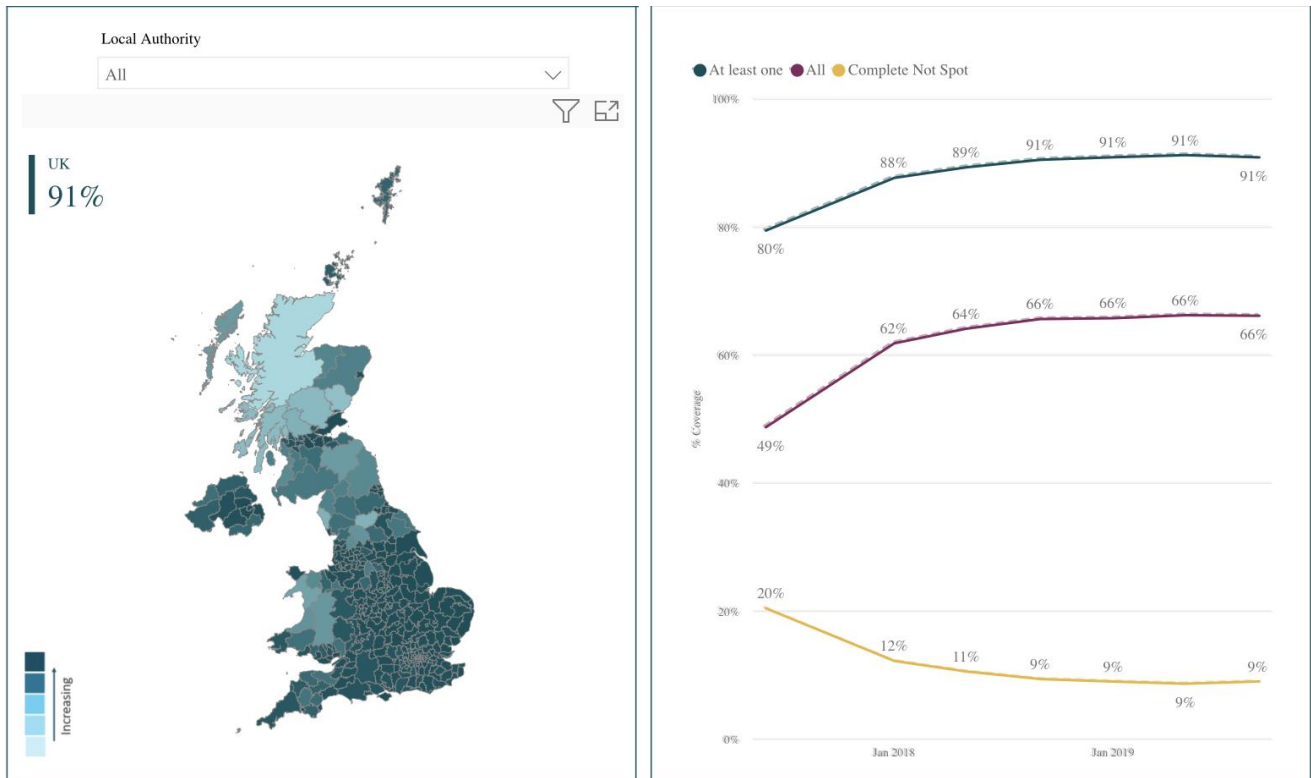
Figure 9 – Current National Coverage Perspective

Ofcom has identified several interventions to address this issue. Specifically, additional obligations for 4G coverage as part of any operator's bids for new spectrum has been dropped in favour of the Shared Rural Network[25], (SRN). From the Ofcom SRN Compliance document there will be specific geographic targets set for Wales;

[*MNO specific value, which is 83% for EE Limited and Hutchison 3G UK Limited, 82% for Telefónica UK Limited and Vodafone Limited*] of the geographic landmass of Wales.

This leaves Wales some way behind the overall National required coverage of 88%. This disparity is likely to be in some part due to the more extensive and remote rural areas of Wales. Nevertheless, unless managed carefully this could put Wales even further behind England and Northern Ireland in terms of 4G coverage, which will also have a direct impact on 5G roll out in the coming years.

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[25] https://www.ofcom.org.uk/spectrum/information/cellular-coverage

An interesting topic related to the use of satellites has emerged over the last year with broadband, remote 4G/5G base stations and even IoT being able to connect to space based services. The current crop of Low Earth Orbit (LEO) constellations are primarily targeted at bringing internet services to the underserved, particularly across the most Digitally underserved and challenging parts of the World i.e. Africa. However, these new satellite-based services will have footprints that cover the UK as well, potentially presenting opportunities to serve remote areas with broadband connectivity. The primary challenge for emerging satellite broadband providers to overcome is the inherent latency on any such service. 5G offers single digit millisecond latency, which is one of its highly desirable characteristics relevant to numerous innovative use cases. Utilising satellite connectivity will increase this latency between 10 and 100 times. For domestic and some business broadband only, this latency is potentially negligible and therefore these types of services may be appropriate. One significant factor will be the timing of service availability, which is likely to be around 2024. By this time, it is likely that further fibre and wireless broadband expansion will have reached remote rural locations making this type of service relevant to only a very niche number of customers. It is also likely to be far more expensive than current broadband prices, especially for early adopters.

The Emergency services network is a Home Office lead programme to deliver the new Emergency Services Network (ESN) critical communications system across the UK. Through the emergency services network contract, awarded to EE, there is an ongoing program of mobile network coverage expansion across Wales. Current data shows that 35 additional mobile sites have been delivered and another 37 are planned across Wales at primarily rural locations, with a total of 86 sites planned over the next two years.There is very limited 5G coverage in Wales with only Cardiff central currently benefiting. There is also a planned deployment for Swansea central this year. This is likely to increase over the next three to five years with commitments by operators to extend coverage and services to major Urban areas[26]. The Digital Infrastructure project will target the acceleration of the roll out of 5G and IoT services ensuring the region plays a leading role in demonstrating the benefits and innovation[27] that next generation wireless services offer.

Commercial deployment of 5G in the region remains embryonic and largely focused on Swansea. In particular:

- 3 announced deployment in Swansea in February 2020
- Vodafone launched 5G services in pockets of central Swansea in summer 2020
- O2 and EE have yet to deploy 5G in the region.

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[26] Statements by all mobile operators support this as their strategic intent. The head of BT even challenged the need for 5G in 2018

[27] In line with the DCMS funded 5G Urban and Rural Connected Communities initiatives

The Next generation Wireless workstream of the Digital infrastructure project primarily relates to and is concerned with 5G and IoT networks and use case, although in all 5G cases the option of utilising advanced 4G technologies may be appropriate. This option should be determined on a case by case basis. As a matter of preference, 5G should be the deployment and the service of choice to enhance the regions capability in next generation wireless services. However, where costs and speed of implementation might be paramount, the use of 4G-Adv should remain an option. As the Next Generation Wireless workstream of the Digital Infrastructure project will primarily be dealing with new and innovative services and use cases, there is currently very little evidence on which to estimate their socio/economic impact. However, many within the industry are forecasting material improvements in services and applications driven by the availability of 5G. The two charts below provide global prediction figures for 5G impact over the next 15 years[28].
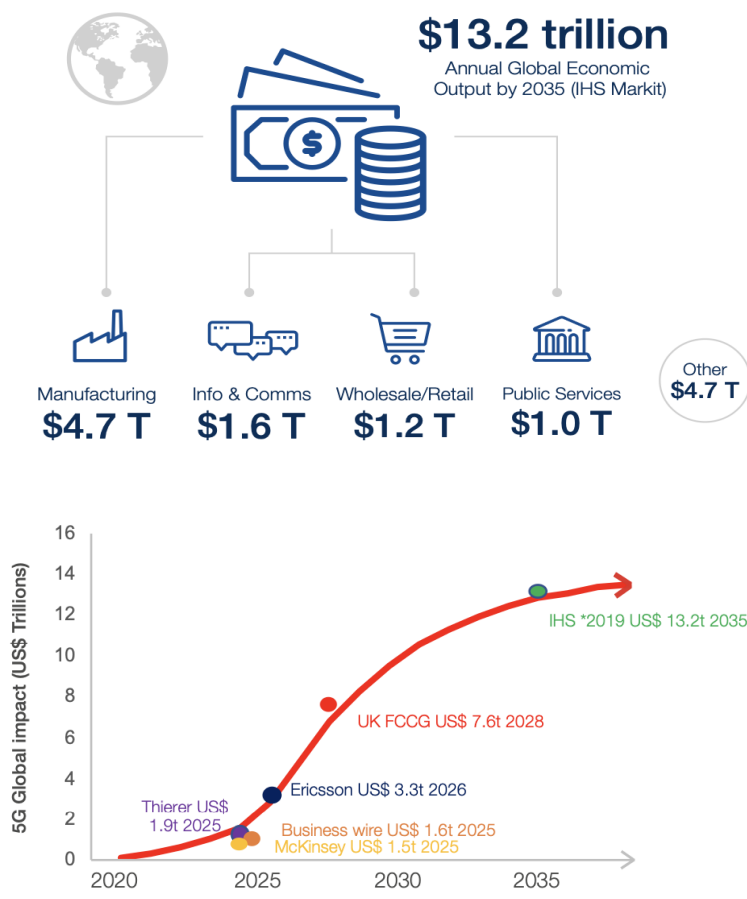
There is a general trend of positive economic impact from 5G across all sectors with the largest impact in Manufacturing. This may not be considering the SME sector in its estimates. The chart is drawn from a number of reports and studies that show a consistent growth curve. They are heavily grossed up figures and are not necessarily applicable to the region and its sectorial ecosystem. However, they do indicate significant opportunities provided the right stimulus is given to supply and demand side.

Figure 10 - 5G Impacts Globally

The focus for the SBCD should be to use a limited number of interventions to accelerate deployment of 5G in localised areas and thereby prove the market such that further investment by the mobile operators to establish wider 5G coverage is encouraged.

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[28] World economic Forum – Impact of 5G

By taking this approach, it will be possible to deliver evidence-based increases in productivity, innovation, skills and knowledge transfer, and in particular for the Mobile Network Operators, actual or potential revenue generation.

Due to the fact that 4G-Adv and 5G coverage will be deployed in hot-spots through normal commercial pressures, either by the operators, or as part of Digital Infrastructure interventions, drawing out widespread regional economic impacts or uplifts to GVA is very challenging and will have a high degree of uncertainty. In order to remove or mitigate that uncertainty, this business case lays out a selection of specific projects to be supported. These will act as a proof of concept against which decision about further investment by the operators, in cooperation with SBCD or directly, can be made. Key topics are:

- Enhancement of the Digital aspects of other City Deal projects, such as the Digital Clusters, Life-Science and Well-Being, Industry 4.0 and Energy
- Fixed Wireless Access for rural communities, 'Wireless fibre' for 'last-mile' distribution of digital services
- Connected vehicle demonstration along a section of trunk road
- Education related use cases, distance learning and augmented reality
- Digital transformation in industry, additive manufacturing, distributed design
- IoT demonstrator in logistics and supply chain management

In essence, each project under Next Generation Wireless will need to have a business case developed for them, with the Digital Infrastructure being provided acting as a key enabler for transformation and innovation.

The Welsh government recently completed a 5G strategy study supported by Innovation Point which is focused on Agri-Tech, Transport and Tourism. Some elements of this are likely to be of interest to SBCD.

In terms of national government supported 5G, DCMS on behalf of the UK Government, is operating several funded testbeds and trials. At this time, none are within the SBCD region. Wales did enter a bid for the DCMS lead Rural Connected Communities competition based around Tech Valleys and was successful. Planning is now complete and the grant funding about to be drawn down to enable 6 use cases to be undertaken. The model being used to provide the 5G coverage is particularly designed to allow other grant funding bodies to put in place interventions to accelerate 5G deployment. It is likely that any SBCD 5G interventions should be done in cooperation with the RCC and potentially 5G Create[29] programmes.

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[29] 5G Create is the latest phase of the DCMA 5G Trials and Test bed programme. Cardiff has submitted a bid based on the creative sector that is under evaluation. The model used for the 5G coverage is the same as for RCC.

1.5.3 Business Needs

The overarching objectives of the SBCD should be to ensure that it is at the forefront of 5G and IoT investment and to accelerate deployment of coverage to match or exceed that in the UK. It is also to provide market confidence in deploying 5G widely through strong demonstrations of commercially successful use cases.

Many regions of the UK are targeting the deployment of innovative 5G use cases with a view to enhancing commercial investment in their region. A failure to do this in the SBCD area would lead to the region being given a lower priority in planned commercial deployment.

A critical need in underpinning network and service deployment is to enhance the demand and the skills in the region. The Use Cases around 5G are in their infancy and offer significant opportunity in creating new jobs and services. Innovation will be what determines the beneficial use of this technology. Interventions that involve the supply side must therefore be balanced with supporting sectors in their digital transformation journeys. In addition, skills in digital infrastructure, applications and data need to be enhanced to increase the local talent pool for potential inward investors seeking to take advantage of the enhanced digital infrastructure, including 5G.

The leveraging of all the intellectual and physical assets within the region will be an important differentiator and capturing this must be a key objective and need.

1.5.4 Scope

The core scope for the Next generation Wireless Workstream is 5G deployments. This is simply because, without intervention in Digital Infrastructure, it is very unlikely that 5G will be deployed across the region other than dense urban locations with the added danger that if this is left to supply-side market forces they may simply be MNO show cases and not generate any impact on GVA.

As part of the effort to secure 5G coverage, some of the actions taken in respect of following the guidance in the Future Telecoms Infrastructure Review will also benefit the improvement of the coverage for 4G, a supplemental goal might be added to increase 4G to at least that in England, a thorough and intense engagement with SRN would be necessary. SBCD should work closely with Ofcom and the Welsh Government to ensure that policy objectives and funding are focused on the region. With several initiatives from Ofcom and the Welsh government seeking to reinforce 4G coverage in Wales, this benefit can be driven through ensuring there is a strong, clear and open dialogue with the mobile operators around their objectives and the way in which they intend to ensure Wales keeps pace with the expansion of general 4G coverage.

1.5.5 Benefits

There is little direct evidence available as yet for the impact of better 4G coverage and almost none for 5G, (as it has not been deployed at this time in more than testbeds). Despite this, the general opinion of the industry is that 4G and 5G coverage is essential for both their general customer base and also industry and the service sector as a whole.

Work undertaken for the EU in relation to 4G services being made widely available in Sweden and Estonia, has estimated a benefit ratio of 1.5:1. In light of the very large impacts of deploying full fibre, 4G in particular is enhancing and accelerating benefits further purely as a result of its mobility. This provides a baseline for deployment of 5G. It is highly likely that 5G will in the end be significantly higher than a benefit ratio of 1.5:1 simply because it will open significantly more opportunities for new services and innovation than 4G. The diagram below, (from the WEF document) gives the roadmap for 5G impact areas which goes far beyond 4G.
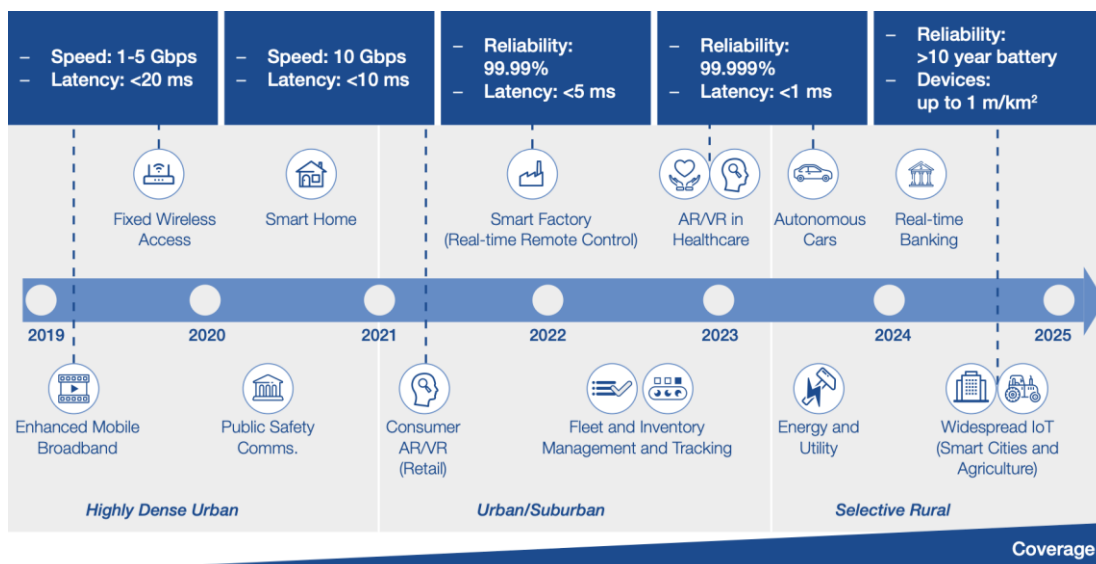
Figure 11 - 5G Journey

A critical need to underpin network and service deployment is to enhance the demand and the skills in the region. The Use Cases around 5G are in their infancy but offer significant opportunity in creating new jobs and services. Innovation will be what determines the beneficial use of this technology. Interventions that involve the supply side must therefore also include ways in which to gain skills in the technology itself but also in supporting different sectors in their digital transformation journeys.

The range of benefits that can be achieved are laid out in section 1.2, with the understanding that both private and public sector bodies can achieve multiple benefits through enhanced connectivity. However, the benefits available which then go on to be secured are dependent on many factors, often depending on the sector in which the organisation operates and the skills and knowledge they have around digital innovation and application. A general overview of expected benefits is;

- Uplift in GVA[30]
- Safeguarding jobs
- Creation of new high value jobs
- Development of new sectors and inward investment

Benefit Outline	Next Generation Wireless
Productivity improvements	Digital Transformation enabler
Innovate new business models and open new markets	Digital Transformation enabler
New business start-ups	Innovation in digital services
Network Building & Support Employment	Wider skills needed at the network edge as functionality migrates outward from the traditional Data Centre approach
Skills Development	Demand for digital skills increased
New Working Practices	Collaborative and distributed working[31]
Teleworking to Stimulate Rural Business Models	Wireless digital service access
Private Household Benefits	Smart Homes
Sustaining Communities	Teleworking and distributed working
Enablement of 5G	Access to fibre
Smart Cities/Homes Infrastructure	Enablement of IoT services
Industry 4.0	Smart Manufacturing
Healthcare Benefits	Innovation in services delivered digitally[32]
Positive Environmental Impacts	Reduced need to travel
Social Inclusion and Removal of any Digital Divide	Widespread access to advanced digital services

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[30] Report from dot.econ for BT NI gives a GVA uplift range of 3% - 11% across four rural counties of England. These figures are much higher than others.

WIK report to Ofcom 2018 gives a 0.5% uplift

[31] Covid 19 has been a driver which will have long term consequences for working practices

[32] Covid 19 experiences will continue to drive this service sector

Table 22 - Benefits for Next Generation Wireless

Quantifying benefits across what is a very diverse set of private sector and public sector enterprises in the region is not possible at this stage, it can only be assessed in aggregate in line with the economic assessments that have been undertaken on the impact of digital connectivity in the UK and Europe.

1.5.6 Risks, Constraints and Dependencies

The constraints for Digital Infrastructure are bound within;

- SBCD governance procedures.
- Stakeholder co-ordination and participation in any proposed intervention. In particular the authorities (and potentially other public sector bodies in the region) will need to use and anchor any infrastructure deployed. This will have implications for delivery of IT and other services
- Supplier appetite to invest in the region
- Available funds which may require intervention scale prioritisation by SBCD leadership
- Resources and skills necessary to lead and manage the interventions
- The appetite for SMEs in the region to adopt and innovate new digital ways of working
- Coordination with other regions in Wales to ensure a joined-up approach and shared learnings
- State Aid considerations

Intervention funding by SBCD should be on a match funded basis with the private sector and spending should target the delivery of specific 5G coverage.

It is very likely that in the rural dimension of 4G, some of the spending options to deliver infrastructure could require significant grant funding, with little likelihood of achieving a claw-back should the revenue generated by the infrastructure become net positive to the supplier. It would be sensible to refrain from entering into any 4G interventions directly while the SRN[33] intervention is defined. What would be worth investing in is driving the agenda for the region in terms of SRN outcomes for the region. The benefit ratio for this could be significant considering the low cost of investment required.

In terms of the dependencies, the key issue is to ensure that any 5G use cases deployed in the region are effective, deliverable and subsequently stimulate commercial investment in the region.

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[33] SRN is a match funded £1bn fund

The primary risks associated with the Next Generation Wireless are given in the table below;

Risk	Mitigation
Resources constraints	SBCD will require a dedicated Digital team to manage the range of interventions envisioned. This will include, funding applications, procurements, stakeholder liaison, supplier engagement and interaction with external national and regional schemes
State aid challenges	Clearly defined legal and regulatory guidance required to frame selected options and activities
Intervention timescales under Digital Infrastructure exceed five years due to governance or management issues	Prioritise actions within the Commercial and Management case to ensure benefits are delivered against early adoption, (first 2 years)
Demand side interventions are not fully harmonised with connectivity interventions	Ensure project plans have clear timelines and actions that recognise the interdependency with demand side stimulation. Extend the skills and training remit within the City Deal to encompass supporting digital transformation and innovation of use cases making use of the Digital Infrastructure
Use Cases are not well defined and benefits are not specific	Ensure a simplified 5 Case model is used to draw up the business case for each project to be supported under Next Generation Wireless. Assessment should take a wider view related to achieving proof of concepts and market viability demonstration
Levels of skills around digital innovation and transformation within SMEs mean that take-up is low.	Extend the skills and training remit within the City Deal to encompass supporting digital transformation and innovation of use cases making use of the Digital Infrastructure Consider the creation of a digital transformation centre of excellence that can support multiple sectors in an economic manner
5G network availability fails to attract other uses once deployed, the initial use case project being the only user	Utilise demand side stimulation and innovation support to exploit the availability of 5G services across the SMEs and organisations within the coverage range of the network
Digital Infrastructure is delivered in a fragmented way, lessening the impact and the leverage that could be achieved by wider fibre and 5G services	Make the interdependencies between the intervention types clear and include these within the critical success factors

Table 23 – Next Generation Wireless Risks

2 Economic Case

2.1 Introduction

The outcomes from the strategic case are to ensure that:

- Towns, cities and development zones have access to world class full fibre infrastructure to deliver economic growth and inward investment
- There is widespread equality of access to broadband services across the region (notably in rural areas) to deliver social cohesion, efficient delivery of public services and economic growth
- SBCD is at the forefront of development and roll out of world class next generation wireless services.

A secondary objective is to identify and facilitate any additional digital infrastructure required to ensure the success of the 9 other City Deal projects.

A long list of options has been defined for each of these segments. Each of these will also have a different mix of success factors applied in the selection of the preferred option(s).

2.2 Critical Success Factors

In order to give a completely rounded consideration, the critical success factors for the digital infrastructure project should include;

Success factor	Measurement Criteria
Strategic fit	• Meets the strategic goals of the SBCD • Delivers future proofed digital infrastructure to enable to achieve economic and social objectives • Supports wider Welsh priorities and strategies • Is at least comparable with elsewhere in UK
Economic return	• Achieves a viable cost benefit ratio when compared with the other available options
Achievability	• Fits with the region's resources • Follows a clear, timely and deliverable approval route and delivery timeframe • Has political and stakeholder support across region and delivers benefits to all parties • Is fully state aid compliant and does not require new state aid applications • Is sustainable with the flexibility and scalability to serve the regions requirements as the economy grows.
Attractiveness to Supply side	• A clear delivery model is agreed • There is supplier appetite for investment in the region
Compatibility with other programmes	• No overlap or duplication of effort with other national or regional digital infrastructure investment programmes. • Fully aligned with UK and Welsh digital policy objectives
Risk Management	• Financial • Operational • Legal and Regulator, N.B. state aid

Table 24 - Digital Infrastructure Specific Success Factors

2.3 Long List Options

This section presents the long list of options. This has been analysed and presented for each of the three areas of the Digital Infrastructure project as previously defined. This is because:

- The economic impacts and cost benefit ratios are different between rural and urban areas
- The range of options differs by area as each has different requirements and potential delivery mechanisms
- External issues such as the role national programmes and the impact of state aid are varied across the pillars
- Supplier appetite for investment will vary across the region.

2.3.1 Rural Programme

It should be noted that the options laid out are not mutually exclusive. They can, and in many cases, should be combined to achieve the most beneficial outcomes.

A long list of options for SBCD to address the challenges within the rural communities has been defined.

As seen in the strategic case there are currently over 20,500 white premises in the region unable to receive a 30Mbps broadband service following all planned interventions. These are shown below

Authority	White Premise[34]
Carmarthenshire	9,480
Neath Port Talbot	16,506
Pembrokeshire	6,366
Swansea	3,052

Table 25 - White Premises by Local Authority

In addition, some 11,000 of these are beneath the Universal Service Obligation of 10Mbps as shown below;

Authority	Premises below USO
Carmarthenshire	6,170
Neath Port Talbot	223
Pembrokeshire	4,079
Swansea	602

Table 26 - Premise Counts by Local Authority

We estimate that there will remain a significant gap in service provision in the region, even after the role out of DCMS and Welsh Government led interventions. Therefore,

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[34] The EU term 'White Premises' indicates unable to receive an NGA broadband service

the following options offer opportunity for the Digital Infrastructure intervention to address these areas.

Long List Options

Option 1: Do Nothing

Description and Rationale:

No actions or funding provided by SBCD. Market left to deploy infrastructure against their own investment criteria, or with support of the UK and Welsh Governments programmes

Costs:

£ 0

It should be noted there is an opportunity cost to the region of doing nothing. This will include:

- A loss on inward investment; If SBCD fails to intervene in the market and/or anchor investments there will be a loss of commercial investment.

- A % of the region will not receive commercial broadband services. If 5000 households and SMEs were to be excluded in this manner the loss of economic benefit over a 15-year period is estimated to be >£80m

Benefits:

£ 0

NOTE: Once the USO and Superfast Cymru 2 interventions take place, they in themselves they will produce a positive economic impact. Typically, an investment into a remote rural site produces a benefit: cost ratio of 3.5:1 over 15 years. Hence if the number of white premises was reduced by 10,000 at a cost of £3000 per site, the economic benefit can be expected to be over £100m over 15 years. However initial indications are that the SBCD is likely to receive proportionally less investment than other more densely populated parts of South Wales and Superfast Cymru will not have the financial resources to address the requirements of the most remote and costly parts of the SBCD region to serve.

Issues/Risks:

- There will be a risk of deepening the digital inclusion gap across region
- No local control of priorities – dependent on industry and national initiatives
- Lack of inward investment. Elsewhere in the UK public sector intervention has resulted in leveraged commercial investment.
- Social loss – percentage of households with limited access to healthcare, education, access to social care and public services will increase but potentially very slowly, leaving some areas with no or minimal connectivity
- Economic loss – lower productivity, inability to work in flexible manner, reduced employment opportunities
- Environmental – increased carbon footprint

Option 2: Do Minimum: Supply Side Engagement

Description and Rationale:

SBCD to proactively engage with market. Activities to include:

- Briefing industry on regional plans and requirements
- Lobby for inward investment
- Promotion of region as test bed for new technologies and services
- Arranging site visits, events etc
- Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, way leaves etc
- Co-ordination of programmes with UK Govt and Welsh Government

Such activity has proven a key catalyst for inward investment elsewhere in the country and there have been examples of plans changed by operators such as City Fibre and Virgin Media. Suppliers are faced with multiple opportunities and are often responsive in their planning.

Costs:

£ 100k per annum

Benefits:

Easier to target support and to coordinate other funding channels to benefit the region and SBCD. Increased investment by operators over and above 'Do Nothing'. Harmonisation with other initiatives such as SRN for 4G and maximising its impact.

To be monitored against clearly defined targets for inward investment and service provision.

Target additional £5m of inward investment stimulated over the five-year programme plus successfully obtained £10m of public grant funding

Issues/Risks:

- Limited financial exposure to SBCD
- Time to implementation reducing potential impact achieved
- Regional priorities may be ignored
- Service take-up may not improve
- Competition for investment from other parts of UK leaves the region behind
- Supplier appetite for regional investment may be limited
- The most remote, commercially challenged part of the region will be difficult to attract inward investment to

Option 3: Do Something: SBCD Demand Stimulation Programme

Description and Rationale:

SBCD establish a local programme to increase user awareness and adoption of digital services across the entire population of SMEs and households. Activities would include:

- PR and promotion
- Establishment of case studies of benefits and usage
- Engagement with local stakeholders such as business groups, community organisations etc
- Events
- Promotion of connection voucher schemes of UK and regional Govt
- Engagement with suppliers
- Engagement with local businesses and residents
- Support and training programmes
- Use of social media
- Web based support
- Provision of technical, commercial and legal support to community groups

Costs:

- Local team of 2 staff per authority area – £100k per area, £400K per annum across the region. For a five-year programme, £2m
- Additional promotional materials and support, £600k per annum
- To be monitored against clearly defined targets for inward investment and service provision.

Benefits:

Key measures of success will be monitored on an annual basis and will include:

- service adoption by business and residents
- business productivity
- employment and start up rates

Target an additional 5% uptake in Next Generation Broadband Access services over 5-year period i.e. approx. 17,000 premises in the region

Research commissioned by DCMS the economic, social and environmental impacts of faster broadband – UK Economic Impact Study. Economic benefits identified were local enterprise employment, teleworker productivity, productivity growth, labour force participation and network construction. Enhanced productivity is the key productivity with benefits growing by 0.3% as speeds double. A more direct comparison of the proposed SBCD intervention is the Impact Analysis undertaken for the Universal Service scheme. This analysis discounts benefits due to the nature of the programme under a range of speeds and subsidy scenarios. However, all options deliver a positive outcome and value for money (over 15 years) with a Benefit Cost Ratio of between 3.4 to 3.6

In addition, there are currently 3000 business sites in the region unable to access 30Mbps services. It is likely that some of these business sites will receive services as a result of Superfast Cymru 2, DCMS LFFN and USO initiatives.

It is estimated that there may be up to 2000 SMEs that would benefit from a local business support programme.

Issues/Risks:

- Limited financial exposure to SBCD
- Time to implementation
- Service take-up may not improve
- Need for co-ordination with national and regional schemes
- Demand stimulation only serves to increase take up in those areas that have infrastructure to take up. There will still be parts of the region without any infrastructure and demand stimulation does not address their requirements or lead to infrastructure investment

Option 4: Do Something: SBCD In-Fill Procurement

Description and Rationale:

It is acknowledged that the existing proposed national and regional initiatives will still leave a number of SME and residential premises un-served or poorly served. This is because:

- Welsh Government Superfast Cymru 2 lacks the funding to achieve ubiquitous coverage
- Superfast Cymru 2 targets an uplift in connectivity speeds to at least 30Mbps. It does not prioritise premises beyond this. Hence the supply side response is to target premises with the lowest upgrade costs. This will likely lead to premises with current broadband services below the threshold speed, (10 – 30Mbs), being prioritised over those with very poor, (<10Mbs), or no services at all.
- DCMS programmes are dependent on proximity to public sector sites. This is a state aid issue. DCMS does not have a state aid clearance for its LFFN and RGC programmes and hence can only fund connectivity to internal public sector sites which is a 'no aid' measure
- USO schemes will provide funding for in-fill are not timely for this programme with potentially years before services and delivery options are determined
- The number of premises in the region to be addressed following the impact of these schemes estimated at <5000 premises
- SBCD implements its own procurement programme to address this gap. The procurement would be similar in scope to Superfast Cymru 2. However, SBCD MUST be clearly able to define local priorities, evaluation criteria and targets and not be dependent on those of the Welsh Government

Costs:

Superfast Cymru 2 is likely to primarily address the 'low hanging fruit' i.e. those sites that are cheapest and easiest to serve in urban centres. The outlying 20,500 sites are estimated to have a typical cost per site of £4500. This would result in a funding requirement of £92m.

However other national funding interventions are coming on stream over the next 2 years and SBCD will need to address what these measures will not fund rather than the total requirement.

In particular

- Number of USO sites in region is currently 11k. Hence there is the potential for central govt USO funding of approx. £37m in the region.
- DCMS Rural Gigabit Connectivity funding, this programme is limited to £200m per year nationally, so a reasonable assumption is that the region receives a further £10m

Provided DCMS and Welsh Govt initiatives and USO funds are delivered, SBCD will require a focused and relatively modest intervention to complement these other initiatives - £20m based on 4500 premises at £4,500 per premise.

In addition, there will be one off costs for the conduct of the procurement. This will be approx. 250k over a nine month to a year period

Benefits:

Economic benefit impact analysis undertaken as part of the audit of rural broadband programmes range from;

- The DCMS UK Economic Impact Study concludes that every £1 invested in broadband delivered £20 in benefit over a 15-year period.
- A similar analysis of the benefit of Superfast Cymru presented a cost benefit ratio of 6 to 1

Within the assessments, economic impacts identified include local enterprise employment, teleworker productivity, productivity growth, labour force participation and network construction.

In addition, a range of social benefits also accrue including; reduced travel time, access to education, improved health, consumer access to e-commerce, enhance employment opportunities, rural community resilience and environmental benefits (e.g. reduced emissions).

This USO economic impact analysis discounts benefits due to the nature of the programme under a range of speeds and subsidy scenarios. However, all options deliver a positive outcome and value for money (over 15 years) with a Benefit Cost Ratio of between 3.4 to 3.6

Hence an intervention of £15m by SBCD is likely to deliver positive benefits of approx. £50m to the region

The other key benefits of such an approach are;

- speed of delivery
- reduced dependency on national programmes
- more control over national programmes
- improved local focus and prioritisation

Issues/Risks:

There are two major issues/risks

- ensuring any SBCD led procurement is complementary to, and not competitive with, other national and regional programmes and there is no overlap or duplication of finance or effort. This will require co-ordination with the UK and Welsh Government
- State Aid: The telecommunications market is highly regulated with strict state aid regulations. SBCD could not undertake its own procurement without state aid clearance as it will effectively be funding services in the same intervention area as national programmes. The ability to get a state aid clearance is time consuming (typically 18 months) and resource intensive. Telecoms state aid is also administered and controlled at an EU level and it remains how this will be resolved moving forward given Brexit

An alternative way to mitigate against these risks is to utilise any state aid clearances and procurement resources of the Welsh and UK Governments. Consideration is being given to the establishment of a Welsh Dynamic Purchasing System that would enable Welsh regions to procure enhanced broadband coverage. This is still to be defined and much will depend how it will operate. SBCD will not wish to simply 'top up' a national scheme. However, there may be

benefits to using the national procurement resources if SBCD is able to shape its own targeted requirements

Option 5: Do Something: SBCD Community Programmes

Description and Rationale:

A number of communities have collaborated to define and procure their own telecoms infrastructure or establish themselves as a micro service provider in their community. Such activity has been supported by public funding schemes (e.g. Community Broadband Scotland). The Welsh Government is also defining a Communities Initiative. In addition, support and guidance can be provided in areas such as procurement, legal support and state aid.

Costs:

Typically grants are made available to a community. These may range from small grants community size but across other parts of the country typical community grants were low hundreds of thousands pound per community with some rare larger exceptions. The Scottish Government spent £6.4m supporting 64 communities but in practise only 13 of these are fully operational. The scheme has now ceased

A modest fund in the region of £1m could be allocated to an SBCD community programme but MUST be complemented by technical, procurement and legal support to be effective. The support function should be limited to a team whose cost is capped at 20% of the fund.

Benefits:

The benefits are focused on speed to service provision for the most rural communities that are often neglected by the roll out plan of the commercial operators and, indeed, national procurement programmes.

Issues/Risks:

All cite challenges;

- There are limited (if any) communities in the region prepared for such a scheme
- State Aid rules apply to all projects irrespective of grant amount (even de-minimis) and state aid schemes are not suited to small community projects
- Empowering communities should not imply communities leading procurements. It is challenging to expect communities to be responsibility for public sector procurement rules and SBCD support will be required here.
- Projects need to happen alongside a national and regional programme. Agreeing scope with national projects can be complex and sensitive: who (and when) agrees a de-scoping of an area from the national programme for local investment?
- What is the appetite of local communities for bespoke projects involving potentially small ISPs (no choice of national providers)?
- Engaging with communities is essential to identify projects suitable for the fund, but engagement with the market to understand appetite in delivering to small communities is critical

- There is a high failure rate with such schemes due to administrative complexity, low supplier appetite, a lack of resources and skills and the challenges of on-going operation and management.
- Importance of management of communication and expectations with communities (timescales, funding, solutions, ISP choice …)

2.3.2 Connected Places Programme

In addition to the rural sites there is a requirement for new duct and fibre infrastructure to be built in key development corridors and zones to underpin the innovative projects outlined in the Strategic Case.

Long List Options

Option 1: Do Nothing
Description and Rationale:
- No actions or funding provided by SBCD. Market left to deploy infrastructure against their own investment criteria.   - No co-ordination or aggregation of purchasing power of public sector in the region to stimulate additional investment
Costs: **£0**
Benefits: **£0**
Issues/Risks: - There is a risk that there will be a concentration of investment into the key urban centres of the region only. e.g. BT has announced investment programmes into central Swansea postcodes along with Carmarthen and Cross Hands. Other towns and suburban areas may not see investment in the foreseeable future. The impact would be negative, with limited or no inward investment and digital transformation, including digital led innovation. It would inevitable reinforce the drift of employment towards the Urban areas, particularly Swansea or outside the region.   - There will be a lack of competition and choice in the region that will impact service availability and pricing   - Social loss – very limited improvement to households with access to healthcare, education, access to social care and public services,   - Economic loss – productivity, inability to telework, reduced employment opportunities,   - Reduced ability to attract digital intensive sectors into region (e.g. media, finance)

Option 2: Do Minimum: Supply Side Engagement

Description and Rationale:

SBCD to proactively engage with market. Activities to include:

- Briefing industry on regional plans and requirements
- Co-ordinate public sector procurement activities
- Lobby for inward investment
- Promotion of region as test bed for new technologies and services
- Arranging site visits, events etc
- Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, way leaves etc
- Co-ordination of programmes with UK Govt and Welsh Government

Such activity has proven a key catalyst for inward investment elsewhere in the country and there have been examples of plans changed by operators such as City Fibre and Virgin Media. Suppliers are faced with multiple opportunities and are often responsive in their planning.

Stakeholders within the SBCD region have been following this policy for a number of years but the impact has been constrained by the challenges and cost of deploying infrastructure in a large diverse region. In addition, the level of competition in the region is low compared with other parts of the UK which has resulted in a limited incentive for investment by incumbent infrastructure providers.

Costs:

£ 100k - £150k per annum

Benefits:

Easier to target support and to coordinate other funding channels to benefit the region and SBCD. Increased investment by operators over and above 'Do Nothing'. Harmonisation with other initiatives such as Welsh Mobile Action Plan and delivering on its recommendations.

To be monitored against clearly defined targets for inward investment and service provision. An indicative target could be to attract an additional £5m of inward investment stimulated over the five-year programme plus successfully obtained £10m of public grant funding.

It should be noted that projected digital infrastructure grant funding streams from central Govt are planned to be in the order of £200m per annum across the UK with perhaps £10-£20m likely to come to Wales.

Issues/Risks:

- Limited financial exposure to SBCD
- Time to implementation reducing potential impact achieved
- Regional priorities may be ignored
- Competition for investment from other parts of UK

- Supplier appetite for regional investment may be limited and, if so, Option 2 will not deliver the required infrastructure and resulting economic benefits to the Connected Cities in the region.

Option 3: Do Something: Asset Investment Programme

Description and Rationale:

- SBCD authorities to invest in duct infrastructure or encourage third parties to do so. Duct infrastructure to be built in key transport corridors and economic development areas
- Local policies and initiatives put in place to encourage duct build whenever regional building or transport infrastructure is being deployed
- Potential to allow third party telecommunications operators to deploy fibre in ducting to reduce deployment costs

Costs:

- Estimated duct costs of £50-£100per metre dependent on terrain. May be reduced if sharing dig costs with other infrastructure.
- Estimated duct mileage required across key identified development zones is approx. 150-200 km, giving an indicative investment range of approx. £10m

Benefits:

- Reduced cost of investment for fibre service providers seeking to invest into region
- A return on the investment can be gained over a 15-year timeline from access charges.
- Stimulate inward investment and deployment by commercial operators
- As there is no guarantee of investment by operators in laying and operating new fibre in the ducts, the economic impact is not certain. If routes are carefully chosen and the roll out is staged by only preceding with phases when some commitment is given by the private sector, then a multiplier of 6 to 1 would be appropriate leading to the investment of £10m returning of the order of £60m

Issues/Risks:

- Ducting will have to be offered to the market in compliance with state aid regulations. Will require state aid assessment and benchmarked pricing
- SBCD authorities responsible for ownership and operational maintenance and operation of ducting
- May be limited appetite by industry to use the ducting outside of key commercial areas
- Ducting will have to be built to a standard acceptable to the industry for use, (Carrier Grade)
- The procurement, planning and build of infrastructure is likely to be take a minimum of 2-3 years to deliver
- If SBCD authorities are to facilitate commercial usage of the ducting a state aid opinion will need to be sought (see commercial case).

Option 4: Do Something: SBCD procurement

Description and Rationale

- SBCD authorities to procure either a managed service and/or fibre infrastructure to all public sites across the defined development zones. (Note public sector sites only chosen to comply with state aid regulations). Service definition may be a blend across the region based on local requirements and commercial appetite to deliver services.
- Anchor investment by the public sector will seek to stimulate additional private sector investment by commercial sector in area
- Procurement to deliver full fibre connectivity across Milford Haven/Pembroke Dock, Llanelli, Haverfordwest, Fishguard, Swansea city area and key development areas in Neath/Port Talbot.

Costs:

- Estimated capital investment of £20m across region
- Note this estimate in an upper ceiling based on building new duct and fibre to an indicative footprint on public sector sites in the region as developed for the regions LFFN bid. It is an upper limited on costs for Options 3 and 4 combined (e.g. if the region had investment £10m of ducting in Option 3 and facilitated commercial use of the ducting the resulting costs of commercial investment would be reduced. In contrast if no public ducting was available the commercial sector would need to invest £20m.

Benefits:

Stimulate inward investment by commercial telecoms sector into region. Experience has shown that commercial investment in a City region typically has a leverage of 6:1. Hence a £20m investment into such infrastructure could deliver a further an additional £120m of private sector investment

Enhanced service choice in the region

An analysis of direct economic benefits to only the Swansea City area of such investment is estimated at £133m over 15 years, broken down as follows; (source Regeneris)

- network build £25m
- productivity improvements in local businesses £11m
- innovation £10m
- business start-ups £12m
- worker flexibility £14m
- housing wealth £61m.

In addition, Regeneris also modelled other indirect benefits not included in the £133m

- enhanced ability to deliver 5G £240m
- smart city £44m

- industry 4.0/IoT £92m

If such a network was deployed beyond the City of Swansea to include Neath Port Talbot Llanelli, Pembroke and Milford Haven the estimated economic impact over 15 years would be approx. £200m.

Issues/Risks:

- SBCD will need to undertake the procurement. Cost approx. £250k over a 9-month timeframe
- Funding would need to be filled by a blend of public sector and commercial contributions (NOTE in other areas of the UK some authorities have capitalised future telecoms revenue expenditure as a contribution to projects of this nature)
- The PSBA will need to deliver its services over any new infrastructure built/deployed in the region. This will need co-ordination and possible investment in new equipment and service provision
- The question remains, will there be industry appetite to invest across the regions priority zones or only in Swansea City
- The procurement can only address connectivity to public sector sites to avoid the risk of state aid challenge.

2.3.3 Next Generation Wireless Programme

The options range across mobile connectivity and are related to coverage and capacity for 4G and 5G networks, also IoT networks which may or may not be specific to IoT services, as outlined in the Strategic Case.

Long List Options

Option 1: Do Nothing
Description and Rationale: No actions or funding provided by SBCD. Market left to deploy infrastructure against their own investment criteria
Costs: **£0**
Benefits: **£0**
Issues/Risks: 4G coverage is in this case likely to improve slowly and mainly be based upon actions by the MNOs related to SRN[35]. 5G will not progress deployment beyond Swansea City Centre until after 2021 and would only reach all regional Urban areas by 2023 at the earliest. Targeted deployments to support areas of concentrations of digital sector businesses unlikely before 2023.   - Gaps will remain across the region, in particular the variation in coverage between the mobile operators will continue to mean that the selection of a mobile service provider further reduces the coverage perceived.   - Limited commercial support from MNOs for the deployment of advanced mobile services in the region, so reducing the opportunities for innovation and digital transformation   - This has been the situation in the region for the last fifteen years, which has resulted in the region being behind on 3G and 4G coverage when compared to the rest of the UK. In economic impact terms, there is general consensus that the absence of 4G services has a detrimental impact to consumers and businesses in terms of productivity and to jobs. However, the range of figures applied to these measures is wide and focussed on the applications 4G enables rather than the technology itself.   - Economic loss – Direct negative impact on productivity, GVA and consumer adoption of digital services. Reduced ability to attract digital intensive sectors into region (e.g. media, finance). Delay or frustrate the adoption of 5G enabled use cases across multiple sectors.   - Environmental – reduction in carbon footprint, but likely over a long period of time

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[35] Timeframes for SRN are still unclear and any impact can be expected to be at three years away, 2023/4

Option 2: Do Minimum: Supply Side Engagement

Description and Rationale:

SBCD to liaise with mobile industry to;

- Briefing industry on regional plans and requirements
- Lobby for inward investment
- Promotion of region as test bed for new technologies and services
- Arranging site visits, events etc
- Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, base-stations location, asset location, etc
- Co-ordination of programmes with UK Govt and Welsh Government

Such activities have not yet been executed fully in the UK, although digital leads for fixed infrastructure do cover mobile as well. Suppliers are faced with multiple opportunities and are often responsive in their planning if they can simply;

- **access the processes needed for deployment of infrastructure,**
- **more fully understand the market they are addressing and**
- **have a good understanding of the initiatives and plans of the public sector that affect the market and density of consumers.**

Costs:

£100k - £150k per annum, with a cap of a five-year programme reaching £500k to £750k

Benefits:

- Easier to target support and to coordinate other funding channels to benefit the region and SBCD. Increased 4G investment by operators over and above 'Do Nothing'. Harmonisation with other initiatives such as SRN and maximising the benefits they can deliver to SBCD. To be monitored against clearly defined targets for inward investment and service provision.
- Additional £3-5m of inward investment stimulated over 3 years.

Issues/Risks:

- Limited financial exposure for SBCD
- Time to deployment for 4G may be 3 years as Wales is not high priority under SRN, reducing potential impact achieved
- Regional priorities for 5G will have to be limited to dense urban locations
- Service take-up for 5G may not be extensive due to device costs
- Innovation in usage not addressed fully
- As there is little certainty around the impact of undertaking this option, the issues and risks around 'Do Nothing' also apply. The level to which they can be truly mitigated through supply side engagement is uncertain and there is little evidence from other areas of the UK where this approach has made a material difference

Option 3: Do Something: Undertake Future Telecom Infrastructure Review guidance in full & Driving SRN

Description and Rationale:

The thrust of the Telecoms Review and the SRN is to make it easier and cheaper for mobile operators to expand 4G coverage and introduce new services such as 5G and IoT. Fundamentally, this requires SBCD, along with support from local authorities in allowing their asset usage and in addition streamlining the planning and licensing processes. A higher degree of responsibility and autonomy would be required over Option 2, Supply Side Market Engagement. Responsibilities would include:

- Building a small central team to organise and support Local Authorities to deliver streamlined access and services to support mobile operators in building more coverage and services in 4G, 5G and IoT. In effect following the guidance provided for lowering the cost to MNOs of building infrastructure and shortening the time this takes
- Briefing industry on regional plans and requirements
- Lobby for inward investment
- Lobby Ofcom and DCMS to support a more targeted approach to regulation in Wales, to assist with the specific issues around lack of investment in mobile services and coverage
- Promotion of the region as a strong market for new technologies and services
- Innovation stimulation through knowledge transfer events and information promotion
- Joint business and industry events with connectivity service providers to promote innovation and identify key development areas in which deploying 4G and 5G can stimulate growth and inward investment
- Providing a highly effective and efficient single interface between mobile operators, industry and the regional public sector bodies to enable all aspects of deployment support
- Co-ordination of programmes with UK Govt and Welsh Government

Such a role has not yet been executed fully in the UK, although digital leads for fixed infrastructure do cover mobile as well. Suppliers are faced with multiple opportunities and are often responsive in their planning if they can more fully understand the market they are addressing and have a good understanding of the initiative and plans of the public sector.

Costs:

£250k - £500k per annum, with a cap of a five-year programme reaching £1.25m to £2.5m

Benefits:

Strong focus and leadership to target supportive interventions and to coordinate other funding channels such as DCSM, to benefit the region and SBCD.

Materially increased investment by operators over and above 'Do Nothing' through supporting actions.

Lowering the threshold for mobile operator's investment decisions through lowering the cost of deployment and doing business in the region. In addition, leveraging the market information held by the authorities on business locations, sectors and numbers to provide better revenue forecasts for the mobile operators.

Working closely with mobile operators would enhance their knowledge of the region and improve the identification of skills needed and the promotion of providing those skills from local resources. Mobile operators through a knowledge transfer programme would be made aware of other inward investment activities and jobs creation to inform their opportunity to enhance services and coverage to seize market share as early as possible.

Promoting the ideas of infrastructure sharing, including access to fibre connectivity for backhaul services.

Harmonisation with other initiatives such as SRN and delivering on its recommendations. To be monitored against clearly defined targets for inward investment and service provision, notably 4G and 5G coverage in key corridors, capacity and data rates comparable with elsewhere in the UK. Increasing the effective choice of mobile service providers, notably in rural areas by having competing deployments.

Additional £7m of inward investment stimulated after 3 years.

Issues/Risks:

- Limited financial exposure for SBCD
- Participation of all four local authorities necessary and a significant uplift in local skills and expertise
- Local Authority willingness to cede some responsibility and delivery to SBCD to support mobile operator's deployment of networks, including information and access to infrastructure assets
- Local Authorities undertaking this type of action individually[36] would miss significant efficiency gains by having a single central team and likely mean that skills overall would be lower
- Single point through which to do business not consistent, caused by variability in local authority engagement
- **Telecoms operators** fail to engage because there is no material improvement in their prioritisation and future planning for investment in the region due to a perceived weak uptake of 5G services

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[36] The FTIR document set seems to anticipate that Local Authorities would act individually. This would be very inefficient for the region.

Option 4: Do Something: Funded Intervention to extend 4G coverage

Description and Rationale:

Work in conjunction with the mobile operators to gap-fund mobile services in areas with poor indoor and outdoor coverage. Maximise the regional benefits from the SRN by fully engaging with DCMS and Welsh Governments on the process and how SBCD can be prioritised for additional 4G coverage. Organising and supporting Local Authorities to deliver streamlined access and their planning services etc. to support mobile operators in building more coverage and services in 4G & 5G, including the public sector providing intervention funding for radio access infrastructure (towers, roof-top sites and ducting) and offering these to operators under a site sharing regime to simplify and reduce the operators cost base. This would also include:

- Providing single business interface between Telco industry and the regional public sector bodies and a central resolution point for issues such as planning, wayleaves etc. Duplication of Option 3
- Co-ordination of intervention programmes with UK Govt and Welsh Government
- Providing Capex and Opex funding to support loss making 4G sites in terms of their usage and data throughput. This could include;
  - Upgrading all 3G sites to 4G equipment, accelerating deployment
  - Building new passive infrastructure sites, (towers, mono-poles and roof-top sites)
  - Deployment of 4G/5G active equipment to new sites
  - Building new duct work to support fibre backhaul links to sites

Costs:

Costs: £250k - £500k per annum, with a cap of a five-year programme of £1.25, to £2.5m.

Capex for infrastructure costs would range between £30k and £150k per site and be additional, assume 100-300 macro sites with a 40/60 risk share and half of these sites falling within SRN = 150 sites at average £60k = £9m.

Benefits:

- Increased investment by operators by lowering their threshold in terms of direct costs and the cost of doing business in the region for Mobile operators.

- Harmonisation with other initiatives such as SRN and delivering on its recommendations.

- To be monitored against clearly defined targets for inward investment and service provision, reflected in coverage improvement across multiple mobile operators and service enhancements to 4G & 5G.

- This should be delivered over a 3-year window and thereby quickly reduce the timescales in which parts of the region are likely to remain a poor or not spot.

- Additional £30m of inward investment stimulated after 5 years.

Issues/Risks:

- Currently the Mobile Action Zone consultation documents indicate that there is a need to build a large number of sites. This is based on latent demand, NOT areas with poor coverage, SRN would be targeted at a large number of sites, but this is unquantified at this time[37].

- Funding would need to be flexible, as any infrastructure to be built by the public sector would need to have a fixed tenancy agreement from one or more mobile operators, take up is therefore uncertain.

- Any infrastructure asset constructed by the public sector would need to be 'Open Access' and would represent an asset that would be expected to make a return. If sites where rented to mobile operators at a market rate (which may be a requirement under state aid) then the real savings to mobile operators would represent a cash-flow impact, not a true cost reduction.

- Agreement on where to build new infrastructure assets may be difficult to achieve, Operators would in all cases seek to maximise a return on their investment, resulting in current not-spots remaining so, unless SRN or individual investment cases for the operators demonstrate viability

- The Emergency Services Network already has a programme of extending 4G coverage and supporting the building of infrastructure in terms of Macro base station sites. There is an opportunity to work closely with this programme to encourage a wider extension to the coverage provided.

- Active equipment within the network being funded is an asset that could achieve a return through customer usage increasing.

- Investment in active equipment would need to carefully be considered as it could breech state aid rules and benefit a single supplier. Making active equipment 'Open Access' is highly problematic in terms of the current business model operated by mobile operators.

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[37] https://www.ofcom.org.uk/__data/assets/pdf_file/0031/192919/notice-of-compliance-verification-methodology.pdf

Option 5: Do Something: Support for Specific 5G/IoT Projects

Description and Rationale:

Work in conjunction with the mobile operators to operate a risk-based gap-funded mobile services in areas where there is a good use case to demonstrate the commercial and innovation impact of 5G/IoT. This option should be undertaken in conjunction with Option 3. Gap funding would be on the basis of joint investment in infrastructure and active network equipment and involve either a competitive process or partnership with a mobile operator on a case by case basis.

Purely as an example of projects, both core SBCD projects and others that should be considered are shown in the following table as 5G opportunities:

Project	Example Use Cases	5G	IoT	FttP	4G Adv
Waterfront Digital District	Media & Content production Cloud services	✓	✗	✓	✗
Pembroke Dock Marine	5G IoT Sensor Array - Manufacturing IoT Sensor Array - Energy Mgt	✓	✓	✓	✓
Life Science and Well-being Campus	Asset Tracking Health IoT Health Ultra-Fast Broadband	✓	✗	✗	✗
Life Science and Well-being Village	Wearables Smart Home Location tracking Analytics Tele-Support	✓	✓	✓	✗
Centre in Next Generation Services	Cloud and SaaS 5G Use Case Development IoT Use Case Development	✓	✓	✓	✗
Creative Digital Cluster	Media and content Cloud services	✓	✗	✓	✗
Rural 5G Fixed Wireless Access delivering 'Wireless Fibre' Services	Teleworking Digital Health	✓	✗	✓	✗
Bay Studios	Media & Content Non-Specific Fast Connectivity	✓	✗	✓	✗

It should be very much kept in mind that this is an example list and others can and will be added. However, it is a reasonable place to start. It should also be kept in mind that 5G is one enabling digital service, in almost every case Gbs fibre connectivity and IoT services will co-exist and will leverage each-others performance in digital transformation. All of the networks deployed will also be open for other use cases to exploit, they are in no way dedicated to a single project function or service delivery, they remain public-open networks exactly as current 4G networks.

There are also a number of projects that can be IoT led;

Rural Working TechHub - PoC Made as additional to 5G FWA above	Teleworking Digital Sector SME Innovation Digital Sector SME Growth	☐	☐	☐	☐
Internet of Energy	Smart Grid Smart Home	☐	☐	☐	☐
Homes as Power Stations	Smart Grid Smart Home	☐	☐	☐	☐
Factory of the Future	IoT Sensor Array - Specific Control - Specific Data exchange - Real Time	☐	☐	☐	☐

Costs:

Gap funding of between £300k and £500k per project depending on the technology being deployed and assuming match funding from industry for each location. Assuming five core SBCD projects, plus a further ten proof of concepts, a total investment of £7.5m.

Benefits:

Enable supported projects to fully reach their potential while acting as Proof of Concept for 5G and IoT. Accelerating the deployment of 5G and IoT will have a positive impact on inward investment and the growth of digital clusters where it is present. Focus initially on the core SBCD projects to ensure they reach their maximum potential in terms of technology enablement, plus a further ten projects of mixed 5G and IoT within key zones of; manufacturing, transport, energy and health. Assuming match funding, industry would invest £7m. Further potential gains are challenging to define without the inputs of the individual projects.

Issues/Risks:

Each project supported would have its own set of risks and issues that are not dependent on the provision of next generation wireless connectivity. In effect if any project does not have a positive business case for the services it will deliver, the deployment of 5G or IoT services is unlikely to change the position to a positive business case, in which case the digital infrastructure would not be supported and deployed.

Limited financial exposure for SBCD as only deployed against a separate business case

2.4 Economic Appraisal

2.4.1 Summary of long list

A summary of the long list options, possible targets and success measures, costs and economic benefits[38] is presented in the following tables:

Rural	Targets/ Measures	Costs over 5 years (2020-25)	Estimated Economic Impact 15y	Key qualitative impacts and benefits
1. Do nothing	-	-	-	
2: Do Minimum *Supply Side Engagement*	• Increase commercial inward investment by £5m over 5y Obtain £5-10m from funding applications	£0.5m	£15m	• Productivity enhanced • Aids start ups • Teleworking • Household benefits • Sustains communities • Delivers public services • Environmental
3: Do Something *Demand stimulation programme*	• Additional 5% uptake in NGA services over 5-year period i.e. approx. 17,000 premises in the region	£5m	>£15 - 20m	• Productivity enhanced • Aids start ups • Teleworking • Household benefits • Sustains communities • Delivers public services • Environmental benefits
4: Do Something *SBCD Procurement*	• 100% premises connected • 4,500 outlying premises	- £20m	- >£70m	• Productivity enhanced • Aids start ups • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Delivers public services • Environmental benefits
5: Do Something *Community Programmes*	• 10 rural community schemes	<£1m	<£3m	• Household benefits • Sustains communities • Delivers public services

Table 27 - Rural Economic Summary

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[38] See Annex 4 for economic analysis and impact multipliers

Connected Places	Targets/ measures	Costs over 5 years (2020-2025)	Estimated Economic Impact 15y	Key qualitative impacts and benefits
1. Do Nothing	-	-	-	-
2. Do Minimum *Supply Side Engagement*	• Increase commercial inward investment by £10m over 5 years • Obtain £5-10m from funding applications	£0.75m	£20m	• Productivity enhanced • Aids start ups • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Industrial benefits • Delivers public services
3. Do Something *SBCD Asset Investment*	• Build and upgrade 150-200km of duct infrastructure	£10m (see note below)	£60m	• Productivity enhanced • Aids start ups • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Industrial benefits • Delivers public services
4: Do Something *SBCD procurement*	• Minimum of 281 public sector sites connected • 184km of ducts and fibre infrastructure deployed	£20m (see note below)	>200m (£133m in Swansea City alone)	• Productivity enhanced • Aids start ups • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Industrial benefits • Delivers public services

Table 28 - Connected Places Summary

NOTE; The blend of public sector owned ducts and commercial owned duct investment will be determined in procurement. In option 4 in the table above we estimated the total blended costs of these two options is £20m i.e. if a procurement takes place it will include costs of options 3.

Next Generation Wireless	Targets/ measures	Costs over 5 years (2020-25)	Estimated Economic Impact 15y	Key qualitative impacts and benefits
1. Do Nothing	-	-	-	
2. Do Minimum: **Supply side market engagement**	• Increase commercial inward investment by £3m over 3 years	£0.75m	£3m	• Stimulates network build and inward investment
3. Do Something: **Undertake Future Telecom Infrastructure Review guidance in full & Driving SRN**	• Increase commercial inward investment by £7m over 3 years	£2.0m	£7m	• Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment
4. Do Something **Funded Intervention to extend 4G coverage to at least parity with other parts of**	• Increased investment by operators to improve coverage, £10m - £30m	£9m	£10m - £30m	• Productivity enhanced • Stimulates network build and inward investment • Teleworking • Sustains communities • Facilitates mobile deployment
5. Do Something **Funded intervention to deliver 5G and IoT connectivity in selected locations**	• Accelerated deployment by operators of 5G and IoT services over the first 5 years	£7.5m	£13.5m	• Productivity enhanced • Aids start ups • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Industrial benefits •

Table 29 – Next Generation Wireless Summary

It should be noted that many of these options are complementary and should be undertaken as part of a package of interventions for each of the three target market segments.

In addition, options should not be evaluated on total economic impact alone as each option will have different economic and social implications and risks.

In all cases there are significant benefits that are non-quantifiable. The challenge is that all options offer these benefits, other than the do-nothing option. The measure is to what degree the benefits can be achieved rather than there being a fixed differential of the different benefits available. The identification of non-quantifiable benefits is a well-trodden path when considering digital connectivity and services and includes;

- Avoiding isolation and loneliness
- Social inclusion
- Digital inclusion
- Empowering communities
- Access to information sources for social benefits
- Access to a wider market of suppliers and money saving
- Time savings in accessing goods and services
- Entertainment access
- Educational resource access
- Health resource access

2.4.2 Long list to short list criteria assessment

In order to derive a preferred short list of options, each of the long list options has been assessed against the critical success factors for the programme as summarised in Table 18 above.

The table presents each long list option against each of these success factors and colour codes accordingly with green strongly achieving the criteria through to red where there is limited benefit.

Rural Options	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk	Rank
1.Do Nothing	Poor	Poor	Poor	Good	Poor	Good	Poor	5th
2. Supply Side Engagement	Good	Medium	Good	Good	Medium	Good	Good	2nd
3. Demand Stimulation	Good	Good	Good	Good	Good	Good	Good	1st
4. SBCD Procurement	Good	Good	Medium	Medium	Medium	Medium	Medium	3rd
5. Community Programmes	Good	Poor	Poor	Medium	Poor	Medium	Poor	4th

Connected Places	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk	Rank
1. Do Nothing	Poor	Poor	Poor	Good	Poor	Good	Poor	4th
2. Supply Side Engagement	Good	Medium	Good	Good	Good	Good	Good	1st
3. SBCD Asset Investment	Good	Good	Good	Good	Medium	Good	Medium	2nd
4. SBCD Procurement	Good	Good	Medium	Good	Medium	Good	Medium	2nd

Next Generation Wireless	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk	Rank
1. Do Nothing	Poor	Poor	Poor	Poor	Poor	Good	Poor	5th
2. Supply Side Engagement	Good	Poor	Good	Good	Good	Good	Good	1st
3. Udertake 'Future Telecom Infrastructure Review guidance	Good	Medium	Good	Good	Good	Medium	Good	2nd
4. Funded Extension of 4G Coverage	Good	Medium	Medium	Poor	Medium	Medium	Medium	4th
5. Funded Intervention for 5G and IoT deployment	Good	Poor	Good	Good	Good	Good	Medium	3rd

Table 30 - Success Factor Map[39]

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[39] See Annex 5 for analysis framework

In order to derive these scores an economic case workshop was held attended by the digital leads from each of the authorities. The scores were discussed, captured and circulated for comment. The analysis in Table 24 presents the consolidated view.

There are a number of key external risks and challenges that could potentially impact the delivery of the proposed SBCD Digital Infrastructure project, these are:

- **State Aid:** It will be time consuming and costly for SBCD to undertake its own state aid application – typically 2 years and several man years of resources. In addition, the process remains uncertain given Brexit. If SBCD wishes to minimise risk in this field, it should:
  - Prioritise demand side measures (e.g. vouchers, demand stimulation) which do not attract state aid issues
  - Undertake rural in-fill procurements working in conjunction with national or regional programmes that have or are obtaining state aid clearance (e.g. Welsh Govt or DCMS Rural Gigabit Connectivity). This also applies to Community led schemes. However, SBCD should retain local control and direction of any intervention
- **Supplier appetite:** Industry is constrained in its capacity and the SBCD is competing with similar measures across the country, including in Wales. The key risks are:
  - Community schemes may attract smaller specialist operators, but there is a risk they do not attract sufficient industry appetite
  - Connected City/ Economic development full fibre projects may be viewed as less attractive outside central urban areas such as Swansea. In this case a blend of Full fibre procurement and public asset investment may be more appropriate
  - 5G Use Case projects are likely to overlap with those being undertaken within the UK and particularly across Wales. It will be necessary to harmonise efforts within Wales to maximise the opportunities of 5G and to benefit from the outcomes of other's Use Cases, particularly where this involves commercial models of intervention
- **UK and Welsh Government Programmes:** Such programmes will part fund and address the challenges the region faces. The key challenges are;
  - Funding and programmes do not materialise in a timely manner
  - Such funding does not fairly reflect the needs of the SBCD region
  - SBCD funding is used in-lieu of funding when other sources are available.
- **Ability to recruit and attract resources** to lead the digital programme and undertake all procurement, stimulation and co-ordination activities. Failure to have such resources would lead to a failure to deliver economic benefits
- **Stakeholder co-ordination** between authorities and other key stakeholders such as Welsh Govt and PSBA could result in delay and increased costs
- Under any heading, **Do-nothing will be in breach of UK and Welsh policy** objectives and commitments at the local authority level, but not SBCD level

These risks will be captured, monitored and reported. A summary of the risks under each of the intervention areas has been described in sections 1.3.6 (Connected Places), 1.4.6 (Rural) and 1.5.6 (Next Generation Wireless)

De-Selected Options

- Do-Nothing is negative in all cases and is therefore not considered further

Rural

- Option 5 is negative on nearly all measures and is therefore rejected

Next Generation Wireless

- Option 2 offers very limited economic impact and is therefore rejected
- Option 4 offers a neutral position and will be provided through SRN

2.4.3 The Preferred Option(s)

Given the above analysis a recommended strategy will consist of the following blend of activities

Rural

- Option 2: Supply side engagement
- Option 3: Demand stimulation programme
- Option 4: SCCD led in-fill procurement BUT only if;
  - State aid compliant
  - Utilising national state aid and procurement programmes but under SBCD financial and operational control

Connected Places/Economic Development

- Blend of Options 3- an investment in public sector owned duct infrastructure and 4, a procurement of commercial owned full fibre infrastructure should be undertaken. The blend of these two options will depend on supplier appetite to be defined in market testing with a total budget of ceiling of £20m

Next Generation Wireless

- Option 3, namely compliance with the guidance provided in the Future Telecoms Review should be executed under a central SBCD mandate and management, but would require the agreement and cooperation of all member authorities. In addition, the provisions of SRN should be a key focus with the aim of ensuring Wales receives the right level of additional coverage and that it is first in the queue for action with at least two mobile operators
- Option 5, selected funded interventions to deliver 5G and IoT connectivity in key locations should be executed under a central SBCD mandate and management

2.4.4 Sensitivity Analysis

Rural

The following sensitivity analysis has been considered

Demand stimulation activities deliver a lower take up of next generation services

In this analysis an industry standard benchmark has been used, demand stimulation delivers a 5% uptake in next generation services over 5 years equating to approximately 17,000 properties delivering an economic benefit of >£100m over 15 years. Hence a failure to deliver each 1% rise in take up results in a reduction in connectivity of 3400 premises and >£20 of economic benefit.

Lack of state aid compatible procurement channels restricts ability of SBCD to undertake in-fill procurement

This would result in an estimated 3-5000 outlying premises being without access to broadband services and an economic loss of approx. £50m over 15 years as well as social and environmental consequences. This cannot be replaced by demand stimulation activities.

Connected Places

The following sensitivity analysis has been considered

Industry unwilling to utilise public sector assets

If there is an unwillingness of industry to use public sector duct assets as a result of commercial or state aid concerns there will be an estimated economic loss of £60m to the region, notably in the development zones outside of central Swansea (e.g. Milford Haven/Pembroke Dock)

Industry only wishing to respond to procurement addressing central Swansea rather than region as a whole

A detailed cost model has been produced showing the costs of required infrastructure investment in each of the connected cities/ development zones areas. This is presented below:

	Length of network	Cost (£)
Carmarthenshire	63.2Km	£5.7m
Neath Port Talbot	42.7Km	£4.1m
Pembrokeshire	17.9Km	£2.1m
Swansea	60.7Km	£5.7m

Table 31 – Fibre Network length & cost

However, it should be noted that Carmarthenshire build is focused on Carmarthen and Cross Hands which are now subject to a BT build programme. This is likely to restrict supplier appetite.

In the event that industry only had the commercial appetite to invest in Swansea the cost would fall to £5.7m, delivering an economic benefit of over £133m over 15 years. This high cost benefit ratio derives from the concentration and density of business in Swansea compared with the other proposed build areas of Pembroke, Milford Haven, Llanelli and Neath/Port Talbot.

Failure of Welsh Govt to deliver trunk road infrastructure

The Welsh Government has developed its own business case for the development of a Trunk Road Network across the SBCD region. This network (if built) would deliver significant economic benefit for the SBCD region as it will enhance inward investment opportunities and facilitate enhanced backhaul for mobile deployment. It would also be complementary to the proposed asset upgrade and full fibre procurement programme.

Next Generation Wireless

The following sensitivity analysis has been considered

Limited industry appetite to deliver 5G and IoT in region

This would result in a loss of investment of between £5-£10m in the region by the operators. It could also impact the deployment by operators of extended 4G and lead to a wireless infrastructure being of lower capacity and speed than that deployed elsewhere in the UK.

SRN allowed to evolve without support or attention from Wales/SBCD region

If SRN is allowed to develop without monitoring or proactively driving an SBCD agenda then it will in every likelihood reach the required Ofcom levels of coverage, but localised issues will be left in the margin. The measure is a percentage for the whole of Wales and there is significant variation in how this might be achieved. This sensitivity is really a lost opportunity

2.4.5 Conclusions

The economic analysis for the digital infrastructure programme scheme has concluded that the most economically viable and beneficial interventions of the three areas of the Digital Infrastructure programme are:

Rural Programme

- A blend of rural options 2 (Supplier engagement) ,3 (Demand stimulation) and 4 (In-fill Procurement) should be undertaken.
- Options 2 and 3 offer a low risk, economic beneficial approach in a deliverable manner.
- In-fill procurement will be dependent on an appropriate procurement channel and state aid but does offer a strong economic impact along with significant qualitative benefits.

Connected Places Programme

- Should be undertaken with a blend of Options 3 (asset investment) and 4 (full fibre procurement) depending on supplier appetite to be defined in market testing.

Next Generation Wireless Programme

- Option 3 should be executed under a central SBCD mandate and management but will require the agreement and cooperation of all member authorities.
- Option 5 should be executed under a central SBCD mandate and management.

A summary of the economic appraisal for each of the three streams within this digital programme is presented in the following table:

	Portfolio	Rural	Connected Places	Next Generation Wireless
A. Economic Impact		£87.5m	£220m	£11.7m
B. Public sector cost (or appropriate value for cost). Note Cost includes total public sector expenditure by SBCD, DCMS and Welsh Government	**Note:** Additional commercial investment in leveraged by public sector investment	£21.5m	£12.5m	£4.5m
C. Appropriate BCR		3.5	11	1.5
D. Significant unmonetizable costs/benefits		• Productivity enhanced • Aids start ups • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Delivers public services • Environmental benefits	• Productivity enhanced • Aids start ups • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Industrial benefits • Delivers public services	• Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Productivity enhanced • Environmental impacts (e.g. reduced CO_2) •
E. Significant unquantifiable factors		• Central and Welsh Govt Funding	• Commercial appetite to invest	• Commercial appetite to invest in region

		policy and subsidies • State Aid • Levels and locations of commercial investment • Ofcom regulatory policy	• Role of PSBA • State Aid	•
F. Risk costs by type and residual optimism bias				
G. Switching values (for the preferred option only)				
H. Time horizon and reason		2021 - 2025	2021- 2023	2021 – 2025

Table 32 - Economic Appraisal Summary

A summary of the proposed expenditure under each of these three streams is presented in the table below. The table splits out to what potentially is provided by SBCD along with commercial investment and assumed central government grant funding. It should be noted that commercial investment is likely to emerge in two waves. An initial direct contribution to the proposed programme plan. Then in addition, there will be secondary pull through investment by the commercial sector as subsequent investment will be made to enhance and expand the digital infrastructure facilitated by SBCD. This has been presented in the table below. The key assumptions are as follows:

- In the rural stream Openreach is likely to make an initial contribution of up to 20% of project costs. A subsequent second wave of commercial investment will arise as unserved premises are connected and SBCD demand stimulation activities increase take up and demand. There are currently 20,500 white premises. If the SBCD and DCMS programmes establish FFIB in most of these locations and there is a 30% adoption rate, we can expect around 7000 new FTTP customers. In addition, demand stimulation programmes will increase demand for Openreach products and services across the region. A 5% increase in adoption would lead to around 15-20k new connections.

- In Connected Places experience in cities such as Aberdeen has shown, a multiplier between public and commercial sector investment of >6:1. Hence based on £12m of SBCD investment, commercial contribution of at least >£70m can be expected.

Stream	Proposed Budget	SBCD	Central Funding	Commercial Contribution to Initial Budget	Additional Commercial Pull Through Investment 15 Years
Rural	£25.5m	£8m	£13.5m	£5.0m	>£48m
Connected Places	£20.0m	£12.5m		£9.5m	> £70m
Next Generation Wireless	£9.5m	£4.5m		£6m	>3m
TOTAL	£55.0m	£25.0m	£10.0m	£12.0m	>£120m

Table 33 - Budget & Source outline

A split of this expenditure between revenue and capital for the programmes is shown below

Stream	Proposed Budget	Capital	Revenue over 5 years
Rural	£25.5m	£20.0m	£5.5m
Connected Places	£20.0m	£19.5m	£0.5m
Next Generation Wireless	£9.5m	£7.5m	£2.0m
TOTAL	£55.0m	£47.0m	£8.0m

Table 34 - Revenue & Capital splits

3 Commercial Case

3.1 Background

This section presents the commercial case for the short-listed options. It should be noted that there are a range of commercial choices to be made under each of the proposed workstreams and external factors that shape the commercial choices to be made. The following sections are discussed in turn:

- Potential procurement routes
- Service requirements
- Risk transfer
- Commercial and contractual considerations.

The section concludes with a summary of the key commercial questions faced by SBCD and the dependencies.

Throughout this commercial case frequent references are made to how any intervention will be managed and undertaken by SBCD.

In addition, there are two key external factors that will impact the commercial model chosen; state aid and the roll of PSBA. These are summarised below as background introduction to the analysis.

3.2 State Aid

Through the commercial case frequent mention is made of state aid. As a general principle a public sector body cannot intervene in the digital marketplace unless clear market failure can be demonstrated.

In the case of next generation broadband services, it must be demonstrated that there is no commercial service available to a commercial or business premise and this must be demonstrated by asking suppliers through a consultation process what their existing and planned (over a 3-year period) infrastructure is to be. State aid clearance is then obtained at an EU level and administered by BDUK. This approach has been used by Welsh Govt for Superfast Cymru. Typically, a state aid clearance of such nature takes 1-2 years to obtain. If a further intervention is required in the same areas for a further upgrades of infrastructure (e.g. to increase speed or capacity) a further clearance is obtained. **This is relevant to the rural stream**

An alternative intervention approach is for the public sector to procure infrastructure and services to serve it*s own sites only*. This may, as a consequence, serve to anchor investment in the region by a commercial operator as the public sector contracts stimulates inward investment and reduces commercial risk. This is the approach being undertaken by other regions under the DCMS LFFN programme. DCMS has not made a Notification to the EU Commission and so BDUK does not have any delegated authority. This means that it is a matter for SBCD to confirm that they are working within the State aid regulations and to deliver projects through "no aid" routes. The DCMS assessment is that the purchase of gigabit capable connections by public bodies, either

as an aggregated, regional approach or for individual sites is 'no aid' on the basis that it is not market distorting, as long as the public bodies only buy what they need. **This is the approach that would need to be adopted under the Connected Places stream.**

The final relevant scenario is if the SBCD wish to upgrade assets such as ducts and makes these available to the market. Here the approach is to demonstrate 'no aid' through the Market Economy Operating Principle (MEOP). The State Aid regulations treat the delivery of goods or services by the public, or private sector organisations in the same way. The MEOP provides a mechanism to demonstrate whether there is a market distorting effect from a public sector organisation delivering goods or services. If there is not a distorting effect, there is no State aid. For Public Sector Assets expansion and upgrade SBCD must be able to demonstrate through the MEOP principle that there is no aid and that the project is a genuine investment, including clearly demonstrating risks and profits and market-based pricing.

The above principles shape the commercial and ownership model that can be used.

3.3 PSBA

The Public Sector Broadband Aggregation (PSBA) is a managed network that connects public sector organisations in Wales to a private secure Information and Communications Technology (ICT) Wide Area Network (WAN).

It is highly desirable that all rural and connected cities interventions are complementary to the PSBA to ensure that public sector sites continue to receive services. In addition, the PSBA effectively acts as a channel for the local authorities to easily procure connectivity services.

In the case of rural public sector sites, the PSBA is already working closely with Openreach and a number of Welsh Authorities to ensure that any full fibre upgrade to rural sites can be procured through the PSBA. This eliminates the need for SBCD to undertake a procurement for its public sector site connectivity. Pembrokeshire has been working alongside PSBA on this matter.

The situation in the Connected Places is more complex. In the Connected Places, SBCD has a choice between;

- Procuring a managed gigabit service to its sites. This could be procured through PSBA
- Procuring a new dark fibre or equivalent infrastructure in the footprint of the Connected Places over which PSBA (and others) could deliver services.

The usage of dark fibre network infrastructure sits outside the existing PSBA product set and as well as its commercial supplier BT. As a result, the PSBA will have to light any dark fibre procured in the Connected Places stream and deliver its service wrap over a third-party network infrastructure provider with whom it does not a commercial and operational relationship. This is a bespoke deployment by PSBA and involves additional costs in terms of equipment, design and programme management. Although achievable, experience in CCRCD has shown that it is slow and adds cost. It is however necessary if the SBCD commercial strategy is to widen choice at the infrastructure level.

3.4 Procurement Strategy

3.4.1 Background

A sub-set of the recommended shortlisted options will require the conduct of a procurement of assets and/or services. These are:

- Rural: Option 4; SBCD led in-fill procurement
- Connected Places: Options 3 (asset upgrade) and 4 (infrastructure procurement)

All will need to be undertaken in accordance with public sector procurement regulations and be fully compliant with relevant state aid regulations.

All procurements must be undertaken within the current procurement standards operated by the Local Authorities and other partners involved in the SBCD and be

aligned to overarching SBCD Procurement Principles. The procuring party will be specific to the procurement exercise and agreement by the Digital Infrastructure Board and / or Joint Committee as appropriate.

The chosen procurement strategies must take into account existing contractual arrangements and the role of the Welsh Government and the Public Sector Broadband Aggregation (PSBA). It is used by all authorities in the region from which they source connectivity services and a service wrap (note there are a small number of sites not sourced from PSBA). It is desirable that any new infrastructure or services procured are either via the PSBA or through a third-party infrastructure provider over which the PSBA is able to provide existing services to the local authorities.

The scope and services for each of the three main areas of the Digital Infrastructure project are different and will be carried out within a different environment of other intervention actions by the UK and Welsh Governments. To this end, each heading is treated separately.

3.4.2 Rural Connectivity

- **Preferred Option 2 - Supply Side engagement**
- **Preferred Option 3 - Demand Stimulation programme**
- **Preferred Option 4 - SBCD led in-fill procurement**

Options 2 and 3 represent an **internal team** providing support services, possibly with some external professional support. This does not require procurement.

Option 4 represents a procurement activity of some form.

Option 4 - SBCD led In-fill procurement

The procurement is the provision of connectivity to residential and commercial premises with no, or poor, internet access. All of the exact locations to be reached are to be specified within each procurement action, as well as the level of service[40] to be provided.

The actual procurement is complex due to state-aid issues. State aid clearance is required for each market intervention by the public sector at any given step change in technology. Currently there is a national state aid clearance for the provision of broadband services in accordance with the EU Broadband Guidelines (https://www.gov.uk/government/publications/state-aid-eu-guidelines-for-the-application-of-state-aid-rules). Obtaining a state aid clearance at a City Deal or authority level is NOT recommended due to timescales involved (typically 1-2 years), cost, replication of national clearances and Brexit uncertainties.

On this basis, the optimum procurement path is through the use of other existing procurement facilities, but against an SBCD provided scope. Several options may be available, including working through Welsh Government procurement channels and UK

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[40] Service should be defined as a minimum Mbs

USO programme[41].The procurement is further complicated by the fact that the SBCD scope cannot be fully determined until such time as the next phase of Superfast Cymru is identified and the processes that underpin the UK USO are known.

SBCD must be allowed to specify the locations and service level to be provided for each premise for any other funding mechanism that might be available.

Possible state aid compliant procurement routes currently open to SBCD are:

- PSBA; This can be the used for connection of the public sector estate in rural areas and PSBA is already in discussions with some of the local authorities in the region on this matter. (Note; If SBCD is successful in obtaining funding from the DCMS Rural Gigabit Connectivity Programme which seeks to drive fibre into public sector hubs in rural locations the PSBA can be used for delivery under this programme)
- Welsh Government Dynamic Purchasing System; For clarity it is NOT proposed that SBCD simply top-up the funding to subsequent Superfast Cymru waves as local control and prioritisation will be lost. However, the Welsh Govt is considering establishing a Dynamic Purchasing System whereby the region can call off its requirements from an approved list of suppliers under the shelter of a national state aid clearance. At the time of writing this scheme is yet to be finalised but SBCD should liaise with Welsh Govt on this matter to ensure its technical and commercial requirements are addressed in the design of the scheme
- DCMS USO channels; It is recommended that discussions are begun immediately with the DCMS to ascertain the best way for interaction. If at all possible, SBCD should take control of the funding and delivery of the USO in the region, and top-up individual connections where they exceed the £3,400 cap. This will introduce a local knowledge capability that a national scheme could not hope to fulfil. It would also allow more effective aggregation of the fee for each connection, sharing some of the costs to provide main fibre bearers into an area. This approach would also open the market for provision to smaller Alt-Net providers who may well agree to recruit from the local population for construction and on-going service support.

3.4.3 Connected Places

Option 3 – Infrastructure asset investment

Under this scenario SBCD fund the expansion and upgrade of public sector ducting within the region. The following points should be noted:

- Any ducting built or upgraded with public sector funding must be used by the authorities for their own use and the delivery of public sector services – it cannot be built purely for commercial objectives
- Any spare duct capacity can subsequently be offered to the commercial market to lower its costs of deploying fibre infrastructure in the region. However, this must be at benchmarked market prices and open access. Any investment in ducting which is subsequently offered to the market is subject to state aid and SBCD will

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[41] Announced but yet to be put in place.

need to ensure compliance. The approach is to demonstrate 'no aid' through a Market Economy Operating Principle (MEOP). The MEOP provides a mechanism to demonstrate whether there is a market distorting effect from a public sector organisation delivering goods or services. If there is not a distorting effect, there is no state aid. SBCD must be able to demonstrate through the MEOP principle that there is no aid and that the project is a genuinely commercial investment, including clearly demonstrating risks and profits and market-based pricing. In practice this requires SBCD commissioning a state aid lawyer or auditing company to prepare a report on the investment undertaken and express formal advice that there is no aid.

- With the exception of central Swansea, authorities have indicated there is limited ducting in the region that is suitable for fibre deployment.

Any duct infrastructure built must be for public sector use, linking property or street assets.

In terms of procurement planning SBCD will need to segment the initial design and build of duct infrastructure from any subsequent operation.

Initial design and build of ducting are typically undertaken by the preferred highways contractor of each of the respective authorities. This can be procured using existing frameworks and contracts but under an agreed, common, commercial grade duct specification

The planning and permissions required from local authorities to build the duct network should wherever possible be put in place prior to the tender process to give certainty to the bidders and allow a fast start to the work.

Upon building of the duct there will be a requirement to facilitate the opening of the ducts to commercial operators. There are effectively three commercial models to do this:

- A concession (e.g. Welsh Govt Trunk Road Network)
- A Co-Op (e.g. Tameside Council)
- An open model (e.g. Aberdeen City Council)

A fuller description and the merits of each approach are described in the enclosed link (https://www.gov.uk/guidance/commercial-models)

From a procurement perspective an open model is the simplest to undertake. In contrast a concession will require a full OJEU procurement process, usually under the Open or CPN procedures. A Co-Operative involves the transfer of duct assets into a co-operative venture which can be time consuming in terms of establishing the entity, its governance. establishment of operational contracts and asset transfer.

Option 4: Procurement of infrastructure and/or managed service

Under this Option the SBCD authorities procure either:

- Infrastructure; Notably the build and use of dark fibre (or an equivalent wavelength service) to a defined portfolio of public sector sites
- A Managed Service; Gigabit capable connectivity to sites.

This procurement will represent a service driven approach; whereby specific locations[42] are to be provided with a service rather than a specified physical network connection. The manner in which the service is provided will have some limitations placed upon it, but in general it is left to the supplier to provide the service through their selection of the most appropriate network connectivity.

a) Infrastructure procurement

If SBCD wishes to procure digital infrastructure it is typical to undertake an OJEU procurement (although some authorities have attempted to use existing frameworks' such as SWAN, YHPSN etc but these are typically limited in terms of their flexibility and suitability for an infrastructure procurement). A list of mandatory (and potential optional sites) are defined along with a proposed budgetary ceiling.

The cost, timescales and complexity of such a procurement process means that it would be beneficial to undertake this on a pan SBCD level led either by the City Deal or an agreed lead authority.

There are two approaches that can be undertaken;

- Establishment of an SBCD framework contract from which the authorities (and potentially other public sector bodies in the region) can call off as and when required. This maintains a higher degree of control at the authority level but is a two-stage procurement process. This is illustrated in Figure 1 below
- A one-off pan-regional procurement (possibly with regional lots). This is quicker but more centralised and is being used by Greater Manchester Combined Authority. It also constrains future public sector aggregation as bodies not party to the initial procurement cannot subsequently participate.

Under the framework approach, a central framework will be procured by SBCD on behalf the participating stakeholders. Points to note about this central framework are as follows:

- Suppliers will be placed on the framework following a competitive process – possibly using an Open Procedure

- Suppliers must have demonstrated a track record and capability to deliver at least one of the following services; dark fibre, Gigabit capable connectivity, additional services.

- The framework will include a template contract

- It will include instructions on how to call off

- Although pricing will be bespoke for each call off based on local requirements, the framework will specify high level pricing principles to ensure value for money. This will include benchmarking.

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[42] Locations are public sector locations which represent an anchor customer for services

- Each authority of groups of authorities will then define a call off contract based on their individual service needs, coverage and budgets.

- Each authority sources a service wrap from PSBA who delivers services over the new infrastructure

- There will be inter-stakeholder legal and financial agreements between all respective purchasing bodies as appropriate across this structure.

Figure 12 - Procurement Framework
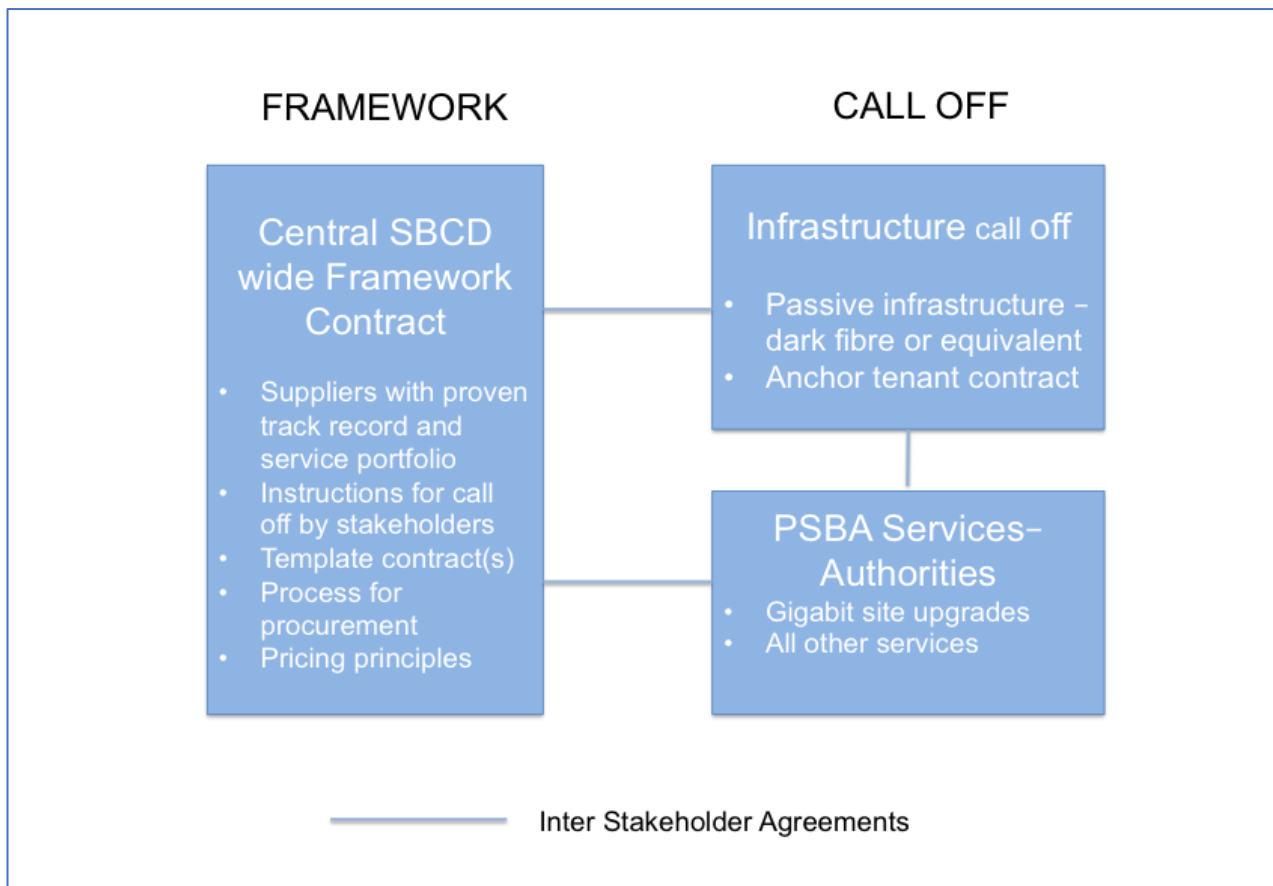
The alternative approach is a single procurement for agreed coverage across the region as a one-off. This will be quicker but will prevent further call-off actions at a later stage, including other public sector bodies in the region aggregating their requirements and connectivity spend.

Under either procurement approach it is likely that new ducting and fibre will be built across the region. ***The key commercial question is the ownership of this duct and fibre asset and whether it is in the public sector or commercial sector. This will need to be specified in the procurement as it will shape the commercial model and evaluation criteria***.

The table below summarises the merits of each approach;

Benefits	Ownership of ducts/fibre	Challenges
Public sector	Public sector owns an asset in return for its investment Scope to use to deliver other public sector services Potential for a revenue stream to recoup initial investment	Public sector unable to expand reach to commercial and residential market unless assets moved to commercially viable SPV Public sector responsible for operations, SLAs, sales etc Access to capital for future expansion Transfer of public assets into a new vehicle such as a co-op or SPV? Supplier appetite toward use of state-owned infrastructure may be limited
Commercial sector	Commercial sector owns assets but gives public sector an IRU in return for capital investment Likely to lower authority's revenue spend on connectivity No state aid constraints on expansion of network to commercial and residential areas	Public sector does not control coverage and reach Risk commercial parties will concentrate on limited number of high value commercial areas.

Table 35 - Ownership Models

Effectively there is a risk reward trade-off for SBCD, a commercially led approach reduces state aid and operational risk but does not deliver a revenue stream or asset to the public sector. Much depends on the motivation for the procurement. If driven by a desire for inward investment and connectivity to businesses and resident's commercial ownership tends to be favoured. If driven by a desire for the public sector to have an asset and a revenue stream, public sector ownership is favoured. To meet the SBCD core strategic objectives, the former is recommended.

However, there is not a consensus across the country on this matter. Both approaches deliver connectivity to the public sector estate and much depends on political priorities. Cities that have sought to maximise commercial inward investment into their region to serve businesses and residents have tended to favour an IRU on a commercial asset. These include Peterborough, Aberdeen, Newport and York. In contrast other have

favoured public ownership for political and social reasons and to generate an income stream. These include Bristol, Mid Sussex and Liverpool.

It should also be noted that some bidders may also be willing to take on risk, building some of the network and providing services at their own cost. Risk appetite will be reflected in the overall cost.

As part of the economic case the estimated build cost of Options3/4 across the key connected Places of the region was £17m. It is likely that this cost would not be fully carried by the public sector as the winning tenderer would be able to use the infrastructure for commercial use. A key element of the procurement process could be to score the level of contribution offered by the commercial sector in the selection of the winner. A further variation should be allowed. Bidders can explicitly show their risk appetite by committing to building and offering services across a wider footprint than that specified in the tender. A wider build-out at their cost would represent an inward investment. The weighting for this would need to be determined during the tender process.

The sources of capital funds from the public sector is typically derived from a blend of three sources;

- SBCD funds
- Other DCMS funding streams (e.g. LFFN)
- A local contribution by the authority.

In the latter case, authorities have looked at their on-going expenditure on connectivity services over a period of say 15-20 years. A percentage of this has then been capitalised to fund the building of a dark fibre network over which they will have a right to use. By using the IRU on a dedicated dark fibre savings can be made on an on-going basis as there will be a reduced requirement to procure circuits. As an illustrative example the Cardiff region analysed its PSBA costs across a time period. These costs are actually a blend of circuit cost with BT and a service wrap and management fee. PSBA provided this breakdown. It assumes that there is still a need to pay for the service wrap and management fee along with one-off costs for equipment upgrades and interest charges. However, there was a saving in circuit expenditure by migrating to an IRU approach and hence spend was migrated from the revenue account to the capital account to fund the initial build. This approach has also been used around the country by bodies such as Greater Manchester Combined Authority.

b) Managed Service Procurement

Under this approach SBCD authorities procure a gigabit cable managed service. This in turn will drive investment in fibre within the chosen footprint.

Under this approach services would be procured directly from PSBA without the need for a further procurement.

3.4.4 Next Generation Wireless

Option 3 – Undertake Future Telecom Infrastructure Review guidance in full & Drive SRN

There is no direct procurement action necessary.

The action will require the set-up and recruitment of a dedicated specialist team to provide, on behalf of the four local authorities, a service in line with that proposed in the Future Telecoms Infrastructure Review, (FTIR). A team of five is thought sufficient, provided each authority provides a single point of contact through which to deliver the streamlined services as proposed in the FTIR.

Due to the specialised nature of the staff, it is recommended that an external agency is used to identify internal and external candidates and to negotiate their selection and recruitment.

Option 5 – Funded intervention to deliver 5G and IoT connectivity in selected locations

It is considered that the team brought together for Option 3 will also be able to provide the additional support necessary to execute Option 5.

Procurement will be undertaken in respect of a project by project requirement, covering one, or a combination of two actions;

- 5G coverage and services
- IoT coverage and services

The only source for providing such coverage and services are the existing mobile operators and a few specialist 5G neutral host providers. For IoT services there are a number of IoT specialists, including ones that utilise semi-proprietary standards such as LoRaWAN.

Several options exist for securing 5G coverage and services, some of which are being explored in CCRCD and under the Wales RCC programme. As a first step, it is suggested that a dialogue is undertaken with interested parties. This may best be done through a formal market engagement using an RFI, seeking to gauge market interest and to establish direct contact with those CSP's interested and capable of deploying 5G services that match the use cases envisaged. It is likely that there will be a need to conduct one-to-one briefings of the CSPs to discuss the options. It is not recommended to have a single supplier briefing as there are different commercial options that bidders may choose to offer.

An important note is that any network coverage and services deployed through SBCD intervention or partnership would be open to the public and businesses to use, they would not be limited to the specifics of any one use case project. In this way, the benefits associated with the services being made available will be spread across a wide range of topics.

The specification that will be provided to the CSPs is simply the geographic coverage required and the type of service needed to support the intended use cases. CSPs may respond in several ways;

1. Where the coverage request intersects with the operator's own coverage plans and meets their own investment criteria, then a timetable can be agreed, with adjustments made to this depending on willingness to cooperate. In effect this would be an acceleration of commercial deployment by one or more CSPs and would represent a near zero cost to SBCD.
2. Where the coverage request is not in the CSPs current one-year planning horizon, then an accelerated timetable can be agreed, with adjustments made to this depending on willingness to cooperate. This is again an acceleration of deployment but may involve some level of commitment to purchase service in the coverage area. Again, this would represent a zero cost to SBCD, but the project use cases being supported will need to give a commitment to purchase services at a defined level and over a period of time. This might be particularly suited to IoT networks.
3. Where the coverage request is not in the CSPs current one -ear planning horizon and there is no commercial justifiable cause to accelerate deployment, then proposals can be invited from the CSPs to identify their individual *risk increment* in providing the coverage requested.
    a. The *risk increment* is the amount of co-investment they would need to have from SBCD in order to cover their losses over the initial three-year operational period, after which time the risk increment is ended and no further support is offered. This is in effect, assisting the CSP to establish a customer base within a fixed window, continuation of the service beyond this window is at risk, but it is highly unlikely than a CSP would cease services as the cost of removing the equipment would be prohibitive as would the public response.
    b. Different CSPs will have a different view of the risk increment, depending on their five-year horizon for coverage in the identified geographic area. The lowest *risk increment* would then be agreed with one or more CSPs that can achieve immediate deployment and service offering
    c. The project benefiting from the coverage would then be able to proceed and the SBCD team promote further use of the network coverage being provided for new use cases and further innovation
    d. Chosen CSPs would also be expected to promote the service and maximise usage and thereby their own direct revenue. Should the revenue being gained by the operator in the coverage area reach an agreed level during the three-year period when the *risk increment* is being paid, then the payment will stop immediately
    e. A mechanism will also be included by which the *risk increment* paid can be recovered on a quarterly basis should the coverage deployed exceed a level of agreed usage, (revenue), this would be reflecting a now profitable deployment, (i.e. the risk perceived at deployment did not materialise or ended sooner than anticipated through stronger user uptake).

The procurement is therefore a process undertaken on a use case project by project basis, with different SBCD cost and payment arrangements depending on the risk the

deployment represents. The procurement would also be treated as an investment with the potential for successful deployments returning the investment made by SBCD.

As there are significant numbers of variables in play, it will not be possible to specify the costs until there has been engagement with the operators on the specifics of the use case projects; service need, geographical coverage area and the wider market opportunity that the coverage might represent. An average risk increment per project has been calculated at £450,000[43] over a three-year period.

A single set of template requirements documents and contractual framework should be developed and used for all deployments. These documents will be novel.

The procurement itself should be in the form of a framework agreement for the supply of network coverage. Within the framework, there will be provision to run mini-competitions against each project's needs. The basis of the framework award will be on capability and willingness to accept the structure of a risk increment approach and in providing a return on the SBCD investments, made against set pre-determined success criteria. The risk increment value will be allowed to vary between 0% and 80%[44] of the total deployment and service provision cost.

It is not anticipated that there should or would be a case where the risk increment is 100%. This would represent a severe challenge to the CSP's own business case and indicate it is thought likely by the CSP to fail.

3.5 Service Requirement

3.5.1 Rural Connectivity

Option 2 and 3

There is no procurement under Options 2 and 3 and therefore no service requirement[45].

Option 4

Option 4 will involve a procurement. The service requirement will consist of;

- Specified locations at which a defined service is to be delivered[46]. It will be essential to identify target premises and locations in order to scope the requirement and satisfy state aid requirements (Note; a given area is not allowed to receive aid from two intervention programmes given a comparable technical

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[43] 5G projects would represent this figure, while IoT would be lower. An average has been used here.

[44] 80% is given as an upper bound to ensure some risk is taken by the CSP and some investment is made. The selection of projects will affect the risk increment applied.

[45] The management case will outline the internal organisation and services that are to be provided

[46] Service to be defined as an internet access speed

solution. Hence any area addressed by an SBCD intervention would need to be ring-fenced from Welsh Govt or DCMS interventions).

- Minimum download and upload speeds to be provided[47]. It should be noted that Superfast Cymru 2 (and other interventions such as R100 in Scotland) have specified either 24Mbps or 50 Mbps as minimum download speeds whereas the USO is 10 Mbps. Experience has shown that a rigid adherence to a single technical solution or speed is often unobtainable if reach is to be maximised and a blended approach of technologies and speed targets may be more appropriate[48].
- If procured through another funding intervention such as the Welsh Government Dynamic Purchasing System, there will be a series of operational, performance and financial guarantees.

3.5.2 Connected Places

Option 3

Construction of communications ducting to Telco standards, (carrier grade), to specified locations. Working to the appropriate UK standards, the duct work must be suitable for any service provider to lay and operate new fibre connections, given adherence to SBCD technical and operational policies governing duct access and maintenance.

Primary supplier(s) would be Civil Engineers and Telecom operators

Option 4

It is envisaged that the framework procurement will specify three services. Suppliers will be expected to offer one or more of these product sets but not necessarily the full set:

- Dark fibre or virtual dark fibre connectivity to sites: This will be defined as dark fibre tails between a site and an agreed point of presence. Such fibre will be used by stakeholders or their service provider. This dark fibre will provide the optimum level of scalability and future proofing over such a long investment period (minimum 20-year period Indefeasible Right of Use – IRU)
- Gigabit Connectivity: Suppliers should offer Gigabit capable services to sites. These will be active services as delivered by PSBA
- Other Services: Stakeholders may choose to procure other services from framework suppliers. These may include active wide area services, IT services, consultancy, mobility solutions etc.

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[47] The requirement for premises to have fibre connectivity by 2033 may require a level of future need to be accommodated

[48] A balance will be drawn at the time of procurement to ensure a sufficient level of futureproofing is included

3.5.3 Next Generation Wireless

In terms of the Digital Infrastructure, the service requirement is simply the provision of 3gpp standard coverage for 5G services over a specified area[49]. The specific requirements of what use the wireless connectivity will be used for is held within each specific use case. In many cases, even within the projects, generic services will be deployed by utilising the mobile networks, for instance, ultra-fast mobile broadband. All wireless networks are by their nature, open access, that is, any service can be operated over them, by any application provider[50].

Within the 5G ecosystem, there are requirements to support ultra-low latency, that is extremely fast response times as might be needed by smart/autonomous vehicles, ultra-fast speeds (>300Mbs to mobile devices) and vast numbers of IoT devices. Some of this is represented by edge computing and extremely high bandwidth connections in mm band spectrum, it is felt that the use cases being considered will not be at the leading edge of research in these areas, but more direct application of fast mobile data. Each use case once developed may have some enhanced requirements, but these should be dealt with as they emerge.

For IoT networks, there are several semi-proprietary solutions. However, it is highly recommended that any IoT use cases are deployed utilising the 4G or 5G network services in order to maximise the Open Access nature of SBCD interventions and support the emerging 5G/IoT ecosystems.

3.6 Risk Transfer

Across all the intervention types within Digital Infrastructure there are operational or deployment risks. If any of the assets remain within the public sector elements, these risks will remain with SBCD or the authorities.

Where SBCD is to deploy a team to provide interfaces or support to the public, SMEs and operators, then the risks associated with these team's performance reside with SBCD. An alternative does exist in the form of a Special Purpose Vehicle, (SPV), – InfraCo[51]. In this case the risks associated with coordinating local authorities' actions to meet the FTIR, procurement of services and demand stimulation can be placed within a single commercial entity, potentially wholly owned by the public sector. Such an option has strong merits and should be considered, provided it can;

- Operate in an autonomous manner to make faster decision
- Provide the centralised functions necessary and achieve scale efficiency
- Have sufficient delegated powers from Local Authorities and SBCD

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[49] The specification may define the ability to access the mobile network indoors as well as outdoors. In some cases, it might be necessary to define the signal strength that the network will deliver

[50] There are some uses which Ofcom or operators would not permit, but they are not ones envisaged by the projects being supported

[51] InfraCo and CommunityCo described in further detail in the Management Case

The risk profile of all the options selected are relatively low. The table below shows the overall risks, how they are allocated and whether they are high or low respectively under a Red/Amber/Green indication.

Rural	Design Risk	Construction Risk	Operational Risk	Technology Risk	Commercial Risk	Residual Value Risk	Reputational Risk
Option 2	None	None	None	None	SBCD	None	SBCD
Option 3	None	None	None	None	SBCD	None	SBCD
Option 4	None	None	None	SBCD	SBCD	SBCD	SBCD

Connected Places	Design Risk	Construction Risk	Operational Risk	Technology Risk	Commercial Risk	Residual Value Risk	Reputational Risk
Option 3	None	None	None	None	SBCD	SBCD	SBCD
Option 4	None	None	None	None	Shared	Shared	Shared

Next Gen Wireless	Design Risk	Construction Risk	Operational Risk	Technology Risk	Commercial Risk	Residual Value Risk	Reputational Risk
Option 3	None	None	None	None	None	None	None
Option 5	None	None	None	Shared	Shared	Shared	Shared

Table 36 - Risk Profiles

The highest risk with the lowest risk transfer is option 3, under Connected Places. The rationale for this, is that the duct to be commissioned and built will have no certainty of being utilised for fibre distribution and thereby services being offered which equates to Commercial Risk, Residual Value risk and Reputation risk. Likewise, should there be a poor uptake, the reputational risk for SBCD would be high in terms of an investment that failed to achieve its objectives.

3.7 Key Contractual Arrangements

3.7.1 Rural Connectivity

Option 2 and 3

No contractual arrangements are needed.

Option 4 - SBCD led procurement to In-fill un-served or poorly served locations

If SBCD utilises an established procurement route (e.g. Welsh Government Dynamic Purchasing System) it will call off from an approved list of suppliers and service specification. In this case requirements will be defined in terms of local SBCD priorities for service roll out, target areas and timescales. These may include;

- Specified locations to be connected within available budget and timescale
- Compliance of roll out to SBCD defined priorities
- Performance guarantees (speeds, availability etc)
- Technology to be used

- Initial Award Payment and then payment by connection completed.
- SLAs to cover initial services and commitment to improve services
- Fixed period of two years in which to complete the work[52]
- Investment recovery mechanism where revenues become greater than cost, operating for a period of 'n' years after completion[53]
- Single lump sum price
- Single prime supplier.

3.7.2 Connected Places

Preferred Option 3

A distinction needs to be made between the initial duct build and the on-going commercialisation of the assets.

It is presumed that the initial build of ducts will be undertaken with an existing supplier of highways infrastructure and under an existing agreed contract. Key issues to be defined are;

- Specified public sector sites to be connected by duct.
- Built to Telco industry standards
- Compliance to health and safety regulations
- Initial Award Payment and then payment by build milestone completed.
- Warranty period of at least fifteen years for passive infrastructure.
- Target period of two years in which to complete the work?[54]
- Single lump sum price for passive infrastructure
- Single prime contractor
- On-going maintenance and support.

The on-going operation and commercialisation will be undertaken under an open contract, concession or SPV/Co-Op. In all cases the key contractual considerations are as follows:

- Coverage; what will be offered to the market and where?
- Service specification
- Term (typically a minimum of ten years)
- Exclusivity rights
- Assets to be used
- Termination procedures
- Health and safety compliance
- State aid compliance

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[52] Timescales to be determined

[53] The period over which a clawback mechanism can work is yet to be determined

[54] Timescale to be determined

- Operations (including customer service, service management, project team, project management, project delivery, interworking with SBCD and term contractor)
- Reporting
- Installation
- Adherence to planning
- Community benefits (e.g. local employment)
- Commercial arrangements including potential assets rental fees to authorities and proposed revenue share arrangements.

Preferred Option 4 – Infrastructure or Managed Service Procurement

If an infrastructure procurement is undertaken, any framework contract is typically awarded based on service portfolio and track record along with pricing principles. Detailed specification, evaluation and contractual negotiations occur at the call-off level and should include the following issues:

- Locations to be connected by fibre. Typically, a mandatory list of sites to be connected within a budget ceiling is stated along with additional desirable sites with suppliers scoring higher for wider coverage
- Term length; Tenderers increase their evaluation scores for a longer IRU length
- Level of financial contribution to build costs by tenderer
- On-going operation and support / maintenance processes and costs
- Overall technical design and solution; PoPs, resilience, routes, capacity, use of existing infrastructure, dimensioning, interface to WAN supplier
- Open access
- Future proof and upgrade plans
- Optional service provided
- Compliance to regulations and standards
- Health and safety
- Testing
- Programme of works including street works and interface with local bodies
- Environmental and social considerations.

Any Managed Service contract would be sourced from PSBA under existing contractual and procurement terms.

3.7.3 Next Generation Wireless

Option 3 – Undertake Future Telecom Infrastructure Review guidance in full & Drive SRN

None applicable.

Option 5 – Funded intervention to deliver 5G and IoT connectivity in selected locations

The key contractual components should be;

- Framework agreement with all or some of the mobile operators and other neutral host operators able to provide the service

- The requirement will be set out as a service defined coverage in a geographical area
- Service levels will be set, such as good indoor coverage and minimum data speeds
- An upper limit on the risk increment should be set at 80% of the operator's cost of deployment
- Where it is necessary for new infrastructure to be built, use of infrastructure assets owned and controlled by the public sector should have a favoured-nation status and be utilised at commercial rates whenever they are suitable
- The fair market cost of using public sector infrastructure can be used as an offset within the risk increment
- The risk increment funding should be structured as an investment and is provided to *accelerate* the deployment of 5G coverage rather than specifically purchasing a service
- Any supported deployment must be open access, that is other services and users can make use of the network at the standard national service rate or its equivalent
- A threshold should be set against which the success of the deployment is measured. The measure can be revenue generated or throughput of data. Once the threshold is reached a return should be made on the investment represented by the risk increment
- Risk increments will be paid on a quarterly basis for a maximum of 3 years
- Returns upon success will be paid quarterly over 6 years from service commencement to the maximum of the total risk increment invested by SBCD

3.8 Summary and Key Commercial Considerations

3.8.1 Key commercial questions

With the chosen short-listed options, there are a number of options in terms of procurement, delivery model and ownership.

Each of these decisions are dependent on both internal factors such as budgets, resources, existing contracts and political preferences and external dependencies such as national and regional programmes and state aid.

A Digital Infrastructure team will work with regional partners through the governance arrangements outlined in the management case to determine the appropriate approach.

Rural Issues	Key dependencies
How should an SBCD rural in-fill procurement be defined and undertaken? • **What is the service specification?** • **What is the reach?**	Number of un-served premises Effectiveness of complementary programmes State aid compliance Availability of suitable procurement route Budget
Would SBCD offer loans to commercial players to stimulate inward investment (see section below)	Industry appetite Need for careful due diligence and on-going governance State aid compliance Budget
Connected Places	
What is the desire to invest in public sector assets (e.g. ducting)?	Willingness of SBCD authorities to use new ducting Appetite of commercial bodies to use public sector owned ducting State aid challenges
What is the scope of the procurement for commercial full fibre services in the region?	Available budget Integration with PSBA

• **Infrastructure or managed service?** • **Geographic coverage?** • **SBCD framework or one-off procurement?**	Integration with WAN and other contracts Supplier appetite to invest in region State aid
What is the level of commercial risk/reward that SBCD wishes to take?	Is the key motivation for the procurement to; • Enhance public sector connectivity? • Deliver additionality i.e. connectivity to businesses and residents in the region • Generate revenue and value?
Next Generation Wireless	
Selection of projects to be supported with coverage	SBCD core projects such as the Wellness Village and Milford Haven being supportive of the need for digital infrastructure a thorough review of the SBCD projects and any initiatives related to 5G within each partner local authority should be undertaken to select the most appropriate Use Cases. There may be a case to harmonise with CCRCD and RCC use cases.
Service types to be deployed	Appetite of CSPs to engage and support the use cases and the coverage areas proposed
Level of risk increment that is acceptable to SBCD	Funding structure to be applied

Table 37 - Commercial Issues

3.8.2 SBCD Financial Support

Some City Deals elsewhere in the UK have moved away from the concept of GAP funding towards an investment driven model. This may involve facilitating loans to digital infrastructure providers to enable investment in the region.

Typically, such loans are made at commercial rates and targeted at both infrastructure deployment and innovation. An example is the Cardiff Capital Region City Deal which has an innovation, infrastructure and challenge fund. This approach also satisfies state aid.

https://www.cardiffcapitalregion.wales/wp-content/uploads/2019/06/ccr-investment-framework.pdf

Broadway Partners have used such facilities in Monmouthshire where a loan was granted for the provision of broadband radio access services and fibre backhaul in

the hardest to reach parts of the County not reached by the Welsh Government national programmes.

Points to note are that:

- Typically, financial support is offered as debt not equity funding. Hence there are no SPVs to be established and managed
- Deals of this nature typically stimulate emerging innovative players to invest in rural areas and hence competition is stimulated
- In the event that the investment venture fails, SBCD would have step in rights and would take ownership of any assets deployed

4 Financial Case

4.1 Introduction

This section presents the financial case for the Digital Infrastructure programme. Key assumptions in this case are;

- All capital-intensive procurements take place in the financial year 2021/22
- All capital programmes are spent over a four-year period between 2021/22 and 2025/26
- A Digital Infrastructure programme team is recruited and commences work from Q4 2020
- All demand stimulation and supplier engagement activities commence in Q4 2020 and continue throughout a 5-year period

For the sake of consistency costs are presented for each of the rural, connected Places and Next Generation Wireless themes.

In additional the following points should be noted:

- **Income Streams:** An income stream in not envisaged under this programme. Expenditure is incurred for the purposes of procuring infrastructure for the public sector own use or GAP funding telecommunications infrastructure investment into areas that are not commercially viable. It should be noted that some authorities in the UK have sought to generate income though the commercial use of public sector assets (notably ducts). However, this is not envisaged in the SBCD region at present

4.2 Funding Sources - Capital Expenditure

This section presents the capital expenditure profile for each of the themes. The following points should be noted;

- In each table the anticipated contribution from SBCD, commercial sector and central government has been estimated
- In a number of cases it is anticipated that the programme will encourage additional further on-going commercial investment. This has been estimated wherever possible
- No commercial or central funding sources are guaranteed at the time of writing and will be dependent on the outcome of procurements and the region successfully applying for central government grant funding.

4.2.1 Rural

Rural capital expenditure will rest on the conduct of:

- SBCD led in-fill procurement
- Any SBCD funding to community schemes

- Central government investment in rural connectivity in the region through national schemes such as the DCMS Rural Gigabit Connectivity. Such funds will be for capital only. The Govt has stated that £200m of grants annually will be provided and distributed across the UK. SBCD will need to apply for such grant funding. We have used a conservative baseline assumption that the region captures 1% of national funds per year but this will dependent on the rules for fund allocation and the strength and merits of the region compared with other competitive bids.

In addition, the USO fund is also anticipated to provide extensive capital investment in rural infrastructure in the region but the scale and timing is unknown at the time of writing.

It should be noted that there is limited pro-active commercial appetite for investment in outlying rural areas for the provision of digital services. Such activity has to be initially largely stimulated by public sector intervention. However, in the event that such an intervention occurs, the private sector may subsequently invest. For example, in a rural settlement the initial delivery of fibre into the settlement is likely to be public sector funded and targeted at a community hub such as a school or health centre. However, once this footprint has been established the commercial sector may connect contiguous residential or business premises as the marginal cost of such a connection will have been reduced.

Project Capital Expenditure						
(£m)	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Total
SBCD	-	3.0	2.0	1.0	-	6.0
Central Government Grants	2.0	2.0	2.0	2.0	2.0	10.0
Private Sector		1.0	1.0	1.0	1.0	4.0
Total	2.0	6.0	5.0	4.0	3.0	20.0

Table 38 - Estimated Rural Capital Expenditure Profile and Funding Sources

4.2.2 Connected Places/ Economic Development Areas

The chosen options include a requirement for new duct and fibre infrastructure to be built in the key cities and development zone of the region. A detailed bottom-up cost modelling exercise was undertaken and the projected capital costs of the build programme was £19.5m. This assumes:

- Infrastructure is built in each of the priority areas identified in the economic case, notably Swansea, Neath, Port Talbot, Llanelli, Carmarthen, Pembroke Dock, Haverfordwest, Crosshands and Milford Haven.
- There is a build of new duct infrastructure across the region to facilitate this fibre deployment. It is possible that costs might be lowered through wholesale access

to commercial owned ducting (notably from BT). However, this will not be known until the procurement process is completed. Some telecommunications providers do not use third party ducting as they prefer to own their own infrastructure for reasons of financial, operational and management control. In addition, there may be a desire on behalf of the public sector to build and own its own ducting over some routes.

There is a greater commercial appetite for investment in key urban economic development areas and significant commercial investment has been leveraged elsewhere in the country. This is typically in two stages; an initial contribution to the building of a network to public sector sites followed by further waves of investment as the commercial sector connects residential and business premises.

Once again, such activity has to be initially stimulated by public sector intervention though the state aid compliant approach of connecting public sector premises. A number of other Cities have adopted this approach and these are attracting inward investment from industry. For example, Vodafone has announced a plan to build FTTP connectivity to 5m homes by 2025. So far, the cities that have been chosen are those where it has access to a dark fibre network infrastructure of the type envisaged in this programme. They include Peterborough, Milton Keynes, Aberdeen, Stirling, Coventry, Edinburgh and Huddersfield. In all of the above cases the Councils have driven inward investment through the use of public sector purchasing power to anchor investment.

Table 33 below presents the estimated capital expenditure profile for this programme of work. It assumes that;

- A procurement is conducted throughout 2021 with contract award by end of the year
- A three-year build programme commencing in 2021/22
- Capital costs are paid upon delivery of key build milestones (e.g. routes completed, or sites connected)
- The commercial sector contributes 40% of initial build costs for connectivity to public sector sites as it will subsequently be in a position to commercialise this infrastructure.

Project Capital Expenditure						
(£m)	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Total
SBCD	-	4.0	5.0	3.0	-	**12.0**
Central Government Grants	-	-	-	-	-	**0.0**
Private Sector	-	2.5	2.5	2.5	-	**7.5**
Total	**0.0**	**6.5**	**8.0**	**5.0**	**0.0**	**19.5**

Table 39 - Estimated Connected Places Capital Expenditure Profile and Funding Source

4.2.3 Next Generation Wireless

Table 34 presents the capital expenditure profile for the Next Generation Wireless theme. This is driven by the accelerated deployment by CSPs and potentially neutral host providers of 5G and IoT services over 5 years. This investment will be primarily commercially led under an intervention model supported by SBCD.

The tables show a front ended expenditure, this is considered reasonable and indeed necessary as all of the digital infrastructure will enable later benefits. The sooner the infrastructure is in place the sooner benefits can be realised. It is also stand-alone in that much of the expenditure is time limited only by the availability of resources within the digital infrastructure team.

Project Capital Expenditure						
(£m)	**Year1 (20/21)**	**Year 2 (21/22)**	**Year 3 (22/23)**	**Year 4 (23/24)**	**Year 5 (24/25)**	**Total**
SBCD	-	1.5	0.5	0.5	-	2.5
Central Government Grants	-	-	-	-	-	0.0
Private Sector	-	3.0	1.0	1.0	-	5.0
Total	**0.0**	**4.5**	**1.5**	**1.5**	**0.0**	**7.5**

Table 40 - Estimated Capital Expenditure Profile and Funding Sources

4.3 Funding Sources - Revenue Expenditure

4.3.1 Rural

Revenue costs will be incurred under the rural programme for:

- Supply side engagement
- Demand stimulation.

In addition, costs are incurred during any procurement undertaken. These will be both in-house staff resources and external consultancy and legal support (procurement and state aid). It is assumed an in-fill procurement is undertaken in 2021/22

Estimated costs by activity are presented below.

Estimated Revenue Costs						
(£m)	**Year1 (20/21)**	**Year 2 (21/22)**	**Year 3 (22/23)**	**Year 4 (23/24)**	**Year 5 (24/25)**	**Total**
Supply side engagement	0.15	0.15	0.15	0.15	0.15	**0.75**
Demand stimulation	0.8	1.0	1.0	1.0	1.0	**5.0**
Procurement support: internal external	-	0.1 0.15	-	-	-	**0.25**
Total	**1.15**	**1.4**	**1.15**	**1.15**	**1.15**	**5.8**

Table 41 - Estimated Rural Programme Revenue Costs

4.3.2 Connected Places

It is assumed that any duct/fibre infrastructure built as part of this programme will be maintained and commercialised by a commercial partner. As a result, revenue costs are relatively light and limited to;

- On-going supplier engagement and demand stimulation. However, it has been assumed that the resources recruited and tasked with this activity for the rural programme will also address these activities in the urban areas. Hence an additional expenditure of £50k per annum has been included
- One-off procurement of duct and full fibre infrastructure assumed in 2021/22

Estimated Revenue Costs						
(£m)	Year1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Total
Supply side engagement and demand stimulation	0.05	0.05	0.05	0.05	0.05	**0.25**
Procurement support: internal external	-	0.1 0.15	-	-	-	**0.25**
Total	**0.05**	**0.3**	**0.05**	**0.05**	**0.05**	**0.5**

Table 42 - Estimated Connected Places Programme Revenue Costs

4.3.3 Next Generation Wireless Corridor

Estimated Revenue Costs						
(£m)	Year1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Total
Next Generation Wireless	-	0.5	0.5	0.5	0.5	**2.0**
Total	**-**	**0.5**	**0.5**	**0.5**	**0.5**	**2.0**

Table 43 - Estimated Next Generation Wireless Programme Revenue Costs

4.3.4 Revenue Expenditure Summary

Estimated Revenue Costs						
(£m)	Year1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Total
Rural	1.0	1.5	1.0	1.0	1.0	**5.5**
Connected Places	0.05	0.3	0.05	0.05	0.05	**0.5**
Next Generation Wireless	-	0.5	0.5	0.5	0.5	**2.0**

Total	1.05	2.3	1.55	1.55	1.55	8.0

Table 44 - Estimated Digital Programme Revenue Costs

4.4 Funding Summary

The table below summarises the budget spend and investment sources along with associated benefits. Assumptions are presented in enclosed Annex.

Stream	Total Budget Spend (Revenue and Capital over 5 years)	Direct SBCD Capital Contribution	Direct SBCD Revenue Contribution	Other Public Sector Contribution	Direct Commercial Contribution	Additional Commercial Sector Pull through Investment	GVA Uplift over 15 years from Budget Investment]
Rural							
Option 2; Supplier Engagement	0.5	-	0.5	-	-	-	-
Option 3; Demand Stimulation	5.0	-	1.5	3.5	-	28.9	17.5
Option 4; In-fill Procurement	20.0	6.0	-	10.0	4.0	20.0	70.0
Connected Places							
Options 3/4 Duct Investment/Procurement	20.0	12.0	0.5	-	7.5	70.0	220.0
Next Generation Wireless							
Option 3; Infrastructure Review	2.0	-	2.0	-	-	-	-
Option 5; Support for Specific Projects	7.5	2.5	-	-	5.0	3.0	11.3
Total	**55.0**	**20.5**	**4.5**	**13.5**	**16.5**	**121.9**	**318.8**

Table 45 - Funding Summary

5 Management Case

5.1 Programme Management

The following structure will be established to deliver the SBCD Digital Infrastructure project.

5.1.1 Roles and Responsibilities

Figure 13 - SBCD Overarching Governance Structure
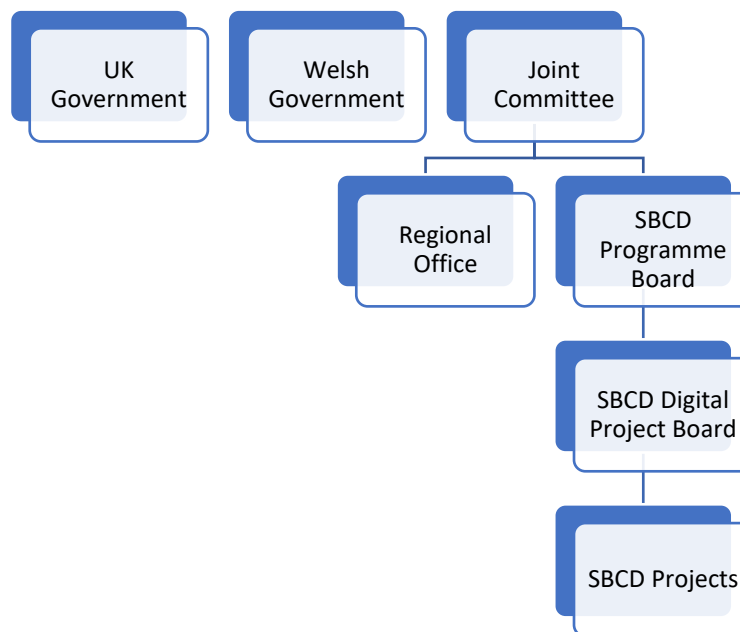
The Digital Infrastructure project is one of the nine Swansea Bay City Deal projects and, as such, is bound by the overarching governance operating model of the Swansea Bay City Region in the above figure, as defined in the Heads of Terms agreed by both the UK and Welsh Governments and the four Local Authorities. The Project will conduct its business in accordance with the City Deal regional strategy and parameters set out by the SBCR Joint Committee, Economic Strategy Board and Programme Board. Further detail on programme governance can be found in the Heads of Terms and the SBCD Implementation Plan.

- The **Joint Committee** has overall responsibility and accountability for the management and delivery of the Swansea Bay City Deal. The Joint Committee consists of membership from the four local authorities of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea as well as the University of Wales Trinity Saint David; Swansea University, Hywel Dda Health Board and Abertawe Bro Morgannwg Health Board as co-opted members. The Joint Committee is responsible and accountable for all decisions pertaining to the delivery of the City Deal. This includes; the identification, approval and implementation of governance

structures, management of financial and legal matters, performance management and monitoring as well as the progression of the regionalisation agenda.

- The **Economic Strategy Board** (ESB), which is representative of the private sector, provides strategic direction and advice to the Joint Committee on matters relating to the City Deal particularly in relation to investment proposals and in monitoring progress of the Deal. Its role also involves ensuring that the wider business community is fully engaged with the City Deal delivery in order to secure the programme's long-term legacy. The ESB will identify activity required to support the growth of the City Deal sectors with particular reference to the wider supply chain and make recommendations on this and other opportunities to maximise the impact of the City Deal across the region to the Joint Committee.

- The **Programme Board** consists of the 4 local authorities and wider membership from primary Stakeholder Partners: University of Wales Trinity St David; Swansea University and Abertawe Bro Morgannwg and Hywel Dda University Health Boards. In maintaining the role of an 'overseer', the Programme Board is responsible for ensuring the practical delivery of the Deal in its entirety with a particular role in supporting and monitoring project development; overseeing financial implications and managing risks, identifying benefits and constraints and ensuring that synergies between projects are maximised and activities are in strategic and economic concurrence with the 15 year City Deal plan.

- The **Accountable Body** is the legal entity which acts on behalf of the City Deal Joint Committee in discharging all statutory requirements in respect of the City Deal. The Accountable Body is responsible for ensuring that correct and robust financial, legal and governance arrangements and frameworks are in place for managing the City Deal. It also has a compliance and assurance role in ensuring that all decisions made by the Joint Committee are handled within financial and legal frameworks and are therefore lawful, appropriate and within budget. The Accountable Body provides technical expertise and support to the Joint Committee, Programme Board, Regional Office and other City Deal functions as appropriate in discharging its responsibilities

- The **Regional Office** is the central support and coordinating function to facilitate the delivery of all projects within the City Deal portfolio. This will involve consultative support on governance, project monitoring and evaluation, communication/engagement and liaison with Welsh and UK Governments. Operating within a well-defined regional framework delivers overall governance and ensures that the interrelationship between the projects can be utilised to deliver optimal outcomes and benefit maximisation across the City Region.

Digital Project Board –

The Digital Project Board will head the governance structure for the project and through the Digital PM will ensure the project is managed effectively, to approved timescales and in line with the governance structure of partner organisations. The Digital Project Board has overall responsibility for decisions pertaining to the strategic direction and, where appropriate, the operational delivery of the Digital Infrastructure scheme.

These responsibilities include but are not exclusive to:

- Approval of all major plans
- Approval of all deviations from agreed tolerances
- Arbitration on any conflicts that cannot be resolved at Project level
- Taking ownership of major risks and issues
- Approval and sign off of key project documentation
- Approving and funding key changes

SBCD will identify a Digital Project Board Chair and Senior Responsible Owner. The regional Digital Project Board will consist of senior lead officers from all regional Local Authorities, Universities and Health Boards and identified lead officers for Procurement, Legal, Communications and Finance. The Board will invite representation from Welsh and UK Governments. This regional Digital Project Board is responsible for guaranteeing equity and catering for the divers needs of all partners and stakeholders. The Board will be accountable to the Swansea Bay City Deal Programme Board, as defined in its formal terms of reference.

Figure 14 - Organisational Structure
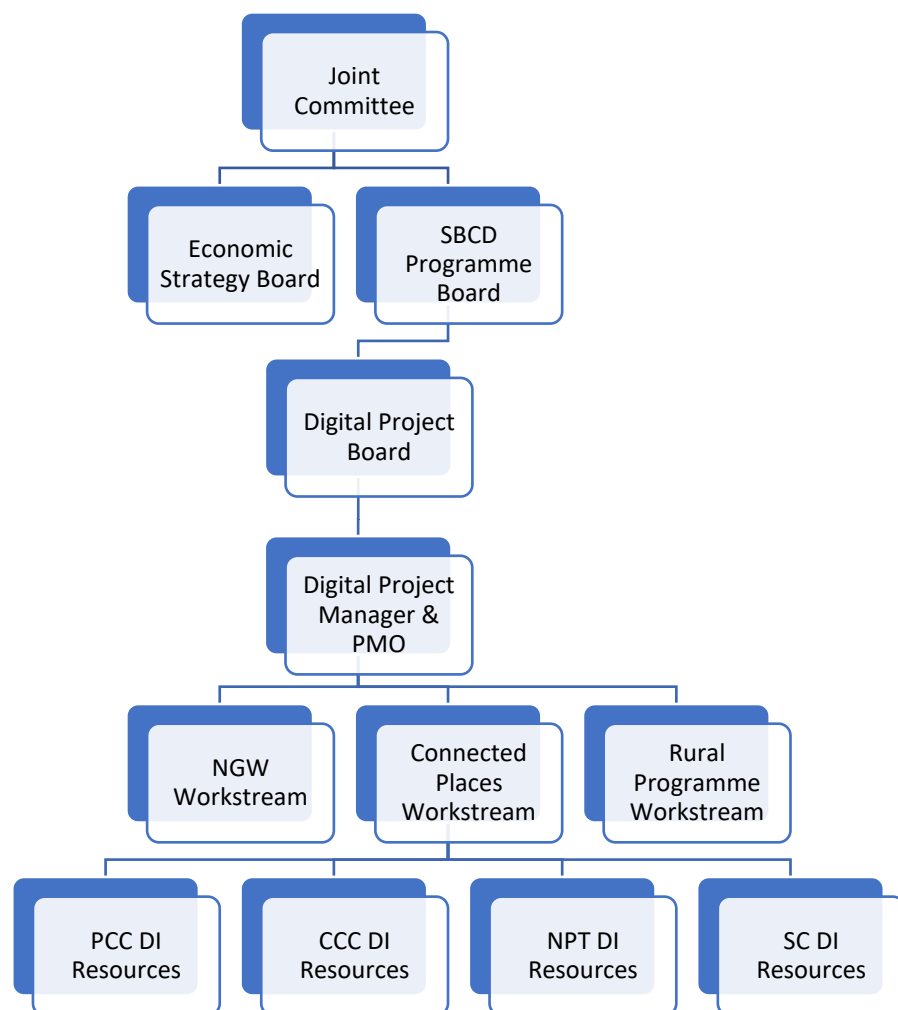
Digital Infrastructure Project Team –

A central Digital Infrastructure Project Manager (PM) and Project Management Office (PMO) team will be established to oversee and steer digital strategy and policy for the region in liaison with UKG, WG and the private sector. The Project Manager is charged with meeting project aims and objectives as set out in the project business case, overseeing risk and governance, maintaining communication and engagement across all sectors, and achieving project outcomes, including community benefits.

The PMO will be hosted by Carmarthenshire who are the named lead authority for the Digital Project within the City Deal and will be accountable to the Digital Project Board, Programme Board and Joint Committee as required. The central PMO team will comprise of:

- Digital Project Manager – SBCD
- Digital Infrastructure Officer x 3

In order to deliver the business plan the Project team will be responsible for the;

- Development of overall digital strategy
- Maximising and coordinating funding opportunities for the Region
- Interaction with Welsh and UK Govts on digital programmes
- Co-ordination and management of regional Digital procurement activities
- Supply side engagement with industry
- Development of regional procurement frameworks and procurement templates
- State aid guidance
- Development of regional guidelines and approach to demand stimulation
- Market analysis and monitoring of infrastructure deployed.

Where required the project team will utilise internal Local Authority services for procurement and other technical support. Also, where required the project team will utilise external legal (for state aid and procurement) and technical support.

Work streams –

Each work stream comprises of appropriate multidisciplinary membership to progress the key themes of the SBCD Digital Infrastructure Project

Local Authorities –
- Each authority continues to buy its own managed services from PSBA
- Each authority undertakes demand stimulation activities in its own area – possibly using a regionally agreed approach and collateral.
- Each authority owns and controls its own assets within its area
- Authorities provide dedicated support to procurement teams as required to support procurement activity and are responsible for definition of local requirements and installation planning

The Digital Infrastructure team will comprise of the following roles;

Resource	Number of FTE	Role	Locations
Project Manager – SBCD Digital Programme	1	Strategy, Fundraising, Stakeholder co-ordination, Interaction with Welsh and UK Govts	Swansea Bay City Deal (Hosted by Carmarthenshire)
Digital Project Officer	3	Support above activities	Swansea Bay City Deal (Hosted by Carmarthenshire)
Local authority, Health Board and University procurement support as required	0.25	Procurement	Each authority as required
Commercial /State aid legal advisor	0.25	Procurement	External
Local Authority, Health Board and University ICT Lead	0.25 per authority	Procurement and Build	Each authority
Local Authority, Health Board and University Asset management	0.25 per authority	Procurement and Build	Each authority
Local Authority, Health Board and University Network Analyst	0.25 per authority	Procurement and Build	Each authority
Local Authority, Health Board and University Marketing Officers	1per authority	Co-Ordination Marketing Demand stimulation	Each authority

Table 46 – Resources

5.1.2 Procurement resources and responsibilities

Two major procurements are envisaged under the Digital Infrastructure business case;

- Rural; Community hubs and in-fill of business and residential premises
- Connected Places; Full fibre/Duct Infrastructure

The above structure will require that these activities are completed as follows;

Rural

For procurement under the Rural element of the project, SBCD will be undertaking one or both of the following activities depending on identified need;

- Prioritising public sector sites to be used as hubs under the Regional Gigabit Connectivity Fund
- Procuring in-fill solutions to un-served residential and business premises through a national Dynamic Purchasing System/Framework

For both activities it is recommended that:

- Regional requirements be quantified and identified by the central Digital project team with the support of Digital leads from each authority and other key stakeholders who can prioritise target areas and service requirements in their local authority / service area
- The Central Digital project team will manage call off contracts from national programmes with Local Authority Digital Leads to co-ordinate local implementation and associated activities such as planning, street works and community engagement.

Connected Places

For procurement under the Connected Places element of the Digital project a SBCD regional framework will be established from which local authorities are able to call off procurements.

- The framework will be developed and procured by the central Digital projects Team with the call off contract scope defined by Local Authority leads. The scope will include sites, service requirements, operations, service and support and budgets. Where the footprint of the network procurement is likely to cross authority boundaries one local authority may take a co-ordination lead of behalf of some or all authorities if agreed.
- Local Authority Leads to manage and co-ordinate local implementation as with the Rural programme.

Supply Side Engagement and Next Generation Wireless

The central Digital Project team will be responsible for regional co-ordination of supply side engagement with industry. This will include:

- Briefing industry on regional plans and requirements
- Lobby for inward investment
- Promotion of regional opportunities for deployment of new technologies and services

- Arranging site visits, events etc
- Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, way leaves etc
- Co-ordination of programmes with UK Govt and Welsh Government

In addition, the team will be responsible for liaising with mobile operators and wireless service providers to manage all aspects of the Next Generation Wireless stream.

5.1.3 Demand Stimulation

The central Digital Project team will undertake a co-ordinating role and prepare regional collateral. Roles will include;

- PR and promotion
- Establishment of case studies of benefits and usage
- Events
- Promotion of connection voucher schemes of UK and regional Govt
- Provision of technical, commercial and legal support to community groups

The team will therefore be a resource to support each local authorities' own staff who are dedicated to local demand stimulation activities including;

- Engagement with local stakeholders such as business groups, community organisations etc
- Support and training programmes
- Use of social media
- Web based support

5.1.4 Programme Plan
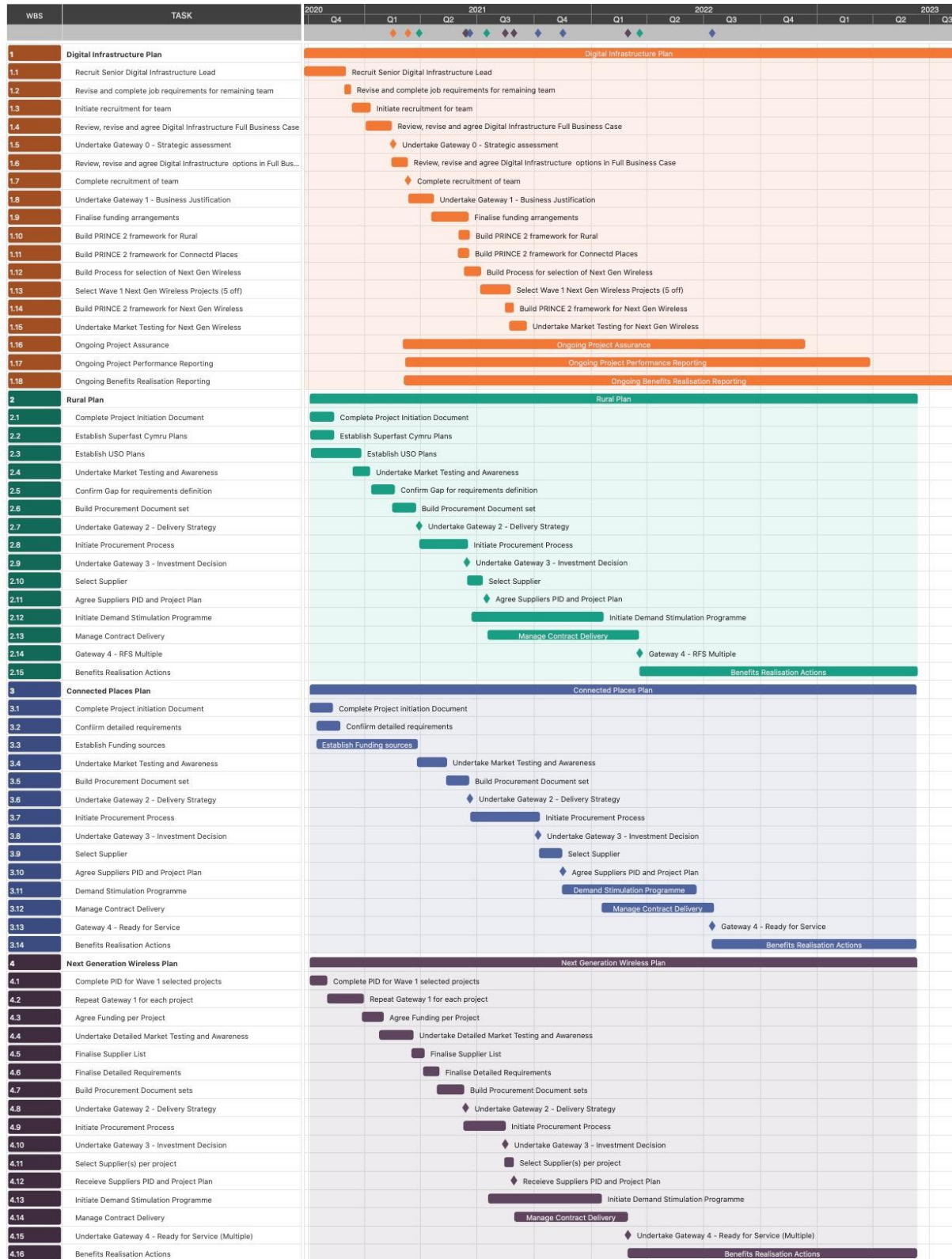
Figure 15 - Gantt Chart

5.1.5 The Work Breakdown Structure

WBS	TASK NAME	TASK KIND	START	FINISH
1 Digital Infrastructure Plan		**Task group**	**25-Sep-20**	**09-Aug-23**
1.1	Recruit Senior Digital Infrastructure Lead	Task	25-Sep-20	01-Dec-20
1.2	Revise and complete job requirements for remaining team	Task	29-Nov-20	09-Dec-20
1.3	Initiate recruitment for team	Task	11-Dec-20	10-Jan-21
1.4	Review, revise and agree Digital Infrastructure Full Business Case	Task	02-Jan-21	13-Feb-21
1.5	Undertake Gateway 0 - Strategic assessment	Milestone	14-Feb-21	14-Feb-21
1.6	Review, revise and agree Digital Infrastructure options in Full Busines	Task	13-Feb-21	11-Mar-21
1.7	Complete recruitment of team	Milestone	10-Mar-21	10-Mar-21
1.8	Undertake Gateway 1 - Business Justification	Task	12-Mar-21	22-Apr-21
1.9	Finalise funding arrangements	Task	18-Apr-21	17-Jun-21
1.10	Build PRINCE 2 framework for Rural	Task	01-Jun-21	19-Jun-21
1.11	Build PRINCE 2 framework for Connectd Places	Task	31-May-21	18-Jun-21
1.12	Build Process for selection of Next Gen Wireless	Task	10-Jun-21	07-Jul-21
1.13	Select Wave 1 Next Gen Wireless Projects (5 off)	Task	06-Jul-21	24-Aug-21
1.14	Build PRINCE 2 framework for Next Gen Wireless	Task	15-Aug-21	29-Aug-21
1.15	Undertake Market Testing for Next Gen Wireless	Task	22-Aug-21	19-Sep-21
1.16	Ongoing Project Assurance	Task	03-Mar-21	12-Dec-22
1.17	Ongoing Project Performance Reporting	Task	07-Mar-21	27-Mar-23
1.18	Ongoing Benefits Realisation Reporting	Task	05-Mar-21	09-Aug-23
2 Rural Plan		**Task group**	**04-Oct-20**	**12-Jun-23**
2.1	Complete Project Initiation Document	Task	04-Oct-20	12-Nov-20
2.2	Establish Superfast Cymru Plans	Task	05-Oct-20	12-Nov-20
2.3	Establish USO Plans	Task	06-Oct-20	26-Dec-20
2.4	Undertake Market Testing and Awareness	Task	12-Dec-20	09-Jan-21
2.5	Confirm Gap for requirements definition	Task	11-Jan-21	18-Feb-21
2.6	Build Procurement Document set	Task	14-Feb-21	24-Mar-21
2.7	Undertake Gateway 2 - Delivery Strategy	Milestone	28-Mar-21	28-Mar-21
2.8	Initiate Procurement Process	Task	30-Mar-21	16-Jun-21
2.9	Undertake Gateway 3 - Investment Decision	Milestone	13-Jun-21	13-Jun-21
2.10	Select Supplier	Task	15-Jun-21	10-Jul-21
2.11	Agree Suppliers PID and Project Plan	Milestone	15-Jul-21	15-Jul-21
2.12	Initiate Demand Stimulation Programme	Task	22-Jun-21	21-Jan-22
2.13	Manage Contract Delivery	Task	18-Jul-21	19-Mar-22
2.14	Gateway 4 - RFS Multiple	Milestone	19-Mar-22	19-Mar-22
2.15	Benefits Realisation Actions	Task	20-Mar-22	12-Jun-23
3 Connected Places Plan		**Task group**	**04-Oct-20**	**10-Jun-23**
3.1	Complete Project initiation Document	Task	04-Oct-20	10-Nov-20
3.2	Confiirm detailed requirements	Task	15-Oct-20	22-Nov-20
3.3	Establish Funding sources	Task	15-Oct-20	27-Mar-21
3.4	Undertake Market Testing and Awareness	Task	26-Mar-21	13-May-21
3.5	Build Procurement Document set	Task	12-May-21	18-Jun-21
3.6	Undertake Gateway 2 - Delivery Strategy	Milestone	18-Jun-21	18-Jun-21
3.7	Initiate Procurement Process	Task	20-Jun-21	10-Oct-21
3.8	Undertake Gateway 3 - Investment Decision	Milestone	06-Oct-21	06-Oct-21
3.9	Select Supplier	Task	09-Oct-21	15-Nov-21
3.1	Agree Suppliers PID and Project Plan	Milestone	15-Nov-21	15-Nov-21
3.11	Demand Stimulation Programme	Task	15-Nov-21	20-Jun-22
3.12	Manage Contract Delivery	Task	18-Jan-22	18-Jul-22
3.13	Gateway 4 - Ready for Service	Milestone	14-Jul-22	14-Jul-22
3.14	Benefits Realisation Actions	Task	15-Jul-22	10-Jun-23
4 Next Generation Wireless Plan		**Task group**	**04-Oct-20**	**11-Jun-23**
4.1	Complete PID for Wave 1 selected projects	Task	04-Oct-20	01-Nov-20
4.2	Repeat Gateway 1 for each project	Task	01-Nov-20	30-Dec-20
4.3	Agree Funding per Project	Task	27-Dec-20	31-Jan-21
4.4	Undertake Detailed Market Testing and Awareness	Task	24-Jan-21	20-Mar-21
4.5	Finalise Supplier List	Task	17-Mar-21	07-Apr-21
4.6	Finalise Detailed Requirements	Task	05-Apr-21	01-May-21
4.7	Build Procurement Document sets	Task	27-Apr-21	10-Jun-21
4.8	Undertake Gateway 2 - Delivery Strategy	Milestone	11-Jun-21	11-Jun-21
4.9	Initiate Procurement Process	Task	09-Jun-21	16-Aug-21
4.1	Undertake Gateway 3 - Investment Decision	Milestone	14-Aug-21	14-Aug-21
4.11	Select Supplier(s) per project	Task	14-Aug-21	29-Aug-21
4.12	Receieve Suppliers PID and Project Plan	Milestone	28-Aug-21	28-Aug-21
4.13	Initiate Demand Stimulation Programme	Task	19-Jul-21	18-Jan-22
4.14	Manage Contract Delivery	Task	30-Aug-21	01-Mar-22
4.15	Undertake Gateway 4 - Ready for Service (Multiple)	Milestone	28-Feb-22	28-Feb-22
4.16	Benefits Realisation Actions	Task	01-Mar-22	11-Jun-23

5.1.6 Use of special advisors

Specialist advisors may be necessary in the following areas:

- Technical
  - Capture of requirements
  - Production of service definitions
  - Production of procurement documentation
  - Interaction with stakeholders and national and regional governments
  - Supplier dialogue
- Legal
  - Draft contracts
  - State aid guidance and judgements
  - Procurement support in dialogue and contract finalisation

Such advisors are readily available from most large consultancy firms, but also from smaller bespoke consultancies.

There are a small number of legal companies with a track record in digital infrastructure procurements and specialist state aid units.

5.2 Arrangements for Contract and Change Management

The programme and project management approach will vary between each of the three Digital Infrastructure strands. However, in general terms, the approach will fall into one of two;

- For options that do not involve a procurement, there will be an objective setting phase and a project plan of actions, many of which will be ongoing rather than a specific fixed outcome, as an example Demand Stimulation activities
- For procurements, the SBCD programme and project management functions will be the responsibility of the supplier, SBCD will monitor, manage and provide assurance against the contracted requirements

In all cases PRINCE 2 will be adopted as the project management tool set. Where external suppliers are responsible for the programme and project management, they will be required in contract to adopt PRINCE 2, or they shall certify their practices meet or exceed the standards within PRINCE 2. Any and all project plans must be fully integrated across the relevant workstreams.

All projects will be required to construct a fully resourced project plan using Microsoft Planner or an equivalent professional level planning tool. Progress updates will be provided to the SBCD management team on a monthly basis. All plans will be baselined

and agreed with the SRO prior to project initiation. Revised plans can be proposed quarterly and adopted by the SRO programme team at their discretion.

5.3 Benefits Realisation

The measurement of benefits within the supply of an enabling digital infrastructure is problematic as there are so many moving parts that change and benefits could be assigned to. The key SMART objectives will be fully laid out under the Prince 2 methodology so that the delivery can be clearly identified in terms of physical assets and digital service coverage delivered.

An overarching benefits measure should be the percentage of households or SMEs in a given area taking up the digital services available. Some reports have indicated that an 80% take up could be expected for services of 30Mbs and more. Currently the regional take up is nearer 40%. Movement from the current level upwards once the Digital Infrastructure project is launched should be monitored quarterly as a key benefits realisation metric.

The use of the assets and service coverage once deployed are unrestricted, and benefits can flow from a wide range identified within the strategic case and also other as yet unspecified Use Cases that may emerge.

In order to measure a benefit against this list, ideally a base-line position would need to be identified, so that improvement or degradation can be seen. Unfortunately, the setting of a base-line would be open to interpretation and take a considerable amount of time and effort. It is therefore proposed that use is made of a sampling based primary research is used to identify improvements and hence benefits.

A Benefits Register template is given in Annex 3.

The measurement is not meant to be comprehensive, but focus instead on the most likely indicators that would give a positive measure of the introduction and use of digital infrastructure. The measurement itself will need to be carried out through sample based primary research programme, which will allow additional benefits to surface.

If possible, the benefit register should be utilised as part of any voucher scheme or connectivity engagement and support given to households or SMEs. By getting the actual users of the digital infrastructure to provide a before and after view in relation to the introduction or increased use of digital services would act as a very strong evidence base.

5.4 Arrangements for Risk Management

5.4.1 Risk Management Strategy

Within Prince 2, risk management, is fundamental to the process

5.4.2 Risk Register

The risk register should be a live document that is updated and referred to across the project delivery timescales and only retired once projects have been completed. The document is a fundamental input to the assurance and monitoring activities and to the final project impact assessment and evaluation.

A proposed layout for the anticipated projects is given in Annex 2.

5.5 Monitoring and Assurance

5.5.1 Assurance Framework

An assurance framework is included within the Prince 2 methodology and it is recommended this is adopted.

5.5.2 Post Project Evaluation

It is recommended that an independent body is tasked with post project evaluation, measured against the objectives and risk management within the business case. It is likely that further cross-cutting analysis would be beneficial, particularly in the role digital infrastructure has played within the areas of social cohesion and sustainability of communities.

It is also recommended that an independent project review is undertaken after 3 years of the digital infrastructure is approved. This will be initial findings and help bed down the assessment criteria and allow any adjustments in the information being collected by the interventions themselves to help clarify the inputs to the post project work.

Glossary

Ref	Expansion
SBCD	Swansea Bay City Region Deal
GVA	Gross Value Added
3G	Third Generation Mobile Services
4G	Fourth Generation Mobile Services
4G-Adv	4G using spectrum aggregation for higher speeds
5G	Fifth Generation Monile Services
FttP	Fibre to the Premises
FttC	Fibre to the Cabnet
Industry 4.0	4th generation industrial - digital control
IoT	Internet of Things, Machine to Machine
WiFi	Wireless Local Area Network connectivity
Full Fibre	Gigabit/Sec connectivity
USO	Universal Service Obligation - Broadband
CSP	Communication Service Provider
DCMS	Department of Digital, Culture, Media & Sport
FTIR	DCMS, Future of Telecoms Infrastructure Review
LFFN	Local Full Fibre Networks
BT	British Telecoms
PSBA	Wales - Public Sector Broadband Aggregation
Prince 2	Project Management Process
NEC	New Engineering Contract Model
GPT	General Purpose Technology
EE	Everything Everywhere Mobile Operator
MNO	Mobile Network Operator
Mbs	Megebits of data per second
Gbs	Gigabits of data per second
Ultrafast	>100Mbs < 300Mbs
Superfast	>30Mbs < 100Mbs
SME	Small to Medium size Enterprise

Annex 1

Key Reference Sources

Ref	Document	Doc Page	Ref Page
Sec 1	UK & Welsh Govt Swansea Bay City Deal MoU https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf	5	1
Sec 1	Department for Business, Energy & Industrial Strategy The Grand Challenges https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges	5	1
Sec 1	DCMS Policy paper Connectivity - building world-class digital infrastructure for the UK https://www.gov.uk/government/publications/uk-digital-strategy/1-connectivity-building-world-class-digital-infrastructure-for-the-uk	5	1
Sec 1.2	UK & Welsh Govt Swansea Bay City Deal MoU https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf	8	5
Sec 1.2	The Internet Coast, SBCRD 2016-2035 https://democracy.npt.gov.uk/documents/s20423/City	8	6
Sec 1.2	Ofcom - Achieving decent broadband connectivity for everyone https://www.ofcom.org.uk/__data/assets/pdf_file/0028/95581/final-report.pdf	11	1
Sec 1.3 Fig 2	Connected Cities Multiplier - Regeneris Report Rural Multiplier - Ofcom USO (see above) Transport Corridor - The Benefits of 4G, Stockholm School of Economics http://www.biceps.org/assets/docs/petijumu-serija/TSIDP16	12	25
1.4	Regeneris report: The Economic Impact of Full Fibre Infrastructure (Data Filtered for Swansea Only) https://www.cityfibre.com/wp-content/uploads/2018/03/The-Economic-Impact-of-Full-Fibre-Infrastructure-in-100-UK-Towns-and-Cities-12.03.18.pdf	13	1
1.4	Deployment of FTTP in rural Northern Ireland A DotEcon report for NI Networks, part of BT https://www.dotecon.com/assets/images/Deployment-of-FTTP-in-rural-Northern-Ireland.pdf	14	4
2.1	Ofcom Data Sources https://app.powerbi.com/view?r=eyJrIjoiZTg4NDMyZjctNWJhZS00MjNjLWIxYzMtZjkwYzljNDk2NzdmIiwidCI6IjBhZjY0OGRlLTMxMGMtNDA2OC04YWU0LWY5NDE4YmFlMjRjYyIsImMiOjh9	22	Data
2.1.1	DCMS Future Telecoms Infrastructure Review https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732496/Future_Telecoms_Infrastructure_Review.pdf	25	Report
2.1.5	WIK Report to Ofcom - The Benefits of Ultrafast Broadband Deployment	26	Report
2.3	Ofcom data sources as in section 2.1	39	Data
2.3.1	SQW Impact Assessment report on Next Gen Broadband Wales	40	60
2.3.1	Ofcom data sources as in section 2.1	40	Data

Annex 2 Risk Register. Showing early major risks. – Update to headings and review

Risk ID	Raised By	Date Raised	Risk Category	Description	Impact	Impact	Probability	Mitigation	Responsible Owner	Action Owner
No.	Name	Date	Source	Narrative	Time	Cost	Percent	Narrative	Name	
1			Business Case	There is currently a lack of resources engaged to deal with the Digital Infrastructure project. Urget recruitment is necessary	🟥	🟧	100%	1. Appoint recrutment agency 2. Second authority staff 3. Utilise external consultants to cover short term		
2			Business Case	Stakeholder coordination within the City Deal delays kick off	🟥	🟩	50%	Appoint digital lead as soon as possible		
3			Business Case	State Aid issues	🟧	🟧	30%	Seek legal advice across all three digital infrastructure streams		
4			Business Case	Supplier appetite to engage	🟥	🟩	30%	Appoint digital lead as soon as possible Engage with telecoms companies as widely as possible during project start-up		
5			Business Case	Prioritisation of funding from within SBCD funding allocation is low	🟩	🟩	10%	Ensure SBCD is fully enagaged with the Digital Infrastructure project and aware of the enabling and transformative aspects of its delivery		
6			Projects	Integration with other funding interventions is not achieved leading to a loss of investment from external public sector sources	🟥	🟥	30%	Ensure the digital lead has this as a primary KPI and that it is a reported item for all risk management activities		
7			Projects	Demand side stimulation is not coordinated with digital infrastructure delivery timescales	🟧	🟧	20%	Ensure actions around demand stimulation is coordinated with the requisite digital infrastructure becoming available or are least assured in delivery		
8			Projects	Digital infrastructure interventions happen in a peicemeal manner and the leverage achievable between them is lost	🟧	🟧	20%	The digital lead must coordinate all three streams to maximise the impact they can achieve. It is likely that the investment in one stream will enable or encourage investment in another. Identify KPIs to support the leveraged poutcomes		
9			Rural Project	The unserved premises are not identified accurately	🟥	🟥	25%	Both the USO and Superfast Cymru must identify the premises they cover, if they are unable to do this clearly then the project will need to develop localised resources to identify premises with no or poor services		

Risk ID	Raised By	Date Raised	Risk Category	Description	Impact		Probability	Mitigation	Responsible Owner	Action Owner
No.	Name	Date	Source	Narrative	Time	Cost	Percent	Narrative	Name	
10			Rural Project	The number of premises to be connected by SBCD is higher due to unfroseen limitations in other intervention fund	🟥	🟥	20%	Prioritisation may be necessary and would be done in consultation between the digital lead and each authority		
11			Connected Places	Private sector will not utilise public sector assets due to quality or commercial arrangements	🟧	🟧	20%	Project team to fully understand the motivations and concerns of oprivate sector investors to establish levels of challenges		
12			Connected Places	PSBA integration is problematic or PSBA is unable to extend its reach to rural communities	🟧	🟧	10%	Digital lead must work closely with the PSBA to ensure support and intagration with their programmes and actions		
13			Connected Places	Fragmentation across Authorities in priority to support digital infrastructure	🟧	🟧	20%	Digital lead and project team to have close relationship with authorities infrastructure and ICT teams on deployment options and actions		
14			Connected Places	Local business fail to take up services once provided	🟧	🟧	20%	Demand side stimulation must lead the provision of digital infrastructure		
15			Next Generation Wireless	Use Cases are weak in support of SBCD projects and other innovative projects	🟧	🟧	30%	The project team will help shape and technically outline projects to ensure they are attractive to 5G investments		
16			Next Generation Wireless	The MNOs are challenged with multiple opportunities across the UK and SBCD projects are not seen as a priority	🟧	🟧	20%	Digital lead must engage with ooperators to ensure they are fully aware of both the ambitions and objectives of the SBCD projects		
17			Next Generation Wireless	Other 5G intervention funds are not capataised upon	🟧	🟧	40%	The digital lead and project team must work with other interested parties to ensure high quality proposals are delivered for additional UK national funding opportunitires		

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Annex 3

Benefits Register

The benefits register has been developed under different stages of the projects and against both quantitative and qualitative assessments. The first table references the Implementation Stage, representing a number of areas that will stimulate inward investment by the public sector in constructing the digital infrastructure assets and can all be measured to reveal quantitative outcomes.

The next two tables represent the operational benefits to be accrued by the digital infrastructure deployed. Again, these are quantitative measures that will give direct benefits to both the citizens and business communities in the region. Digital Infrastructure is an enabling environment and as such the benefits are dependent on uptake and usage and as such benefits are built across several actions, not just the availability of the infrastructure.

The final table is representative of qualitative benefits. In many cases, digital infrastructure will stimulate usage across a broad range social and business areas that although not delivering clear and measurable outcomes, will nevertheless offer significant improvements in current ways of delivering services and information to both the public and private sector.

The benefits registers should become living documents through the life of the SBCD Digital Infrastructure project. The benefits registers represented here are a starting point.

BENEFITS REGISTER

Project Name: **_Digital Infrastreucture_** Date: Aug-20

Responsible Officer/Register Owner: xxxx

This Benefits Register will be reviewed regularly and will form part a standing Agenda on the Project Board.

Note: All the benefits in the Strategic Case and Economic Case must be accounted for within the Benefits Register - this includes the Economic Appraisal for the Preferred Option.

This Register should cover all benefits - Financial, Non-Financial and Qualitative identified during the Implementation and Operational Phases of the project.

Benefit No:	Benefit Description	Benefit Target	Targeted End Achievement Date	Year Time Value			Data Sources	Activities Required/Critical Dates	Responsible Officer/Who will deliver it	How will it be evidenced	Reporting
(unique no. in this register)	(including enabling project or activity)	Measurable Target - Expected level of change	Specific date when will the benefit be realised	(what benefits will be delivered over the 5yr, 10yr, 15yr period)			(what aspect of the project will give rise to the benefit - to facilitate monitoring)	(to secure the benefit)			
IMPLEMENTATION PHASE				5yrs	10 yrs	15yrs					
QUANTITATIVE INDICATORS											
IP 1	Connected Places:Increased commercial investment leveraged by SBCD project	£10m initial investment; £50m pull through investment	2021-2025	£30m	£30m		Reporting from telecommunications operators. Initial investment and build out reporting to form part of contractual obligations	Procurement and finalise contracts by 2020/21; Followed by initial 18month build programme	SBCD Project Manager, Digital Procurement Officer and Legal/State aid advisor	Tempates in contracts to provide evidence of km of duct and fibre built; Number of public sector sites served with gigabit connectivity monitored by IT departsments and SBCD Project Team	Monthly reporting on steps to achieve benefits realisation to the Project Board. Quarterly reporting to the SBCD Regional Office by the Project Lead and the SBCD Project Local Authority Lead to inform on progress towards achievement of the benefit. Project Lead to report to SBCD Regional Office when benefit target achieved. Project Lead to quartelly reports to SBCD Regional Office to highlight all changes to benefits outputs and outcomes.
IP2	Connected Places: Improved public sector assets and connectivity	Number of public sector sites with gigabit capable fibre (281 sites) plus building of duct infrastructure	2020-2023	£20m			Reporting from telecommunications operators. Initial investment reporting to form part of contractual obligations	Procurement and finalise contracts by 2020/21; Followed by initial 18month build programme	SBCD Project Manager, Digital procurement Officer and Legal/State aid advisor	Tempates in contracts to provide evidence of km of duct and fibre built; Number of public sector sites served with gigabit connectivity monitored by IT departments and SBCD Project Team	Quarterly Reports to Project Board as above
IP3	Next Generation Wireless; Accelerated deployment of 5G and IoT	£9m of initial investment	2020-2025	£9m	£9m		Reporting from mobile operators and servcie providers	Establish funding inventions by 2021	SBCD Project Manager & Digital Procurement Officer	Joint working with mobile service providers to establish reporting of deployment and investment levels	Quarterly Reports to Project Board as above
IP4	Rural: Demand stimulation programme to increase service take up	Number of business and residential premises with NGS servcies	2020-2025	£5m	£15m		Reporting from Ofcom and telecoms industry	Stilumation activities on-going from 2019-2025	Local authority Marketing officers and analysts	Reporting from trlecommunications companies and national and regional Govt monitoring	Quarterly Reports to Project Board as above
IP5	Rural in-fill procurement	Number of premises passed and service adoption rates	2020-2025	£20m	£5m		Reporting from telecommunications operators. Initial investment reporting to form part of contractual obligations	Procurement and finalise contracts by 2021; Followed by initial 2 year build build programme	SBCD Project Manager, Digital procurement Officer and Legal/State aid advisor	Tempates in contracts to provide evidence of premises passed;	Quarterly Reports to Project Board as above

BENEFITS REGISTER

Project Name: *Digital Infrastreucture* **Date:** Aug-20
Responsible Officer/Register Owner: xxxx
This Benefits Register will be reviewed regularly and will form part a standing Agenda on the Project Board.

Note: All the benefits in the Strategic Case and Economic Case must be accounted for within the Benefits Register - this includes the Economic Appraisal for the Preferred Option.
This Register should cover all benefits - Financial, Non-Financial and Qualitative identified during the Implementation and Operational Phases of the project.

Benefit No:	Benefit Description	Benefit Target	Targeted End Achievement Date	Year Time Value			Data Sources	Activities Required/Critical Dates	Responsible Officer/Who will deliver it	How will it be evidenced	Reporting
(unique no. in this register)	*(including enabling project or activity)*	*Measurable Target – Expected level of change*	*Specific date when will the benefit be realised*	*(what benefits will be delivered over the 5yr, 10yr, 15yr period)*			*(what aspect of the project will give rise to the benefit - to facilitate monitoring)*	*(to secure the benefit)*			
OPERATIONAL PHASE				5yrs	10 yrs	15yrs					
QUANTITATIVE INDICATORS											
OP1	*Gross new jobs directly created by the SBCD project*	*Direct employment in digital infrastructure deployment; Track employment levels in regional digital intensive industries; Track overall regional employment*	*15 years*				*Project Manager Monitoring Reports. Internal Management Information Systems' reporting data & HR records.*	*Ongoing from 2020*	*Project Lead*	*Project Manager project monitoring records. Floor/unit/building plans to show no of jobs that can be accommodated. Names of the businesses occupying the units/building/premises. Occupancy levels of buildings/no of businesses /jobs created in each business/total building & length of tenancies. Any documents to show that the jobs have been created and how many. Any other documents showing that these direclty relate to the project - business' staff structure chart etc*	*Quarterly Reports to Project Board as above*
OP2	*Gross Value Added (GVA)*	*Monitor investment levels in programme; Apply national benchmarks and multipliers to derive GVA*	*15 years*			*>£350m (£200m Connected Places, £150m rural)*	*Utilise national and regional digital impact surveys*	*Ongoing from 2020*	*Digital Project Office and Economic Development to Monitor*		*Quarterly Reports to Project Board as above*
OP3	*Improve the quality of public service delivery by ensuring all public buildings are digitally connected facilitating improved efficiency and public access to services*	*In-house operational records for service availability and cost of service delivery*	*15 years*				*Service delivery reporting*	*Ongoing from 2020*	*Heads of Service to monitor service deliver and operational costs*		*Quarterly Reports to Project Board as above*
OP4	*Cost savings to the public sector for digital connectivity*	*Telecommunications service providers and PSBA billing records*	*15 years*				*ICT infrastructure billing*	*Ongoing from 2020*	*ICT leads and network analysts*	*Monitor on-going ICT connectivity expenditure*	*Quarterly Reports to Project Board as above*
OP5	*Stimulation of competition in digital services*	*Track operator and service provider presence in region; Benchmark services and tariffs*	*15 years*				*Monitoring of services and costs - benchmarked against national and regional service offerings*	*Ongoing from 2020*	*Network analysts and marketing officers*	*Ofcom reports, analysts reports, Welsh Govt monitoring*	*Quarterly Reports to Project Board as above*
OP6	*Deliver economic benefits through the usage of digital infrastructure, notably increased efficiency and enhanced productivity.*	*Local authority and health boards operational reports*	*15 years*				*Industry surveys and case studies*	*Ongoing from 2020*	*ICT leads and Heads of service*	*Service delivery operational cost reporting*	*Quarterly Reports to Project Board as above*
OP7	*Improve the quality of public service delivery by ensuring communities in remote areas have access to services*		*15 years*				*Monitor service access and delivery and benchmark against urban availability*	*Ongoing from 2020*	*ICT leads and Heads of service*	*Service delivery operational reporting*	*Quarterly Reports to Project Board as above*
OP8	*Social cohesion and inclusion across the region to sustain communities*		*15 years*				*Monitor population levels, employment and migration from rural communities*	*Ongoing from 2020*	*Economic development officers, Community officers*		*Quarterly Reports to Project Board as above*
OP9	*Stimulate economic growth by enhancing opportunities for employment*	*Business start up reports, inward investment by digital intensive industries*	*15 years*				*Monitor employment records, job creation and number of business start ups*	*Ongoing from 2020*	*Economic development officers, Community officers*		*Quarterly Reports to Project Board as above*
OP10	*Innovation and ensuring the region is at the forefront of new service roll out and delivery*	*On-going monitoring of service availability from telecommunications industry*	*15 years*				*Liaise with wireless service providers. Monitor service availability and applications against national benchmarks*	*Ongoing from 2020*	*ICT leads, Economic Development*	*Surveys*	*Quarterly Reports to Project Board as above*
OP11	*Environmental benefits (reduced transport congestion and lowered carbon footprint)*	*Transport monitoring reports and surveys*	*15 years*				*Survey commuting patterns; Monitor congestion*	*Ongoing from 2020*	*Transport Planning*	*Transport monitoring reports*	*Quarterly Reports to Project Board as above*

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BENEFITS REGISTER

Project Name: *Digital Infrastreucture*　　　　Date:　　Aug-20

Responsible Officer/Register Owner:　　xxxx

This Benefits Register will be reviewed regularly and will form part a standing Agenda on the Project Board.

Note: All the benefits in the Strategic Case and Economic Case must be accounted for within the Benefits Register - this includes the Economic Appraisal for the Preferred Option.

This Register should cover all benefits - Financial, Non-Financial and Qualitative identified during the Implementation and Operational Phases of the project.

Benefit No:	Benefit Description	Benefit Target	Targeted End Achievement Date	Year Time Value			Data Sources	Activities Required/Critical Dates	Responsible Officer/Who will deliver it	How will it be evidenced	Reporting
(unique no. in this register)	(including enabling project or activity)	Measurable Target - Expected level of change	Specific date when will the benefit be realised	(what benefits will be delivered over the 5yr, 10yr, 15yr period)			(what aspect of the project will give rise to the benefit - to facilitate monitoring)	(to secure the benefit)			
OPERATIONAL PHASE				5yrs	10 yrs	15yrs					
QUALITATIVE INDICATORS											
OP1	Digital transformation is accelerated in the Public Sector	Acceleration in transformation beyond current planning	15 years				Authority annual reports. Authority strategy documents	Ongoing from 2020	Authority ICT lead	Monitoring progress in transformation and interviews with digital leads	Authority reporting
OP2	Access to Public Services via digital services increases and improves	More access is made to wider services through digital channels	15 years				Authority annual reports. Authority strategy documents	Ongoing from 2021	Authority ICT lead	Monitoring progress in transformation and interviews with digital leads	Authority reporting
OP3	Access by rural populations to Public Services increases and improves	More access is made to wider services through digital channels	15 years				Authority annual reports. Authority strategy documents	Ongoing from 2021	Authority ICT lead	Monitoring progress in transformation and interviews with digital leads	Authority reporting
OP4	Loneliness and isolation reduces through digital access to services and information	General reporting of condition is reduced	15 years				Authority annual reports. Authority strategy documents	Ongoing from 2021	Authority ICT lead	Monitoring progress through Social Services	Authority reporting
OP5	Better integration across digital platforms	Single versions of digital truths that is mapped across many digital platforms	15 years				Authority annual reports. Authority strategy documents. Industry led integration of information sources and integrated applications	Ongoing from 2021	Industry players and Local Authority service providers	Ease of use across digital platforms and applications	Authority reporting
OP6	Access to remote health services	Telemedicine	5 years				Health Service reports and analysis of patient access	Ongoing from 2021	Health Trusts & GPs	More acceptance and use of digitally enabled remote health services	Authority reporting
OP7	Time savings in accessing goods and service for the public and SMEs	More access is made to wider services through digital channels	5 years				Authority reports and business reports	Ongoing from 2021	Industry players and Local Authority service providers	Monitoring progress in transformation and interviews with digital leads	Authority reporting
OP8	Access to educational material through digital infrastructure	More access is made to wider services through digital channels	5 years				Authority annual reports. Authority strategy documents	Ongoing from 2021	Education authorities	Monitoring progress in transformation and interviews with digital leads	Authority reporting

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Annex 4

Economic Impacts
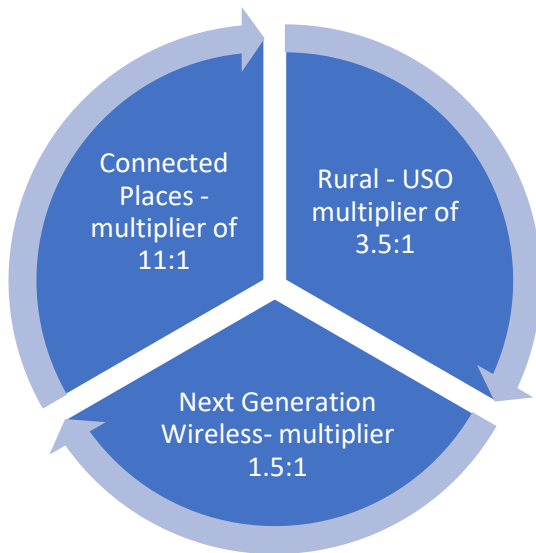
Research into the benefit/cost ratios that apply to the three main headings vary for different interventions across different deployments of digital infrastructure, but all are positive in their impact. Considering the three main headings and applying a conservative aggregation interpretation of current figures to make them directly appropriate, the following applies;

Connected Places 11:1 multiplier – extrapolation from Regeneris Report – The Economic Impact of Full Fibre Infrastructure in 100 Towns and Cities.

Rural 3.5:1 multiplier – UK Govt case for USO intervention & Superfast Cymru assessment

report.

Next Generation Wireless 1.5:1 multiplier – EC report on 5G impacts and TeliaSonera Inst, benefits of 4G Sweden and Estonia.

It should be noted that all three Digital Infrastructure deployment types above are complimentary and importantly amplify each other. Strong and widespread fibre deployments is a precursor for 4G-Adv and 5G, while many Use Cases are enhanced by the fact that they are able to deliver through both fixed and mobile applications and services.

It should be noted that there is so far a small body of evidence around the impact of 4G[55] and none related to 5G, simply because in the case of 4G it is a relatively new technology[56] and only **adds mobility** to the services available through fixed and WiFi services. For 5G, despite the hype, there is no concrete evidence as yet and it will be several years before research is available on this topic. For this reason, a very conservative multiplier has been adopted for

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[55] Research in Australia gave a significant impact to 3G/4G availability, although not measured as a direct economic impact. The figures indicate a 10% uplift in productivity for businesses due to mobile broadband. https://www.acma.gov.au/~/media/Numbering%20and%20Projects/Report/pdf/Economic%20impacts%20of%20mobile%20broadband_Final%20pdf.pdf

[56] EE Provided a report estimating 0.7% uplift in GDP over the life of 4G mobile broadband. https://ee.co.uk/content/dam/everything-everywhere/Newsroom/PDFs%20for%20newsroom/Capital%20Economics%20Report_ImprovingConnectivityNov2014.pdf

the Next Generation Wireless. If the hopes for 5G[57] do come to fruition, then the multiplier here is understated[58] by a factor of ten.

In all cases, the digital infrastructure deployment supported by SBCD will be of 'production standard', that is, it will be deployed as a long-term investment and service provider. It will deliver digital infrastructure that is fully integrated into the commercial base of connectivity in the region and not on the basis of short-term usage and impacts. In delivering this, it will be imperative to work with the private sector service providers for both fixed line and mobile operators and to integrate the Digital Infrastructure interventions with their networks and commercial operation.

Connected Places Case:

In the Urban /Economic Development Zones segment the Regeneris[59] analysis model has assessed the direct and indirect economic impacts of full fibre infrastructure over 100 UK cities. Specifically, in the Swansea Bay region, the modelled impacts of the direct benefits are >£200m against a projected investment for the region of £17m, a multiplier of 11. In fact, Swansea City itself has a multiplier of 20. These benefits are broken down as follows;

- Productivity improvements to businesses - 8%
- Start-ups – 9%
- Innovation - 8%
- Network build – 19%
- Enhanced teleworking and worker flexibility – 11%
- Household benefits – 45%

This assumes a build up as follows;

- services enabled: 1 year after the start of network build
- 35% adoption rate reached: after 5 years
- productivity benefits achieved: 1 year after adoption
- innovation benefits realised: 4 years after adoption.

Next Generation Wireless

There is little evidence available for the direct impact for better 4G coverage and as yet none for 5G, as it has not been deployed at this time in more than testbeds. Despite this, the general opinion of the industry is that 4G and 5G coverage is essential for both their general

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[57] Deloitte report to UK Govt.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/714112/The_impacts_of_mobile_broadband_and_5G.pdf

[58] General support given in European Commission Report: Identification and quantification of key socio-economic data to support strategic planning for the introduction of 5G in Europe.

https://connectcentre.ie/wp-content/uploads/2016/10/EC-Study_5G-in-Europe.pdf

[59] Regeneris report on the Economic impact of Full Fibre

https://www.cityfibre.com/wp-content/uploads/2018/03/The-Economic-Impact-of-Full-Fibre-Infrastructure-in-100-UK-Towns-and-Cities-12.03.18.pdf

customer base and also industry and the service sector as a whole. Work undertaken for the EU in relation to 4G services being made widely available in Sweden and Estonia, has estimated a benefit ratio of 1.5:1. Bearing in mind the very large impacts of deploying full fibre, it must be remembered that 4G in particular is only enhancing benefits further due only to its mobility, not by adding new services. In contrast, 5G opens significant opportunities for new services and innovation.

Rural

A direct comparator in this case is the work undertaken by Ofcom to determine the business case for the introduction of a Universal Service Obligation[60] so that every premise in the UK has connectivity at 10Mbs or above. This directly compares with the rural areas of the region. In their economic assessment, a benefit multiplier of 3.4-3.6:1 is set out. Independent research[61] for BT undertaken to assess the impact of investment in rural connectivity for Northern Ireland gave the following;

Benefit Category	Absolute Benefit	Benefit Multiple (relative to cost)
Productivity Growth	£50m – £410m	0.3 – 2.7
Employment Benefits	£290m - £890m	1.9 – 5.9
Teleworking	£40m	0.3

Table 47 - Rural Connectivity Investment Impacts in NI

In effect this gives a range of benefit multiplier of between 2.5 and 8.9. However, as the economic impact undertaken for the USO is very recent and is more conservative, the 3.5:1 figure is preferred for the rural Digital Infrastructure.

Taking all three of the headings, it should be noted that all of the above are additive, that is, they offer integrated connectivity solutions that will enable wider services and innovation.

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[60] https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/broadband-uso-need-to-know

A limit of £3,400 has been placed on any single connection, if the cost of connectivity is in excess of this, then a contribution will be required. It is also limited to customers who will NOT benefit from another publicly funded programme.

[61] The analysis was the delivery of 30Mbs services across rural areas in NI, DotEcon report for BT

Annex 5

Success Factor Analysis Framework – Update to headings and review

The tables reflect the inputs from workshops held with SBCD working groups during workshops. The assessment is identified by the normal Red/Amber/Green arrangement, with the best choice represented by having the most green boxes.

Rural Options	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk
Do Nothing	Does not meet any strategic plans from WG, Authorities or SBCD	Has No impact	Cannot be delivered as other intervention programmes cross over	Good as No Costs involved	Will drive supply chain to other regions and negatively impact other full fibre and 5G ambitions	Good as it would not interfere	Highest risk is terms of achieving the digital infrastructure goals
Supply Side Engagement	Corresponds to previous and current efforts	Historically not provided strong or measurable impacts	Corresponds to previous and current efforts	Low Cost - Small team	Suppliers respond to contact and sharing of data, but not a strong influencer of their objectives	Allows lobbying on both programme teams and supplier to create harmonised outputs	Low risk as based on influencing, not delivering
Demand Stimulation	Works through multiple streams for training and innovation support	Targeted stimulation gives higher success rates and allows broad brush sectorial improvements as well	Requires the use of existing skills, supported by supplier innovation actions, strong likilehood of success	Low Cost - Small team	Supply Chain investment cases are driven by revenue forecasts, improving the market size is positive for all	Will allow added leverage to interaces with other funding programmes and evidence to improve investment	Low risk as based on influencing, not delivering
SBCD Procurement	Will meet strategic goals	Investment will drive additional investment from the private sector, generally improves GVA	No guarantee of private sector take-up or additional investment	Large scale investments required	Reduces deployment costs, but does not solve the equation on low revenues for large investments	Other programmes are intervention funds to encourage the supply chain to action, not to support authority builds	Constant risk suppliers will not utilise any infrastructure offered
Community Programmes	Corresponds to previous and current efforts	Fragmented approach with limited take-up, localising any impact	Historically, very problematic as skills to execute do not exist in small communities	Fragmented approach removes any economies of scale	Fragmented approach removes any economies of scale for suppliers	Could be used to support other intervention programmes, but linkages not in place	Low numbers of successful deployments probable so high risk of limited success

Table 48 - Rural Options Assessment. Preferred choice, 'Demand Stimulation'

Connected Places	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk	
Do Nothing	Does not meet any strategic plans from WG, Authorities or SBCD	Has No impact	Cannot be delivered as other intervention programmes cross over	Good as No Costs involved	Will drive supply chain to other regions and negatively impact other full fibre and 5G ambitions	Good as it would not interfere	Highest risk is terms of achieving the digital infrastructure goals	
Supply Side Engagement	Corresponds to previous and current efforts	Historically not provided strong or measurable impacts	Corresponds to previous and current efforts	Low Cost - Small team	Suppliers respond to contact and sharing of data, but not a strong influencer of their objectives	Allows lobbying on both programme teams and supplier to create harmonised outputs	Low risk as based on influencing, not delivering	
SBCD Asset Investment	Aligns with UK, WG and SBCD. LFFN funding is directly equivalent	Investment will drive additional investment from the private sector, generally improves GVA	Private sector partnerships and investment are pre-requisite, success more likely	Leveraged investment with private sector. Costs also amortised over longer term (15y)	Supply Chain investment cases are more favourable due to anchor tenant model	Will allow added leverage to interaces with other funding programmes and evidence to improve investment	Timescales and level of invstment lead to higher risks, although many risks are shared with the supply chain	
SBCD Procurement	Will meet strategic goals	Investment will drive additional investment from the private sector, generally improves GVA	No guarantee of private sector take-up or additional investment	Large scale investments required, but revenue opportunities from rental of assets	Builders of the assets would be positive, but they do not share any ongoing commercial usage risks	Would be seen as an in-fill to other programme funding rather than a competitor	Constant risk service providers will not utilise any infrastructure offered	

Table 49 - Connected Places Assessment. Preferred Option, 'Supply Side Engagement'

Next Generation Wireless	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk
Do Nothing	Does not meet any strategic plans from WG, Authorities or SBCD	Has No impact	Suppliers will deploy 5G in Dense Urban anyway	Good as No Costs involved	Will drive supply chain to other regions and negatively impact other full fibre ambitions	Good as it would not interfere	Highest risk is terms of achieving the digital infrastructure goals
Supply Side Engagement	Meets some of the strategic intents of UK, WG and SBCD	Unlikely to secure a wide deployment of services outside city centres over 5 years	Suppliers are in engagement mode as they try to build their own business case for 5G deployment	Low Cost - Small team	Suppliers respond to contact and sharing of data, but not a strong influencer of their objectives	DCMS 5G programmes likely to be aligned to SBCD strategy	Low risk as based on influencing, not delivering
Udertake 'Future Telecom Infrastructure Review guidance	Would support all UK, WG, SBCD strategic intents around broadband and mobile broadband	Would offer a broad set of opportunities to stimulate uptake and innovation	Local Authorities highly recommended to implement, some central support available	Low Cost - Small team	Supply Chain investment cases are driven by revenue forecasts, reducing their costs of deployment is positive	Would not guarantee the delivery of 5G or IoT services within SBCD, but would be directly aligned to DCMS 5G funding	Low risk as based on influencing and cost reductions for the suppliers, no real delivery risks
Funded Extension of 4G Coverage	Will meet Ofcom, DCMS and WG strategic goals	Coverage extensions only needed in more rural environments. Better this was left to fixed broadband to achieve	Direct funding would be problematic under State Aid as there are four MNOs	Depending on intervention model, a site can cost up to £200k to build and operate	Reduces deployment costs, but does not solve the equation on low revenues for large investments	There are no programmes currently in place	Constant risk suppliers will not utilise any infrastructure offered
Funded Intervention for 5G and IoT deployment	Ealry adoption of 5G and IoT is a fundamental strategic aim for UK, WG and SBCD	Limited impact as deployments will be PoC rather than industrail scale role-outs	Supply side would do all deployment, therefore low risk of failure to deliver the services. Uptake is a different issue	Joint funding with private sector and time-limited exposure	Supply side is seking attractive Use Cases so is willing to engage and jointly innovate	Future programmes for 5G are imminent and these are likely to be closely aligned	Low numbers of successful deployments probable so medium level of success likely

Table 50 - Next Generation Wireless Assessment. Preferred Option, 'Undertake FTIR Guidance'

Annex 6

Summary of Financial Analysis – Assumptions and Sources

Financial Overview

Figure 1 presents a summary of the proposed budget for Digital Infrastructure Stream, segmented between Capital and Revenue Expenditure (Opex)

Stream	Proposed Budget	Capital	Revenue over 5 years
Rural	£25.5m	£20m	£5.5m
Connected Places	£20.0m	£19.5m	£0.5m
Next Generation Wireless	£9.5m	£7.5m	£2.0m
TOTAL	£55.0m	£47.0m	£8.0m

Numbers were derived from detailed bottom up cost modelling of addressing the requirements and needs of each of the respective streams. In the case of the rural stream the focus was to enhance broadband service provision in those areas where there is an absence of broadband provision or at a speed beneath a 30Mbps download. In the Connected Places the programme seeks to prioritise full fibre provision into the key urban centres and economic development zones across the region. The proposed budgets address these requirements. However, there is flexibility and the reach and depth of both programmes could be increased. This gives the programme flexibility to accommodate new funding sources. In contrast the Next Generation Wireless programme is targeted at the partial funding of key next generation wireless technology projects, which can also be scaled.

The key assumptions are as follows:

i)   Rural

In the rural programme we have the following activities selected from the long list of options:

- Option 2; Supplier Engagement; £0.5m revenue budget (See Economic Case Option 2 – Table 23. and description in Option 2 table). The £0.5m is comprised of £100k/annum over a five-year period. Tasks to be undertaken include;
  - Briefing industry on regional plans and requirements
  - Lobby for inward investment
  - Promotion of region as test bed for new technologies and services
  - Arranging site visits, events etc
  - Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, way leaves etc
  - Co-ordination of programmes with UK Govt and Welsh Government
- Option 3; Demand Stimulation; £5m revenue budget (See Economic Case Option 3 – Table 23 and description in Option 3 table) . SBCD establish a local programme to increase user awareness and adoption of digital services across the entire population of SMEs and households. Activities would include:
  - PR and promotion
  - Establishment of case studies of benefits and usage
  - Engagement with local stakeholders such as business groups, community organisations etc
  - Events
  - Promotion of connection voucher schemes of UK and regional Govt
  - Engagement with suppliers
  - Engagement with local businesses and residents
  - Support and training programmes
  - Use of social media
  - Web based support
  - Provision of technical, commercial and legal support to community groups
- Option 4; In-fill procurement; The estimated gap in coverage in the SBCD following the interventions from Superfast Cymru and the Universal Obligation Fund is estimated at up to 3-5000 premises (see Economic Case; Option 4 SBCD In-Fill Procurement). As these are the most outlying rural sites, we have a cost per line of £5000 based on the remaining unserved premises in BDUK. If we take a mid-range figure of the estimated gap i.e. 4000 lines, we have a capital requirement of £5000 x 4000 = £20m.

ii)   Connected Places

Detailed bottom up modelling was undertaken to derive the Total Capital Cost to link the public sector sites in the key development zones. As stated in page 88 a blend of Options 3- an investment in public sector owned duct infrastructure and Option 4, a procurement of commercial owned full fibre infrastructure should be undertaken. The blend of these two options will depend on supplier appetite to be defined in market testing with a total budget

of ceiling of £20m; £19.5m for network build and £0.5m to cover procurement and management costs.

In order to derive the costs a bottom up cost model was commissioned from their consultancy FarrPoint. Public sector site data was input to the model. The following approach was then taken. This model has been used by DCMS on a range of LFFN projects. Key assumptions are;

- The WAN requirements of the authorities will result in the build of a new duct and fibre infrastructure to serve all the sites centrally located Points-of-Presence (PoPs).;
- For the purpose of modelling, the PoPs are taken to be existing BT exchanges currently used to deliver the Council WAN connectivity
- A GIS tool was used to model an example network footprint, establish the routes over the UK road network, and capture route distances.
- The cost of the modelled network was estimated using standard industry benchmarks for civil and fibre infrastructure including: the cost of dig on roads, footpaths and soft verge including reinstatement, sourcing and installation of chambers, subduct, fibre cables, fibre joints, and including fusion splicing.
- For all sites, standard assumptions have been used to estimate a cost for work on the curtilage of each site including provision and installation of a small chamber and small splicing enclosure, a 20m soft dig outdoor with installation of a duct and sub-duct between the chamber and the building entry point, 10m internal cabling installation in existing containment, installation of a 4 fibre cable from external chamber to fibre termination point, termination of fibre on an existing rack and fibre patch panel or on a wall box.
- The cost model assumes a typical breakdown of work on road, footpath and grass verge.

iii)   Next Generation Wireless

In the Next Generation Wireless stream, we have the following activities selected from the long list of options:

- Option 3 ; Will be executed under central SBCD mandate and management with a cost cap of £2.0m (see Economic Case Option 3 page 75) The thrust of the Telecoms Review and the Welsh Mobile Action Plan is to make it easier and cheaper for mobile operators to expand coverage and introduce new services such as 5G and IoT. Fundamentally, this requires SBCD, along with support from local authorities in allowing their asset usage and in addition streamlining the planning and implementation processes.
- Option 5: Do Something: Support for Specific 5G/IoT Projects (See Economic Case Page 79): Note the cost of the team to manage these projects is taken to be covered under Option 3. There is a requirement to for 5G/4G+ augmentation to SBCD projects and the scope of these and this will be undertaken via the procurement process. The public funding will be constitutes R&D, training, knowledge transfer, network support for projects. Private funding will be in form of R&D, infrastructure and network management.

Summary of Investment Sources and Benefits

The table below summarises the budget spend and investment sources along with associated benefits

Stream	Total Budget Spend (Revenue and Capital over 5 year)	Direct SBCD Capital Contribution	Direct SBCD Revenue Contribution	Other Public Sector Contribution	Direct Commercial Contribution	Additional Commercial Sector Pull through Investment	GVA Uplift over 15 years from Budget Investment
Rural							
Option 2; Supplier Engagement	0.5 (Note 1)	0.0	0.5	0.0	0.0	0.0	
Option 3: Demand Stimulation	5.0 (Note 2)	0.0	1.5	3.5	0.0	28.9	17.5
Option 4: In-fill Procurement	20.0 (Note 3)	6.0	0.0	10.0	4.0	20.0	70.0
Connected Places							
Options 3/4 Duct Investment /Procurement	20.0 (Note 4)	12.0	0.5	0.0	7.5	70.0	220.0

Next Generation Wireless							
Option 3; Infrastructure Review	2.0 (Note 5)	0.0	2.0	0.0	0.0		
Option 5: Support for Specific Projects	7.5 (Note 6)	2.5	0.0	0.0	5.0	3.0	11.3
TOTAL	**55.0**	**20.5**	**4.5**	**13.5**	**16.5**	**121.9**	**318.8**

Costs contributions

The key budgetary cost assumptions made are as follows:

Rural

- Note 1: All supplier engagement costs are borne by SBCD. See Option 2; Supplier Engagement; £0.5 revenue Budget (See Economic Case Option 2 – Table 23. and description in Option 2 table) The £0.5m is comprised of £100k/annum over a five-year period.
- Note 2: Demand stimulation costs are split between central SBCD and other public sector contributions. It should be noted that some of the local authorities already have their own staff and resources to undertake this task. In addition, some central demand stimulation activities will be borne by DCMS as part of its Rural Connectivity programme
- Note 3: Based on other projects rural infill investment is split as follows:
- A 20% contribution from commercial operators based on BDUK experience in rural programmes such as Digital Scotland. This will be verified with Superfast Cymru
- A 50% contribution for central and regional govt schemes, notably Rural Gigabit Connectivity Fund and Superfast Cymru. This is based on the region capturing £10m out of the allocated national budget of £200m from DCMS
- 30% from SBCD. This is the balance of costs to address the requirements.

In addition, it should be noted that that it is central Govt policy that every premise will have a legal right to access broadband speeds of at least 10 Mbps

https://www.gov.uk/government/news/high-speed-broadband-to-become-a-legal-right

At the time of writing the operation of this funding it not known but it is likely that the region will benefit from further inward investment under this scheme. In addition, SBCD will be well placed to enhance the efficiency of this scheme in the region through its central co-ordination and demand stimulation activities

Connected Places

- Note 4: The split in costs between the commercial sector and SBCD will be determined during procurement. It is likely that the initial of direct commercial investment will be greatest in central Swansea. In other areas it will require greater public sector contribution.

The split of costs in LFFN projects of this nature have shown that that the public sector bears much of the cost of the initial project (typically 60%). This is because the initial project is solely to connect public sector sites due to state aid constraints. However, the commercial sector does acknowledge a contribution to the cost as it is able to commercial the assets. In subsequent pull through investment, the commercial sector bears the full cost as it is based on build out to homes and business premises.

If the SBCD is directly procuring its own duct infrastructure to own and use it will bear all costs. If it is procuring a right to use over commercially owned infrastructure the commercial sector will bear some of the initial investment costs as it is able to commercialise these assets.

Based on this experience in other national programmes of this nature we forecast that SBCD invests £12m of capital plus an additional £0.5m to cover procurement and management overheads.

Next Generation Wireless

- Note 5: SBCD bears costs of compliance to infrastructure review
- Note 6: SBCD makes a 33% capital contribution to specific projects; In order for the effectiveness of the envisaged SBCD projects to be optimized there is a requirement to augment their access to wireless infrastructure and the scope of this and this will be undertaken via the procurement process. In addition, the programme will also work with the mobile industry to identify other key projects of benefit to the region. The public funding contribution will consist of R&D, training, knowledge transfer, network support for projects. Private funding will be in form of R&D, infrastructure and network management.

Pull Through Commercial Investment

Rural

- Demand stimulation activities increase NGA adoption by 17000 lines. This will be across the region, an industry benchmark cost per line of £1700 has been made. This is the benchmarked from Digital Scotland. These investment costs will be borne by the commercial sector.
- In the in-fill procurement Openreach is likely to make an initial contribution of up to 20% of project costs. A subsequent second wave of commercial investment will arise as unserved premises are connected in the areas and SBCD demand stimulation activities increase take up and demand. There are currently 23,000 white premises. If the SBCD and DCMS programmes establish FFIB in most of these locations and there is a 30% adoption rate, we can expect around 7000 new FTTP customers. At £3500/line the pull through investment will be >£20m.

A good example of the benefits of a programme is superfast Cornwall

https://www.superfastcornwall.org/wp-content/uploads/2018/07/Superfast-Evaluation-Report-June-2018-Final-Issued-190618.pdf

Up to March 2018the Superfast programme delivered an estimated 3,490new FTE jobs and a GVA uplift of £136,900,000. It also safeguarded 4,190FTE jobs and £166,800,000 of GVA.

Connected Places

In Connected Cities experience in cities such as Aberdeen has shown a pull though multiplier. For example, in Aberdeen an initial £6m anchor tenancy project by Aberdeen City Council leveraged a further £40m of investment by City Fibre and Vodafone (https://investaberdeen.co.uk/index.cfm?topNav=success-stories&subNav=case-studies&subsubNav=cityfibre-building-aberdeen%E2%80%99s-full-fibre-future).

A similar benchmark is the recently announced programme of investment by City Fibre. City Fibre has core metro networks in 42 UK towns and cities, which will be extended to

customer premises in order to deliver consumer FTTP services. CityFibre estimates that the total capex costs of this deployment will be in the region of £500-£700m.

Based on £12m of SBCD investment, a long term pull though investment contribution of >£70m can be expected.

Next Generation Wireless

In June 2015 the UK Govt published its definitive report on the impact of Mobile Broadband and 5G;

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/714112/The_impacts_of_mobile_broadband_and_5G.pdf

'There is a clear consensus that mobile broadband technologies have brought significant benefits for consumers, businesses and the wider economy Studies show that mobile broadband is associated with positive impacts for the economy, such as higher GDP and employment. Underlying this effect are the investments made by mobile network operators and the impacts these investments have had throughout the supply chain, as well as productivity improvements from employees having access to more advanced mobile connectivity. Additional impacts on consumers include benefits from access to a range of innovative apps and services powered by mobile broadband.'