



**Dinas a Sir Abertawe**

**Hysbysiad o Gyfarfod**

Fe'ch gwahoddir i gyfarfod

## **Y Cabinet**

**Lleoliad:** O bell drwy Microsoft Teams

**Dyddiad:** Dydd Iau, 15 Gorffennaf 2021

**Amser:** 10.00 am

**Cadeirydd:** Cyngorydd Rob Stewart

**Aelodaeth:**

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

**Hefyd gwahoddwyd:** A Pugh

**Gwyllo ar-lein:** <https://bit.ly/3ybhKNI>

---

**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](http://www.abertawe.gov.uk/DatgeluCysylltiadau)

**3. Cofnodion.**

Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod blaenorol.

**1 - 6**

**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.

6.	Hawl i holi cynghorwyr.	
7.	Penodiadau Llywodraethwyr yr Awdurdod Lleol.	7 - 12
8.	Monitro Adroddiad Perfformiad Blynyddol 2020/21.	13 - 96
9.	Strategaeth Gofalwyr Rhanbarthol Gorllewin Morgannwg.	97 - 149
10.	Fframwaith Cydgynhyrchu Rhanbarthol Gorllewin Morgannwg	150 - 199
11.	Cytundeb Fframwaith ar gyfer Darparu Gwasanaethau Arolygu/Archwilio, Profi/Dadansoddi Asbestos a Chael Gwared Arno.	200 - 233
12.	Prosiect Cyflymiad ac Adfywio Economaidd drwy Arloesedd (EARTH)	234 - 247
13.	Bargen Ddinesig Bae Abertawe: - Achos Busnes Rhaglen Sgiliau a Thalent	248 - 370
14.	Adfywio Abertawe - Penodi Partner Datblygu	371 - 388
15.	Gwahardd y cyhoedd: -	389 - 392
16.	Adfywio Abertawe - Penodi Partner Datblygu.	393 - 405
17.	Bwriad i Feddiannu Brondeg House gynt, St. Johns Road, Trefansel, Abertawe	406 - 415

---

**Cyfarfod Nesaf:** Dydd Iau, 16 Medi 2021 ar 10.00 am

*Huw Evans*

**Huw Evans**  
**Pennaeth Gwasanaethau Democrataidd**  
**Dydd Mercher, 7 Gorffennaf 2021**

---

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

# Agenda Item 3.



City and County of Swansea

## Minutes of the **Cabinet**

Remotely via Microsoft Teams

Thursday, 17 June 2021 at 10.00 am

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

### **Councillor(s)**

M C Child  
E J King  
R V Smith

### **Councillor(s)**

R Francis-Davies  
A S Lewis  
A H Stevens

### **Councillor(s)**

D H Hopkins  
A Pugh  
M Thomas

### **Officer(s)**

Gareth Borsden  
Adam Hill  
Tracey Meredith  
Phil Roberts  
Ben Smith

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

### **Also present**

Councillor(s): L S Gibbard

### **Apologies for Absence**

None.

---

## 1. **Disclosures of Personal and Prejudicial Interests.**

In accordance with the Code of Conduct adopted by the City and County of Swansea, no following interests were declared:

Councillors E J King & R V Smith declared a Personal Interest in Minute 10 “Local Authority Governor Appointments”.

Councillors M C Child, A H Stevens and M Thomas declared a Personal Interest in Minute 13 “Sustainable Landscapes, Sustainable Places (SLSP) and Sustainable Development Fund (SDF) – Gower AONB - Offer of Additional Welsh Government Funding”.

Councillors M C Child, R Francis-Davies and R V Smith declared a Personal & Prejudicial Interest in Minute Nos 14 & 16 “Leisure Partnerships - Financial Support 2021/2022” and withdrew from the meeting prior to its consideration.

Councillors D H Hopkins and E J King declared a Personal Interest in Minute 19 “Capital Programme Authorisation for Flying Start Capital Grant 2021/22”.

**2. Minutes.**

**Resolved** that the Minutes of the meeting(s) listed below be approved and signed as a correct record, subject to the date in Minute 127 being amended from 2020 to 2021.

- 1) Cabinet held on 20 May 2021.

**3. Announcements of the Leader of the Council.**

The Leader of Council made no announcements.

**4. Public Question Time.**

No questions were asked.

**5. Councillors' Question Time.**

No questions were asked.

**6. Supporting Education Recovery.**

The Education & Skills Policy Development Committee submitted a report that sought approval for their recommendations in relation to Supporting Education Recovery.

**Resolved** that:

- 1) All schools be supported and monitored to maintain and improve blended learning approaches developed during the last year.
- 2) A whole school approach to emotional health and wellbeing be developed.
- 3) The systematic dissemination of good practice in blended learning and supporting emotional health and wellbeing be accelerated

**7. Revenue Financial Outturn 2020/2021.**

The Section 151 Officer submitted a report that detailed Revenue financial outturn for 2020/21.

**Resolved** that:

- 1) The comments and variations in the report be noted.
- 2) The proposed reserve transfers detailed in Section 7.3 and Section 7.4 of the report be approved.



**8. Revenue Outturn 2020/21 – Housing Revenue Account (HRA).**

The Section 151 Officer submitted a report that detailed the City & County of Swansea's Housing Revenue Account (HRA) outturn compared with the approved revenue budget for 2020/21.

**Resolved** that:

- 1) The comments and variations in the report be noted.
- 2) The proposed reserve transfers of £903k detailed in Section 2.1 of the report be approved.

**9. Capital Outturn and Financing 2020/21.**

The Section 151 Officer submitted a report that detailed capital outturn and financing for the year ended 31 March 2021.

**Resolved** that:

- 1) The increased biggest ever capital budget of £251m be noted.
- 2) The net underspend of the increased capital budget of £46.954m be carried forward to 2021/22.

**10. Local Authority Governor Appointments.**

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

**Resolved** that:

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

Gors Primary School	Patricia Ann Morgan
St Thomas Primary School	Cllr Clive Lloyd
Bishop Vaughan Catholic School	Cllr Sam Pritchard
Dylan Thomas Community School	Adrian Rees
YG Gŵyr	Ian Morris

**11. Capital Programme Authorisation For The Remodelling of a Hard-Standing Area And Installation of a 2G Pitch on Land at Pontarddulais Comprehensive School.**

The Cabinet Member for Education Improvement, Learning & Skills submitted a report that sought approval to commit £254,000 to the capital programme that included funding as follows:

£200,000 from Swansea Council.  
£30,000 from Swansea Council Play Fund.  
£15,000 from Swansea Council Members Capital Fund.  
£9,000 Ward Members Community Budget.

The scheme being the remodelling of a hardstanding area and installation of a 2G all-weather surface facility on the existing land at Pontarddulais Comprehensive School.

**Resolved** that:

- 1) £254,000 be committed to the capital programme for the remodelling of a hard-surface play area (old tennis courts) and the installation of a 2G all-weather surface facility following confirmation of funding totalling £254,000 from Swansea Council as detailed above.

## **12. Increased Planned Places at Ysgol Pen-y-Bryn.**

The Cabinet Member for Education Improvement, Learning & Skills submitted a report that detailed the result of consultation and sought approval for the publication of a statutory notice on the proposal to increase the planned places at Ysgol Pen y Bryn from January 2022.

**Resolved** that:

- 1) A statutory notice to increase the planned places at Ysgol Pen-y-Bryn from January 2022 be published.
- 2) Cabinet considers any objections received during the statutory notice period and determines the outcomes of the proposal at their meeting in September 2021.

## **13. Sustainable Landscapes, Sustainable Places (SLSP) and Sustainable Development Fund (SDF) – Gower AONB - Offer of Additional Welsh Government Funding.**

The Cabinet Member for Environment Enhancement & Infrastructure Management submitted a report that sought approval to accept two offers of funding from Welsh Government for specified projects totalling £325,000 in accordance with Financial Procedure Rule 5.7. The funding is offered at 100% of project costs with no match funding required.

**Resolved** that:

- 1) Both offers of funding (totalling £325,000) be accepted from Welsh Government, to enable the projects to be developed and delivered within 2021/22.

**14. Leisure Partnerships - Financial Support 2021/2022.**

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought approval for the levels of financial support needed for the period April 2021 to March 2022 for the Leisure Partnerships (Freedom Leisure, Parkwood Leisure and Wales National Pool Swansea Ltd) due to losses sustained and associated financial recovery plan related to the Cpvld-19 pandemic.

**Resolved** that:

- 1) The extension of financial relief to Freedom Leisure until 31 March 2022 to include the Council underwriting an operating deficit of up to £2M be approved, in addition to the payment of the contractual monthly management fee for the financial year 2021/2022, all relief payments to be reconciled under an open book approach.
- 2) The extension of financial relief to Parkwood Leisure until 31 March 2022 to include the Council underwriting an operating deficit of up to £44k be approved, in addition to the payment of the contractual monthly management fee for the financial year 2021/2022, all relief payments to be reconciled under an open book approach.
- 3) The extension of financial relief to Wales National Pool Swansea (WNPS) to include Council underwriting of an additional deficit of up to £300k for the financial year 2021/2022 be approved.
- 4) The Director of Place be delegated authority to agree any changes to service specification, the terms and conditions attached to any offer of underwriting or other support measures including authority to vary the level and period of financial relief providing that the total of all such variations are within the scope of the combined budget approvals for financial relief within recommendations 1–3.
- 5) The Chief Legal Officer be delegated authority to enter into any documentation necessary to implement any of the recommendations in this report and to protect the Council's interests.

**15. 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)**

**16. Leisure Partnerships - Financial Support 2021/2022.**

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought approval for the levels of financial support needed for the period April 2021 to March 2022 for the Leisure Partnership (JR Events & Catering) due to losses sustained and associated financial recovery plan related to the Covid-19 pandemic.

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

**17. Disposal of Land at Swansea Vale, Llansamlet, Swansea.**

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought approval for the disposal of land at Swansea Vale to facilitate the development of a new car showroom in line with the Council Constitution for asset disposals.

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

**18. Letting of the Palace Theatre, Prince of Wales Road, Swansea.**

The Cabinet Member for Delivery & Operations submitted a report that sought approval to grant a new lease for the Palace Theatre as the proposed yearly rent is above delegated authority limits.

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

**19. Capital Programme Authorisation for Flying Start Capital Grant 2021/22.**

The Cabinet Member for Education Improvement, Learning & Skills submitted a report that outlined the capital proposal included in the Capital Funding Application submitted to Welsh Government in respect of the Flying Start Programme 2021/22 and to commit the scheme to the capital programme in accordance with Finance Procedure Rule 7.

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

The meeting ended at 10.50 am

**Chair**

<b>Call In Procedure – Relevant Dates</b>	
Minutes Published:	17 June 2021
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 22 June 2021
Decision Comes into force:	23 June 2021

# Agenda Item 7.



## Report of the Local Authority Governor Appointment Group

Cabinet – 15 July 2021

### Local Authority Governor Appointments

<b>Purpose:</b>	To approve the nominations submitted to fill Local Authority Governor vacancies in School Governing Bodies
<b>Policy Framework:</b>	Local Authority (LA) Governor Appointments Procedure (Adopted by Council on 26 October 2017)
<b>Consultation:</b>	Access to Services, Finance, Legal
<b>Recommendation(s):</b>	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.
<b>Report Author:</b>	Gemma Wynne
<b>Finance Officer:</b>	Peter Keys
<b>Legal Officers:</b>	Stephen Holland/Stephanie Williams
<b>Access to Services Officer:</b>	Catherine Window

#### 1.0 The nominations referred for approval

1.1 The nominations are recommended for approval as follows:

1. Casllwchwr Primary School	Mr John Butler
2. Clwyd Primary School	Cllr Terence Hennegan
3. Danygraig Primary School	Mrs Bryony Kamratov-Jones

4. Hendrefoilan Primary School	Mrs Kathryn Novis
5. Newton Primary School	Mrs Sally Harris
6. St David's RC Primary School	Mr Chris Law
7. Townhill Primary School	Mrs Joanne Lewis Cllr David Hopkins
8. YGG Brynymor	Mrs Saran Thomas
9. Dylan Thomas Community School	Mr Dereck Roberts
10. YG Gwyr	Mrs Aldyth Williams

## **2.0 Financial Implications**

2.1 There are no financial implications for the appointments; all costs will be met from existing budgets.

## **3.0 Legal Implications**

3.1 There are no legal implications associated with this report.

## **4.0 Equality and Engagement Implications**

4.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage

4.2 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

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

**Background papers:** None

**Appendices:**

Appendix A - Integrated Impact Assessment Form

# Integrated Impact Assessment Screening Form – Appendix A

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

## Which service area and directorate are you from?

Service Area: Achievement and Partnership

Directorate: Education

### Q1 (a) What are you screening for relevance?

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

### (b) Please name and fully describe initiative here:

Appointing Local Authority governors to schools in Swansea

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

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



## Integrated Impact Assessment Screening Form – Appendix A

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

This activity does not require consultation

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

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?  
Yes  No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
Yes  No
- c) Does the initiative apply each of the five ways of working?  
Yes  No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
Yes  No

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

High risk

Medium risk

Low risk

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

Yes

No

If yes, please provide details below

- 
- Q7** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?  
(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

In order for schools to run effectively they need to have effective Governing Bodies.

# Integrated Impact Assessment Screening Form – Appendix A

## Outcome of Screening

**Q8 Please describe the outcome of your screening below:**

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

Q2. We have identified high impact on children and young people because it is in school environment and Governors are appointed to those school. Race, Religion and Welsh language have been also identified as high impact because we have some religious and welsh language schools. There is no need for mitigation as impacts that have been identified are not negative impacts.

Q3. The panel choose Governors, no public consultation required.

Q4. We have considered the WFG act.

Q5. No risks have been identified.

Q7 No cumulative impact.

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

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name: Agnieszka Majewska</b>
<b>Job title: Governor Support assistant</b>
<b>Date: 28/04/2021</b>
<b>Approval by Head of Service:</b>
<b>Name: Kate Phillips</b>
<b>Position: Interim Head of Achievement and Partnership</b>
<b>Date: 29/04/2021</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 8.



## Report of the Cabinet Member for Business Improvement & Performance

Cabinet – 15 July 2021

### Annual Performance Monitoring Report 2020/21

<b>Purpose:</b>	To report corporate performance for 2020/21.
<b>Policy Framework:</b>	<i>Delivering a Successful &amp; Sustainable Swansea Corporate Plan 2020/22</i> <i>Sustainable Swansea – Fit for the Future</i>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:  1) The performance results are 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.
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1.0 Introduction

- 1.1 This report presents the performance results for 2020/21 delivering the Council's Well-being Objectives (priorities) described in the Corporate Plan 2020/22 *Delivering a Successful & Sustainable Swansea*.
- 1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance that needs to be considered alongside the current financial situation of the Council.
- 1.3 The financial resources required to achieve the specified performance levels in 2020/21 have been provided in the approved budget. As part of the work on Achieving Better Together there will be an increased focus on understanding the level of activity and outcomes that are achieved for the budget allocated so that choices can be made about relative priorities.

## **2.0 Performance and Improvement: impact from COVID-19**

- 2.1 The ongoing Covid-19 pandemic has brought huge challenges and changes to the Council, its services and workforce. The Council has never undertaken such change in such a short timescale and in such challenging circumstances. A number of non-essential services were suspended in order to redeploy resources to areas where they were most needed.
- 2.2 This inevitably has had a significant impact on the usual areas of performance across the council and that is why targets for performance indicators were not set for 2020/21. This should also be considered when comparing performance to previous years.
- 2.3 This has been an unprecedented year and the Council's response to the pandemic, whilst not necessarily reflected in the established performance indicators in this report, has been extraordinary.
- 2.4 In summary, since March 2020 the Council has transformed the way it works to manage the impact of the pandemic. Thousands of staff were successfully mobilised to work remotely and/or from home within a matter of weeks. This took a massive effort from our ICT team to provide the necessary changes enabling staff and councillors to have full network links at their preferred location.
- 2.5 Other changes include:
- Supporting the Welsh Government's Shielding Programme by setting a new call centre and providing daily support to thousands of vulnerable people.
  - Focusing social services care on the most vulnerable, re-opening a care home and supporting the private care sector.
  - Overseeing the planning and construction of the Bay Field Hospital on Fabian Way.
  - Remodelling schools into care settings for key workers' children.
  - Providing meals to care settings and delivering free school meals.
  - Providing food banks across the city and county.
  - Providing financial support in excess of £100 million to thousands of businesses.
  - Setting up a Track, Trace and Protect function and providing community testing centres.
  - Preparing for mass vaccination in our communities.
- 2.6 These results for 2020/21 should therefore be considered within this wider context and achievements noted.
- 2.7 Performance is judged using the results measured by Corporate Plan performance indicators and is usually compared to agreed targets. For the sake of this report and given the issues set out above, targets for 2020/21 have not been set due to the ongoing impact from COVID-19

and the associated lockdowns and other preventative and reactive measures.

- 2.8 The impact on the performance indicators from COVID-19 can also be seen where this occurs by comparing the results of performance indicators against the results from the same period last year where comparison is possible.
- 2.9 The 2020/21 outturn shows that **35 out of 59 (59%)** comparable Corporate Plan performance indicators showed improvement or stayed the same compared to 2019/20.
- 2.10 Of the 45 indicators that had a comment added, 25 (56%) referred to the impact from COVID-19 on performance.
- 2.11 The performance indicators are assessed each year to ensure that they remain appropriate; although the COVID-19 pandemic and lockdown disrupted this process during 2020/21 and interrupted preparations underway for 2021/22. The indicators and how the Council can better measure strategic directions and our priorities will be reviewed as soon as allowed by the progress of the pandemic.
- 2.12 The performance tables in Appendix A set out an overview of performance for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads; these overviews set the performance data within their proper context and can be found in para 4.0.

### **3.0 Other considerations**

- 3.1 When making comparisons to 2019/20, the following should be considered:
  - 3.1.1 The nature and number of some performance indicators (PIs) may have changed between these two periods and therefore direct comparisons may not always be appropriate.
  - 3.1.2 The results do not always account for changes in resources and workload during that period (although details can be seen in the numerator and denominator information and in the comments column of the data tables attached to this report).
  - 3.1.3 There may be changes to the numerator and denominator information that may affect the trends by showing a decline while the volume of work has increased.
  - 3.1.4 None of the corporate priorities can be seen in isolation from each other. Each priority both affects and is affected by the others. For example, Improving Education and Skills is both important to our efforts to tackle poverty and improve the economy. For this reason, many of the

performance indicators allocated to measuring one priority can also be used to show progress meeting other priorities.

#### **4.0 Context: Overviews of Performance in 2020/21**

4.0.1 The following overviews provided by responsible departments describe the context to the performance meeting the Council's key objectives as at 2020/21.

##### *4.1 Safeguarding people from harm*

4.1.1 Clearly over this past year we have faced unprecedented challenges to maintain the safe delivery of health and care services. Given the impact of the pandemic on our population, the severe disruption to the routine delivery of services and the impacts on our workforce, we would quite reasonably have expected a severe impact on performance. However quite remarkably our performance has held up well.

4.1.2 This is testament to the resilience, commitment and hard work of managers and staff across the social services directorate, the wider Council and our partners - statutory, third and independent sector.

4.1.3 This year, across adult services we have provided even more care and support albeit very differently and with even greater emphasis on short term reablement and recovery interventions. We have reduced the number of planned reviews undertaken in order to prioritise urgent support but are making progress in catching up the backlog.

4.1.4 Likewise we had to temporarily reduce capacity in our team that undertakes DOLS assessments but the team is now back in place and performance improved as the year progressed.

4.1.5 The new adult safeguarding team was established and feedback on the quality of their work from a range of partners indicates that those new arrangements focussed on putting the person properly at the centre of the safeguarding process have transformed our approach.

4.1.6 Our expanded cohort of Local area coordinators have been at the heart of work with and in communities during the worst peaks of the pandemic and the testimonials of the difference they have made have been extraordinary.

4.1.7 None of the above should detract from the enormous impact of Covid on those individuals receiving care and support and their carers. Our ability to provide direct support in the way that we usually would has been and remains severely restricted. Even with all of our services back open, the restrictions on capacity necessitated by social distancing means that we can only support about a third of individuals in the way we would prior to the pandemic. Covid has had a devastating impact in care homes across the UK and it may take a number of years to stabilise the sector.

- 4.1.8 Take up of carers assessments has declined even further despite the fact that carers have had to provide even more support to family members to keep them safe and well. Reversing this trend is a key part of our recovery planning going forward.
- 4.1.9 In children services, we were concerned that the absence of the usual societal support and safeguarding provided by schools and the usual community support infrastructure during extended periods of lockdown could lead to a significant increase in child protection concerns and the risk of family breakdown. Children services worked hard with colleagues in education, schools and from other partners to mitigate that risk as best we could.
- 4.1.10 We have seen an increase in the complexity of children and family's needs as they present at the front door of our services but encouragingly we have proved ourselves remarkably effective in continuing to support children to remain safe and well within their families and communities and consequently looked after children numbers have dropped this year.
- 4.1.11 Despite the restrictions on our ability to deliver our early help services as intended this year, we have still seen a greater number of children and families being safely diverted to and supported by those services leaving statutory children services to concentrate on supporting those children with the highest level of needs.
- 4.1.12 There has been a detrimental impact on assessment performance and some of the other formal processes we are required to follow but actually given the significant reductions in workforce availability we have seen this year, these reductions are far smaller than we might have anticipated.
- 4.1.13 It cannot be stated often enough, the performance that has been achieved this year in circumstances that none of us could have imagined is nothing short of miraculous. Our workforce, our frontline managers, our Heads of service and their senior management teams have achieved extraordinary things and should all be extremely proud.

## 4.2 *Improving education & skills*

- 4.2.1 The Covid-19 pandemic has had a profound effect on performance in education, particularly for examination year groups. In academic year 2019-2020 key stage 4 examinations were replaced by centre assessed grades, making it difficult to make comparisons with prior performance. Collection and collation of teacher assessment results for the earlier key stages was cancelled by Welsh Government in 2020, and is also cancelled for 2021.
- 4.2.2 Attendance during a pandemic year has been affected negatively. At times it has been safer to be educated at home. The impact of self-

isolation has had an ongoing negative effect on attendance at schools. Education Welfare Officers continue to monitor carefully and support families to send children back to schools. The normal collection of attendance data by Welsh Government did not take place in 2020, and will also be suspended for 2021.

- 4.2.3 During the pandemic, schools were supported well with their provision for remote learning. When the disruption to onsite learning increased, support was accelerated to ensure pupils had access to a blend of teaching and learning opportunities. Education was delivered despite absence in schools.
- 4.2.4 The level of young people becoming Not in Education, Employment and Training (NEET) has improved from the previous year. Provisionally, 1.4% of the 2020 Year 11 leavers were recorded as NEET, but official publication of this measure is not due until May 2021. The Cynnydd project continues to support children who are at risk of becoming NEET, providing tailored interventions to individual pupils in key stages 3 and 4 to prevent them from becoming disengaged from learning. However, it is anticipated that the disruption in education may affect NEETS numbers in future. A new NEET partnership now meets with a clear aim of NEETS reduction. Enhancements planned for the Vulnerability Assessment Profiles (VAP), which are a tool which can help in assessment of future NEET, were delayed due to the pandemic, but are now due to take place in Autumn 2021.
- 4.2.5 The number of statements issued within 26 weeks has been an area for continual improvement. However, more relevant performance measures will be introduced next year as the system transfers from statement to individual development plans. Improvements to systems within a challenging context of the impact of Covid-19 is ongoing. Swansea's ALN Strategic Plan priorities, including changes required to meet the implications of the ALNET Act 2018 are progressing well, despite the pandemic. A new IT system (CACI Impulse) has been procured to manage the process around creating and managing IDPs; this will also be used to map provision and reduce most of the existing paperwork associated with the current system.
- 4.2.6 Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA) continues to meet, despite Covid-19. The aim of PSA, a group comprising Members, LA officers and representatives from Further Education and Higher Education is to work towards a number of steps to meet the wellbeing objectives in the corporate plan including ensuring that the skills and qualifications that children and young people attain meet the longer term aspirations of the city, including those that will arise from the Swansea Bay City Deal.
- 4.2.7 Looking forward, the assessment of emotional and mental wellbeing of children and staff in schools will be a key consideration as in the future. The implementation of the Additional Learning Needs Tribunal Act 2018



in September 2021 and Curriculum for Wales in September 2022 under the Welsh Government's National Mission, against a challenging context of re-setting education has already influenced the performance framework of the Education Directorate. It will be particularly important to monitor the impact of services for vulnerable learners due to adverse childhood experience, poverty, additional learning needs, mental well-being and disability.

### 4.3 *Transforming our economy and infrastructure*

- 4.3.1 Despite the Covid-19 global pandemic, the vast majority of our targets have been met in 2020/21. However, some targets have shown a declining trend compared with last year's performance, owing to the effect of the pandemic. One example of this is the number of projects with social benefit clauses in their contracts.
- 4.3.2 Although the target has been exceeded, the number of projects with clauses that commenced works is down compared to last year, owing to Covid-19 impact related delays on site. Likewise, the percentage of all planning applications determined within 8 weeks also achieved target, but the trend and performance was impacted by changes to working practices early in the year due to the Covid-19 pandemic and due to significant increase in number of planning applications received during last quarter.
- 4.3.3 Over the last year our major regeneration priorities have continued to make substantial progress on site. The Copr Bay works have made significant visible progress with the arena, residential block, MSCP, and church hall superstructure steelwork all erected. The removal of the redundant bridge structure and positioning of the new bridge was also a major achievement this year. The 82 week construction programme will complete in 2021, but some Covid-19 related delays are inevitable given the social distancing site working restrictions. The Copr Bay Phase 2 design & viability work, including the potential for a public sector hub, has made good progress, however, the timing on any announcement relating to the government's Hubs programme is currently unknown. As an interim solution a temporary public realm scheme has been designed for consideration by Cabinet.
- 4.3.4 The Shaping Swansea procurement has continued at pace during the pandemic, seeing the completion of the competitive dialogue stage of the process. Meanwhile the Kingsway infrastructure project has achieved practical completion, with works to remedy minor contractual defects scheduled for spring 2021. Planning permission for the Kingsway Employment Hub building was consented and procurement of a contractor is nearing completion with a contract award report drafted for Cabinet consideration. Wind Street works have commenced on site and are making good progress. The works contract for the Hafod Copperworks Powerhouse contract has also been awarded and good progress is being made on site. Acquisition of the Place Theatre was

completed following a successful grant bid and design and procurement works are underway. We have also delivered a range of improvements to Swansea Market including new public toilets and a Changing Places facility, lighting upgrade and installation of solar panels. In response to the local economic impacts of the pandemic we have supported businesses with a range of grants, including the outdoors adaptations grant. A Shop Local Campaign was also launched November to encourage local spending habits thus keeping money in the Swansea economy.

- 4.3.5 Looking ahead to the medium term, the ongoing delivery and momentum of the Council's regeneration programme is considered a vital plank in the economic recovery process and further projects will be added, subject to additional funding from government economic stimulus funding. With this in mind a re-purposing feasibility study has been carried out to identify opportunities to revitalise the city centre in the wake of the impact on retail from the Covid-19 pandemic. An action plan is being prepared to identify key interventions.
- 4.3.6 This links to the Swansea Economic Recovery Action Plan that was prepared in partnership with key stakeholders and agreed by Cabinet as part of the Council's wider Covid-19 recovery strategy. The Council has also been leading the refresh of the Regional Economic Regeneration Strategy in collaboration with other authorities in the region. This work will be completed later this year and will provide an economic delivery plan to guide transformational project investment in the region, utilising funds from the UK government's Shared Prosperity Funding programme that is envisaged in future years.
- 4.3.7 The WHQS Capital Programme for 2020/21 was affected by the Covid pandemic which curtailed the Council's ability to deliver planned works to occupied existing dwellings. This was recognised by Welsh Government and Swansea Council has been granted a further 12 months in which to deliver its WHQS Compliance Programme. The revised completion date is now 31st December 2021.
- 4.3.8 In spite of the Covid lockdown and the impact on revised safe working practices which limits labour resources delivering work inside residents homes and confined external spaces, the Council achieved a full spend of its Covid adjusted capital budget of £33m for the financial year against its original target of £45m, which was set before the onset of the pandemic. The investment was to ensure homes are in a good state of repair, thermally efficient, safe and secure and meeting the needs of individuals. Over the course of the financial year the Council delivered 870 new kitchens and bathrooms. Major external repairs and improvements to 280 properties which includes reroofing, weatherboards and rainwater goods together with insulated render and other insulation upgrades were completed. Other energy efficient measures such as the installation of 350 high performance combination boilers were delivered. Maintenance and improvement of 1,600 gardens was carried out to

improve safety and security of properties for the benefit of residents. Fire safety improvements work has continued and further sprinkler systems installed at high rise blocks of flats and sheltered housing complexes. Installation of remotely monitored smoke alarm systems is also being rolled out in sheltered housing complexes. Other routine safety work such as renewing electrical re-wires have been carried out to ensure installations comply with the prevailing regulations. The above are just some of the headline work streams delivered in the past 12 months, representative of a much wider programme of repairs, maintenance and improvements which forms the complete capital programme.

4.3.9 The overall WHQS programme contributed significantly towards community benefits and employment opportunities. By the end of 2020/21 the WHQS programme created 1,645 weeks of targeted recruitment and training specifically for people who were unemployed and experiencing barriers to accessing the jobs market and 18 people from the local community have been employed in this period. In addition 18 apprentices engaged for WHQS work have seen their employment continue with ongoing projects. To date, 34 community benefit measuring tools have been submitted relating to work undertaken as part of WHQS.

4.3.10 The Council's More Homes Programme, focussed on providing new build Council housing, is looking to a 10 year delivery ambition of 1000 new affordable homes. The site at Parc Y Helyg of 16 new homes was handed over in September 2020 and Colliers Way Phase 2, a site of 18 new homes was completed in April. As part of this phase, 34 new homes will have been built as 'Homes as Power Stations' using funds from a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes have innovative features such as solar panels and battery-powered energy, as well as the inclusion of swift bricks to support biodiversity. Work was also completed on a conversion of a former social services building in West Cross into 2 new family homes, which were handed over in December 2020.

4.3.11 Work is underway on a further 25 homes on Hill View Crescent in Clase. This scheme has also been awarded £1.5m of Innovative Housing Funding, which will fund the renewable technologies to continue the Homes as Power Stations theme. This will also be the site of a new build Welsh medium primary school, and will provide an opportunity to regenerate the area.

4.3.12 The Council is also developing 8 one bedroom homes at a former Education site in Uplands. Work will also be starting at West Cross, to develop 6 bungalows, and a further 10 homes in Clase. All these schemes have been funded through Welsh Government funding to support Councils to deal with homelessness through the pandemic. This funding has also enabled the purchase of 20 1 x 3 bedroom units. 3 additional homes have also been purchased and adapted, and will be used to house families or households requiring adapted accommodation.

- 4.3.13 The Council is also progressing the procurement of a development partner or partners to deliver mixed tenure housing on the Council owned sites, whilst maximising the delivery of affordable housing to meet local need. The Council has also procured a multi-disciplinary team to deliver a masterplan for the regeneration of a large Housing owned site. This work is progressing however the timeframe has been extended as the planned resident consultation events, site visits and surveys were delayed due to Covid.
- 4.3.14 2020/21 has presented unprecedented challenges for the Leisure and Cultural Sector. Following the first lockdown, team members undertook to support the community, taking on leadership for services to those shielding or without family support; organising food distribution and volunteer responses in the communities.
- 4.3.15 New ways of working evolved as a result, with project work continuing during this period with the third sector and colleagues in poverty and prevention, area coordination and health. The conclusion of the service's work for the European Pilot programme 'Agenda21: Culture in Sustainable Cities' resulted in the realisation of a partnership with Race Council Cymru to create a new multi-cultural and digital Hub in the Arts Wing of the Grand Theatre, and the commitment to Diversity in the service through a 'Pledge'. This work was recognised by APSE as good practice, when the service was shortlisted for their annual Leisure and Cultural Service Team of the Year award; contributing to the wider set of shortlisted services that placed the Council in the running for Council of the Year.
- 4.3.16 The pledge to diversify and recognise all our communities in our cultural programming also set the framework for a review, undertaken by the service, into the city's street and place names, monuments, statues and other commemorations, in response to the Black Lives Matter campaign and subsequent council motion. This work will continue in partnership with the community, to build a resource for future commissioning and street naming - with the first being applied to the new bridge walkway - Cupid Way - in the city centre. Challenges were presented, and overcome, by the easing of and then return, to lockdown, as venues prepared for and established the means to reopen, only to be closed down again some months later.
- 4.3.17 Theatre and Events were particularly affected as these moved to online engagement, such as the online Airshow and Christmas Parade, as did a number of talks, workshops, virtual exhibitions and learning programmes. New Websites and platforms were created however, including the launch of a new site for the Glynn Vivian Gallery and a whole rebrand for the Grand Theatre, with a much improved website and booking system - embracing all venues and events as a 'Swansea Box Office' strategy for digital engagement and sales going forward. All the venues saw work continue behind the scenes, with the Arts Wing being upgraded - and a complete refurbishment of the Brangwyn Hall floor to prepare for when

we can welcome our partners and events back into our venues. Further support was provided to businesses by way of accessing and promoting Freelancer grants to those in the creative industries, and businesses in the city centre and districts to enable outdoor trading, health and wellbeing opportunities – including the creation of 'foodcourts' in Singleton and Mumbles. Parklives and the National Exercise Referral programme continued online, drawing praise from partners across the region, and funding has been agreed for these to continue next year. All being well, rescheduled programming from last year will also go ahead in coming months and fresh opportunities for new events, commissions and a new cultural strategy can also go ahead.

#### 4.4 *Tackling Poverty*

4.4.1 The corporate plan sets out the council's commitment to Tackle Poverty to ensure that every person in Swansea can achieve their potential. To meet this commitment the corporate Tackling Poverty Strategy ensures that Tackling Poverty is everybody's business.

4.4.2 *Impact of Covid-19 - Tackling Poverty.* The economic impact of the Covid-19 pandemic is having a significant impact on those already experiencing poverty and is driving those that were at risk of poverty, into poverty. A report published by the Bevan Foundation in February 2021, 'Different experiences of Poverty in Winter 2020' found that:

- Incomes have fallen: 24% of Welsh households have seen their incomes decrease as a result of the pandemic.
- Many households have seen their living costs increase: 41% are spending more on heating, electricity and/or water, 38% are spending more on food and 16% are spending more on internet costs or devices to access the internet.
- Many households have seen their living standards drop with some having to cut back on their spending as a result of the economic impact: 22% have had to cut back on spending on clothing for adults, 15% have had to cut back on food for adults, 14% have cut back on heating, electricity and/or water.
- There is a growing personal debt crisis in Wales: Thousands of households have fallen behind on their bills or have had to borrow money as a result of the economic impact: Over 120,000 households, 9% of Welsh households have fallen behind on at least one bill since March 2020. Over 200,000 households, 15% have borrowed money since March 2020. Rising debt levels does not just have an impact on households in the near term, but also has longer term implications.
- Households who are in debt face extra costs for the period that they pay off their debt. For households already struggling these additional costs may be a significant challenge.
- Some groups have been especially badly affected including disabled people or people with long-term health conditions, 25-49 year olds, social renters, private renters, lone parent households, single person households without children and couples with children.

- 4.4.3 Lower paid workers in Wales in industries such as accommodation and hospitality saw 78% of jobs furloughed. Low paid workers are at higher risk of job loss as a result of the pandemic. By August 2020 In Wales, the number of Universal Credit claimants had almost doubled since the start of the year.
- 4.4.4 *Employability Support.* The number of people gaining employment through Employability support, supports the well-being objective steps; ensuring that young people are able to access employment, education and training after reaching 16 and, individuals are supported to overcome their barriers to employment through coordinated person centre employability support. This is achieved through the Swansea Working coordinated employment approach and associated employability support programmes of Communities for Work, Communities for Work Plus, Workways STU, Workways Plus and Cam Nesa.
- 4.4.5 There has been an increase in the number of people gaining employment through Employability Support in 2020/21 (453) compared to 2019/20 (354). There has been an increase in referrals into the programmes directly and through Swansea Working referrals in 2020/21 (2,566) compared to 2019/20 (2,113).
- 4.4.6 *Welfare Benefit Entitlements.* The step to help address the impacts of Welfare reform, including supporting people to claim the full benefits they are entitled to so that they are able to maximise their income is reported through the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights team. The amount of benefits secured has increased from £1.359m in 2019/20 to £1.366m in 2020/21, even with an increased level of complexity in cases. The team have achieved a 91% success rate in appeal representation during 2020/21 despite face-to-face appeals not taking place.
- 4.4.7 *Council Tax Reduction.* The performance indicator of Council Tax Reduction (CTR) average time for processing new claims has slightly increased, this is due to a significant increase in those claiming CRT in 2020/21 compared to 19/20 and the team being diverted from core functions to process Isolation Payments for the Welsh Government.
- 4.4.8 *Housing.* The number of additional affordable housing units has increased during the 2020/21 with additional performance information highlighting how many were delivered through Section 106 agreements, those delivered by Registered Social Landlords and those delivered by the Local Authority. The Council, along with partners in the housing sector and support charities' response to addressing homelessness and rough sleeping ensured that many people have been supported to find a place to live and many moving on from emergency temporary accommodation into longer-term homes. There has been a significant reduction in the number of days all homeless families with children spend in Bed and Breakfast accommodation.

- 4.4.9 *Skills and Qualifications.* The partnership working between Swansea Working, Lifelong Learning, Employability Programmes and partners has continued offer participants accredited training and qualifications however on a much smaller scale than the previous year. The number of accredited qualifications achieved by adults with local Authority support has dropped significantly in 2020/21 (450) in comparison with 2019/20 (1000). This is due to employability/learning programmes being unable to offer face-to-face training for long periods of 2020/21 due to Covid restrictions. Whilst training opportunities continue to be offered online, a number of the awarding body sector specific accredited qualifications require an element of practical assessment.
- 4.4.10 *Partnership Working.* The Swansea Council Poverty Forum, Swansea Poverty Partnership Forum and Financial Inclusion Steering Group continue to meet, facilitating networking, sharing of good practice, information, trends, changes to services and new opportunities, encouraging partnership working and collaboration.
- 4.4.11 The Swansea Food Poverty Network was established in October 2021 to facilitate greater collaboration to tackle food poverty and food insecurity in Swansea. 41 Food Poverty Grants were awarded by the Council during 2020/21 proving support for the network of food banks and food aid projects across Swansea to maintain and further develop their services meeting increased demands. Period Dignity in Community Grants were awarded to 19 organisations and services supporting those experiencing poverty or at risk of poverty. Men's Sheds Grants were awarded to nine existing and developing Men's Sheds projects in Swansea reducing social isolation and increasing wellbeing.
- 4.4.12 The Swansea Poverty Truth Commission Facilitation Team started in 2020/21, hosted by Swansea Council for Voluntary Services and the development of the commission will continue into 2021/22.
- 4.4.13 During the year effective partnership working has been demonstrated between the Council, the Third Sector and communities as a part of the Covid community response, including the Local Area Coordination team working with more than 5,000 active community and street champions to support over 23,000 requests for food and medication, as well as support for people that were socially isolated. The legacy of street champions continues throughout Swansea.

#### 4.5 *Transformation & future Council development*

- 4.5.1 The impact of Covid-19 on the Council's performance indicators has resulted in a mixed picture this year. First and foremost the Council was unable to monitor targets in the MTFP (indicator Fina6) due to the call on significant financial resources to support local residents, communities and businesses through the pandemic. This included a range of interventions from food banks and support for those shielding, to issuing

grants to businesses and direct payments to carers, those self-isolating, or to parents for free school meals. All services had to divert attention to the pandemic however, by year-end the Council is in an overall underspend position.

- 4.5.2 Additionally, the shift to online channels reflects the good performance on indicators CUST 2a and b, particularly with more residents completing online forms for service requests. Online learning courses for residents shifted online with telephone support (indicator IT10). Numbers did reduce as face-to-face learning had to be suspended however, some new funding and alternative courses were secured. Those Council staff in desk based roles were able to shift to working from home. This may have had a positive impact on sickness figures (indicator CHR002) but more research into the data and sickness recording is needed.
- 4.5.3 The Council was in a strong position going into the pandemic so that desk based staff could make the shift to homeworking easily. In addition, staff across all services got involved in volunteering or supporting vital work to help residents and businesses.
- 4.5.4 The Corporate Plan Transformation and Future Council well-being objectives have been reviewed in light of the pandemic. The Council has a recovery plan in place (Achieving Better Together) and this is reflected in the revised well-being objectives. Moving forward a new transformation programme will be devised to replace the previous Sustainable Swansea strategy, aligned to the Corporate Plan and financial strategy. The future financial landscape continues to be increasingly challenging therefore innovation and transformation will continue to be vital in order to maintain local priorities.

#### 4.6 *Maintaining and enhancing Swansea's natural resources and biodiversity*

- 4.6.1 The diverse natural environment of the County and the variety of accessible green/open space within the area has a direct impact on our health and well-being. It can help us to adapt to and mitigate for climate change impacts, such as extreme temperatures or flooding, reduce air and water pollution, capture and store carbon, support active recreation whilst also providing places to relax and leave daily stress behind. Recent studies have indicated that being able to spend time in nature is something that communities have particularly missed during periods of Covid-19 lockdown.
- 4.6.2 Whilst the pandemic has adversely affected people's lives and livelihoods it has had some short-term positive impacts on the natural environment. Travel restrictions have resulted in reductions in air pollution, carbon emissions and noise. People have also been exercising more - exploring and taking greater interest in their local area and enjoying the associated physical and mental health and well-being benefits.



- 4.6.3 Funding providers have recognised the importance of post-pandemic green recovery opportunities and solutions, e.g. by making additional funding available for such purposes over the past year to recover the economy and repair the damage to the climate and environment at the same time. This has been aimed at decarbonisation projects; nature-based solutions to adapt to climate change and respond to the need for nature recovery; and sustainable tourism proposals to prepare for changing tourism patterns. The Natural Environment Section delivered over £600,000 worth of such schemes through grant funding during 20/21. Similar levels of funding have been offered/bid for 21/22 and are anticipated over the medium term as national policy recognises the need to continue to respond to climate and nature emergencies.
- 4.6.4 The work of the various teams and sections committed to delivering the corporate well-being objective for maintaining and enhancing Swansea's natural resources and biodiversity has been largely unaffected by the pandemic with work continuing as planned and good progress has been made in delivering the identified steps of the objective. This work is monitored on a regular on-going basis by both a Climate Change Programme Board and a Natural Environment Scrutiny Performance Panel.
- 4.6.5 Key achievements over the past year include:
- Adoption of Biodiversity and Development Supplementary Planning Guidance (SPG), as well as a Central Area Green Infrastructure Strategy and Green Factor Tool. Further draft SPG has been published in relation to Trees and Development along with a Design Guide for the Gower Area of Outstanding Natural Beauty.
  - The Council has signed up to Welsh Government's place making charter which ensures that multifunctional green infrastructure and access to open space are integrated into the design of new development from the outset
  - Further extensive tree planting has been undertaken on Council land throughout the County including over 230 heavy standard trees and 2800 whips.
  - Despite Covid restrictions preventing volunteer support, the management, maintenance and access improvement to the rights of way network (over 400 miles) and local nature reserves has continued and intensified e.g. at Bishops Wood and Swansea Vale. Whilst heritage, interpretation, access and biodiversity improvements have been undertaken in Clyne Valley Country Park. This has enabled people to more easily visit, enjoy and benefit from their local greenspaces and the wildlife on their doorsteps.
  - Elsewhere around Gower measures have been put in place and studies commissioned to reduce visitor impacts on biodiversity and the historic landscape, e.g. at Cefn Bryn and Port Eynon.
  - Biodiversity awareness raising events and training, e.g. Green Infrastructure, Carbon Literacy, etc. have been adapted to continue through virtual delivery.

- The Active Travel programme has further upgraded and created six new walking and cycling routes around the County and an interactive route map published to encourage Active Travel as the normal way to get around for local journeys.
- The Council has signed a Charter on Climate Action which affirms its commitment to work towards becoming net zero carbon by 2030. This includes a commitment to review current strategies and plans to meet the challenge of climate emergency and ensuring actions and commitments meet the requirements of future generations and the need to halt and reverse the decline in biodiversity.
- Linked to this an Energy Strategy and Carbon Management Plan has been adopted. Other linked actions include the preparation of a Sustainable Transport Strategy formally documenting street lighting and Grey Fleet approaches and a draft Waste Strategy. Procurement contract procedure rules have also been revised and processes must now take into account the Well Being of Future Generations Act, sustainability and carbon reduction considerations.
- Solar Photovoltaic (PV) Panels have installed on a number of primary and secondary schools including Cefn Hengoed, Morriston, Pentrehafod, Pontarddulais and Gowerton , Glynollen, Portmead, Sea View, Clwyd, as well as the Quadrant, Swansea Market and the Council's Building Services Depot.
- Two new 'demonstration' green walls and a green roof have been created at the Swansea Environment Centre as well as a Mumbles to Margam pollinator corridor
- The ongoing WHQS Programme continues to improve thermal performance of the building fabric of Council housing, complemented by the introduction of renewables to provide low carbon heating and energy solutions to reduce emissions and comply with Welsh Govt target of zero emissions in social housing by 2030.

## **5.0 Integrated Assessment Implications**

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

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.

- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 5.2 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 5.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 5.4 This report has no direct impact on the relevant groups considered within the IIA itself although the performance indicators in this report are part of the way in which the Council measures and reports progress meeting its Well-being Objectives as described in the Corporate Plan.

## **6.0 Financial Implications**

- 6.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of *Achieving Better Together*.

## **7.0 Legal Implications**

- 7.1 There are no legal implications associated with this report.

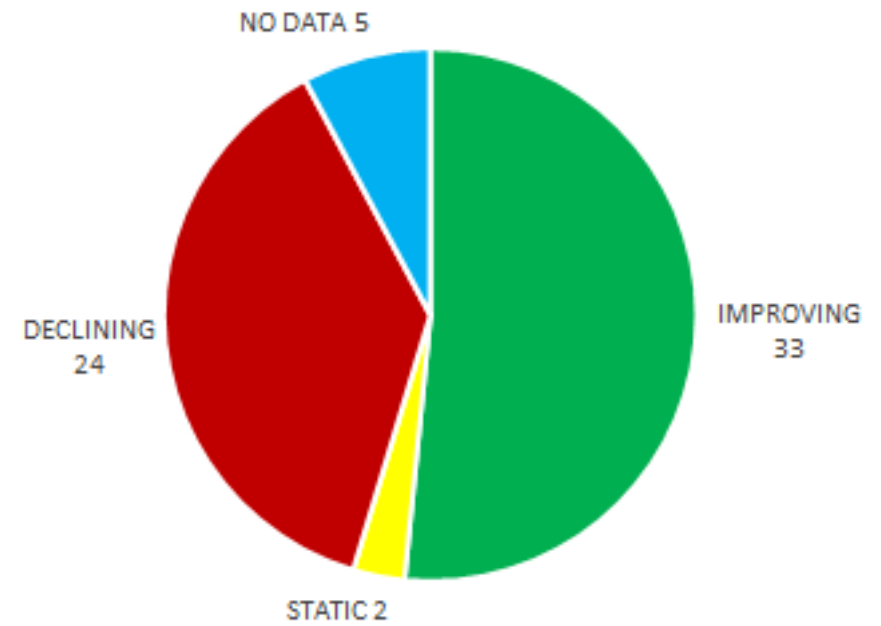
**Background Papers:** None.

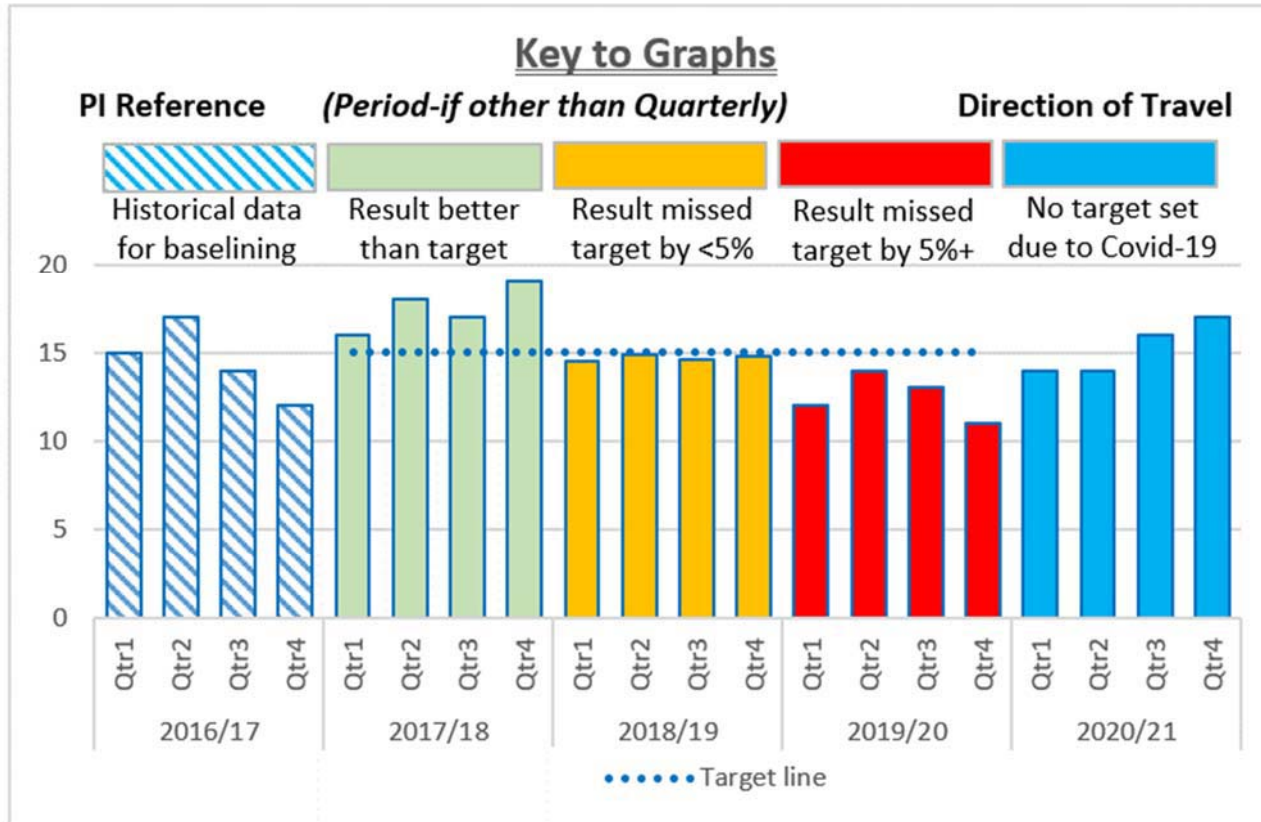
### **Appendices:**

Appendix A Annual Performance Monitoring Report 2020/21

## Corporate Performance Management Report Annual 2020/2021

Performance compared to same Period of previous  
year  
2020/2021





Clearly over this past year we have faced unprecedented challenges to maintain the safe delivery of health and care services.

Given the impact of the pandemic on our population, the severe disruption to the routine delivery of services and the impacts on our workforce, we would quite reasonably have expected a severe impact on performance.

However quite remarkably our performance has held up well.

This is testament to the resilience, commitment and hard work of managers and staff across the social services directorate, the wider Council and our partners - statutory, third and independent sector.

This year, across adult services we have provided even more care and support albeit very differently and with even greater emphasis on short term reablement and recovery interventions.

We have reduced the number of planned reviews undertaken in order to prioritise urgent support but are making progress in catching up the backlog.

Likewise we had to temporarily reduce capacity in our team that undertakes DOLS assessments but the team is now back in place and performance improved as the year progressed.

The new adults safeguarding team was established and feedback on the quality of their work from a range of partners indicates that those new arrangements focussed on putting the person properly at the centre of the safeguarding process have transformed our approach.

Our expanded cohort of Local area coordinators have been at the heart of work with and in communities during the worst peaks of the pandemic and the testimonials of the difference they have made been extraordinary.

None of the above should detract from the enormous impact of covid on those individuals receiving care and support and their carers.

Our ability to provide direct support in the way that we usually would has been and remains severely restricted. Even with all of our services back open, the restrictions on capacity necessitated by social distancing means that we can only support about a third of individuals in the way we would prior to the pandemic.

Covid has had a devastating impact in care homes across the UK and it may take a number of years to stabilise the sector.

Take up of carers assessments has declined even further despite that carers have had to provide even more support to family members to keep them safe and well. Reversing this trend is a key part of our recovery planning going forward.

In children services, we were concerned that the absence of the usual societal support and safeguarding provided by schools and the usual community support infrastructure during extended periods of lockdown could lead to a significant increase in child protection concerns and the risk of family breakdown.

Children services worked hard with colleagues in education, schools and from other partners to mitigate that risk as best we could.

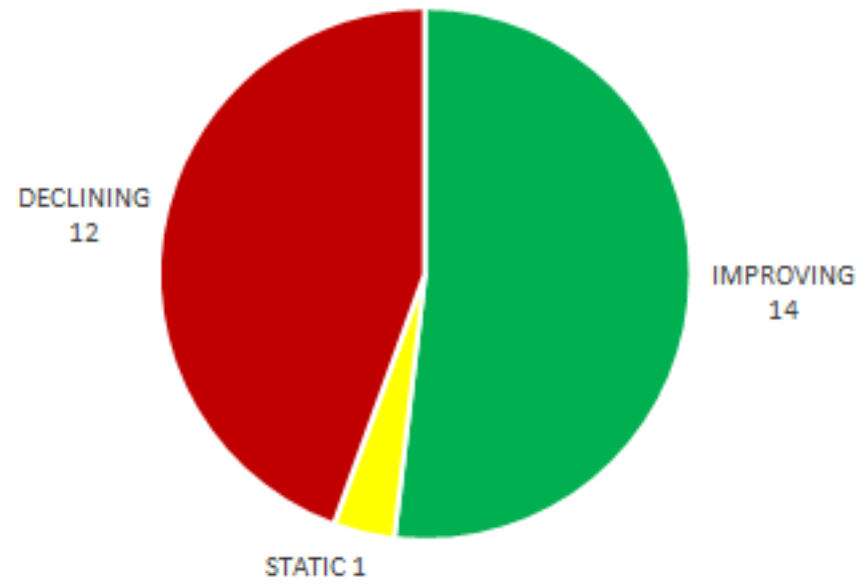
We have seen an increase in the complexity of children and family's needs as they present at the front door of our services but encouragingly we have proved ourselves remarkably effective in continuing to support children to remain safe and well within their families and communities and consequently looked after children numbers have dropped this year.

Despite the restrictions on our ability to deliver our early help services as intended this year, we have still seen a greater number of children and families being safely diverted to and supported by those services leaving statutory children services to concentrate on supporting those children with the highest level of needs.

There has been a detrimental impact on assessment performance and some of the other formal processes we are required to follow but actually given the significant reductions in workforce availability we have seen this year, these reductions are far smaller than we might have anticipated.

It cannot be stated often enough, the performance that has been achieved this year in circumstances that none of us could have imagined is nothing short of miraculous. Our workforce, our frontline managers, our Heads of service and their senior management teams have achieved extraordinary things and should all be extremely proud.

Performance compared to same Period of previous  
year  
2020/2021





Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>AS10</b> <span style="color: red;">↑</span> Percentage of annual reviews of care and support plans completed in adult services	RAG	GREEN	GREEN		During 20/21 the work of the team has been prioritised to address increased care and support demands as a direct impact of Covid 19. A restructure of the team now has the annual reviews in one team for older people services and has provided a clear picture on the volume of this demand. Contact has been prioritised throughout the year via a risk rating system and consequently there have been varying levels of contact.
	Result	71.05%	70.58%	67.08%    -5.0%	
	Target	70.00%	70.00%		
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	4637	3738	3387    -9.4%	
	Den	6526	5296	5049    -4.7%	
<b>AS11</b> <span style="color: red;">↓</span> Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population	RAG	GREEN	RED		The impact of Covid 19 on people's physical and mental health and well-being has increased and associated requirements for care and support, along with the decrease in available family and community support networks due to restrictions during 20/21.
	Result	90.29	106.47	113.73    +6.8%	
	Target	113.00	94.00		
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	4285	5116	5541    +8.3%	
	Den	47459	48049	48720    +1.4%	

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
AS12	RAG	GREEN	GREEN		The impact of Covid 19 on people's physical and mental health and well-being has increased and associated requirements for care and support, along with the decrease in available family and community support networks due to restrictions during 20/21.	
Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population	Result	10.00	8.91	9.32		+4.6%
	Target	13.00	10.50			
	Trend	IMPROVING	IMPROVING	DECLINING		
	Num	1507	1347	1410		+4.7%
	Den	150659	151228	151285		+0.04%

Page 36

AS13a	RAG	AMBER	RED		The number of carers who have accepted the offer of an assessment has remained low in 2020-21. There is local and regional work underway to provide training for staff and also to engage with carers to understand the reasons behind the low uptake. The new client recording system WCCIS will also allow us to more readily identify carers data which will also assist with improving this performance.	
Number of carers (aged 18+) who received a carer's assessment in their own right during the financial year	Result	689	588	209		-60.5%
	Target	700	700			
	Trend	No Data	DECLINING	DECLINING		
	Num	689	588	209		-60.5%
	Den					

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>AS14</b> The percentage of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.	RAG	GREEN	GREEN		
	Result	93.14%	97.05%	98.95%	+2.0%
	Target	80.00%	80.00%		
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	516	691	563	-18.5%
	Den	554	712	569	-20.1%
<b>AS9</b> The percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less.	RAG	RED	RED		
	Result	56.13%	64.2%	75.68%	+17.8%
	Target	70.00%	70.00%		
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	1240	1316	1198	-9.0%
	Den	2209	2049	1583	-22.7%

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
<b>CFS11</b> <span style="color:red">⬇</span> The number of children on the Local Authority's Child Protection Register (CPR) at end of the period	RAG		<b>GREEN</b>		There has been a slight increase in the number of children on the CP register at year end, with a downward trend emerging in the last two months. This continues to be monitored in the monthly report. Provisional subject to verification.	
	Result	240	258	264		+2.3%
	Target		260			
	Trend	No Data	<b>DECLINING</b>	<b>DECLINING</b>		
	Num	240	258	264		+2.3%
	Den					
<b>CFS14</b> <span style="color:red">⬆</span> The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral.	RAG	<b>AMBER</b>	<b>AMBER</b>		Performance in this area remains positive - the slight decrease is not cause for concern. Provisional subject to verification.	
	Result	99.78%	99.91%	98.48%		-1.4%
	Target	100.00%	100.00%			
	Trend	<b>DECLINING</b>	<b>IMPROVING</b>	<b>DECLINING</b>		
	Num	1372	1156	845		-26.9%
	Den	1375	1157	858		-25.8%

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
CFS16 <span style="color: red;">↑</span> The percentage of initial core group meetings held within 10 working days of the initial child protection conference.	RAG	GREEN	GREEN		Core group activity remains positive despite challenges with COVID, and we anticipate an improvement in this area when data is validated for Welsh Government. Provisional subject to verification.	
	Result	96.98%	95.00%	91.28%		-3.9%
	Target	90.00%	90.00%			
	Trend	IMPROVING	DECLINING	DECLINING		
	Num	321	323	293		-9.3%
	Den	331	340	321		-5.6%
<p><b>CFS16</b> HIGH is Good</p>						

CFS18 <span style="color: red;">↓</span> The rate of looked after children (LAC) per 10,000 of the 0-17 Swansea population at end of the period.	RAG	RED	RED		Provisional subject to verification.	
	Result	117.19	119.94	117.05		-2.4%
	Target	107.00	110.00			
	Trend	DECLINING	DECLINING	IMPROVING		
	Num	554	566	550		-2.8%
	Den	47272	47189	46988		-0.4%
<p><b>CFS18</b> LOW is Good</p>						

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>CFS19</b> <span style="color: red;">↓</span> The rate of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population.	RAG	GREEN	GREEN		There has been a steady decrease towards the end of the year in the number of children on the CP register, and something we continue to monitor in the monthly report. Provisional subject to verification.
Result	50.77	54.67	56.18	+2.8%	
Target	55.00	55.00			
Trend	IMPROVING	DECLINING	DECLINING		
Num	240	258	264	+2.3%	
Den	47272	47189	46988	-0.4%	
<b>CFS19a</b> <span style="color: red;">↑</span> The percentage of visits to children on the Child Protection Register (CPR) which were not overdue.	RAG		GREEN		Provisional subject to verification.
Result	93.18%	93.85%	88.19%	-6.0%	
Target		90.00%			
Trend	No Data	IMPROVING	DECLINING		
Num	205	229	224	-2.2%	
Den	220	244	254	+4.1%	

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
<p>CFS2 ↓</p> <p>The number of Looked After Children (LAC) at end of the period.</p>	RAG		RED		There has been a decrease in this performance indicator which could be a result of visits not being recorded before Paris switched to 'read-only'. Provisional subject to verification.	
	Result	554	566	550		-2.8%
	Target		520			
	Trend	No Data	DECLINING	IMPROVING		
	Num	554	566	550		-2.8%
	Den					
<p>Page 49</p> <p>CFS20 ↓</p> <p>The rate of Children in Need (CiN) with a care and support plan per 10,000 of the 0-17 Swansea population at end of the period.</p>	RAG	GREEN	GREEN		Provisional subject to verification.	
	Result	164.58	158.51	108.75		-31.4%
	Target	205.00	170.00			
	Trend	IMPROVING	IMPROVING	IMPROVING		
	Num	778	748.	511.		-31.7%
	Den	47272	47189.	46988.		-0.4%

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>CFS20a</b> <span style="color: red;">⬇</span> The number of Children in Need (CiN) with a care and support plan at end of the period.	RAG		<b>GREEN</b>		Provisional subject to verification.
	Result	778	748	511	-31.7%
	Target		800		
	Trend	No Data	<b>IMPROVING</b>	<b>IMPROVING</b>	
	Num	778	748	511	-31.7%
	Den				
<b>CFS23a</b> <span style="color: red;">⬇</span> The percentage of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment.	RAG		<b>RED</b>		Provisional subject to verification.
	Result	12.36	10.79%	8.11%	-24.8%
	Target		10.00%		
	Trend	No Data	<b>IMPROVING</b>	<b>IMPROVING</b>	
	Num	1375	1157	858	-25.8%
	Den	11127	10719	10574	-1.4%

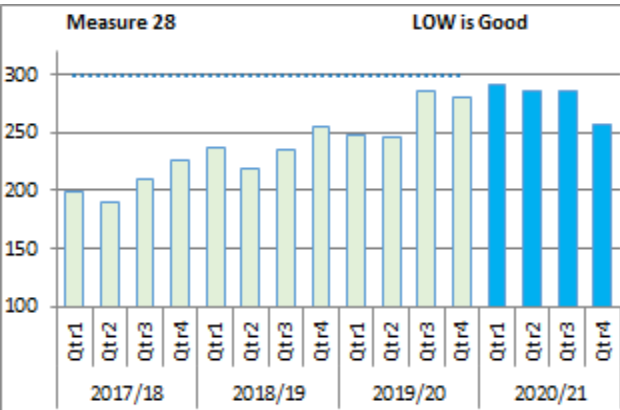
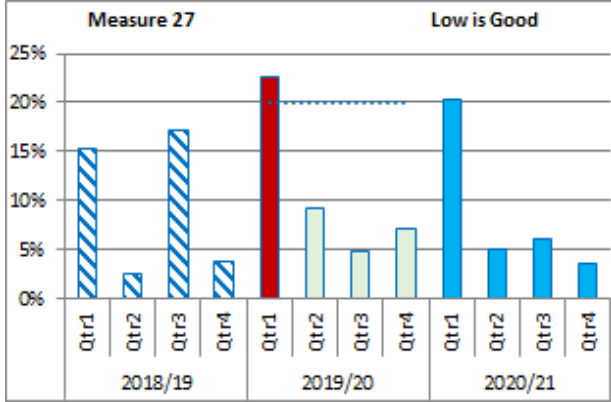


Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>CFS23b</b> <span style="color: red;">⬇</span> The number of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment.	RAG		AMBER		Provisional subject to verification.
	Result	1375.	1157	858 -25.8%	
	Target		1120		
	Trend	No Data	IMPROVING	IMPROVING	
	Num	1375.	1157	858 -25.8%	
	Den				
<b>CFS23c</b> <span style="color: red;">⬇</span> The percentage of referrals to Child & Family Services that were received with 12 months of the previous referral.	RAG		GREEN		Provisional subject to verification.
	Result	13.67%	9.68%	8.86% -8.5%	
	Target		15.00%		
	Trend	No Data	IMPROVING	IMPROVING	
	Num	188	112	76 -32.1%	
	Den	1375	1157	858 -25.8%	

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>CFS24</b> <span style="color:red">⬇</span> The total number of children with a care and support plan at the end of the period.	RAG		<b>GREEN</b>		Provisional subject to verification.
	Result	1537.	1550	1303	-15.9%
	Target		1600		
	Trend	No Data	<b>DECLINING</b>	<b>IMPROVING</b>	
	Num	1537.	1550	1303	-15.9%
	Den				
<b>CIP3</b> <span style="color:red">⬆</span> The number of GP Referrals still engaging in physical activity after 12 months and indicating their health has improved	RAG	<b>GREEN</b>	<b>RED</b>		NERS programme was on hold due to Covid; bulk of programme and engagements delivered online or by phone which maintained engagement with core groups and individuals
	Result	295	262	274	+4.6%
	Target	158	295		
	Trend	<b>IMPROVING</b>	<b>DECLINING</b>	<b>IMPROVING</b>	
	Num	295	262	274	+4.6%
	Den				

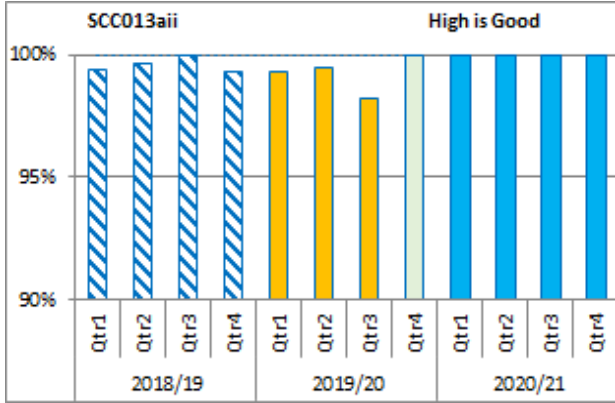
Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021																									
Measure 18 <a href="#">↑</a> The percentage of adult protection enquiries completed within 7 days	RAG	GREEN	AMBER																											
	Result	90.40%	85.82%	94.34%	+9.9%																									
	Target	90.00%	90.00%																											
	Trend	DECLINING	DECLINING	IMPROVING																										
	Num	970	1035	1084	+4.7%																									
	Den	1073	1206	1149	-4.7%																									
<p><b>Measure 18</b> HIGH is Good</p> <table border="1"> <caption>Measure 18 Performance Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>92%</td> <td>94%</td> <td>95%</td> <td>93%</td> </tr> <tr> <td>2018/19</td> <td>97%</td> <td>89%</td> <td>84%</td> <td>84%</td> </tr> <tr> <td>2019/20</td> <td>94%</td> <td>85%</td> <td>88%</td> <td>87%</td> </tr> <tr> <td>2020/21</td> <td>91%</td> <td>96%</td> <td>93%</td> <td>95%</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2017/18	92%	94%	95%	93%	2018/19	97%	89%	84%	84%	2019/20	94%	85%	88%	87%	2020/21	91%	96%	93%	95%					
Year	Qtr1	Qtr2	Qtr3	Qtr4																										
2017/18	92%	94%	95%	93%																										
2018/19	97%	89%	84%	84%																										
2019/20	94%	85%	88%	87%																										
2020/21	91%	96%	93%	95%																										
Measure 24 (PAM028) <a href="#">↑</a> The percentage of assessments completed for children within statutory timescales	RAG	RED	RED																											
	Result	78.05%	75.61%	67.84%	-10.3%																									
	Target	90.00%	90.00%																											
	Trend	IMPROVING	DECLINING	DECLINING																										
	Num	729	865	462	-46.6%																									
	Den	934	1144	681	-40.5%																									
<p><b>Measure 24</b> HIGH is Good</p> <table border="1"> <caption>Measure 24 Performance Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>76%</td> <td>70%</td> <td>70%</td> <td>73%</td> </tr> <tr> <td>2018/19</td> <td>85%</td> <td>72%</td> <td>72%</td> <td>80%</td> </tr> <tr> <td>2019/20</td> <td>78%</td> <td>74%</td> <td>70%</td> <td>69%</td> </tr> <tr> <td>2020/21</td> <td>67%</td> <td>67%</td> <td>63%</td> <td>73%</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2017/18	76%	70%	70%	73%	2018/19	85%	72%	72%	80%	2019/20	78%	74%	70%	69%	2020/21	67%	67%	63%	73%					Performance in this area continues to be a challenge, and now being monitored on a weekly and monthly basis in an attempt to improve performance. An upward trend of improvement began to emerge in December. We anticipate there may be an improvement in this area when data is validated for Welsh Government Provisional subject to verification.
Year	Qtr1	Qtr2	Qtr3	Qtr4																										
2017/18	76%	70%	70%	73%																										
2018/19	85%	72%	72%	80%																										
2019/20	78%	74%	70%	69%																										
2020/21	67%	67%	63%	73%																										

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>Measure 27</b> ↴ The percentage of re-registrations of children on local authority Child Protection Registers (CPR) at end of the period.	RAG		GREEN		Provisional subject to verification.
	Result	8.51%	6.89%	3.51%	-49.0%
	Target		20.00%		
	Trend	No Data	IMPROVING	IMPROVING	
	Num	28	23	2	-91.3%
	Den	329	334	57	-82.9%
<b>Measure 28</b> ↴ The average length of time for all children who were on the Child Protection Register (CPR) during the period	RAG	GREEN	GREEN		While there has been an increase in the average number of days on the register, this is still within the target range. Provisional subject to verification.
	Result	238.37	264.00	278.89	+5.8%
	Target	300.00	300.00		
	Trend	DECLINING	DECLINING	DECLINING	
	Num	81522	83326	86178	+3.4%
	Den	342	316	309	-2.2%



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
PAM029 (Measure 33) <span style="color:red">⬇</span> Percentage of Looked After Children (LAC) at end of the period who have had three or more placements during the year (formerly SCC004)	RAG	<b>RED</b>	<b>GREEN</b>		Provisional subject to verification.
	Result	11.55%	10.07%	6.55%	-35.0%
	Target	7.00%	12.00%		
	Trend	<b>DECLINING</b>	<b>IMPROVING</b>	<b>IMPROVING</b>	
	Num	64	57	36	-36.8%
	Den	554	566	550	-2.8%
<p><b>PAM029</b> Low is Good</p>					
SCC013ai <span style="color:red">⬆</span> The percentage of children on the Child Protection Register (CPR) at the end of the period allocated to a social worker	RAG		<b>GREEN</b>		This is likely to be a recording error which was not rectified on Paris, before the system was switched to read-only, as the case is allocated to a Student Social Worker with a Social Worker co-working. Provisional subject to verification.
	Result	100.00%	100.00%	99.62%	-0.4%
	Target		100.00%		
	Trend	No Data	<b>STATIC</b>	<b>DECLINING</b>	
	Num	240	258	263	+1.9%
	Den	240	258	264.	+2.3%
<p><b>SCC013ai</b> High is Good</p>					

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
SCC013aii <a href="#">↑</a> The percentage of Looked After Children (LAC) at the end of the period allocated to a social worker	RAG		GREEN		Provisional subject to verification.
	Result	99.28%	100.00%	100.00%	0%
	Target		100.00%		
	Trend	No Data	IMPROVING	STATIC	
	Num	550	566	550	-2.9%
	Den	554	566	550	-2.9%



The Covid-19 pandemic has had a profound effect on performance in education, particularly for examination year groups. In academic year 2019-2020 key stage 4 examinations were replaced by centre assessed grades, making it difficult to make comparisons with prior performance. Collection and collation of teacher assessment results for the earlier key stages was cancelled by Welsh Government in 2020, and is also cancelled for 2021.

Attendance during a pandemic year has been affected negatively. At times it has been safer to be educated at home. The impact of self-isolation has had an ongoing negative effect on attendance at schools. Education Welfare Officers continue to monitor carefully and support families to send children back to schools. The normal collection of attendance data by Welsh Government did not take place in 2020, and will also be suspended for 2021. During the pandemic, schools were supported well with their provision for remote learning. When the disruption to onsite learning increased, support was accelerated to ensure pupils had access to a blend of teaching and learning opportunities. Education was delivered despite absence in schools.

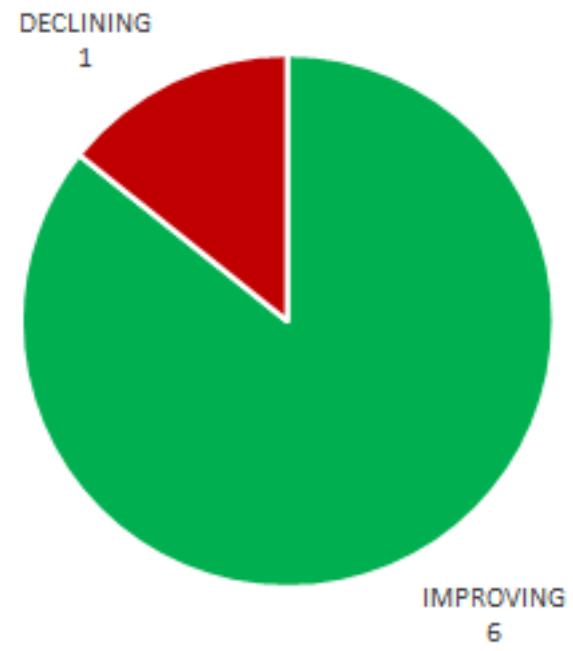
The level of young people becoming Not in Education, Employment and Training (NEET) has improved from the previous year. Provisionally, 1.4% of the 2020 Year 11 leavers were recorded as NEET, but official publication of this measure is not due until May 2021. The Cynnydd project continues to support children who are at risk of becoming NEET, providing tailored interventions to individual pupils in key stages 3 and 4 to prevent them from becoming disengaged from learning. However, it is anticipated that the disruption in education may affect NEETS numbers in future. A new NEET partnership now meets with a clear aim of NEETS reduction. Enhancements planned for the Vulnerability Assessment Profiles (VAP), which are a tool which can help in assessment of future NEET, were delayed due to the pandemic, but are now due to take place in Autumn 2021.

The number of statements issued within 26 weeks has been an area for continual improvement. However, more relevant performance measures will be introduced next year as the system transfers from statement to individual development plans. Improvements to systems within a challenging context of the impact of Covid-19 is ongoing. Swansea's ALN Strategic Plan priorities, including changes required to meet the implications of the ALNET Act 2018 are progressing well, despite the pandemic. A new IT system (CACI Impulse) has been procured to manage the process around creating and managing IDPs; this will also be used to map provision and reduce most of the existing paperwork associated with the current system.

Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA) continues to meet, despite Covid-19. The aim of PSA, a group comprising Members, LA officers and representatives from Further Education and Higher Education is to work towards a number of steps to meet the wellbeing objectives in the corporate plan including ensuring that the skills and qualifications that children and young people attain meet the longer term aspirations of the city, including those that will arise from the Swansea Bay City Deal.

Looking forward, the assessment of emotional and mental wellbeing of children and staff in schools will be a key consideration as in the future. The implementation of the Additional Learning Needs Tribunal Act 2018 in September 2021 and Curriculum for Wales in September 2022 under the Welsh Government's National Mission, against a challenging context of re-setting education has already influenced the performance framework of the Education Directorate. It will be particularly important to monitor the impact of services for vulnerable learners due to adverse childhood experience, poverty, additional learning needs, mental well-being and disability.

Performance compared to same Period of previous  
year  
2020/2021

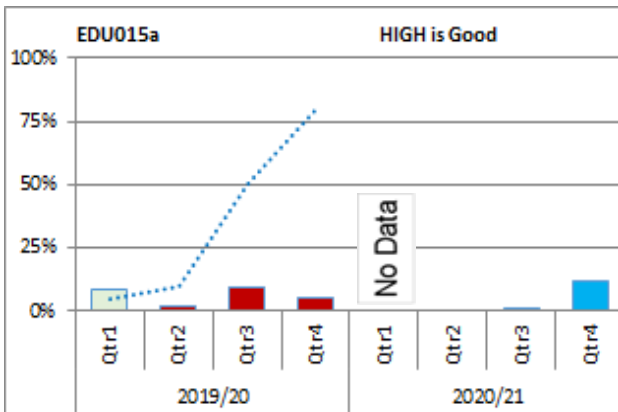




Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021																									
<b>BBMA4</b> <span style="color: red;">↑</span> The number of apprenticeships or trainee starts in the Council	RAG	<b>RED</b>	<b>GREEN</b>																											
<p><b>BBMA4</b> HIGH is Good</p> <table border="1"> <caption>BBMA4 Quarterly Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>1</td> <td>19</td> <td>21</td> <td>34</td> </tr> <tr> <td>2018/19</td> <td>2</td> <td>17</td> <td>21</td> <td>36</td> </tr> <tr> <td>2019/20</td> <td>14</td> <td>16</td> <td>17</td> <td>17</td> </tr> <tr> <td>2020/21</td> <td>17</td> <td>10</td> <td>18</td> <td>38</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2017/18	1	19	21	34	2018/19	2	17	21	36	2019/20	14	16	17	17	2020/21	17	10	18	38	Result	36	17	38	+124%
	Year	Q1	Q2	Q3	Q4																									
	2017/18	1	19	21	34																									
	2018/19	2	17	21	36																									
	2019/20	14	16	17	17																									
	2020/21	17	10	18	38																									
Target	50	16																												
Trend	<b>IMPROVING</b>	<b>DECLINING</b>	<b>IMPROVING</b>																											
Num	36.	17.	38.	+124%																										
Den																														
<b>EDU008c</b> <span style="color: red;">↓</span> The number of permanent exclusions for secondary schools.	RAG				2020 Academic Year.																									
NO GRAPH DISPLAYED Second year of reporting	Result		<b>28</b>	17	-39.3%																									
	Target																													
	Trend		No Data	<b>IMPROVING</b>																										
	Num		28.	17	-39.3%																									
	Den																													

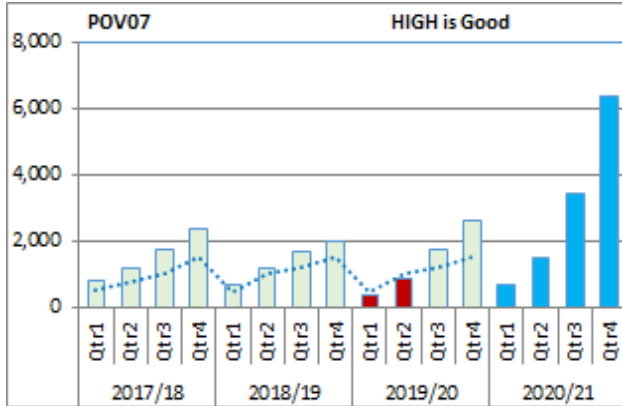
Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
EDU010c <span style="color:red">⬇</span> The rate of fixed-term exclusions per 1000 pupils for secondary schools.	RAG		<b>GREEN</b>		The denominator for this PI has been taken from the One system as PLASC 2021 has been delayed. This might mean a minor difference to the overall result.
	Result		<b>61.98</b>	16.67     -73.1%	
<b>NO GRAPH DISPLAYED</b> Second year of reporting	Target		60.00		
	Trend		No Data	<b>IMPROVING</b>	
	Num		759	236     -68.9%	
	Den		12246	14160     +15.6%	
EDU015a <span style="color:red">⬆</span> The percentage of final statements of Special Education Need (SEN) issued within 26 weeks including exceptions	RAG		<b>RED</b>		A new restructure within the Additional Learning Needs Unit is beginning to bear fruit. A combination of new staff and the consequences of the pandemic (i.e. not allowing us to receive medical advice and having to digitise files in the autumn term in order to work remotely) resulted in challenges during the first 3 quarters. Significant improvements have been made in quarter 4 as the teams start to embed.
	Result		<b>5.03%</b>	11.92%     +137%	
	Target		80.00%		
	Trend		No Data	<b>IMPROVING</b>	
	Num		10	23     +130%	
	Den		199	193     -3.0%	

Page 52



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
EDU015b					As above
The percentage of final statements of Special Education Need (SEN) issued within 26 weeks excluding exceptions	RAG		RED		
	Result		13.7%	35.9%	+162%
	Target		90.00%		
	Trend		No Data	IMPROVING	
	Num		10	23	+130%
	Den		73	64	-12.3%
<p>EDU015a HIGH is Good</p>					
AM034					
Percentage of year 11 pupils entered to sit a GCSE Welsh (first language)	RAG	AMBER	AMBER		
	Result	10.62%	11.22%	10.72%	-4.5%
NO GRAPH DISPLAYED Second year of reporting	Target	10.80%	11.44%		
	Trend	No Data	IMPROVING	DECLINING	
	Num	248	274	263	-4.0%
	Den	2335	2441	2453	+0.5%
					The decrease for 2020 is due to the cohort size of this year group in the Welsh-medium secondary schools. Nearly all pupils who attend Welsh-medium secondary schools take GCSE Welsh (first language).

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
POV07 <span style="color: red;">↑</span> The number of training and employment person weeks created by BBM for unemployed and economically inactive.	RAG	GREEN	GREEN		Due to the huge regeneration projects in the City Centre (in particular the Arena Development and the Fusion project). Both projects will end in the summer 2021.	
	Result	2004	2603	6380		+145%
	Target	1500	1500			
	Trend	DECLINING	IMPROVING	IMPROVING		
	Num	2004	2603	6380		+145%
	Den					



Despite the Covid-19 global pandemic, the vast majority of our targets have been met in 2020/21. However, some targets have shown a declining trend compared with last year's performance, owing to the effect of the pandemic. One example of this is the number of projects with social benefit clauses in their contracts. Although the target has been exceeded, the number of projects with clauses that commenced works is down compared to last year, owing to Covid-19 impact related delays on site. Likewise, the percentage of all planning applications determined within 8 weeks also achieved target, but the trend and performance was impacted by changes to working practices early in the year due to the Covid-19 pandemic and due to significant increase in number of planning applications received during last quarter.

Over the last year our major regeneration priorities have continued to make substantial progress on site. The Copr Bay works have made significant visible progress with the arena, residential block, MSCP, and church hall superstructure steelwork all erected. The removal of the redundant bridge structure and positioning of the new bridge was also a major achievement this year. The 82 week construction programme will complete in 2021, but some Covid-19 related delays are inevitable given the social distancing site working restrictions. The Copr Bay Phase 2 design & viability work, including the potential for a public sector hub, has made good progress, however, the timing on any announcement relating to the government's Hubs programme is currently unknown. As an interim solution a temporary public realm scheme has been designed for consideration by Cabinet.

The Shaping Swansea procurement has continued at pace during the pandemic, seeing the completion of the competitive dialogue stage of the process. Meanwhile the Kingsway infrastructure project has achieved practical completion, with works to remedy minor contractual defects scheduled for spring 2021. Planning permission for the Kingsway Employment Hub building was consented and procurement of a contractor is nearing completion with a contract award report drafted for Cabinet consideration. Wind Street works have commenced on site and are making good progress. The works contract for the Hafod Copperworks Powerhouse contract has also been awarded and good progress is being made on site. Acquisition of the Place Theatre was completed following a successful grant bid and design and procurement works are underway. We have also delivered a range of improvements to Swansea Market including new public toilets and a Changing Places facility, lighting upgrade and installation of solar panels. In response to the local economic impacts of the pandemic we have supported businesses with a range of grants, including the outdoors adaptations grant. A Shop Local Campaign was also launched November to encourage local spending habits thus keeping money in the Swansea economy.

Looking ahead to the medium term, the ongoing delivery and momentum of the Council's regeneration programme is considered a vital plank in the economic recovery process and further projects will be added, subject to additional funding from government economic stimulus funding. With this in mind a re-purposing feasibility study has been carried out to identify opportunities to revitalise the city centre in the wake of the impact on retail from the Covid-19 pandemic. An action plan is being prepared to identify key interventions. This links to the Swansea Economic Recovery Action Plan that was prepared in partnership with key stakeholders and agreed by Cabinet as part of the Council's wider Covid-19 recovery strategy. The Council has also been leading the refresh of the Regional Economic Regeneration Strategy in collaboration with other authorities in the region. This work will be completed later this year and will provide an economic delivery plan to guide transformational project investment in the region, utilising funds from the UK government's Shared Prosperity Funding programme that is envisaged in future years.

The WHQS Capital Programme for 2020/21 was affected by the Covid pandemic which curtailed the Council's ability to deliver planned works to occupied existing dwellings. This was recognised by Welsh Government and Swansea Council has been granted a further 12 months in which to deliver its WHQS Compliance Programme. The revised completion date is now 31st December 2021.

In spite of the Covid lockdown and the impact on revised safe working practices which limits labour resources delivering work inside residents homes and confined external spaces, the Council achieved a full spend of its Covid adjusted capital budget of £33m for the financial year against its original target of £45m, which was set before the onset of the pandemic. The investment was to ensure homes are in a good state of repair, thermally efficient, safe and secure and meeting the

needs of individuals. Over the course of the financial year the Council delivered 870 new kitchens and bathrooms. Major external repairs and improvements to 280 properties which includes reroofing, weatherboards and rainwater goods together with insulated render and other insulation upgrades were completed. Other energy efficient measures such as the installation of 350 high performance combination boilers were delivered. Maintenance and improvement of 1,600 gardens was carried out to improve safety and security of properties for the benefit of residents. Fire safety improvements work has continued and further sprinkler systems installed at high rise blocks of flats and sheltered housing complexes. Installation of remotely monitored smoke alarm systems is also being rolled out in sheltered housing complexes. Other routine safety work such as renewing electrical re-wires have been carried out to ensure installations comply with the prevailing regulations. The above are just some of the headline work streams delivered in the past 12 months, representative of a much wider programme of repairs, maintenance and improvements which forms the complete capital programme.

The overall WHQS programme contributed significantly towards community benefits and employment opportunities. By the end of 2020/21 the WHQS programme created 1,645 weeks of targeted recruitment and training specifically for people who were unemployed and experiencing barriers to accessing the jobs market and 18 people from the local community have been employed in this period. In addition 18 apprentices engaged for WHQS work have seen their employment continue with ongoing projects. To date, 34 community benefit measuring tools have been submitted relating to work undertaken as part of WHQS.

The Council's More Homes Programme, focussed on providing new build Council housing, is looking to a 10 year delivery ambition of 1000 new affordable homes. The site at Parc Y Helyg of 16 new homes was handed over in September 2020 and Colliers Way Phase 2, as site of 18 new homes was completed in April. As part of this phase, 34 new homes will have been built as 'Homes as Power Stations' using funds from a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes have innovative features such as solar panels and battery-powered energy, as well as the inclusion of swift bricks to support biodiversity. Work was also completed on a conversion of a former social services building in West Cross into 2 new family homes, which were handed over in December 2020.

Work is underway on a further 25 homes on Hill View Crescent in Clase. This scheme has also been awarded £1.5m of Innovative Housing Funding, which will fund the renewable technologies to continue the Homes as Power Stations theme. This will also be the site of a new build Welsh medium primary school, and will provide an opportunity to regenerate the area.

The Council is also developing 8 one bedroom homes at a former Education site in Uplands. Work will also be starting at West Cross, to develop 6 bungalows, and a further 10 homes in Clase. All these schemes have been funded through Welsh Government funding to support Councils to deal with homelessness through the pandemic. This funding has also enabled the purchase of 20 1 x bedroom units. 3 additional homes have also been purchased and adapted, and will be used to house families or households requiring adapted accommodation.

The Council is also progressing the procurement of a development partner or partners to deliver mixed tenure housing on the Council owned sites, whilst maximising the delivery of affordable housing to meet local need. The Council has also procured a multi-disciplinary team to deliver a masterplan for the regeneration of a large Housing owned site. This work is progressing however the timeframe has been extended as the planned resident consultation events, site visits and surveys were delayed due to Covid.

2020/21 has presented unprecedented challenges for the Leisure and Cultural Sector. Following the first lockdown, team members undertook to support the community, taking on leadership for services to those shielding or without family support; organising food distribution and volunteer responses in the communities. New ways of working evolved as a result, with project work continuing during this period with the third sector and colleagues in poverty and prevention, area coordination and health. The conclusion of the service's work for the European Pilot programme 'Agenda21: Culture in Sustainable Cities' resulted in the realisation of a partnership with Race Council Cymru to create a new multi-cultural and digital Hub in the Arts Wing of the Grand Theatre, and the commitment to Diversity in the service through a 'Pledge'. This work was recognised by APSE as good practice, when the service was shortlisted for their annual Leisure and Cultural Service Team of the Year award; contributing to the wider set of shortlisted services that placed the Council in the running for Council of the Year.


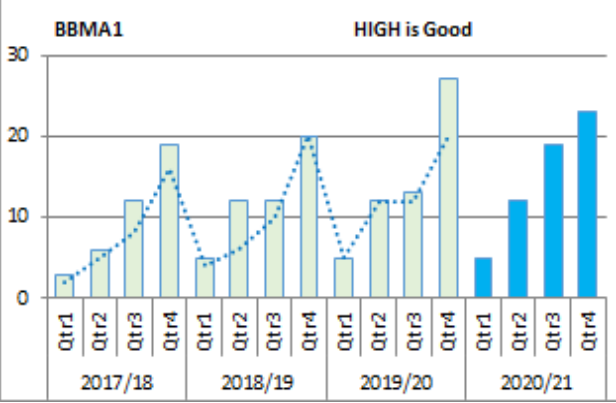

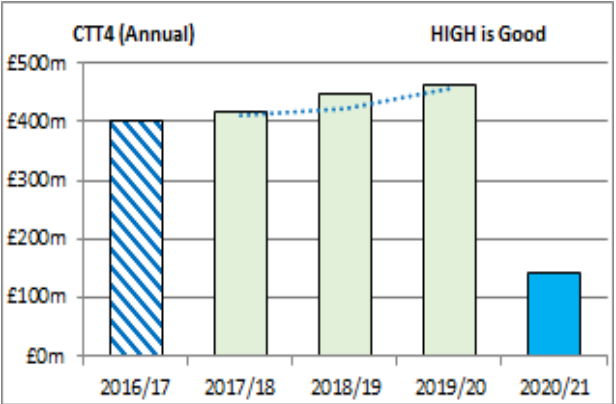
The pledge to diversify and recognise all our communities in our cultural programming also set the framework for a review, undertaken by the service, into the city's street and place names, monuments, statues and other commemorations, in response to the Black Lives Matter campaign and subsequent council motion. This work will continue in partnership with the community, to build a resource for future commissioning and street naming - with the first being applied to the new bridge walkway - Cupid Way - in the city centre. Challenges were presented, and overcome, by the easing of and then return, to lockdown, as venues prepared for and established the means to reopen, only to be closed down again some months later. Theatre and Events were particularly affected as these moved to online engagement, such as the online Airshow and Christmas Parade, as did a number of talks, workshops, virtual exhibitions and learning programmes. New Websites and platforms were created however, including the launch of a new site for the Glynn Vivian Gallery and a whole rebrand for the Grand Theatre, with a much improved website and booking system - embracing all venues and events as a 'Swansea Box Office' strategy for digital engagement and sales going forward. All the venues saw work continue behind the scenes, with the Arts Wing being upgraded - and a complete refurbishment of the Brangwyn Hall floor to prepare for when we can welcome our partners and events back into our venues. Further support was provided to businesses by way of accessing and promoting Freelancer grants to those in the creative industries, and businesses in the city centre and districts to enable outdoor trading, health and wellbeing opportunities - including the creation of 'foodcourts' in Singleton and Mumbles. Parklives and the National Exercise Referral programme continued online, drawing praise from partners across the region, and funding has been agreed for these to continue next year. All being well, rescheduled programming from last year will also go ahead in coming months and fresh opportunities for new events, commissions and a new cultural strategy can also go ahead.

Performance compared to same Period of previous  
year

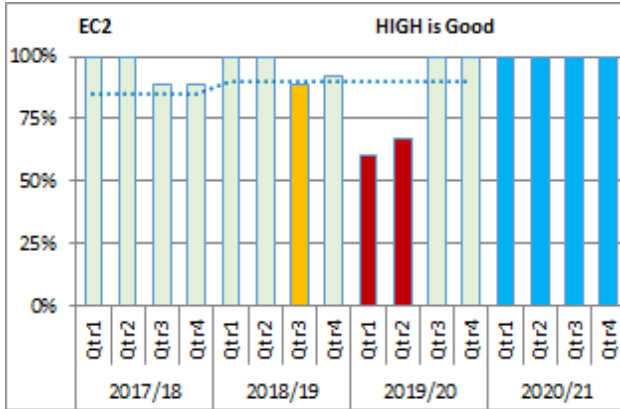
2020/2021





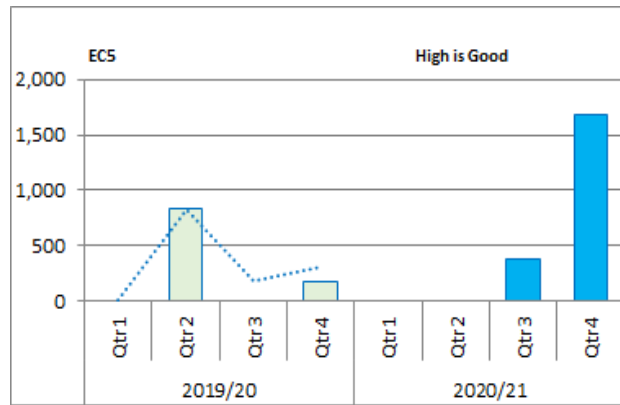
Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
<b>BBMA1</b>  The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG	GREEN	GREEN		Although exceeded target, the no of projects were BBM clauses starting on site is down compared to last year (covid could have an impact due to delays on site).	
	Result	20	27	23		-14.8%
	Target	20	20			
	Trend	IMPROVING	IMPROVING	DECLINING		
	Num	20	27	23		-14.8%
	Den					
						
<b>CTT4</b>  The amount of money spent by visitors to the City & County of Swansea (£m)	RAG	GREEN	GREEN		Covid restrictions on visitors and closure of tourism accommodation.	
	Result	447.74	461.48	143.09		-69.0%
	Target	424.12	456.69			
	Trend	IMPROVING	IMPROVING	DECLINING		
	Num	447.74	461.48	143.09		-69.0%
	Den					
						

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>EC2</b> <span style="color: red;">↑</span> The Percentage of all major applications with an economic imperative that are approved	RAG	GREEN	AMBER		
	Result	94.29%	81.48%	100.00%	+22.7%
	Target	90.00%	85.00%		
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	33	22	13	-40.9%
	Den	35	27	13	-51.9%



Page 60

<b>EC5</b> <span style="color: red;">↑</span> Amount of commercial floorspace (measured by sq m) created within the TRI (Targeted Regeneration Investment) Programme target areas to accommodate job creation	RAG		RED		
	Result	0	1001	2056	+105%
	Target		1315		
	Trend	No Data	IMPROVING	IMPROVING	
	Num	0.	1001	2056	+105%
	Den				



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021																				
<b>EC6</b> <span style="color: red;">↑</span> Number of new housing units created in TRI target areas as a result of Targeted Regeneration Investment (TRI) Programme funding.	RAG		RED																						
	Result	0	15	70	+367%																				
	Target		39																						
	Trend	No Data	IMPROVING	IMPROVING																					
	Num	0	15	70	+367%																				
	Den																								
<p>EC6 High is Good</p> <table border="1"> <caption>EC6 Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>~5</td> <td>~10</td> <td>~5</td> <td>~5</td> </tr> <tr> <td>2020/21</td> <td>~10</td> <td>~10</td> <td>~10</td> <td>~60</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2019/20	~5	~10	~5	~5	2020/21	~10	~10	~10	~60										
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2019/20	~5	~10	~5	~5																					
2020/21	~10	~10	~10	~60																					
<b>EC7</b> <span style="color: red;">↓</span> Average Turnaround Time for Land Charge Searches completed in the period	RAG		GREEN																						
	Result		4.74	3.59	-24.3%																				
	Target		10.00																						
	Trend		DECLINING	IMPROVING																					
	Num		4.74	3.59	-24.3%																				
	Den																								
<p>EC7 Low is Good</p> <table border="1"> <caption>EC7 Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~7</td> <td>~8</td> <td>~6</td> <td>~6</td> </tr> <tr> <td>2019/20</td> <td>~5</td> <td>~4</td> <td>~5</td> <td>~4</td> </tr> <tr> <td>2020/21</td> <td>~4</td> <td>~4</td> <td>~4</td> <td>~3</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2018/19	~7	~8	~6	~6	2019/20	~5	~4	~5	~4	2020/21	~4	~4	~4	~3					
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2018/19	~7	~8	~6	~6																					
2019/20	~5	~4	~5	~4																					
2020/21	~4	~4	~4	~3																					

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
<b>EP28</b> <a href="#">↑</a> The percentage of all planning applications determined within 8 weeks.	RAG	GREEN	GREEN		Target was met but performance was impacted by changes to working practices early in the year due to the Covid-19 pandemic and due to significant increase in number of planning applications received during last quarter.	
	Result	89.11%	89.53%	82.87%		-7.4%
	Target	80.00%	80.00%			
	Trend	IMPROVING	IMPROVING	DECLINING		
	Num	1694	1718	1369		-20.3%
	Den	1901	1919	1652		-13.9%
<p><b>EP28 HIGH is Good</b></p>						

<b>ESD1</b> <a href="#">↑</a> Value of inward investment (£m's) related to property-based projects where the authority owns some or all of the land (or adjoining land which facilitates the development)	RAG	RED	GREEN			
	Result	12.2	42.0	72.0		+71.4%
	Target	31.0	37.0			
	Trend	DECLINING	IMPROVING	IMPROVING		
	Num	12.2	42.0	72.0		+71.4%
	Den					
<p><b>ESD1 (Annual) HIGH is Good</b></p>						

The corporate plan sets out the council's commitment to Tackle Poverty to ensure that every person in Swansea can achieve their potential. To meet this commitment the corporate Tackling Poverty Strategy ensures that Tackling Poverty is everybody's business.

### Impact of Covid-19 - Tackling Poverty

The economic impact of the Covid-19 pandemic is having a significant impact on those already experiencing poverty and is driving those that were at risk of poverty, into poverty.

A report published by the Bevan Foundation in February 2021, 'Different experiences of Poverty in Winter 2020' found that:

-Incomes have fallen: 24% of Welsh households have seen their incomes decrease as a result of the pandemic.

-Many households have seen their living costs increase: 41% are spending more on heating, electricity and/or water, 38% are spending more on food and 16% are spending more on internet costs or devices to access the internet.

-Many households have seen their living standards drop with some having to cut back on their spending as a result of the economic impact: 22% have had to cut back on spending on clothing for adults, 15% have had to cut back on food for adults, 14% have cut back on heating, electricity and/or water.

-There is a growing personal debt crisis in Wales: Thousands of households have fallen behind on their bills or have had to borrow money as a result of the economic impact: Over 120,000 households, 9% of Welsh households have fallen behind on at least one bill since March 2020. Over 200,000 households, 15% have borrowed money since March 2020. Rising debt levels does not just have an impact on households in the near term, but also has longer term implications. Households who are in debt face extra costs for the period that they pay off their debt. For households already struggling these additional costs may be a significant challenge.

-Some groups have been especially badly affected including disabled people or people with long-term health conditions, 25-49 year olds, social renters, private renters, lone parent households, single person households without children and couples with children.

Lower paid workers in Wales in industries such as accommodation and hospitality saw 78% of jobs furloughed. Low paid workers are at higher risk of job loss as a result of the pandemic.

By August 2020 In Wales, the number of Universal Credit claimants had almost doubled since the start of the year.

### Employability Support

The number of people gaining employment through Employability support, supports the well-being objective steps; ensuring that young people are able to access employment, education and training after reaching 16 and, individuals are supported to overcome their barriers to employment through coordinated person centre employability support. This is achieved through the Swansea Working coordinated employment approach and associated employability support programmes of Communities for Work, Communities for Work Plus, Workways STU, Workways Plus and Cam Nesa. There has been an increase in the number of people gaining employment through Employability Support in 2020/21 (453) compared to 2019/20 (354). There has been an increase in referrals into the programmes directly and through Swansea Working referrals in 2020/21 (2,566) compared to 2019/20 (2,113).

### Welfare Benefit Entitlements

The step to help address the impacts of Welfare reform, including supporting people to claim the full benefits they are entitled to so that they are able to maximise their income is reported through the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights team. The amount of benefits secured has increased from £1.359m in 2019/20 to £1.366m in 2020/21, even with an increased level of complexity in cases. The team have achieved a 91%

success rate in appeal representation during 2020/21 despite face-to-face appeals not taking place.

#### Council Tax Reduction

The performance indicator of Council Tax Reduction (CTR) average time for processing new claims has slightly increased, this is due to a significant increase in those claiming CRT in 2020/21 compared to 19/20 and the team being diverted from core functions to process Isolation Payments for the Welsh Government.

#### Housing

The number of additional affordable housing units has increased during the 2020/21 with additional performance information highlighting how many were delivered through Section 106 agreements, those delivered by Registered Social Landlords and those delivered by the Local Authority. The Council, along with partners in the housing sector and support charities' response to addressing homelessness and rough sleeping ensured that many people have been supported to find a place to live and many moving on from emergency temporary accommodation into longer-term homes. There has been a significant reduction in the number of days all homeless families with children spend in Bed and Breakfast accommodation.

#### Skills and Qualifications

The partnership working between Swansea Working, Lifelong Learning, Employability Programmes and partners has continued offer participants accredited training and qualifications however on a much smaller scale than the previous year. The number of accredited qualifications achieved by adults with local Authority support has dropped significantly in 2020/21 (450) in comparison with 2019/20 (1000). This is due to employability/learning programmes being unable to offer face-to-face training for long periods of 2020/21 due to Covid restrictions. Whilst training opportunities continue to be offered online, a number of the awarding body sector specific accredited qualifications require an element of practical assessment.

#### Partnership Working

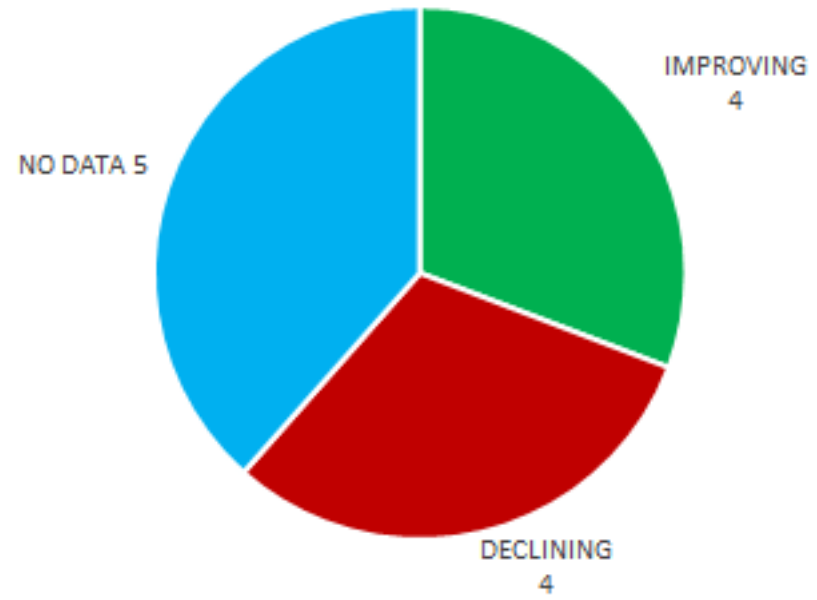
The Swansea Council Poverty Forum, Swansea Poverty Partnership Forum and Financial Inclusion Steering Group continue to meet, facilitating networking, sharing of good practice, information, trends, changes to services and new opportunities, encouraging partnership working and collaboration.

The Swansea Food Poverty Network was established in October 2021 to facilitate greater collaboration to tackle food poverty and food insecurity in Swansea. 41 Food Poverty Grants were awarded by the Council during 2020/21 proving support for the network of food banks and food aid projects across Swansea to maintain and further develop their services meeting increased demands. Period Dignity in Community Grants were awarded to 19 organisations and services supporting those experiencing poverty or at risk of poverty. Men's Sheds Grants were awarded to nine existing and developing Men's Sheds projects in Swansea reducing social isolation and increasing wellbeing.

The Swansea Poverty Truth Commission Facilitation Team started in 2020/21, hosted by Swansea Council for Voluntary Services and the development of the commission will continue into 2021/22.

During the year effective partnership working has been demonstrated between the Council, the Third Sector and communities as a part of the Covid community response, including the Local Area Coordination team working with more than 5,000 active community and street champions to support over 23,000 requests for food and medication, as well as support for people that were socially isolated. The legacy of street champions continues throughout Swansea.

Performance compared to same Period of previous  
year  
2020/2021



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>HBCT01a</b> ↓ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG	GREEN	AMBER		Considering the impact of Covid 19 on resources and the increased caseload in the Section, the small deterioration in performance is considered acceptable.
	Result	13.11	18.5	19.32 +4.4%	
	Target	19.00	18.00		
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	32508.	36119	42270. +17.0%	
	Den	2479	1951	2188 +12.1%	
<b>HBCT01b</b> ↓ Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN		
	Result	5.45	4.26	3.59 -15.6%	
	Target	7.00	7.00		
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	219348	140485	96602 -31.2%	
	Den	40277	32970	26877 -18.5%	



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
HBCT02a ↓ Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG	AMBER	RED		Longer processing time is due to the increase in caseload resulting from covid 19 and our resources being diverted from core function to process isolation payments for Welsh Government.
	Result	19.2	22.9	25.1 +9.7%	
	Target	19.00	20.00		
	Trend	DECLINING	DECLINING	DECLINING	
	Num	99573	150597	214233 +42.3%	
	Den	5192	6578	8532 +29.7%	

Page 67

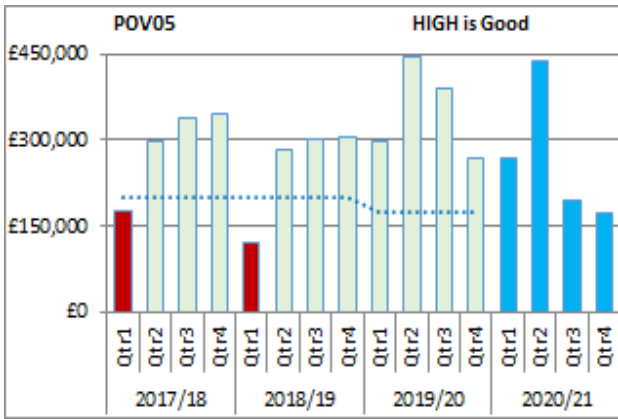
HBCT02b ↓ Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN		Longer processing time is due to the increase in caseload resulting from covid 19 and our resources being diverted from core function to process isolation payments for Welsh Government.
	Result	4.1	4.12	5.6 +34.9%	
	Target	7.00	7.00		
	Trend	DECLINING	DECLINING	DECLINING	
	Num	311914	295445	417057 +41.2%	
	Den	75577	71743	75094 +4.7%	

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
HSG16a <a href="#">↑</a> Total number of additional affordable housing units delivered per year by the Local Authority.  NO GRAPH DISPLAYED First year of reporting	RAG				
	Result			44	
	Target				
	Trend			No Data	
	Num			44	
	Den				
HSG16b <a href="#">↑</a> Total number of additional affordable housing units delivered per year by Registered Social Landlords.  NO GRAPH DISPLAYED First year of reporting	RAG				
	Result			203	
	Target				
	Trend			No Data	
	Num			203	
	Den				

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
HSG16c <a href="#">↑</a> Total number of additional affordable housing units delivered per year through Section 106 Agreements/other sources.  NO GRAPH DISPLAYED First year of reporting	RAG				
	Result			46	
	Target				
	Trend			No Data	
	Num			46	
	Den				
LA009a <a href="#">↑</a> Number of affordable housing units secured through planning permissions for Social Rented housing units  NO GRAPH DISPLAYED First year of reporting	RAG				
	Result			198	
	Target				
	Trend			No Data	
	Num			198	
	Den				

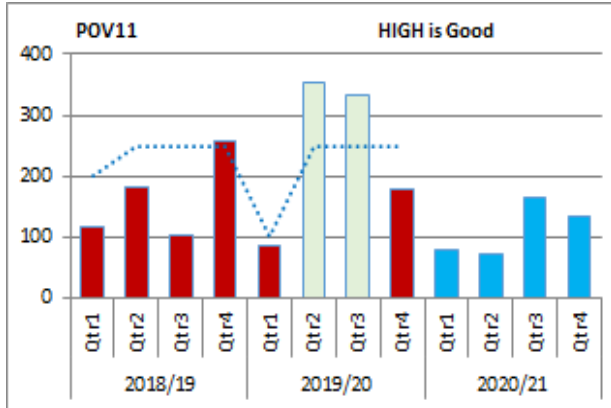
Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
PLA009b <a href="#">↑</a> Number of affordable housing units secured through planning permissions for intermediate tenure housing units	RAG				
	Result			75	
NO GRAPH DISPLAYED First year of reporting	Target				
	Trend			No Data	
	Num			75	
	Den				

POV05 <a href="#">↑</a> The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team (£)	RAG	GREEN	GREEN		
	Result	1065855.21	1416282.43	1418849.97	+0.2%
	Target	800000.00	700000.00		
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	1065855.21	1416282.43	1418849.97	+0.2%
	Den				



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021																									
POV06 The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG	GREEN	GREEN																											
	Result	1.5	4.57	1.75	-61.7%																									
	Target	6.00	5.00																											
	Trend	STATIC	DECLINING	IMPROVING																										
	Num	9.	64.	7	-89.1%																									
	Den	6.	14	4	-71.4%																									
<p>POV06 LOW is Good</p> <table border="1"> <caption>POV06 Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>1.5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2018/19</td> <td></td> <td>1.5</td> <td></td> <td></td> </tr> <tr> <td>2019/20</td> <td>4.5</td> <td>2.0</td> <td>7.0</td> <td>4.5</td> </tr> <tr> <td>2020/21</td> <td>2.0</td> <td>2.0</td> <td>2.0</td> <td>2.0</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2017/18	1.5				2018/19		1.5			2019/20	4.5	2.0	7.0	4.5	2020/21	2.0	2.0	2.0	2.0					
Year	Qtr1	Qtr2	Qtr3	Qtr4																										
2017/18	1.5																													
2018/19		1.5																												
2019/20	4.5	2.0	7.0	4.5																										
2020/21	2.0	2.0	2.0	2.0																										
POV10 Number of people gaining employment through employability support	RAG	RED	RED																											
	Result	389	354	453	+28.0%																									
	Target	500	455																											
	Trend	No Data	DECLINING	IMPROVING																										
	Num	389	354	453	+28.0%																									
	Den																													
<p>POV10 High is Good</p> <table border="1"> <caption>POV10 Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>125</td> <td>90</td> <td>90</td> <td>90</td> </tr> <tr> <td>2019/20</td> <td>70</td> <td>80</td> <td>110</td> <td>85</td> </tr> <tr> <td>2020/21</td> <td>80</td> <td>45</td> <td>100</td> <td>225</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2018/19	125	90	90	90	2019/20	70	80	110	85	2020/21	80	45	100	225					With many sectors closed for the duration of the financial year due to covid or operating at reduced capacity has made it difficult to find suitable vacancies and prepare citizens for these roles. Many citizens have changed career or roles and or had to retrain to do so. Mentoring on a non face to face basis has also made it difficult to engage citizens due to access to technology.					
Year	Qtr1	Qtr2	Qtr3	Qtr4																										
2018/19	125	90	90	90																										
2019/20	70	80	110	85																										
2020/21	80	45	100	225																										

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
POV11 <sup>↑</sup> Number of accredited qualifications achieved by adults with local Authority support	RAG	RED	GREEN		<p>Quarters 1,2 and 4 had very low numbers of courses on offer due to government restrictions and following internal protocols. This has meant very low numbers of training spaces offered during those quarters. Most of the forms of training we offer have to be delivered face to face to meet the industry required standard and awarding body requirements. Those courses that could be delivered online or remotely also posed a challenge in terms of access to technology and the correct technology needed</p>
	Result	799	1000	450 -55.0%	
	Target	950	850		
	Trend	No Data	IMPROVING	DECLINING	
	Num	799	1000	450 -55.0%	
	Den				

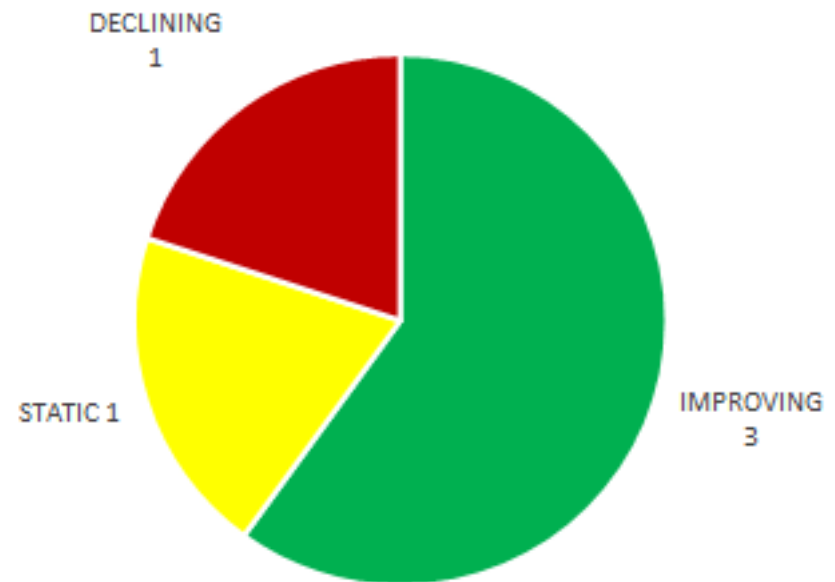


The impact of Covid-19 on the Council's performance indicators has resulted in a mixed picture this year. First and foremost the Council was unable to monitor targets in the MTFP (indicator Fina6) due to the call on significant financial resources to support local residents, communities and businesses through the pandemic. This included a range of interventions from food banks and support for those shielding, to issuing grants to businesses and direct payments to carers, those self-isolating, or to parents for free school meals. All services had to divert attention to the pandemic however, by year-end the Council is in an overall underspend position. Additionally, the shift to online channels reflects the good performance on indicators Cust 2a and b, particularly with more residents completing online forms for service requests. Online learning courses for residents shifted online with telephone support (indicator IT10). Numbers did reduce as face-to-face learning had to be suspended however, some new funding and alternative courses were secured. Those Council staff in desk based roles were able to shift to working from home. This may have had a positive impact on sickness figures (indicator CHR002) but more research into the data and sickness recording is needed.

The Council was in a strong position going into the pandemic so that desk based staff could make the shift to homeworking easily. In addition, staff across all services got involved in volunteering or supporting vital work to help residents and businesses.




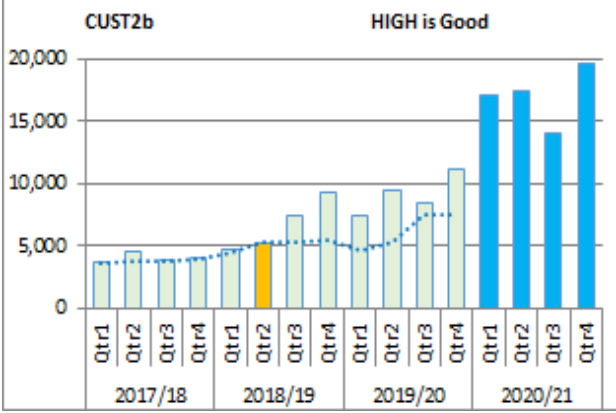



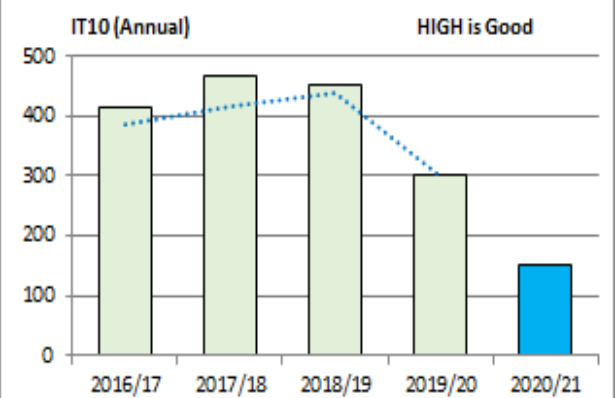
The Corporate Plan Transformation and Future Council well-being objectives have been reviewed in light of the pandemic. The Council has a recovery plan in place (Achieving Better Together) and this is reflected in the revised well-being objectives. Moving forward a new transformation programme will be devised to replace the previous Sustainable Swansea strategy, aligned to the Corporate Plan and financial strategy. The future financial landscape continues to be increasingly challenging therefore innovation and transformation will continue to be vital in order to maintain local priorities.




Performance compared to same Period of previous  
year  
2020/2021





Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>CHR002 (PAM001) ↓</b> The number of working days/shifts per full time equivalent lost due to sickness absence	RAG	RED	RED		Note from Corporate Performance Team - Data quality under review.
	Result	10.98	11.85	9.23	-22.1%
	Target	10.00	10.00		
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	98913.95	105606.61	82955.96	-21.4%
	Den	9007.59	8910.39	8984.92	+0.8%
<b>CUST2a ↑</b> Number of online payments received via City and County of Swansea websites	RAG	GREEN	GREEN		
	Result	94540	101087	106275	+5.1%
	Target	79100	94640		
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	94540	101087	106275	+5.1%
	Den				

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
<b>CUST2b</b>  Number of forms completed online for fully automated processes.	RAG	GREEN	GREEN		
	Result	26997 	36552 	68312	+86.9%
	Target	20500	24950		
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	26997	36552	68312	+86.9%
	Den				
					
<b>IT10</b>  The number of beneficiaries who have attended the 'Get Swansea online' programme	RAG	GREEN	GREEN		
	Result	454 	302 	151	-50.0%
	Target	440	300		
	Trend	DECLINING	DECLINING	DECLINING	
	Num	454	302	151	-50.0%
	Den				
					
					151 learners completed free IT courses for beginners during 2020/21, compared to 302 in the previous year. This is because of COVID-19 lockdowns affecting face-to-face learning. These courses were delivered as online classes instead of in venues across Swansea, with additional phone support to set up beforehand where necessary. Additionally, 79 learners were contacted by Lifelong Learning for tailored IT support via the COVID-19 request form and many of these completed Learn My Way classes

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
PROC12  Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)	RAG	GREEN	GREEN		
	Result	0 	0 	0	
	NO GRAPH DISPLAYED All results are Zero	Target	0	0.	
	Trend	No Data	STATIC	STATIC	
	Num	0.	0	0	
	Den				

The diverse natural environment of the County and the variety of accessible green/open space within the area has a direct impact on our health and well-being. It can help us to adapt to and mitigate for climate change impacts, such as extreme temperatures or flooding, reduce air and water pollution, capture and store carbon, support active recreation whilst also providing places to relax and leave daily stress behind. Recent studies have indicated that being able to spend time in nature is something that communities have particularly missed during periods of Covid-19 lockdown.

Whilst the pandemic has adversely affected people's lives and livelihoods it has had some short-term positive impacts on the natural environment. Travel restrictions have resulted in reductions in air pollution, carbon emissions and noise. People have also been exercising more - exploring and taking greater interest in their local area and enjoying the associated physical and mental health and well-being benefits.

Funding providers have recognised the importance of post-pandemic green recovery opportunities and solutions, e.g. by making additional funding available for such purposes over the past year to recover the economy and repair the damage to the climate and environment at the same time. This has been aimed at decarbonisation projects; nature-based solutions to adapt to climate change and respond to the need for nature recovery; and sustainable tourism proposals to prepare for changing tourism patterns. The Natural Environment Section delivered over £600,000 worth of such schemes through grant funding during 20/21. Similar levels of funding have been offered/bid for 21/22 and are anticipated over the medium term as national policy recognises the need to continue to respond to climate and nature emergencies.

The work of the various teams and sections committed to delivering the corporate well-being objective for maintaining and enhancing Swansea's natural resources and biodiversity has been largely unaffected by the pandemic with work continuing as planned and good progress has been made in delivering the identified steps of the objective. This work is monitored on a regular on-going basis by both a Climate Change Programme Board and a Natural Environment Scrutiny Performance Panel.

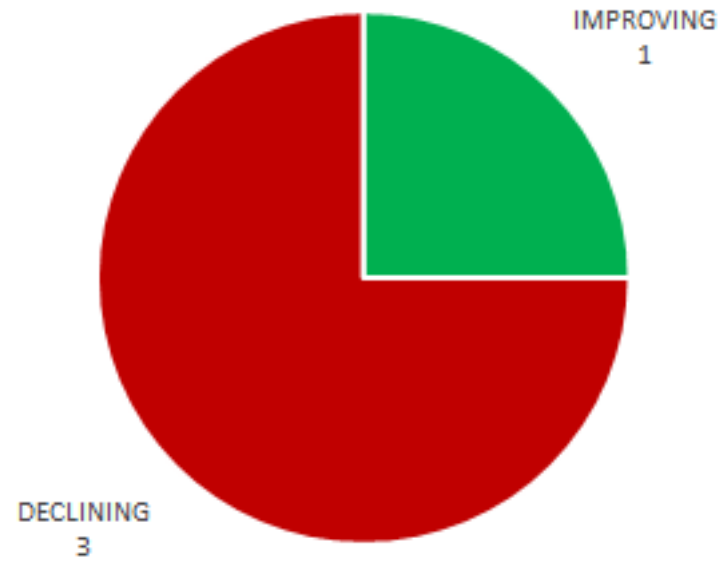
Key achievements over the past year include:

- Adoption of Biodiversity and Development Supplementary Planning Guidance (SPG), as well as a Central Area Green Infrastructure Strategy and Green Factor Tool. Further draft SPG has been published in relation to Trees and Development along with a Design Guide for the Gower Area of Outstanding Natural Beauty.
- The Council has signed up to Welsh Government's placemaking charter which ensures that multifunctional green infrastructure and access to open space are integrated into the design of new development from the outset
- Further extensive tree planting has been undertaken on Council land throughout the County including over 230 heavy standard trees and 2800 whips.
- Despite Covid restrictions preventing volunteer support, the management, maintenance and access improvement to the rights of way network (over 400 miles) and local nature reserves has continued and intensified e.g. at Bishops Wood and Swansea Vale. Whilst heritage, interpretation, access and biodiversity improvements have been undertaken in Clyne Valley Country Park. This has enabled people to more easily visit, enjoy and benefit from their local greenspaces and the wildlife on their doorsteps
- Elsewhere around Gower measures have been put in place and studies commissioned to reduce visitor impacts on biodiversity and the historic landscape, e.g. at Cefn Bryn and Port Eynon.
- Biodiversity awareness raising events and training, e.g. Green Infrastructure, Carbon Literacy, etc have been adapted to continue through virtual delivery
- The Active Travel programme has further upgraded and created six new walking and cycling routes around the County and an interactive route map published to encourage Active Travel as the normal way to get around for local journeys.
- The Council has signed a Charter on Climate Action which affirms its commitment to work towards becoming net zero carbon by 2030. This includes a commitment to review current strategies and plans to meet the challenge of climate emergency and ensuring actions and commitments meet the requirements of future generations and the need to halt and reverse the decline in biodiversity.
- Linked to this an Energy Strategy and Carbon Management Plan has been adopted. Other linked actions include the preparation of a Sustainable Transport Strategy formally documenting street lighting and Grey Fleet approaches and a draft Waste Strategy. Procurement contract procedure rules have also been revised and processes must now take into account the Well Being of Future Generations Act, sustainability and carbon reduction considerations
- Solar Photovoltaic (PV) Panels have installed on a number of primary and secondary schools including Cefn Hengoed, Morriston, Pentrehafod, Pontarddulais and Gowerton, Glyncollen, Portmead, Sea View, Clwyd, as well as the Quadrant, Swansea Market and the Council's Building Services Depot.

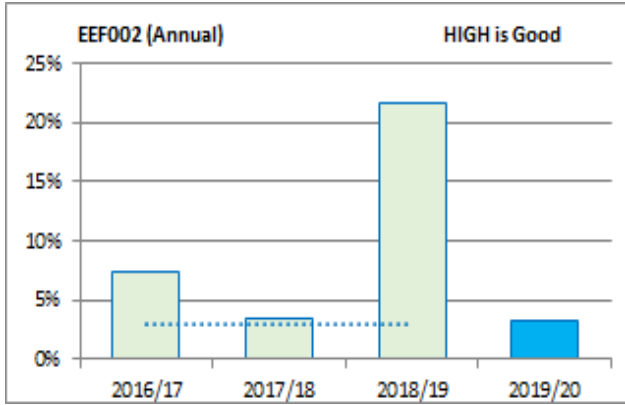
-Two new 'demonstration' green walls and a green roof have been created at the Swansea Environment Centre as well as a Mumbles to Margam pollinator corridor

-The ongoing WHQS Programme continues to improve thermal performance of the building fabric of Council housing, complemented by the introduction of renewables to provide low carbon heating and energy solutions to reduce emissions and comply with Welsh Govt target of zero emissions in social housing by 2030.

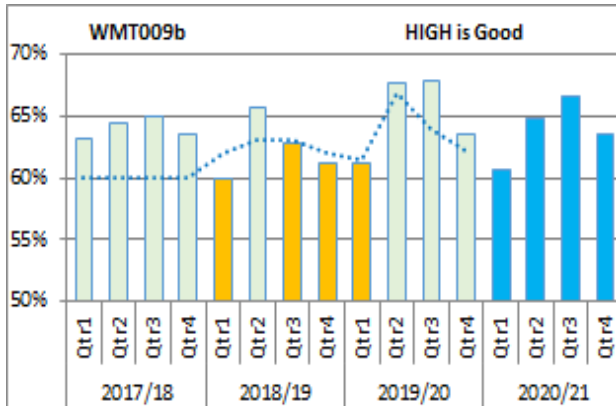
Performance compared to same Period of previous  
year  
2020/2021



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
EEFO02 <a href="#">↑</a> Measurement of carbon reduction across all CCS public building portfolio (%)	RAG	GREEN	GREEN		Swansea Council is not only meeting, but exceeding the Welsh Government 3% per year reduction target. The carbon reduction in 2018/19 was due in part to the leisure centres being outsourced to Freedom Leisure. A new suite of PIs is being developed for the 22/23 financial year'	
	Result	3.47%	21.56%	6.12%		-85.1%
	Target	3.00%	3.00%			
	Trend	DECLINING	IMPROVING	DECLINING		
	Num	858	5327	1147		-88.2%
	Den	24705	24705	18757		-21.6%
PAAT001 <a href="#">↑</a> Numbers of trees planted by Parks during the year  NO GRAPH DISPLAYED Second year of reporting	RAG		GREEN		This PI is currently being reviewed as part of the climate change strategy to reflect the council wide tree planting programme.	
	Result		414	232		-44.0%
	Target		283			
	Trend		No Data	DECLINING		
	Num		414	232		-44.0%
	Den					



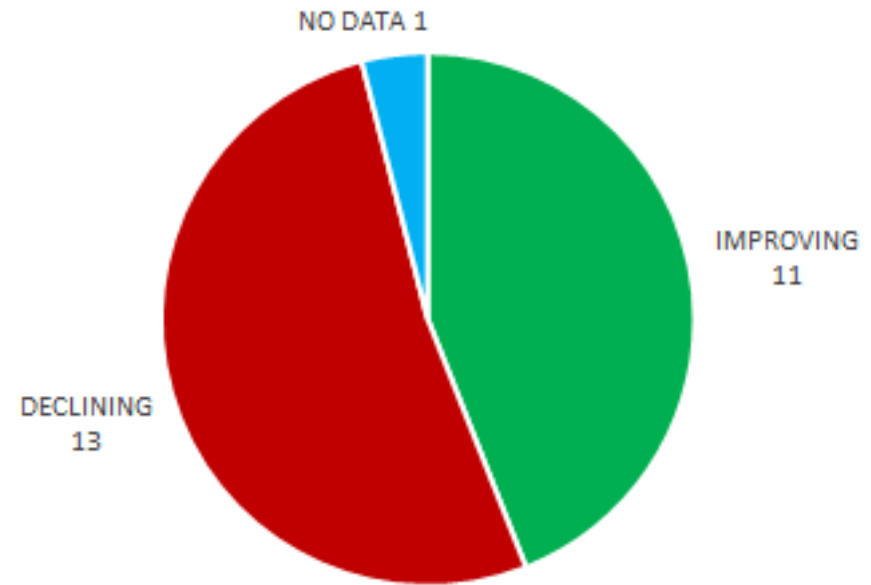
Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
NAT003 <span style="color: red;">↑</span> Percentage of Bathing Water Quality Predictions displayed on public electronic sign.  NO GRAPH DISPLAYED Second year of reporting	RAG		AMBER		KPI = 90.5% Calculation carried out for official bathing season, which was delayed due to CV19. Season commenced 22nd June 2020 and ended 30th September 2020.
	Result		89.7%	90.6% +0.9%	
	Target		90.00%		
	Trend		No Data	IMPROVING	
	Num		1497	1098 -26.7%	
	Den		1668	1212 -27.3%	
WMT009b (PAM030) <span style="color: red;">↑</span> The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	RAG	GREEN	GREEN		Data has been calculated for calendar year Jan-Dec 2020 from the 4 quarters reported. This should meet the financial year target of 64%. It is unclear whether Q4 figures will increase the performance to meet the target as all Recycling Centres were closed during the first national Covid lockdown.
	Result	62.54%	64.97%	63.95% -1.6%	
	Target	62.50%	64.00%		
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	68965.80	71110.61	70191.59 -1.3%	
	Den	110267.00	109447.63	109765.58 +0.3%	





Performance compared to same Period of previous year

2020/2021



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
CHR002 (PAM001) ↓ The number of working days/shifts per full time equivalent lost due to sickness absence	RAG	RED	RED		Note from Corporate Performance Team - Data quality under review.	
	Result	10.98	11.85	9.23		-22.1%
	Target	10.00	10.00			
	Trend	DECLINING	DECLINING	IMPROVING		
	Num	98913.95	105606.61	82955.96		-21.4%
	Den	9007.59	8910.39	8984.92		+0.8%
Measure 24 (PAM028) ↑ The percentage of assessments completed for children within statutory timescales	RAG	RED	RED		Performance in this area continues to be a challenge, and now being monitored on a weekly and monthly basis in an attempt to improve performance. An upward trend of improvement began to emerge in December. We anticipate there may be an improvement in this area when data is validated for Welsh Government	
	Result	78.05%	75.61%	67.84%		-10.3%
	Target	90.00%	90.00%			
	Trend	IMPROVING	DECLINING	DECLINING		
	Num	729	865	462		-46.6%
	Den	934	1144	681		-40.5%

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021										
PAM012 ↑ Percentage of households threatened with homelessness successfully prevented from becoming homeless	RAG	GREEN	GREEN		The impact of the Covid pandemic has meant: Reduced numbers of empty properties in all tenures of accommodation, Increased turnaround times due to distancing measures/availability of goods/services etc., All households homeless throughout the year have had a priority need, Households unable to stay with family/friends due to Covid restrictions, The result narrowly missed target however reflects the hard work of the service to produce a strong result under very challenging circumstances.										
	Result	75.45%	72.3%	69.36%		-4.0%									
	Target	67.00%	70.00%												
	Trend	IMPROVING	DECLINING	DECLINING											
	Num	885	806	652		-19.1%									
	Den	1173	1115	940		-15.7%									
	<p>PAM012 (Annual) HIGH is Good</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>~68%</td> </tr> <tr> <td>2018/19</td> <td>75%</td> </tr> <tr> <td>2019/20</td> <td>~72%</td> </tr> <tr> <td>2020/21</td> <td>69.36%</td> </tr> </tbody> </table>	Year	Percentage	2017/18		~68%	2018/19	75%	2019/20	~72%	2020/21	69.36%			
Year	Percentage														
2017/18	~68%														
2018/19	75%														
2019/20	~72%														
2020/21	69.36%														
PAM013 ↑ Percentage of empty private sector properties brought back into use during the year through direct action by the local authority	RAG	GREEN	GREEN		Result of 4.2% is an overachievement of target (equating to 111 properties against target of 88). This is due to tailored advice to property owners on options for re-occupying, letting and renovating their properties; targeted enforcement with properties affecting neighbours; a larger number of properties than expected being occupied during the Covid-19 pandemic and the impact of the introduction of a Council Tax levy for long-term empty properties.										
	Result	5.38%	4.25%	4.15%		-2.3%									
	Target	3.30%	3.30%												
	Trend	IMPROVING	DECLINING	DECLINING											
	Num	100	115	111		-3.5%									
	Den	1859	2705	2672		-1.2%									
	<p>PAM013 (Annual) HIGH is Good</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>~3.8%</td> </tr> <tr> <td>2018/19</td> <td>5.38%</td> </tr> <tr> <td>2019/20</td> <td>~4.5%</td> </tr> <tr> <td>2020/21</td> <td>4.15%</td> </tr> </tbody> </table>	Year	Percentage	2017/18		~3.8%	2018/19	5.38%	2019/20	~4.5%	2020/21	4.15%			
Year	Percentage														
2017/18	~3.8%														
2018/19	5.38%														
2019/20	~4.5%														
2020/21	4.15%														

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
PAM015 (PSR002) ↓ The average number of calendar days taken to deliver a Disabled Facilities Grant.	RAG	GREEN	RED		Additional OT and surveying resources have been employed to clear the backlog of work, this will contribute to improving performance in 21-22
	Result	235	281	360.37 +28.2%	
	Target	265.00	255.00		
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	59935	68844	67029 -2.6%	
	Den	255	245	186 -24.1%	
PAM017 (LCS002b) ↑ The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	RAG	GREEN	RED		Leisure Centres closed for the majority of the year;
	Result	11943.33	8993.70	1140.47 -87.3%	
	Target	8300.00	10238.00		
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	2931848	2216641	281685 -87.3%	
	Den	245480	246466	246990 +0.2%	

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
PAM018 <a href="#">↑</a> Percentage of all planning applications determined within required time periods	RAG	GREEN	GREEN		Performance was impacted by changes to working practices early in the year due to the Covid-19 pandemic and due to significant increase in number of planning applications received during last quarter.
	Result	98.53%	98.75%	98.5% -0.3%	
	Target	90.00%	90.00%		
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	1873	1895	1627 -14.1%	
	Den	1901	1919	1652 -13.9%	
PAM019 <a href="#">↑</a> Percentage of appeals against planning application decisions dismissed	RAG	GREEN	GREEN		Many appeal decisions are subjective so appeal Inspectors will take a different view to the Authority. Also some appeals have been allowed where the Inspector considered non-compliance with policy is acceptable.
	Result	71.58%	72.12%	59.5% -17.5%	
	Target	66.00%	65.00%		
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	68	75	50 -33.3%	
	Den	95	104	84 -19.2%	

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021										
PAM020 ↓ Percentage of principal A roads that are in overall poor condition	RAG	RED	GREEN		Continued additional investment in the highway network with a strong asset management approach has shown a positive trend in the improvement to the condition of the highway										
	Result	4.10%	4.00%	3.11%		-22.2%									
	Target	3.20%	5.00%												
	Trend	DECLINING	IMPROVING	IMPROVING											
	Num	7.86	7.66	5.94		-22.5%									
	Den	191.94	191.41	190.72		-0.4%									
	<p><b>PAM020 (Annual) LOW is Good</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>3.20%</td> </tr> <tr> <td>2018/19</td> <td>4.10%</td> </tr> <tr> <td>2019/20</td> <td>4.00%</td> </tr> <tr> <td>2020/21</td> <td>3.11%</td> </tr> </tbody> </table>						Year	Percentage	2017/18	3.20%	2018/19	4.10%	2019/20	4.00%	2020/21
Year	Percentage														
2017/18	3.20%														
2018/19	4.10%														
2019/20	4.00%														
2020/21	3.11%														

PAM021 ↓ Percentage of principal B roads that are in overall poor condition	RAG	RED	GREEN		Continued additional investment in the highway network with a strong asset management approach has shown a positive trend in the improvement to the condition of the highway										
	Result	5.06%	5.07%	4.20%		-17.3%									
	Target	4.50%	6.00%												
	Trend	DECLINING	DECLINING	IMPROVING											
	Num	9.29	9.34	7.44		-20.3%									
	Den	183.44	183.90	177.07		-3.7%									
	<p><b>PAM021 (Annual) LOW is Good</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>4.50%</td> </tr> <tr> <td>2018/19</td> <td>5.06%</td> </tr> <tr> <td>2019/20</td> <td>5.07%</td> </tr> <tr> <td>2020/21</td> <td>4.20%</td> </tr> </tbody> </table>						Year	Percentage	2017/18	4.50%	2018/19	5.06%	2019/20	5.07%	2020/21
Year	Percentage														
2017/18	4.50%														
2018/19	5.06%														
2019/20	5.07%														
2020/21	4.20%														

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021															
PAM022 ↓ Percentage of non-principal C roads that are in overall poor condition	RAG	AMBER	GREEN																	
	Result	6.90%	7.01%	6.25%	-10.9%															
	Target	6.70%	8.00%																	
	Trend	DECLINING	DECLINING	IMPROVING																
	Num	15.39	15.60	13.89	-11.0%															
	Den	223.00	222.55	222.33	-0.1%															
	<p>PAM022 (Annual) LOW is Good</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td>Result (%)</td> <td>6.90</td> <td>7.01</td> <td>6.25</td> <td>6.25</td> </tr> <tr> <td>Target (%)</td> <td>6.70</td> <td>6.70</td> <td>6.70</td> <td>6.70</td> </tr> </tbody> </table>						Year	2017/18	2018/19	2019/20	2020/21	Result (%)	6.90	7.01	6.25	6.25	Target (%)	6.70	6.70	6.70
Year	2017/18	2018/19	2019/20	2020/21																
Result (%)	6.90	7.01	6.25	6.25																
Target (%)	6.70	6.70	6.70	6.70																
PAM023 (PPN009) ↑ The percentage of food establishments which are broadly compliant with food hygiene standards	RAG	GREEN	AMBER																	
	Result	96.02%	95.99%	96.49%	+0.5%															
	Target	94.00%	96.00%																	
	Trend	IMPROVING	DECLINING	IMPROVING																
	Num	2194	2179	2008	-7.8%															
	Den	2285	2270	2081	-8.3%															
	<p>PAM023 (Annual) HIGH is Good</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td>Result (%)</td> <td>96.02</td> <td>95.99</td> <td>96.49</td> <td>96.49</td> </tr> <tr> <td>Target (%)</td> <td>94.00</td> <td>94.00</td> <td>96.00</td> <td>96.00</td> </tr> </tbody> </table>						Year	2017/18	2018/19	2019/20	2020/21	Result (%)	96.02	95.99	96.49	96.49	Target (%)	94.00	94.00	96.00
Year	2017/18	2018/19	2019/20	2020/21																
Result (%)	96.02	95.99	96.49	96.49																
Target (%)	94.00	94.00	96.00	96.00																

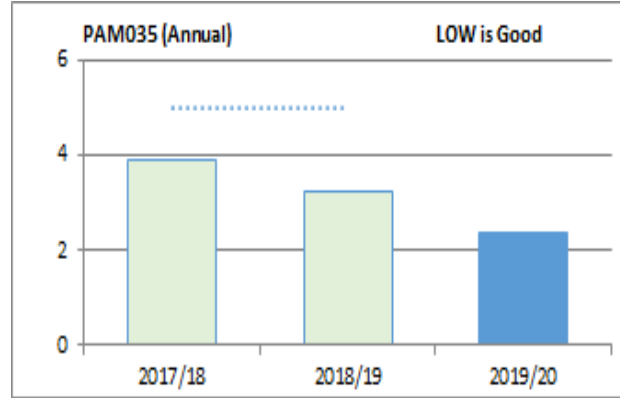
Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
PAM029 (Measure 33) ↓ Percentage of Looked After Children (LAC) at end of the period who have had three or more placements during the year (formerly SCC004)	RAG	RED	GREEN		Provisional subject to verification.	
	Result	11.55%	10.07%	6.55%	-35.0%	
	Target	7.00%	12.00%			
	Trend	DECLINING	IMPROVING	IMPROVING		
	Num	64	57	36	-36.8%	
	Den	554	566	550	-2.8%	
PAM034 ↑ Percentage of year 11 pupils entered to sit a GCSE in Welsh (first language)	RAG	AMBER	AMBER		The decrease for 2020 is due to the cohort size of this year group in the Welsh-medium secondary schools. Nearly all pupils who attend Welsh-medium secondary schools take GCSE Welsh (first language).	
	Result	10.62%	11.22%	10.72%		-4.5%
	Target	10.80%	11.44%			
	Trend	No Data	IMPROVING	DECLINING		
	Num	248	274	263		-4.0%
	Den	2335	2441	2453		-0.5%



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
-----------------------	-----	-----------	-----------	-----------	-------------------

PAM035 ↓

Average number of working days taken to clear fly-tipping incidents

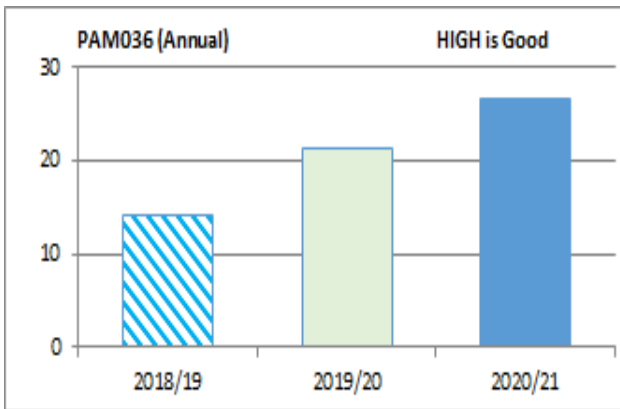


RAG	GREEN	GREEN		
Result	3.9	3.21	2.36	-26.5%
Target	5.00	5.00		
Trend	No Data	IMPROVING	IMPROVING	
Num	6392	4430	3172	-28.4%
Den	1631	1380	1345	-2.5%

Page 91

PAM036 ↑

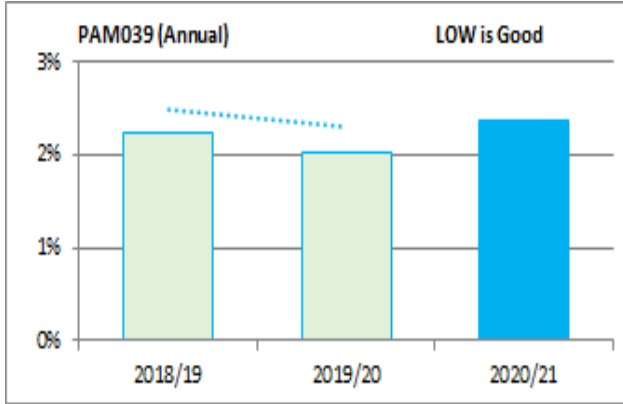
Number of additional affordable housing units delivered during the year per 10,000 households.



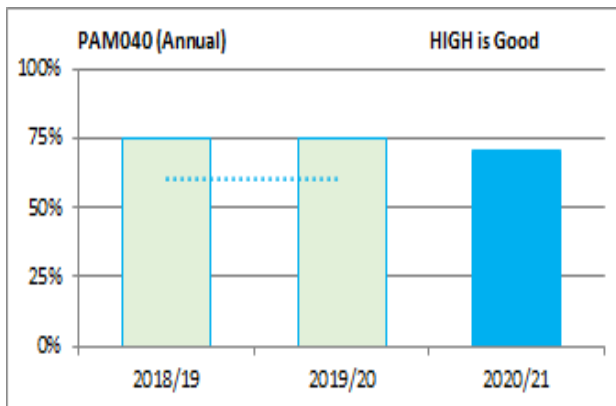
RAG		GREEN		
Result	14.04	21.21	26.76	+26.1%
Target		14.00		
Trend	No Data	IMPROVING	IMPROVING	
Num	152	231	293	+26.8%
Den	108200	108900	109500	+0.6%

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
PAM037 ↓ Average number of calendar days taken to complete all repairs	RAG		RED			
	Result	11.9%	21.93	13.1	-40.3%	
	Target		12.00			
	Trend	No Data	DECLINING	IMPROVING		
	Num	321531	570985	158517	-72.2%	
	Den	27042	26036	12103	-53.5%	
PAM038 ↑ Percentage of local authority self-contained housing stock units that are compliant with the Welsh Housing Quality Standard (WHQS), subject to acceptable fails, at 31 March	RAG		GREEN		As per the PAM Guidance document, compliant properties are defined as those which are both fully compliant and containing acceptable fails.	
	Result		100.00%	No Data		100.00%
	Target		97.00%			
	Trend	No Data		No Data		
	Num	13525		13540		
	Den	13525		13540		



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
PAM039 ↓ Percentage of rent lost due to properties being empty	RAG	GREEN	GREEN		The number of empty properties and therefore the percentage of rent loss at year end is higher than last year due largely to covid, in particular the requirement to socially distance and delays with contractors and supply chains in relation to kitchen and bathroom installations
	Result	2.25%	2.03%	2.38% +17.4%	
	Target	2.50%	2.30%		
	Trend	No Data	IMPROVING	DECLINING	
	Num	1501025.00	1414056.14	1671840.22 +18.2%	
	Den	66817253.00	69787325.10	70262743.32 +0.7%	



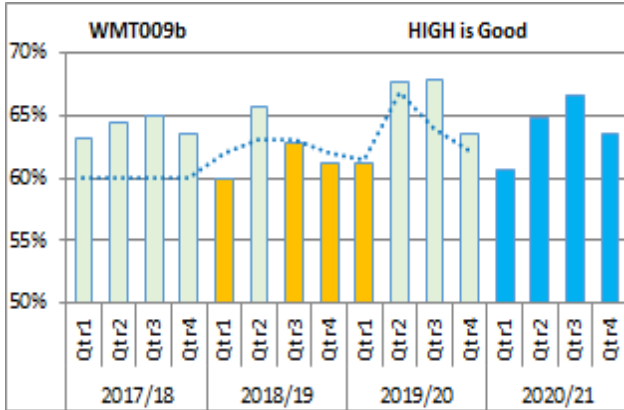
PAM040 ↑ Percentage of Quality Indicators (with targets) achieved by the library service	RAG	GREEN	GREEN		Libraries closed for most of the year
	Result	75.00%	75.00%	70.33% -6.2%	
	Target	60.00%	60.00%		
	Trend	No Data	STATIC	DECLINING	
	Num	7.50	7.50	6.33 -15.6%	
	Den	10.00	10.00	9.00 -10.0%	



Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
PAM042 <span style="color: red;">↑</span> Percentage of NERS clients whose health had improved on completion of the exercise programme	RAG	GREEN	GREEN		As above programme placed on hold for 1:1 support and programme delivery, no formal completion of programmes can be reported as output.
	Result	79.80%	92.00%	90.08% -1.8%	
	Target	78.00%	79.00%		
	Trend	No Data	IMPROVING	DECLINING	
	Num	158	277	808 +190%	
	Den	198	302	897 +191%	
PAM043 <span style="color: red;">↓</span> Kilograms of residual household waste generated per person	RAG	GREEN	GREEN		Due to reporting cycles, we have used the tonnage of residual waste from households figure for the 2020 calendar year.
	Result	132.73	123.37	130.71 +6.0%	
	Target	150.00	127.70		
	Trend	No Data	IMPROVING	DECLINING	
	Num	32583080	30406380	32285570 +6.2%	
	Den	245480	246466	246993 +0.2%	

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021
PAM044  Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees  NO GRAPH DISPLAYED Second year of reporting	RAG				
	Result		32.19	36.02	+11.9%
	Target				
	Trend		No Data	IMPROVING	
	Num		229	226	-1.3%
	Den		7114	6275	-11.8%
PAM045  Number of additional dwellings created as a result of bring empty properties back into use.  NO GRAPH DISPLAYED Second year of reporting	RAG		GREEN		
	Result		5	14	+180%
	Target		5		
	Trend		No Data	IMPROVING	
	Num		5	14	+180%
	Den				

Performance Indicator	KEY	2018/2019	2019/2020	2020/2021	Comment-2020/2021	
WMT009b (PAM030) <a href="#">↑</a>	RAG	GREEN	GREEN		Data has been calculated for calendar year Jan-Dec 2020 from the 4 quarters reported. This should meet the financial year target of 64%. It is unclear whether Q4 figures will increase the performance to meet the target as all Recycling Centres were closed during the first national Covid lockdown.	
The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	Result	62.54%	64.97%	63.95%		-1.6%
	Target	62.50%	64.00%			
	Trend	DECLINING	IMPROVING	DECLINING		
	Num	68965.80	71110.61	70191.59		-1.3%
	Den	110267.00	109447.63	109765.58		+0.3%



# Agenda Item 9.



## Report of the Cabinet Member for Adult Social Care & Community Health Services

Cabinet - 15 July 2021

### West Glamorgan Regional Carers Strategy

<b>Purpose:</b>	This report details the 5 year West Glamorgan Regional Carers Strategy and for Swansea Council to endorse as a part of the West Glamorgan Regional arrangements
<b>Policy Framework:</b>	Social Services and Wellbeing (Wales) Act 2014, Wellbeing of Future Generations (Wales) Act 2015
<b>Consultation:</b>	West Glamorgan Regional Partners, Social Services, Access to Services, Finance, Legal, and citizens
<b>Recommendation(s):</b>	It is recommended that Cabinet:-  1) Approve the Five Year West Glamorgan Regional Carers Strategy and supporting Quick Reference Guide document (Appendix 1 and 2).
<b>Report Author:</b>	Jane Whitmore
<b>Finance Officer:</b>	Chris Davies
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 The West Glamorgan Carers Partnership Board has developed a Five Year Regional Carers Strategy and supporting Quick Reference Guide, covering the West Glamorgan area of Neath Port Talbot and Swansea. If approved, Swansea Council will work with the Regional Carers Partnership Board to develop an action plan. This action plan will set out how the organisations signed up to the Strategy, including the Council, will work together to achieve the outcomes and objectives within the document.

- 1.2 The Regional Carers Strategy defines a five-year strategy for carers in West Glamorgan. The document establishes a clear, concise vision statement and mission statement which will guide our regional plans and actions over the next five years. It also describes the values which we will uphold throughout our efforts to deliver the strategy and the subsequent Action Plans.

## **2. Background**

- 2.1 The Strategy defines the vision and mission statement of the West Glamorgan partners, who are Swansea Council, Neath Port Talbot Council and Swansea Bay University Health Board, with regards to supporting carers.

### **Vision:**

***Carers are identified, recognised and supported to care. They have a life alongside caring and have a feeling of well-being throughout their caring journey.***

### **Mission:**

***We will work together to improve the wellbeing of carers in West Glamorgan by listening, learning, being supportive and delivering changes through the Regional Partnership that meet the rights and needs of carers.***

- 2.2 This document also sets out the strategic approach to how the West Glamorgan partners will implement the strategy; including the outcomes and objectives to be achieved over the five year period and how this will be monitored.
- 2.3 If the Strategy is approved, Council officers will work with the Regional Carers Partnership Board to develop an action plan.
- 2.4 This action plan will detail the way in which the intended outcomes and objectives of the Strategy are to be delivered and will be aligned to the Strategies key themes of:
- Balancing priorities;
  - Supporting each other;
  - Information and advice;
  - Identified and recognised;
  - Dignity and respect;
  - Support services.

## **3. Integrated Impact Assessments**

- 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.
- Deliver better outcomes for those people who experience socio-economic disadvantage

The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development.

Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'. Our Integrated Impact Assessment process ensures that we have paid due regard to the above.

- 3.2 An IIA Screening Form has been completed with the agreed outcome that there are no negative impacts, in fact the introduction of the strategy highlights potential positive impacts; that services to people with protected characteristics may increase; that the proposals are compatible with corporate priorities and WBFGA obligations. Therefore a full IIA report is not required.
- 3.3 Please refer to **Appendix 3** Integrated Impact Assessment Screening Form as a background paper

#### **4. Legal Implications**

- 4.1 This strategy will ensure that we are compliant with the relevant parts of the Social Services and Wellbeing (Wales) Act 2014.

#### **5. Financial Implications**

- 5.1 There are no financial impacts directly arising from the endorsement of this Strategy. However, the delivery of some actions required to achieve the aims and objectives of the Strategy will require financial investment.
- 5.2 It is intended that the actions from this strategy will help inform the strategic allocation of the element of the Welsh Government Integrated Care Fund that is ring fenced for carer services.

**Background Papers:** None.

#### **Appendices:**

- |            |  |
|------------|--|
| Appendix 1 | West Glamorgan Regional Carers Strategy                |
| Appendix 2 | West Glamorgan Regional Strategy Quick Reference Guide |
| Appendix 3 | Integrated Impact Assessment Screening Form            |



**Partneriaeth**  
Ranbarthol  
Gorllewin  
Morgannwg

West  
Glamorgan  
Regional  
**Partnership**

Appendix 1



# West Glamorgan

# Regional Carers Strategy

**Region:** West Glamorgan Regional Partnership

 01792 633 805

 [west.glamorgan@swansea.gov.uk](mailto:west.glamorgan@swansea.gov.uk)



# Introduction

The important role of unpaid carers in our society is recognised by Welsh Government in [‘A Healthier Wales: our Plan for Health & Social Care’](#). Without the vital role they play, there would be no sustainable system of health and social care. That is why Wales remains committed to supporting and investing in unpaid carers as an integral part of the health and social care workforce. This commitment is reflected in [‘Prosperity for All’](#) – the national strategy for taking Wales forward – which covers learning provision and access to information and support for carers.



The Parliamentary Review of Health and Social Care identified ‘carers’ as one of the priority areas for transformation of health and social care. It calls for greater effort across the health and social care sectors to plan for new models of care and support for carers on an ongoing basis.

Changing the way we support carers is part of the cultural journey we are undertaking in Wales under the [‘Well-being of Future Generations \(Wales\) Act 2015’](#) to create a healthier, more resilient nation. Giving carers the help and support they need is one key step in this journey. The [‘Social Services and Well-being \(Wales\) Act 2014’](#) [The Act] sets out how carers should be supported. Certain parts of The Act form the legal foundation of meeting carers needs:

- Part 1 of the Act defines what a “carer” is;
- Part 2 sets overarching duties, wellbeing outcomes and local functions;
- Part 3 sets out how to assess needs;
- Part 4 establishes how to meet needs.

The Act, as with all legislation, can be interpreted in different ways and so carers’ experiences can differ from place to place. This document provides a strategic focus for working with carers to achieve improved outcomes and better support for the important role they play in our communities in Swansea and Neath Port Talbot.

## Foreword



As Chair of the West Glamorgan Regional Carers Partnership Board, I am very pleased to present this five-year Carers Strategy on behalf of the West Glamorgan Regional Partnership. Unpaid carers are under recognised, undervalued and underappreciated in our society. It is our hope that this strategy will take a step forward to addressing this.

It is important to recognise and give heartfelt thanks to our Carer Representatives who have made a significant contribution to this work. Their time, attention to detail and enthusiasm is truly inspirational, in spite of their already busy lives. Third Sector Carers Services involved in this work have been instrumental in representing the voices of carers and made invaluable contributions to help us understand carers' experiences and the challenges they face navigating this post viral world. Despite increasing pressures on our public services, our statutory partners from Swansea Bay University Health Board [SBUHB], Swansea Council and Neath Port Talbot Council have continued their involvement and been committed to the development of this strategy as well as the action that will be driven by our regional commitment.

This strategy represents the future, we are keenly aware that our ambition may not be realised fully within five years. This document is a beacon for us to follow on the journey to achieving our aims. We will need to revisit and revise this strategy at points along the journey in order to meet the demands of this rapidly changing world. Nevertheless, this document sets out the West Glamorgan region's strategic commitment to unpaid carers and its commitment to work collaboratively to achieve these aims to the best of its ability.

**Gaynor Richards, Chair West Glamorgan Carers Partnership Board.**

## Using this document

The purpose of this document is to outline what we know about Carers, their needs and outline how we intend to meet those needs. The intended audience for this document is varied and there are sections which will hold more relevance to some people more than others.

For example, Carers may want to pay more attention to section 1, which explain our shared mission, vision and values, or section 2, which outlines what we know about carers and what outcomes they want to achieve. Statutory partners will likely pay closer attention to section 3, as this will aid the implementation of the strategy into their own policies and processes. It is for you to determine which parts of this document are of more relevance and importance to you.

This document will make reference to **other related documents** which are available to access from the West Glamorgan Transformation Office. There will also be some links to other online sources of information [highlighted](#) throughout this document.



This document is one of a series of regional strategies produced by the Regional Partnership Board [RPB] for West Glamorgan. Each strategy defines a regional approach to addressing one of the key priorities for health and social care across Swansea and Neath Port Talbot.

The regional strategies explain this strategic approach in three parts:

### **Section 1 – Establishing our aims**

In this section, we will establish the national, regional and local factors that influence the direction we are heading for this particular strategic focus. This will give us a clear mission and vision and a set of principles within which we will work together to achieve our aims.

### **Section 2 – Defining the context**

In this section, we will explain the key terms, challenges, opportunities and definitions that underpin this strategy. We will also describe the specifics of the West Glamorgan region and the relevant services that are within scope.

### **Section 3 – Achieving our aims**

In this section, we will build describe how we will achieve our mission within the context defined in Section 2. This gives us a set of outcomes and indicators as well as an approach to implementation that covers how we will monitor, report, evaluate, fund and govern the changes to be delivered.

The **Quick Reference Guide** will bring all the elements of the strategy together into a shorter document for you to print and keep at hand. The guide is designed so that people can connect the key concepts to the broad aims of this strategy.

# Contents

<b>Section 1 – Establishing our aims</b> .....	8
Mission.....	8
Vision.....	9
Strategic Alignment.....	12
<b>Section 2 – Defining the context</b> .....	14
About Carers.....	14
About the region.....	18
About the services.....	20
Key Themes.....	23
<b>Section 3 – Achieving our aims</b> .....	27
Strategic Approach.....	27
Objectives.....	29
Success Factors.....	31
Implementation.....	32
Monitoring & Reporting.....	33
Evaluation.....	34
Funding.....	34
Ways of working principles.....	35
<b>Appendices</b> .....	37
A – Action Table.....	37
B – Regional Priorities.....	38
C – Mapping Strategic Drivers.....	39
D – Glossary of Terms.....	42



# Section 1 – Establishing our aims

## Mission

The Social Services and Well-being Act defines a “**carer**” as “**a person who provides, or intends to provide care for an adult or disabled child**”. The term “carer” can be associated with paid professionals who provide care to people. Unpaid carers are usually family or friends that give their time to support a person who need support. However, “unpaid” does not necessarily mean that they do not receive any financial support for carrying out this role. Some carers can claim allowances and benefits to support them. Unpaid carers are focus of this strategy but are referred to as “carers” throughout this document.

This regional strategy represents a commitment to a long-term strategic mission for meeting carers’ needs. We (the Regional Partnership which includes representatives of service users and carers) believe that this mission is defined by the following statement, which has been agreed in partnership with unpaid carers, their representatives and the organisations involved in our regional carers partnership:

**We will work together to improve the wellbeing of carers in West Glamorgan by listening, learning, being supportive and delivering changes through the Regional Partnership that meet the rights and needs of carers.**

This mission means that we want to work together using co-production principles and ensure that we are listening and learning from carers throughout the lifetime of the strategy. We want to achieve a consistency of experience for carers tailored to their individual needs. We want the strategy to make changes where needed to continuously improve services to enhance the well-being of carers consistently across the region.

By committing to this mission, we aim to achieve our vision for carers over the course of the next five years. We will continue to monitor and revisit our mission to ensure it remains appropriate and aligned to the needs of carers in our region.

## Vision

**Carers are identified, recognised and supported to care. They have a life alongside caring and have a feeling of well-being throughout their caring journey.**

This vision represents the future we aspire to, where we recognise the contribution of carers to our society. It is a statement that we plan to continue to actively identify, listen, respect and properly support carers to not just continue their caring role but to enable them to have fulfilling lives. At the end of this five-year strategy, we want to be able to look back and see that this vision has come true.

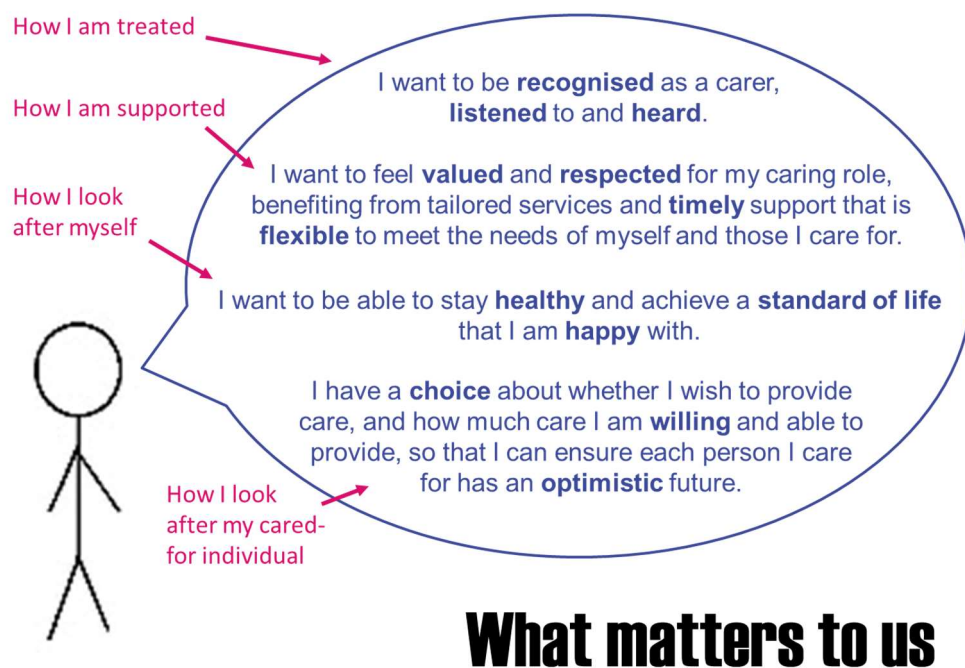


Fig.2. What carers told us matters to them (2019)

The West Glamorgan Regional Carers Strategy vision was developed in several stages. In 2019, Carers Representatives discussed the broad issues facing carers and developed a number of statements to spark discussion with larger groups of carers. Workshop events held in the Autumn of 2019 established an aspirational vision and themes that were important to carers. This formed the basis for an 'outline' of the regional strategy that we could continue to develop collaboratively.

A second series of Workshops in March 2020 had to be cancelled due to the COVID-19 pandemic and meant an alternative approach to co-production of this document was taken.

Co-production of the strategy to the level desired by the Regional Partnership was not possible due in part to the COVID-19 pandemic, however, involvement of Carers Representatives continued. We recognised there is a need to create the right conditions for continuous involvement and engagement with carers to enable co-production opportunities to flourish.

To this end, one of the first actions arising from this strategy is the establishment of a **Carers Liaison Forum** to bring carers together with people and organisations who work with or have an interest in carers' issues. Once the Forum is established, we will seek their support in reviewing and updating this document throughout the lifetime of the strategy.

Following the immediate urgency presented by the pandemic, the Strategy Development Group was reconvened to discuss and continue our efforts in creating the Regional Carers Strategy. The group consisted of Carers Representatives, Third Sector Carer Support Services, and Health Board and Local Authority representatives. From August 2020 to November 2020, the group met to review the existing evidence available and new evidence emerging about the impact of the pandemic on carers.

The Regional Carers Strategy is underpinned by the following **values**:

- 🌸 **Carers are treated with kindness, dignity and respect.**
- 🌸 **Working with carers will be built on a foundation of honesty and integrity to foster trusting relationships.**
- 🌸 **Carers are empowered to speak up for themselves and the person they care for if/when needed.**
- 🌸 **Carers are respected as experts by experience and specialists in the wellbeing of the person they care for.**
- 🌸 **Carers are equal partners in discussions about their needs.**
- 🌸 **Carers are supported to achieve equity to enable them to make informed decisions and enhance their well-being.**
- 🌸 **Carers' rights are upheld by making consistent, reliable, fair and just decisions.**
- 🌸 **Carers and organisations/services learn together through experience, empathy and partnership.**

We will use these values as the foundation for everything we will do to deliver this regional strategy. This will drive everything from our behaviours in working together as a partnership to evaluating that the changes we deliver align with the principles of our strategy.

## Strategic Alignment

Carers provide a significant contribution to society in Wales. Nationally, care provided by unpaid carers is worth an estimated £8.1 billion a year.

There are currently **three national priorities for carers** – established by Welsh Government – which underpin this strategy:

- **Supporting life alongside caring** – All carers must have reasonable breaks from their caring role to enable them to maintain their capacity to care, and to have a life beyond caring.
- **Identifying and recognising carers** – Carers deserve to be recognised and supported so that they can continue to care. It is vital that carers identify themselves as carers.
- **Providing information, advice and assistance** – It is important that carers receive the right information and advice when they need it and in an appropriate format.

A fourth national priority proposed by Welsh Government in the Carers National Plan<sup>1</sup> is also included:

- **Supporting carers in education and the workplace** – employers and educational / training settings should be supported to adapt their policies and practices enabling carers to work and learn alongside their caring role.






Welsh Government is supported in its ambition to deliver these priorities and improve outcomes for carers by the Ministerial Advisory Group for Carers. This group is a national forum to inform and steer the delivery of improvements for carers across Wales. Their vision for carers in Wales is one where “**all carers are identified, recognised and supported for the invaluable care and commitment they provide**”.

---

<sup>1</sup> Welsh Government (2020) Carers’ national plan for Wales. Retrieved from: <https://gov.wales/carers-national-plan-wales>

The Senedd Health, Social Care and Sport Committee inquiry<sup>2</sup> into the impact of The Act on carers described the progress made as “underwhelming” and “patchy”. Welsh Government accepted fully or “in principle” all but two of the Committee’s recommendations. For our region, this report offers valuable insight into the progress that must be made to ensure The Act has a more positive impact on carers.

In West Glamorgan, our regional partnership focuses on the following themes as priorities for transformation across Swansea and Neath Port Talbot (further details are provided at Appendix B):

-  Older People;
-  Children and Young People;
-  Mental Health;
-  Learning Difficulties and Autism;
-  Carers (cross-cutting theme).

There are many other strategic drivers, imperatives and influences that underpin our strategic approach to supporting carers across the region. These have been reviewed and considered in the development of our Regional Carers Strategy and an overview of each source of strategic direction is included in the Appendix C.

---

<sup>2</sup> Health, Social Care and Sport Committee (2019) Caring for our future: An inquiry into the impact of the Social Services and Well-being (Wales) Act 2014 in relation to carers. Retrieved from: <https://business.senedd.wales/documents/s96075/Report%20-%20Caring%20for%20our%20Future%20An%20inquiry%20into%20the%20impact%20of%20the%20Social%20Services%20and%20Well-being%20Wa.pdf>

## Section 2 – Defining the context

### About Carers

We recognise that carers are critical to supporting our health and social care services. We support Carers Wales’ call for their recognition as the “third pillar” to this infrastructure<sup>3</sup>. We support this view because across Swansea and Neath Port Talbot there are over 50,000 carers<sup>4</sup> in over 160,000 households<sup>5</sup> who provide care and support that prevent the need for health and social care interventions.

The **Carers Week 2020 - Research Report** revealed that since the pandemic, not only are carers providing more care than before, the number of carers in Wales may have increased from 370,000 to 683,000<sup>6</sup>. How the pandemic has affected the figures for West Glamorgan is, as yet, unknown. The 2021 Census presents an opportunity for us to better understand the impact of the pandemic on our population and determine a baseline for monitoring the impact of the strategy in years to come.

The Equality Act 2010 aims to prevent discrimination of people with protected characteristics. People can be discriminated based on age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Carers will have some of these characteristics and have the right to be protected from discrimination. Carers with protected characteristics can sometimes feel that health and social care services do not recognise, understand or meet their needs effectively in relation to their characteristics. This strategy speaks for all carers and through the Carers

---

<sup>3</sup> Carers Wales (2020) Track the Act Briefing 5. Retrieved from:

<https://www.carersuk.org/files/section/6609/carers-wales-track-the-act-briefing-final-version-eng.pdf>

<sup>4</sup> Office for National Statistics (2011) Provisions of unpaid care by general health by sex and by age. Retrieved from: <https://www.nomisweb.co.uk/census/2011/lc3301ew>

<sup>5</sup> Office of National Statistics (2014) Number of unpaid carers in household – UA's in Wales. Retrieved from: <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/adhocs/003305ct02762011censusnumberofunpaidcarersinhouseholduasinwales>

<sup>6</sup> Carers Week (2020) Research Report. Retrieved from:

<https://www.carersweek.org/images/CW%202020%20Research%20Report%20WEB.pdf>



Liaison Forum we want to ensure that there is diverse representation i.e. including people from BAME and LGBT communities.

Carers can be of any age, have different relationships with the person they care for and different life situations. For example, carers may be Black, Asian or from other Minority Ethnic groups [BAME] and carers from Lesbian, Gay, Bisexual and Transgender [LGBT] communities must also have their identity respected and supported to care in a way that respects this identity. These different dimensions to caring mean that carers are as different to each other as they are similar.

The table below shows the potential differences based on age, relationships and the situations. It is important to note that caring for someone can involve several carers and each circumstance is likely to look different to the next, even within the same caring situation.

Caring scenarios are based on...						
<b>Your age group</b> <i>What stage of life?</i>	Child	Young Person	Adult	Older Adult		
<b>Your relationship</b> <i>Who are you caring for?</i>	Parent / Grandparent	Sibling	Child / Grandchild	Spouse / partner	Unrelated (e.g. neighbour)	
<b>Your situation</b> <i>What is your life like?</i>	Caring for multiple individuals	Working	Unemployed / retired	In education	Living separately to cared-for individual	Living with a disability or illness

*Fig.3. Understanding different caring situations*

Carers' age, relationships and situations are rarely static. We recognise that people can become carers gradually, but caring can also be thrust upon people through life events. We also recognised that carers can have health conditions that impact on their lives and we would like this strategy








to influence how carers are recognised when navigating their own care and support services.

We have chosen to focus our understanding of “carers” on the needs of carers rather than the situations arising from the needs of the people they care for. Therefore, an element not included in the table above is that of the **types of conditions** that the cared-for person lives with, whether those conditions be physical health, mental health, learning disabilities, autism and/or substances misuse.

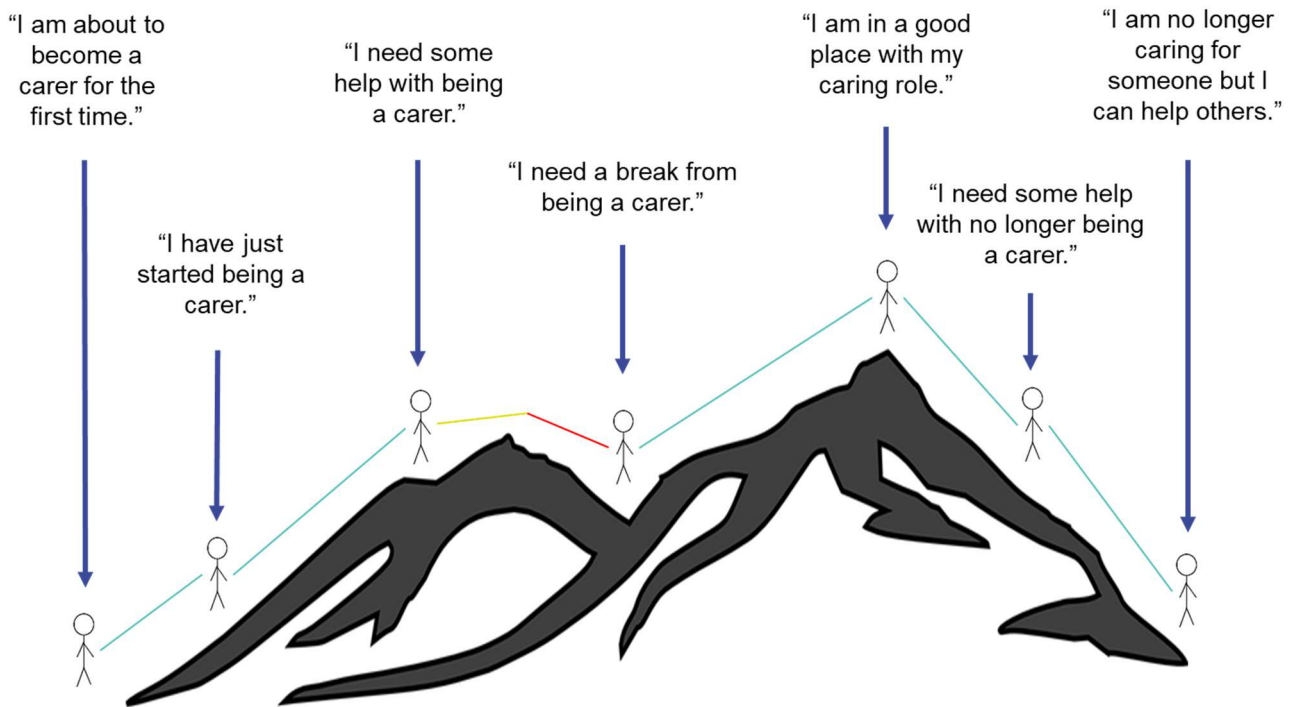
We recognise that carers who care for people with conditions or multiple conditions will have different needs from each other. It is also important to recognise that carer’s needs will also vary between groups of carers who may appear to share many of the same concerns and experiences. Nevertheless, conditions have a significant impact on levels of care in terms of time, knowledge and effort. We would like this Carers Strategy to influence how carers are supported in care and support pathways for patients and services users across the health and social care sector in West Glamorgan.

The West Glamorgan Regional Strategies that will support and be influenced by this Regional Carers Strategy are:

-  **Regional Children and Young People Strategy;**
-  **Regional Digital Strategy;**
-  **Regional Dementia Strategy;**
-  **Regional Housing, Health and Social Care Strategy;**
-  **Regional Learning Difficulties Strategy.**

We want to understand **the caring journey** better and ensure there is suitable support at each stage of the caring journey. Many carers have told us they felt a sense of an uphill battle in their journey, from getting information and advice to accessing services and support. We recognise the importance of providing the right support at the right time along this journey.

We have chosen to acknowledge this challenge by illustrating the caring journey in the diagram below:



*Fig.4. Understanding the journey of becoming a carer*

The caring journey can be difficult and rewarding, just like climbing a mountain. It does not take place in a linear form, the path can undulate and the terrain can change. However, unlike a single mountain climb or short-term caring role, caring is frequently a long-term commitment.

Carers will begin the journey with varying levels of knowledge and experience. They may find that along the journey they need help or need a break to get them to being in a good place and they can move between these parts of the journey continuously for the duration. There is also a need to consider the needs of carers at the end of the caring journey, including transition from their caring responsibilities, what their experience can offer other carers and how we can learn from their personal journey.

Carers shows us through their actions that it is a role that people take on because of their commitment and tenacity to help the people they care about. Our aim is to ensure that the caring journey is made easier through working collaboratively with carers, health, social care and third sector organisations to create the right mix of services and support that meet the needs of carers in West Glamorgan.

## About the region

Part 9 of The Act required the establishment of Regional Partnership Boards across Wales to:

- improve the well-being of the population;
- improve how health and care services are delivered.

West Glamorgan is one of six regions established in April 2016 as part of The Act. It covers the local authorities of Swansea and Neath Port Talbot, as well as the Swansea Bay University Health Board, one of seven LHBs in Wales which were first established in 2003. West Glamorgan was previously known as Western Bay as it included the local authority area of Bridgend until April 2019.

The **Western Bay Population Needs Assessment** – conducted in 2014/15 and based on 2011 census information – highlighted a number of regional statistics and factors related to carers, which is reflected in the [‘Carers who need support’](#) report. This included:

- 🌸 12.7% of people in Swansea (30,349) recognised themselves as carers;
- 🌸 14.6% of people in Neath Port Talbot (20,365) recognised themselves as carers (the highest percentage of its population in Wales);
- 🌸 The numbers of people across the region who were receiving carers support increased over the reporting period 2013 – 2015;
- 🌸 The percentage of young carers (aged 5 to 17) was increasing across Wales;
- 🌸 Numbers of adult carers aged 50 or over in Western Bay was 39,757 (about 58% of adult carers in total);
- 🌸 There was a clear correlation between the number of hours of unpaid care and the reported health of the carer (longer hours lead to less healthy lifestyles and poorer well-being);

- 🧩 Projections indicated that while the number of carers was forecast to increase over time, the age of these carers would also increase in line with population life expectancy.

As part of this assessment, carers also told us that what matters to them:

- 🧩 *“A single point of contact for information on services, activities and financial matters”;*
- 🧩 *“Improve sharing of information between professionals and across services”;*
- 🧩 *“Support groups and services for carers”;*
- 🧩 *“Help to overcome transport difficulties to get to and from the person the cared for better”;*
- 🧩 *“Protection of children from inappropriate levels of caring”.*

## About the services

There are a range of services available to carers across the West Glamorgan region; some are statutory public services provided by Local Authorities or SBUHB, some are voluntary services (supported by voluntary organisations in the Third Sector but funded from various sources including Welsh Government) and others are private services. Below are some of the main examples of these types of services:

**Advocacy** – Sometimes carers need help from people who can act as a spokesperson when it comes to correspondence, decision-making and meetings. Advocates provide this independent support to carers as part of the Carers Needs Assessments, care & support planning, and safeguarding.

**Benefits and Tax Credits** – Financial support is available to carers. Though different situations may determine exactly what a carer is entitled to, this may include Universal Credit, Carer's Allowance, Carer's Credit, Pension Credit and other relevant welfare benefits.

**Breaks and Respite** – Also known as 'short breaks', it usually involves the cared-for person spending time in a residential care environment or finding an alternative means (e.g. direct payments) for enabling the carer to arrange a break from their caring responsibilities.

**Carers Emergency Card** – a form of identification that an individual is a carer, which helps the carer to identify themselves in the event of an emergency concerning the cared for person.

**Carers Hospital Support** – this service targets carers of people who are in hospital and may need information and support about their carers role as well as help in the process of discharging the patient from hospital to return home.

**Counselling** – Carers can access talk to a qualified counsellor through face-to-face, telephone or online services. It can help for the carer to discuss their feelings and explore solutions to the challenges they are facing in their role as a carer.

**Helping Services** – An assessment of a carer’s needs might identify specific support services that apply in certain caring situations, from gardening and housework to professional support for specific health conditions (such as parents/carers of children on the Autistic Spectrum). Some services may be subject to grant funding or other means of financial support.

**Holistic Therapies** – Carers can access a range of therapeutic services to help them manage their health and well-being, including Reiki, reflexology and massages.

**Networking and Peer Support** – There are many different activities that can bring carers together from across a community, social group or area, from coffee mornings to social activities to networking forums. Outreach support provided by the third sector enables many such activities to be coordinated locally.

**Sitting Service** – Also known as a ‘carer response service’ or a ‘befriending service’, this involves someone temporarily taking on a carer’s duties for the cared-for individual, allowing that carer a break from their responsibilities and more time for themselves.

**Telephone Helpline** – A number of organisations, not just local authorities, offer telephone support and helplines including Swansea Carers Centre locally to Carers UK and Age UK nationally. This can include signposting carers to further information available online or advice on how to raise complaints about a service.

**Direct Payments** – Carers may have the option to request a direct payment instead of receiving support in the form of a service. Based on an assessment, it can be determined that carers can be better supported with the financial support to choose and purchase the help they need through different services and approaches.

There are also a range of organisations who play an important role in supporting carers in West Glamorgan:

Organisation	Contact	Purpose
<b>Swansea Carers Centre</b>	104 Mansel Street, Swansea, SA1 5UE Tel: 01792 653344 <a href="http://www.swanseacarerscentre.org.uk">www.swanseacarerscentre.org.uk</a>	...provides a range of information, advice, support, services and events for carers in Swansea.
<b>Neath Port Talbot Carers Service</b>	Cimla Health & Social Care Centre, Neath SA11 3SU Tel: 01639 642277 <a href="http://www.nptcarers.co.uk">www.nptcarers.co.uk</a>	... to identify carers and to provide carers aged 18 and over in Neath Port Talbot with advice, information and support
<b>Swansea Parent Carer Forum</b>	61 Pennard Drive Southgate Swansea SA3 2DN <a href="http://swanseapcf.org">swanseapcf.org</a>	...to work co-productively with local services to help bring about improvements in services for disabled children, young people and their families.
<b>Hafal Swansea</b>	Alexandra House, Alexandra Road, Swansea SA1 5ED Tel: 01792 816600 <a href="http://www.hafal.org">www.hafal.org</a>	...offers daytime support and information for carers of adults with severe mental health problems and also a monthly support group.
<b>YMCA Swansea</b>	YMCA Swansea 1 The Kingsway Swansea SA1 5JQ Tel: 01792 652 032 <a href="http://www.ymca.org.uk/location/ymca-swansea">www.ymca.org.uk/location/ymca-swansea</a>	provides support and information for young carers aged 8-18 in Swansea.
<b>Neath Port Talbot Youth Service</b>	Neath Port Talbot Youth Service Tir Morfa Centre Marine Drive Sandfields Port Talbot SA12 7NN Tel: 01639 763030 <a href="http://www.npt.gov.uk">www.npt.gov.uk</a>	The Neath Port Talbot Young Carers Service offers a range of support to children and young people up to the age of 25, who have a caring role at home. This could be because of illness, disability, mental health or drug & alcohol misuse.



## Key Themes

To support the adoption of this strategy across the region, a pull-out **Quick Reference Guide**, outlining the vision, values and following series of concepts and information is provided in Appendix D. All the concepts in the tables you are about to see are pulled together in quick reference guide for ease of reference.

The following table outlines the cross-cutting threads that need to permeate through the themes.

Cross-cutting Threads	Theme
<p><b>Carer wellbeing</b></p> <p><b>Communication</b></p> <p><b>Co-production</b></p> <p><b>Training</b></p>	<b>Balancing priorities</b>
	<b>Supporting each other</b>
	<b>Information and advice</b>
	<b>Identified and recognised</b>
	<b>Dignity and Respect</b>
	<b>Support services</b>

The themes were originally derived from the co-production events held in the Autumn of 2019. A subsequent review of the evidence of strategic documents highlighted key issues that have an impact on all the themes identified. We have outlined these as cross cutting threads that should be considered in approaches to meeting needs under each of the themes.

The table below contains more detail about each of the themes and what they mean to carers:



Theme	Carers View	What does this mean?
<b>Balancing priorities</b>	<i>Carers value having a break from caring</i>	<ul style="list-style-type: none"> <li>• Better range and quality of services to meet carers' needs for a break e.g. respite</li> <li>• More flexibility and choice</li> <li>• More support to enable carers to access social and leisure opportunities</li> <li>• More opportunities to 'take a break'</li> <li>• Support to enable carers to access work, education or volunteering</li> </ul>
<b>Supporting each other</b>	<i>Carers value support from other carers</i>	<ul style="list-style-type: none"> <li>• More networking and interaction</li> <li>• More peer support and community-based or local services</li> <li>• Better channels for engagement</li> <li>• Raised awareness of carers' issues/stories</li> <li>• Enabling digital inclusion for carers</li> </ul>
<b>Information and advice</b>	<i>Carers value the right information and advice</i>	<ul style="list-style-type: none"> <li>• Guidance is easy to access and understand (clear &amp; concise)</li> <li>• Different organisations "on the same page"</li> <li>• Guidance is signposted/easily accessible</li> <li>• A single point of contact for information on what help is available</li> </ul>
<b>Identified and recognised</b>	<i>Carers value being recognised for being a carer</i>	<ul style="list-style-type: none"> <li>• Professionals (e.g. Doctors, pharmacists, front line staff) are more aware of carers and their rights</li> <li>• New carers understand what it means to be a carer</li> <li>• Promotion of statutory services for carers to all parties</li> <li>• Carers are encouraged to self-identify as a carer.</li> <li>• Carers are valued as expert partners in care and included in conversations and decision making.</li> </ul>
<b>Dignity and Respect</b>	<i>Carers value being treated appropriately for being a carer</i>	<ul style="list-style-type: none"> <li>• Behaviours from staff include empathy</li> <li>• Attitudes from staff include respect</li> <li>• Actions include meaningful listening</li> <li>• Aligned with United Nations Conventions and Principles</li> <li>• Partnerships means consistency in how carers are treated across professions and the region.</li> </ul>
<b>Support services</b>	<i>Carers value help in understanding their rights and receive support</i>	<ul style="list-style-type: none"> <li>• Timely access to Carers Needs Assessment / Carers Support Plan</li> <li>• Responsive Housing support (e.g. adaption of homes)</li> <li>• Consistent and timely Education support (e.g. for young carers struggling at school or adult learners)</li> <li>• Timely and accessible Transport support (e.g. carers who live in a different location to the cared-for person)</li> </ul>

The themes identified provide a framework for understanding the needs of carers better but as so many carers have told us, “understanding is great but so what?”

Our Strategy Development Group were keen to ensure that the themes translated into tangible outcomes for unpaid carers. They developed the following outcomes for each of the themes based on the reviewed evidence. We intend to enlist the support of the Carers Liaison Forum to review these outcomes over the lifetime of the strategy. The numbers do not relate to importance or priority but are to aid cross referencing with action plans and monitoring processes.

Theme	Outcomes
<b>Balancing priorities</b>	1. Carers have flexible and responsive respite opportunities. 2. Carers have support with developing contingency plans. 3. Carers have access to wellbeing workshops. 4. Carers have workplace and educational support.
<b>Supporting each other</b>	5. Carers have opportunities to meet each other. 6. Carer led groups are common place.
<b>Information and advice</b>	7. Carers are informed of their rights. 8. Carers have dedicated and tailored information and advice portals/places across all statutory providers. 9. Carers have information and advice about contingency planning. 10. Carers are informed about Assessments and how they can be of benefit. 11. Easy read options and minority languages are catered for appropriately.
<b>Identified and recognised</b>	12. Carers are recognised even if they do not self-identify. 13. Carers are actively identified by organisations and staff supporting them. 14. There is shared responsibility across and within organisations for identifying carers.
<b>Dignity and Respect</b>	15. Carers are recognised as experts by experience. 16. Awareness of Carers is commonplace. 17. Standard approaches across department's e.g. schools, IAA services, hospital discharge. 18. There are consistent approaches across and within organisations.
<b>Support services</b>	19. New developments and changes are co-produced with carers. 20. Carers services are funded sustainably 21. Carers are actively offered direct payments. 22. Carers' positive and negative experiences are used to inform service improvements. 23. Carers have responsive and flexible access to mental health and well-being services.

Some of these outcomes may appear difficult to achieve at first. It is the aim of this strategy to be aspirational and we recognise that not all of the outcomes listed will be achieved in full over the course of this five-year strategy. Together, we are expected to work towards achieving these outcomes for the benefit of citizens and carers. Our approach to achieving these outcomes is outlined in the next section but a more detailed plan will be developed with carers and other partners to support the aims of this strategy.

## Section 3 – Achieving our aims

### Strategic Approach

This strategy has established our regional ambitions for improving and transforming the ways in which carers are supported throughout their caring journey. It has also highlighted the strategic context for these ambitions and the factors which will influence our plans for change over the period of this strategy. We now need to define how we will implement the outcomes we have identified as our priorities for the next five years.

The following diagram defines this strategic approach for our five-year regional strategy:

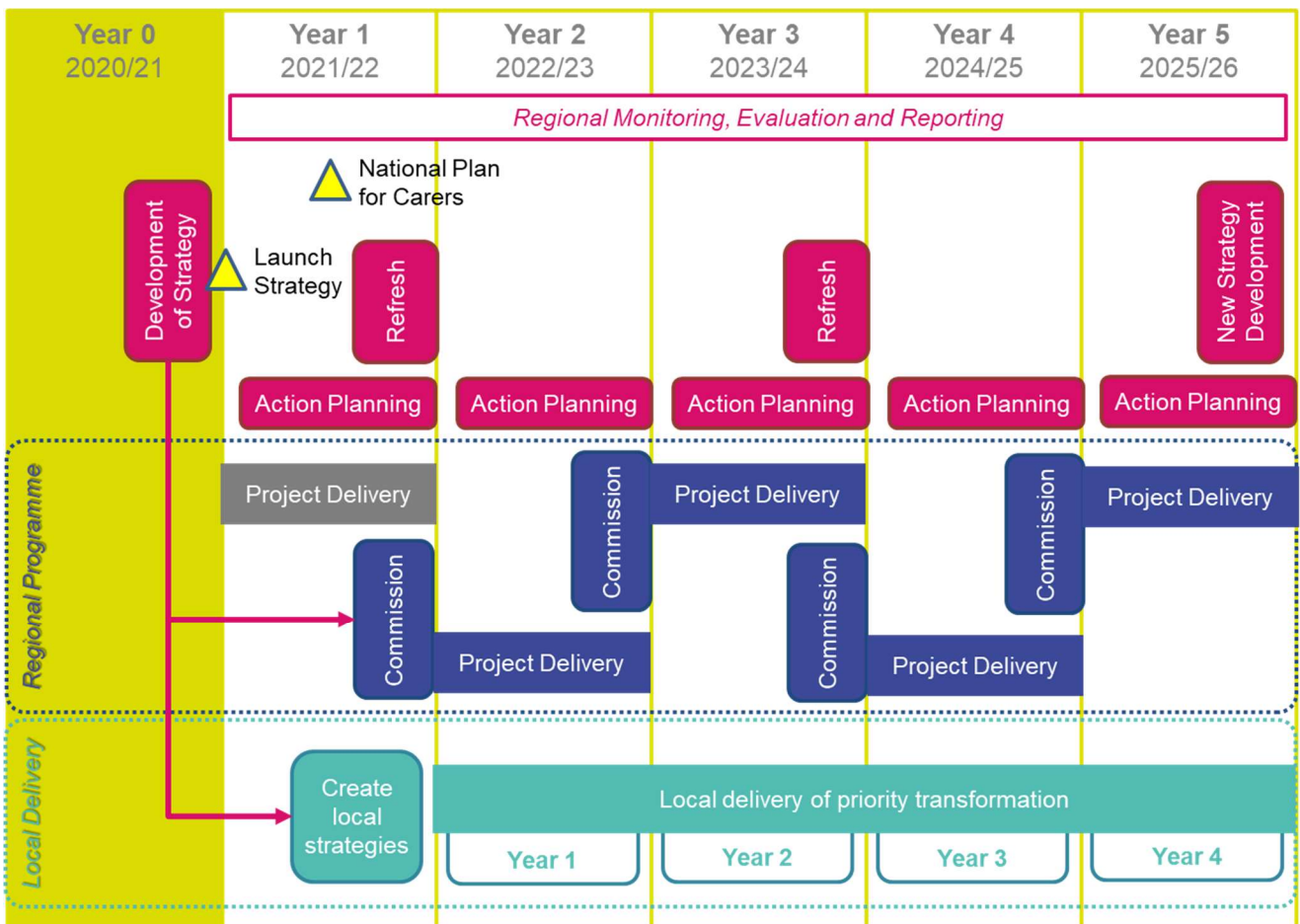










Fig.5. Our strategic five-year journey for carers

Below are some of the key points to note about this strategic journey in the diagram above:

- 
 The strategy will be formally launched in the first quarter of 2021/22 through the Carers Liaison Forum;
- 
 A regional strategy will be a catalyst for our Partnership Bodies to develop or refresh their own local strategies and action plans in relation to carers;
- 
 Following Welsh Government's response to the public consultation on the National Carers Plan for Wales, the strategy will be revisited with the Carers Liaison Forum using co-production principles to refine our priorities, outcomes and objectives;
- 
 Every year, the Carers Partnership Board will co-ordinate detailed action planning on the back of this strategy, in order to identify what actions need to be taken and how funding will be used for the upcoming financial year;
- 
 The first year of funded projects (2021/22) will be driven by the high level priorities of this strategy but as the strategy is refreshed later in 2021, more detailed criteria will be defined to determine what projects should be funded in future years;
- 
 For subsequent years (2022/23 and beyond), we will use a regional commissioning approach to ensure that the changes we deliver are directed by the priorities of this strategy and contribute towards our key priorities for carers in West Glamorgan;
- 
 Our strategy and annual planning activities will also inform our Partnership Bodies in their local activity planning, so that Local Authority and Health Board action plans align with the regional strategic direction for carers. These planning activities will also feed into the other regional strategies and frameworks for the Regional Partnership (e.g. Digital, Housing, CYP, etc);
- 
 In the final year of this strategy (2025/26) we will conduct a new round of strategic planning and refresh our vision, missions and strategic aims for carers in West Glamorgan.

## Objectives

With this approach to our regional strategy, we can focus our resources, funding opportunities and collaborative efforts on delivering the changes that best meet the needs of carers in our region.

We identify what these changes should be through clearly defined objectives. Some of these objectives will be short-term activities, others will take longer to achieve due to its complexity or our ambitions. As we achieve one objective, this may also generate ideas for new ways of meeting our desired outcomes.

The following table lists the key objectives that we will plan to achieve in order to meet our mission and vision statements:

No.	Key Theme	Objective
1	<b>Balancing priorities</b>	<ul style="list-style-type: none"> <li>• Map existing respite provision and innovation opportunities to agree regional approach/principles to respite and short breaks.</li> <li>• Identify key areas where representation is needed on Carers Partnership Board e.g. education.</li> <li>• Establish processes for connecting the Carers Liaison Forum to governance structures e.g. representatives on CPB and RPB.</li> <li>• Support the introduction of contingency planning tools and support for completion.</li> <li>• Prioritise and promote initiatives that support carer wellbeing.</li> </ul>
2	<b>Supporting each other</b>	<ul style="list-style-type: none"> <li>• Establish a Carers Liaison Forum and grow membership of individuals and carer groups.</li> <li>• Establish carer groups for staff in all statutory partner organisations and encourage employers across the region to do the same.</li> <li>• Map carers support groups and networks across the region.</li> </ul>

No.	Key Theme	Objective
3	<b>Information and advice</b>	<ul style="list-style-type: none"> <li>• Develop regional information and advice initiatives e.g. rights, carers assessments, direct payments, etc.</li> <li>• All regional carers document to be available in Welsh, Easy read and other minority languages common in West Glamorgan communities.</li> <li>• Establish a “one stop shop” of digital information sources.</li> </ul>
4	<b>Identified and recognised</b>	<ul style="list-style-type: none"> <li>• Develop and maintain regional data set on the demography of carers in West Glamorgan</li> <li>• Identify key points of contact where carers can be identified and establish regional approach for signposting to information, advice and support.</li> <li>• Support the introduction of Carer Aware training schemes.</li> </ul>
5	<b>Dignity and Respect</b>	<ul style="list-style-type: none"> <li>• Develop a carers’ charter for organisations to sign up to across the region.</li> <li>• Develop and promote rights awareness information.</li> <li>• Develop a library of carers’ stories that support engagement and promotion of carers services and support.</li> </ul>
6	<b>Support services</b>	<ul style="list-style-type: none"> <li>• Commission Carers Services in line with themes and priorities.</li> <li>• Refresh carers services mapping and identify potential gaps or opportunities.</li> <li>• Define and implement a regional approach to direct payments for carers.</li> <li>• Promote the Carer Liaison Forum as an established group for partners to involve in their co-production opportunities.</li> <li>• Develop a regional approach to learning from common challenges faced by carers in accessing and using services.</li> </ul>

The solutions to each of these objectives will be implemented in line with our agreed values and we may find more than one solution that is worth delivering. Every year, the Carers Partnership Board will undertake action planning to prioritise initiatives we want to deliver that achieve these objectives, as well as any new or amended objectives that may arise from our collaborative working with the Carers Liaison Forum.



## Success Factors

Every strategy needs a clear approach to measuring whether the changes it is implementing are successful. All of the actions we will implement over the course of this five-year strategy will be measured against our **vision** using the Success Factors in the table below:

No.	Success Factor	Indicators
1	<b>Identified</b>	<ul style="list-style-type: none"> <li>• (Increase) Number of carers in West Glamorgan</li> <li>• (Increase) Number of attendees of Carers Liaison Forum</li> <li>• (Increase) Number of recipients of Carers targeted communications</li> </ul>
2	<b>Recognised</b>	<ul style="list-style-type: none"> <li>• (Increase) % of carers who report that they recognise themselves as a carer</li> <li>• (Increase) Number of people who attend the Carer Aware training course</li> <li>• (Increase) Number of people who apply for Carers ID Cards</li> </ul>
3	<b>Supported to care</b>	<ul style="list-style-type: none"> <li>• (Increase) Take-up of Direct Payments</li> <li>• (Increase) Amount of Tax Relief and Benefits attributed to Carers</li> <li>• (Increase) Number of carers who use helping services</li> <li>• (Increase) Amount of Carers Peer Support groups and activities</li> </ul>
4	<b>Life alongside caring</b>	<ul style="list-style-type: none"> <li>• (Increase) Take-up of Respite</li> <li>• (Increase) Number of carers who use sitting services</li> </ul>
5	<b>Feeling of wellbeing</b>	<ul style="list-style-type: none"> <li>• (Increase) % of carers who report improvement in their wellbeing in the past 12 months</li> <li>• (Increase) Number of carers who use 'preventative' mental health services (counselling, therapies, etc.)</li> <li>• (Decrease) Number of carers who use 'crisis' mental health services (Sanctuary Service, medication, etc.)</li> </ul>

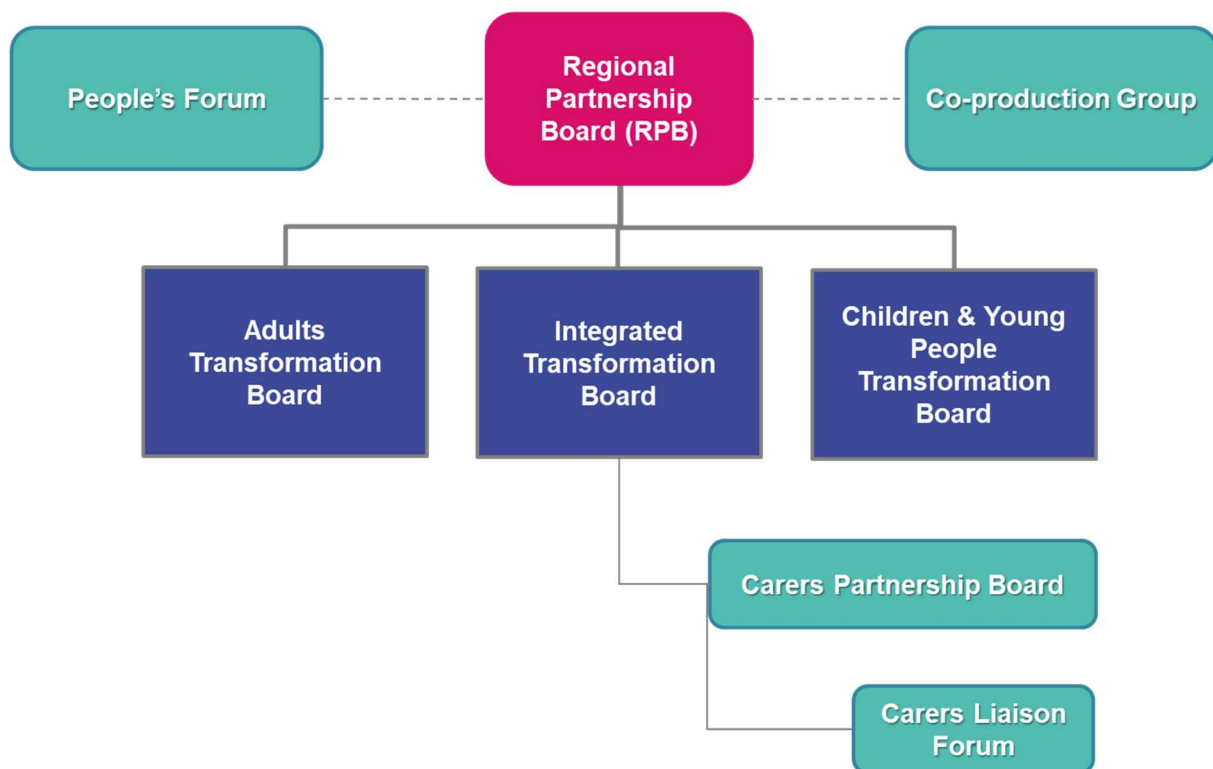
Our approach to how we manage these Success Factors and report on our progress throughout the life of this strategy will align to the West Glamorgan framework for performance measures which, at the time of



writing is in development. We will also continue to review and refresh these measurements to ensure they remain fit-for-purpose for our strategic ambitions and functions.

## Implementation

We will achieve the objectives listed above by developing a **WGLAM Regional Carers Action Plan** with all of the actions that are needed to achieve this. This Action Plan aligns with the strategy but it is more focused on the detailed activities we will deliver through our regional programmes, projects and functions in West Glamorgan. It will also outline any targets, evaluation and monitoring measures against the objectives of this strategy. It will be owned by the Carers Partnership Board under the governance of the West Glamorgan RPB.



*Fig.1. Our governance of the Regional Carers Strategy*

## Monitoring & Reporting

As we progress in our efforts to achieve our mission and meet the vision of our regional strategy, we will regularly monitor our progress to ensure that we are on track to achieving our outcomes. To do this, we will use common **Indicators** (to show a strategic view of progress) and specific **Performance Measures** for each of the projects and initiatives that we commission as part of our Action Plan.

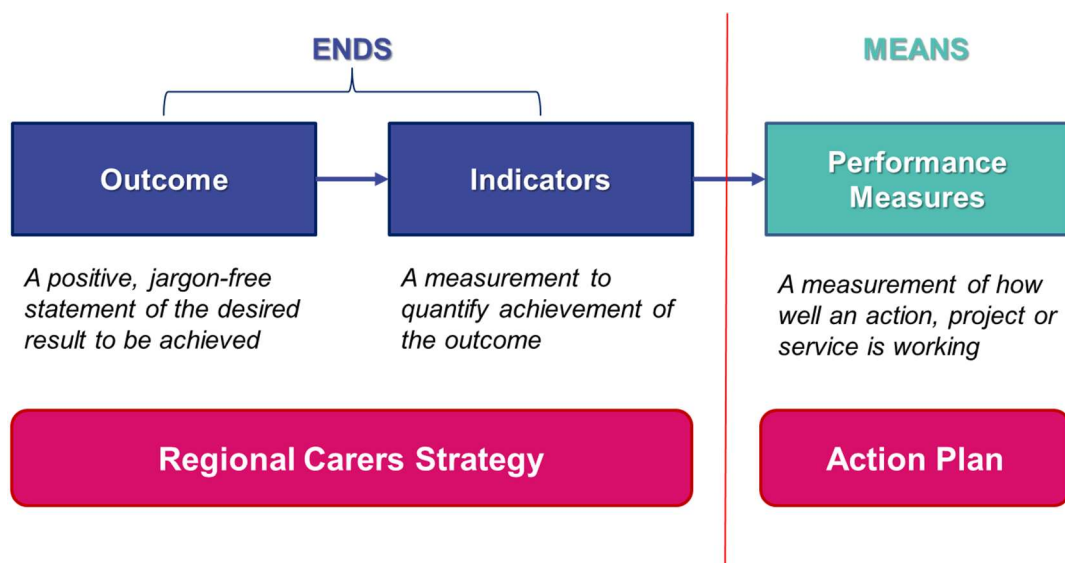




Fig.5. Our approach to monitoring and reporting

We will also report regularly on our progress through the following reporting channels:

-  **Project Returns** – each project that is funded to deliver actions that contribute to our strategy will produce quarterly returns, which highlight what has been achieved and how funding is managed;
-  **Highlight Reports** – the Carers Partnership Board will produce these reports to the Integrated Transformation Board [ITB] on a bi-monthly basis, which will include highlighting key achievements, progress against plans and important risks or actions for escalation;
-  **Carers Annual Report** – the Carers Partnership Board will produce an annual report on its performance over the previous financial year including noting progress on the achievement of this strategy;

- 📌 **West Glamorgan Area Plan Progress Report** – a report on progress against the regional Area Plan is produced every quarter for the RPB to review and endorse progress. This will include noting key achievements towards our strategic outcomes under the Regional Carers Strategy.

## Evaluation

As with any strategic plan, we want to continually check that the plan remains appropriate, aligned with the needs of carers and is continuing to contribute to our mission and vision statements.

The Carers Liaison Forum is our first check that we are doing the right things in the right way. Through co-production principles, we will work with members of the forum to regularly refresh the strategy during the five-year period. We will also seek the views of carers and their representatives through the forum on specific elements of the strategy where we feel a need to verify that the actions planned are the right actions for carers.

The Carers Partnership Board is accountable for both the Regional Carers Strategy and the Action Plan that is developed for each reporting year. Members of this group are responsible for ensuring that they have reviewed and scrutinised the content of the strategy.

The Integrated Transformation Board will have the option of conducting independent evaluations of the regional strategy. This may be a function performed by an independent external organisation, commissioned by the ITB on behalf of the RPB. This level of assurance can be extremely helpful if there is any indication that the strategy is no longer fit-for-purpose.

## Funding






Delivery of the actions required to achieve this strategy will be dependent upon funding from different sources. Welsh Government is the primary funder for this strategic programme of transformation through the Integrated Care Fund [ICF] which includes a specific allocation for funding projects that support carers.

However, there will be other funding sources that are planned or will come to light during the period of this strategy. Sustainable funding received by statutory partners and intended for supporting the needs of carers should be aligned to this strategy, so that we can consider all aspects of support provided to carers in a consistent way across the region.

We aim is to ensure that our transformation programmes are ‘funding fed’ and not ‘funding led’. This means that we will use available funding to achieve the priorities for carers in our region (as opposed to using funding to simply spending money without a strategy). Therefore, our regional commissioning approach will align directly to the outcomes defined in this strategy so that we can ensure we fund projects and initiatives that meet the needs of carers as defined through this strategy.

## Ways of working principles

Delivery of our regional strategy for carers is just one programme of work for West Glamorgan and we will strive to ensure consistency in our approaches to transforming health and social care for the people of our communities. As such, we will work towards a common set of principles for implementing our strategy which include:

-  Promoting collaborative working across the region and across sectors, organisations and services;
-  Ensuring open and honest communications at all levels and with all parties as we continue on our strategic journey;
-  Embedding co-production in our strategic implementation activities and across our services and functions;
-  Providing independent assurance that we are consistently applying the values we have identified, helping partners, service providers and other stakeholders to understand and embrace these important values;
-  Identifying and supporting the delivery of Social Value in the way we commission and implement projects and initiatives.

Most importantly, we will work towards the values specific to the Regional Carers Strategy, as defined in Section 1 above. This strategy will inform the detailed actions we take forward collectively as a region. This will ensure that carers' rights and needs are at the heart of everything we do to improve the health and wellbeing of individuals who provide such a valuable service in our society.

# Appendices

## A – Action Table

The following actions will support the approval, publication, launch and implementation of the Regional Carers Strategy:

Activity	Responsibility	Planned Timescale
Approval of Regional Carers Strategy	Regional Partnership Board	January 2021
Creation of Easy Read version of Regional Carers Strategy	Carers Partnership Board	February 2021
Establish Carers Liaison Forum	Carers Liaison Forum	February 2021
Launch of Regional Carers Strategy	Carers Partnership Board	March 2021
Develop action planning document to drive implementation of strategy	Carers Partnership Board	March to May 2021
Co-produce funding, monitoring and evaluation processes for 2022/23	Carers Partnership Board	May to July 2021
Establish framework for mapping carers services and support structures	Carers Partnership Board	July to September 2021
Promote Regional Carers Strategy to influence care and support pathways across partners	Carers Partnership Board.	September 2021
Co-produce “refresh” of Regional Carers Strategy	Carers Liaison Forum	November 2021
Co-produce Carers Charter	Carers Liaison Forum	May to December 2021

## B – Regional Priorities

### Older People

<b>OP.P1</b>	Develop and maintain a sustainable range of services that meet demand, enabling individuals to remain at home while maintaining their independence for as long as possible and receiving appropriate support at times of need.
<b>OP.P2</b>	Develop and provide a range of future accommodation options to meet demand and enable people to remain independent for as long as possible.
<b>OP.P3</b>	Develop community resilience and cohesion to tackle social isolation in areas where older people live.
<b>OP.P4</b>	Develop an optimum model for older people's mental health services (including relevant components of the Welsh Government All Wales Dementia Strategy/Plan).

### Children and Young People

<b>CYP.P1</b>	Develop a better range of services for all children with emotional difficulties and well-being or mental health issues, including transition and single point of access to services
<b>CYP.P2</b>	Develop robust multi-agency arrangements for children with complex needs.

### Mental Health

<b>MH.P1</b>	Commence implementation of the agreed optimum model for Adult Mental Health services, as outlined in the Western Bay Strategic Framework for Adults with Mental Health problems.
<b>MH.P2</b>	Ensure placements for people with complex needs are effective, outcome-based and appropriate.

### Learning Disability and Autism

<b>LD.P1</b>	Develop age blind person-centred models of care to ensure prevention and early intervention through multi-disciplinary services, by remodelling services away from establishment based care into community based services.
--------------	--

### Carers (Cross-cutting theme)

<b>CA.P1</b>	Ensure work continues to promote early recognition of all Carers so that they are signposted to information and support in a timely manner.
<b>CA.P2</b>	Develop and continue to provide information, advice, assistance and support to all Carers enabling them to make informed choices and maintain their own health and well-being.
<b>CA.P3</b>	Co-produce with all Carers on an individual and strategic basis so that their contribution is acknowledged and their voices are heard.

## C – Mapping Strategic Drivers

The following strategic documents have informed the development of the Regional Carers Strategy:

<b>Year</b>	<b>Title</b>	<b>Author</b>
2018	In Brief – A Healthier Wales: our Plan for Health and Social Care	Welsh Government
2017	Prosperity for All: the national strategy	Welsh Government
2015	Well-being of Future Generations (Wales) Act 2015	Welsh Government
2014	Social Services and Well-being (Wales) Act 2014	Welsh Government
2019	Caring for our future: An inquiry into the impact of the Social Services and Well-being (Wales) Act 2014 in relation to carers.	Health, Social Care and Sport Committee
2020	Track the Act Briefing Series	Carers Wales
2015	Western Bay Population Needs Assessment	Western Bay Regional Partnership Board
2020	Consultation on Carers National Action Plan	Welsh Government
2019	Making Wales the best place in the world to grow older: Commissioner's Strategy 2019-22	Older People's Commissioner for Wales
2020	Happy, healthy and safe: A manifesto for Wales' children and young people 2021	Children's Commissioner for Wales
2020	Manifesto for the Future	Future Generations Commissioner
2020	Manifesto for an Anti-Racist Wales	Race Alliance Wales

In preparation for developing the five-year West Glamorgan Regional Carers Strategy, a review of existing evidence given by Carers to partners and a literature review was undertaken.

Members of the Strategy Development Group were asked to share existing evidence gathered through consultations and co-production activities in recent years. Group members also shared documents from relevant carers organisations and other partners. Desktop research was also performed to gather additional information sources and a template



was developed to collate the evidence. National issues and recommendations for Welsh Government were listed under the three national priorities for carers. Evidence to support the regional themes were listed accordingly and cross cutting themes emerging from the literature/evidence were also grouped under separate columns.

At the time of writing, 17 sources of information had been reviewed. Information and perspectives from and about different types of carers were as follows: Carers of all ages and types (5), Young Carers (4), Parent Carers (3), Dementia Carers (1), Older People/Workers (2), Sibling Carers (1), Unknown (1).

## References

Ref	Year	Title	Author
1	2018	Parent Carer Forum - Consultation, design and planning	Dynamix
2	2019	Carer's Needs Assessment Survey 2019	Swansea Parent Carer Forum
3	2017	Carer Rights Event	Swansea Council
4	2017	Future of Swansea Carers Emergency Card	Swansea Council
5	2019	'Dementia are we Making a Difference' Regional Dementia Conference Evaluation Report	Swansea Council
6	2020	Young Carers consultation carried out during Young Carers Awareness day 2020	Swansea Council
7	2020	"Coming second all the time" Life in lockdown for siblings of disabled children	Sibs
8	2020	#LeftInLockdown - Parent carers' experiences of lockdown	Disabled Children's Partnership
9	2020	Caring behind closed doors - Forgotten families in the coronavirus outbreak	Carers UK

Ref	Year	Title	Author
10	2020	MY FUTURE, MY FEELINGS, MY FAMILY - How Coronavirus is affecting young carers and young adult carers, and what they want you to do next	Carers Trust
11	2019	Provision for young carers in secondary schools, further education colleges and pupil referral units across Wales	ESTYN
12	2020	Leave no-one behind	Older People's Commissioner for Wales
13	2020	Supporting older workers - A toolkit for trade unionists Wales TUC Cymru	TUC
14	2020	Carers Week 2020 Research Report The rise in the number of unpaid carers during the coronavirus (COVID-19) outbreak	Carers
15	2019	NPT Carers Have your say event	Unknown
16	2020	Young carers' transitions into adulthood	Joseph Rowntree Foundation
17	2020	Engaging with the Public-a conversation on sustaining a prudent approach to health and care	Bevan Commission

Evidence continues to be gathered from documents, consultations and co-production events regarding carers and are mapped across the themes identified in this strategy.

## D – Glossary of Terms

BAME	Black and Minority Ethnic
CPB	Carers Partnership Board
ICF	Integrated Care Fund
LGBT	Lesbian, Gay, Bisexual and Transexual
RPB	Regional Partnership Board
SBUHB	Swansea Bay University Health Board
Social Value	The value that people place on the changes they experience in their lives.
The Act	Social Services and Wellbeing Act
TUC	Trade Union Congress

Note: Throughout this document, the term “We” represents the collective voice of our Regional Partnership, including the representatives of services users and carers who play a vital role in co-producing the strategies, plans and activities of the West Glamorgan Regional Partnership. This document has been co-produced with representatives of all parties and we thank them all for their time and efforts in developing this regional strategy.

# Regional Carers Strategy Quick Reference Guide

## Our Mission

We will work together to improve the wellbeing of carers in West Glamorgan by listening, being supportive and delivering changes through the Regional Partnership that meet the rights and needs of carers.

## Our Vision

Unpaid Carers are identified, recognised and supported to care. They have a life alongside caring and have a feeling of well-being, throughout their caring journey.

## Our Values

- Carers are treated with kindness, dignity and respect.
- Working with carers will be built on a foundation of honesty and integrity to foster trusting relationships.
- Carers are empowered to speak up for themselves and the person they care for if/when needed.
- Carers are respected as experts by experience and specialists in the wellbeing of the person they care for.
- Carers are equal partners in discussions about their needs.
- Carers are supported to achieve equity to enable them to make informed decisions and enhance their well-being.
- Carers' rights are upheld by making consistent, reliable, fair and just decisions.
- Carers and organisations/services learn together through experience, empathy and partnership.

# Regional Carers Strategy Quick Reference Guide

## How we understand caring situations

Caring scenarios are based on...						
<b>Your age group</b> <i>What stage of life?</i>	Child	Young Person	Adult	Older Adult		
<b>Your relationship</b> <i>Who are you caring for?</i>	Parent / Grandparent	Sibling	Child / Grandchild	Spouse / partner	Unrelated (e.g. neighbour)	
<b>Your situation</b> <i>What is your life like?</i>	Caring for multiple individuals	Working	Unemployed / retired	In education	Living separately to cared-for individual	Living with a disability or illness

The Social Services and Well-being Act defines a “carer” as “a person who provides, or intends to provide care for an adult or disabled child”.

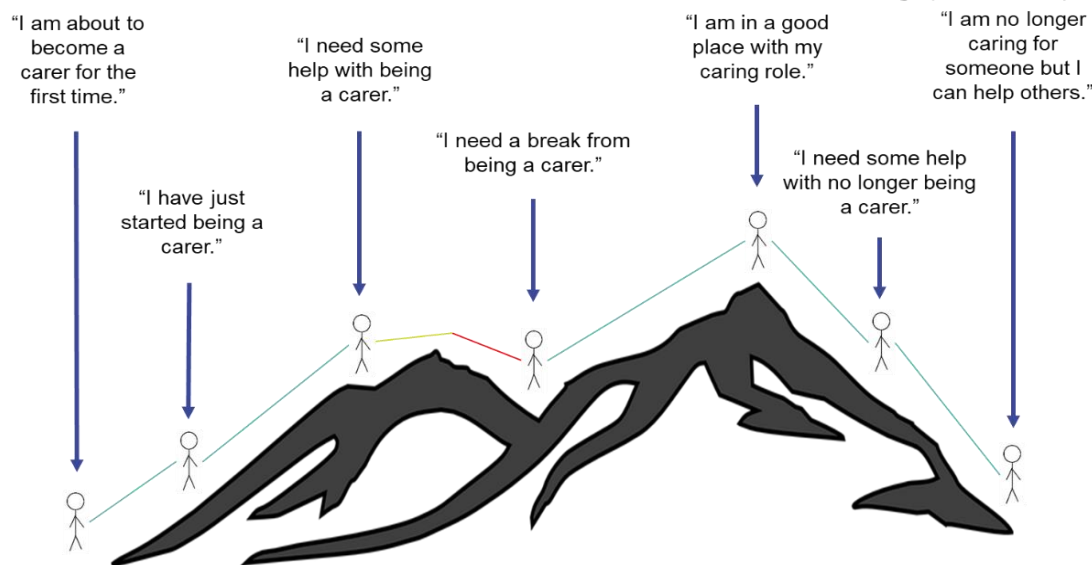
Carers’ age, relationships and situations are rarely static. We recognise that people can become carers gradually, but caring can also be thrust upon people through life events.

143

The caring journey can be difficult and rewarding, just like climbing a mountain. It does not take place linearly, paths can undulate and terrain can change.

Carers will begin the journey with varying levels of knowledge and experience. They may find that along the journey they need help or need a break to get them to being in a good place and they can move between these parts of the journey continuously for the duration of the journey. Carers also need support when transitioning from a caring role.

## How we understand the caring journey



# Regional Carers Strategy Quick Reference Guide

## Our Themes

Theme	Carers View	What does this mean?	Outcomes	Regional Objectives
<b>Balancing priorities</b>	<i>Carers value having a break from caring</i>	<ul style="list-style-type: none"> <li>Better range and quality of services to meet carers' needs for a break e.g. respite</li> <li>More flexibility and choice</li> <li>More support to enable carers to access social and leisure opportunities</li> <li>More opportunities to 'take a break'</li> <li>Support to enable carers to access work, education or volunteering</li> </ul>	<ul style="list-style-type: none"> <li>Carers have flexible and responsive respite opportunities.</li> <li>Carers have support with developing contingency plans.</li> <li>Carers have access to wellbeing workshops</li> <li>Carers have workplace and educational support</li> </ul>	<ul style="list-style-type: none"> <li>Map existing respite provision and innovation opportunities to agree regional approach/principles to respite and short breaks.</li> <li>Identify key areas where representation is needed on Carers Partnership Board e.g. education.</li> <li>Establish processes for connecting the Carers Liaison Forum to governance structures e.g. representatives on CPB and RPB.</li> <li>Support the introduction of contingency planning tools and support for completion.</li> <li>Prioritise and promote initiatives that support carer wellbeing.</li> </ul>
<b>Supporting each other</b>	<i>Carers value support from other carers</i>	<ul style="list-style-type: none"> <li>More networking and interaction</li> <li>More peer support and community-based or local services</li> <li>Better channels for engagement</li> <li>Raised awareness of carers' issues/stories</li> <li>Enabling digital inclusion for carers</li> </ul>	<ul style="list-style-type: none"> <li>Carers have opportunities to meet each other</li> <li>Carer led groups are commonplace</li> </ul>	<ul style="list-style-type: none"> <li>Establish a Carers Liaison Forum and grow membership of individuals and carer groups.</li> <li>Establish carer groups for staff in all statutory partner organisations and encourage employers across the region to do the same.</li> <li>Map carers support groups and networks across the region.</li> </ul>

# Regional Carers Strategy Quick Reference Guide

Theme	Carers View	What does this mean?	Outcomes	Regional Objectives
<b>Information and advice</b>	<i>Carers value the right information and advice</i>	<ul style="list-style-type: none"> <li>Guidance is easy to access and understand (clear &amp; concise)</li> <li>Different organisations “on the same page”</li> <li>Guidance is signposted/easily accessible</li> <li>A single point of contact for information on what help is available</li> </ul>	<ul style="list-style-type: none"> <li>Carers are informed of their rights.</li> <li>Carers have dedicated and tailored information and advice portals/places across all statutory providers.</li> <li>Carers have information and advice about contingency planning</li> <li>Carers are informed about Assessments and how they can be of benefit.</li> <li>Easy read options and minority languages are catered for.</li> </ul>	<ul style="list-style-type: none"> <li>Develop regional information and advice initiatives e.g. rights, carers assessments, direct payments, etc.</li> <li>All regional carers document to be available in Welsh, Easy read and other minority languages common in West Glamorgan communities.</li> <li>Establish a “one stop shop” of digital information sources.</li> </ul>
<b>Identified and recognised</b>	<i>Carers value being recognised for being a carer</i>	<ul style="list-style-type: none"> <li>Professionals (e.g. Doctors, pharmacists, front line staff) are more aware of carers and their rights</li> <li>New carers understand what it means to be a carer</li> <li>Promotion of statutory services for carers to all parties</li> <li>Carers are encouraged to self-identify as a carer.</li> <li>Carers are valued as expert partners in care and included in conversations and decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Carers are recognised even if they don’t self-identify</li> <li>Carers are actively identified by organisations and staff supporting them.</li> <li>There is shared responsibility across and within organisations for identifying carers.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain regional data set on the demography of carers in West Glamorgan</li> <li>Identify key points of contact where carers can be identified and establish regional approach for signposting to information, advice and support.</li> <li>Support the introduction of Carer Aware training schemes.</li> </ul>
<b>Dignity and Respect</b>	<i>Carers value being treated appropriately for being a carer</i>	<ul style="list-style-type: none"> <li>Behaviours from staff include empathy</li> <li>Attitudes from staff include respect</li> <li>Actions include meaningful listening</li> </ul>	<ul style="list-style-type: none"> <li>Carers are recognised as experts by experience</li> <li>Awareness of Carers is commonplace</li> </ul>	<ul style="list-style-type: none"> <li>Develop a carers’ charter for organisations to sign up to across the region.</li> </ul>

Page 143



# Regional Carers Strategy Quick Reference Guide

Theme	Carers View	What does this mean?	Outcomes	Regional Objectives
		<ul style="list-style-type: none"> <li>Aligned with United Nations Conventions and Principles</li> <li>Partnerships means consistency in how carers are treated across professions and the region.</li> </ul>	<ul style="list-style-type: none"> <li>Standard approaches across department's e.g. schools, IAA services, hospital discharge.</li> <li>There are consistent approaches across and within organisations</li> </ul>	<ul style="list-style-type: none"> <li>Develop and promote rights awareness information.</li> <li>Develop a library of carers' stories that support engagement and promotion of carers services and support.</li> </ul>
<b>Support services</b>  <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 146</span>	<i>Carers value help in understanding their rights and</i>	<ul style="list-style-type: none"> <li>Timely access to Carers Needs Assessment / Carers Support Plan</li> <li>Responsive Housing support (e.g. adaptation of homes)</li> <li>Consistent and timely Education support (e.g. for young carers struggling at school or adult learners)</li> <li>Timely and accessible Transport support (e.g. carers who live in a different location to the cared-for person)</li> </ul>	<ul style="list-style-type: none"> <li>New developments and changes are co-produced with carers.</li> <li>Carers services are funded sustainably</li> <li>Carers are actively offered direct payments</li> <li>Carers positive and negative experiences are used to inform service improvement</li> <li>Carers have responsive and flexible access to mental health and well-being services.</li> </ul>	<ul style="list-style-type: none"> <li>Commission Carers Services in line with themes and priorities.</li> <li>Refresh carers services mapping and identify potential gaps or opportunities.</li> <li>Define and implement a regional approach to direct payments for carers.</li> <li>Promote the Carer Liaison Forum as an established group for partners to involve in their co-production opportunities.</li> <li>Develop a regional approach to learning from common challenges faced by carers in accessing and using services.</li> </ul>

## Cross-cutting Themes

Carer Wellbeing

Communications

Co-production

Training



# Integrated Impact Assessment Screening Form – Appendix 3

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

## Which service area and directorate are you from?

Service Area: Partnership & Commissioning

Directorate: Social Services

### Q1 (a) What are you screening for relevance?

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

### (b) Please name and fully describe initiative here:

The Regional Carers Strategy defines a five-year strategy for carers in West Glamorgan. The document establishes a clear, concise **vision statement** and **mission statement** which will guide our regional plans and actions over the next five years. It also describes the **values** which we will uphold throughout our efforts to deliver the strategy and the subsequent Action Plans.

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

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

## Integrated Impact Assessment Screening Form – Appendix 3

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

The development of this Strategy was underpinned by the principles of co-production. Below are a list of co-production activities that helped to shape the Strategy:

- Co-production events were held autumn 2019 creating the draft vision statement and themes.
- Carers Partnership Board members were asked to nominate individuals to be a part of the Strategy Development Task & Finish Group.
- The Strategy Development Group held five workshops (11 August, 1 September, 24 September, 6 October and 20 October) to conduct a series of activities to identify the key content of the strategy.
- Each workshop included representation from various carers connected to our regional work and carers representatives, including those representing the views of Young Carers.
- The Carers Development Officer also co-ordinated a research exercise with contributions from Carers Partnership Board members, pulling together insight, strategic drivers and contributions from a range of sources.
  - A draft strategy was produced with the outputs of the workshop, research and other co-produced contents including co production events with carers conducted prior to the pandemic.
  - The draft document was presented to the Carers Partnership Board on 8 December, where final comments were requested before approval on 12 January.

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

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?  
Yes  No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
Yes  No
- c) Does the initiative apply each of the five ways of working?  
Yes  No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
Yes  No

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

High risk

Medium risk

Low risk

**Q6 Will this initiative have an impact (however minor) on any other Council service?**  
 Yes  No **If yes, please provide details below**

## Integrated Impact Assessment Screening Form – Appendix 3

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

Yes as this a regional strategy however all partners are adopting for consistency.

### Outcome of Screening

**Q8 Please describe the outcome of your screening below:**

• **Summary of impacts identified and mitigation needed (Q2)**

The aim of the strategy is to improve carer's experiences with regards to identification, recognition and support, as such this strategy should have a positive impact on people with protected characteristics.

The potential impact of the strategy on carers with regards to Public Service Equality Duty (PSED) has been fully considered and it has been assessed that overall this strategy will have a positive impact.

This strategy aims to support carers' wellbeing by enabling them to have a break from their caring role, and provide information, advice, assistance and support according to their needs, which supports PSED.

The strategy should have a positive impact on the Council's socio-economic duties as supporting carers may help carers to return or retain paid employment/education and also help maximise any eligible financial support/benefits.

The Council currently has only a small number of staff with Welsh language skills working in the Directorate. However, opportunities for staff to use their language skills are promoted and training made available to those who wish to further develop their skills.

Contracts for commissioned services contain clauses to ensure the provider delivers services in line with the Welsh Language Act.

The strategy has no impact on biodiversity.

The strategy contributes to the five ways of working

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name: Jane Whitmore</b>
<b>Job title: Strategic Lead Commissioner</b>
<b>Date: 15<sup>th</sup> June 2021</b>
<b>Approval by Head of Service:</b>
<b>Name: Jane Whitmore</b>
<b>Position: Strategic Lead Commissioner</b>
<b>Date: 15<sup>th</sup> June 2021</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 10.



## Report of the Cabinet Member for Adult Social Care & Community Health Services

Cabinet – 15 July 2021

### West Glamorgan Regional Co-production Framework

<b>Purpose:</b>	This report details the West Glamorgan Regional Co-production Framework for Swansea Council to endorse as a part of the West Glamorgan Regional arrangements
<b>Policy Framework:</b>	Social Services and Wellbeing (Wales) Act 2014, Wellbeing of Future Generations (Wales) Act 2015
<b>Consultation:</b>	West Glamorgan Regional Partners, Social Services, Access to Services, Finance, Legal, and citizens
<b>Recommendation(s):</b>	It is recommended that Cabinet  1) Approve the West Glamorgan Regional Co-production Framework and supporting Charter and Toolkit (Appendix 1, 2 and 3).
<b>Report Author:</b>	Jane Whitmore
<b>Finance Officer:</b>	Chris Davies
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 The West Glamorgan Regional Co-Production Pack consists of a Co-Production Framework (Appendix 1), Co-production Toolkit (Appendix 2) and Co-production Charter (Appendix 3). If approved, Swansea Council will implement the Pack in its delivery of the West Glamorgan regional programmes, projects and forums

- 1.2 The Co-production Framework sets out the common definitions, context and principles for co-production along with the approaches to embedding co-production throughout the Regional Partnership. This helps describe what we mean by co-production and set a consistent way forward for making sure co-production is at the heart of regional work.
- 1.3 The regional Co-production Framework aligns with the already established and approved Social Care Co-production Strategy for Swansea.

## **2. Background**

- 2.1 The Co-production Framework sets out the common definitions, context and principles for co-production along with the approaches to embedding co-production throughout the Regional Partnership.
- 2.2 This helps describe what we mean by co-production and set a consistent way forward for making sure co-production is at the heart of our regional work.
- 2.3 The Co-production Toolkit provides information and guidance to support organisations to work co-productively with people that use services or have used services and their carers. This places individuals as equal partners in the design, development, commissioning delivery, monitoring and review of services. This includes a self-assessment audit tool which helps to identify strengths and areas for improvement.
- 2.4 The Co-production Charter is a tool for boards and senior leaders to demonstrate their commitment to embedding the principles of coproduction within their organisation. It defines the common vision and principles as well as the key outcomes that organisations are committing to delivering by signing up to the Charter.
- 2.5 Together, these three documents establish a common purpose and way forward for our Regional Partnership when taking forward the regional work programme. The three documents were developed in parallel by the Regional Coproduction Group. It was endorsed by the Recovery Board on 19 January 2021 and by the Regional Partnership Board on 22nd January 2021

## **3. Integrated Impact Assessments**

- 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.

- Deliver better outcomes for those people who experience socio-economic disadvantage

The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development.

Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

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

- 3.2 An IIA Screening Form has been completed with the agreed outcome that there are no negative impacts, in fact the introduction of this framework highlights potential positive impacts; that services to people with protected characteristics may increase; that the proposals are compatible with corporate priorities and WBFGA obligations. Therefore a full IIA report is not required.
- 3.3 Please refer to **Appendix 4** Integrated Impact Assessment Screening Form as a background paper

#### **4. Legal Implications**

- 4.1 This strategy will ensure that we are compliant with the relevant parts of the Social Services and Wellbeing (Wales) Act 2014.

#### **5. Financial Implications**

- 5.1 There are no financial impacts directly arising from the endorsement of this Framework.

**Background Papers:** None

#### **Appendices:**

Appendix 1	West Glamorgan Regional Co-production Framework
Appendix 2	West Glamorgan Regional Co-production Toolkit
Appendix 3	West Glamorgan Regional Co-production Charter
Appendix 4	Integrated Impact Assessment Screening Form



**Partneriaeth**  
Ranbarthol  
Gorllewin  
Morgannwg

West  
Glamorgan  
Regional  
**Partnership**



# West Glamorgan Regional Co-production Framework

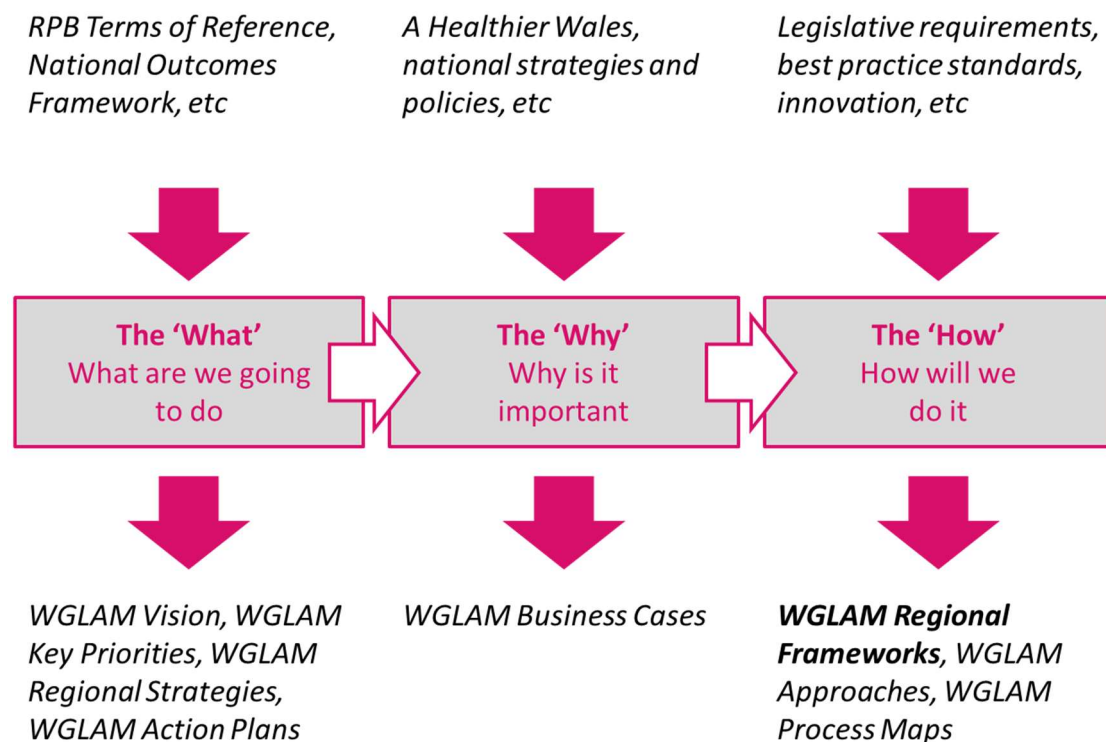
**Region:** West Glamorgan Regional Partnership

☎ 01792 633 805

✉ [west.glamorgan@swansea.gov.uk](mailto:west.glamorgan@swansea.gov.uk)

# Introduction

The West Glamorgan Regional Partnership is a strategic mechanism for co-ordinating a collection of programmes, projects and workstreams that partners (the Health Board, Local Authorities, Third Sector and others) have identified as common priorities for health and social care transformation. Delivery of a complex portfolio of work requires consistent instructions and guidance for those involved in the delivery of change, to establish **how** things should be done.



*Fig. 1 – The What, Why and How of regional partnership working*

This regional framework has been created by the regional Co-production Group, which includes representatives of all partner organisations as well as people and carers representatives. It will inform how co-production will be embedded across the partnership including how the voice of our people will form the core of transformation activities in health and social care.

Please note that additional materials are **highlighted** throughout this document, some of which may be under development at this time.



# Contents

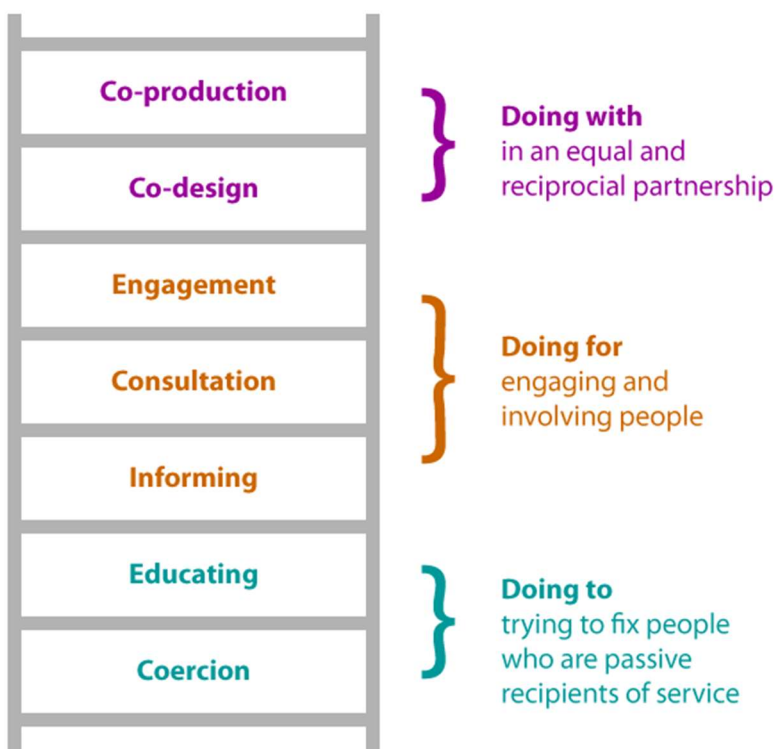
<b>Section 1 – Context</b> .....	4
Background .....	4
Definitions .....	5
Alignment to Regional Partnership .....	7
<b>Section 2 – Principles</b> .....	9
Challenges .....	9
Opportunities .....	10
Lessons .....	10
Outcomes .....	13
Principles .....	14
<b>Section 3 – Approaches</b> .....	16
Strategic Approach .....	16
Representative Role .....	20
Citizens Forum .....	21
Co-production Group .....	23
Support for Co-production .....	24
Co-production Documents .....	25
Focused Approaches .....	25
Monitoring & Reporting .....	26
Implementation .....	27
<b>Appendices</b> .....	28
A – Action Plan .....	28
B – Glossary of Terms .....	30

# Section 1 – Context

## Background

The idea of co-production originated in the 1970s from studies of the relationships between police officers who walked their beats on foot to those who patrolled in vehicles. The study by the Indiana University discovered that crime rates improved when police officers developed relationships with local communities and those people played a crucial role in providing a voice to preventing and solving crimes.

The concept became applied wider including health and social care environments. It became more widespread during the early 21<sup>st</sup> Century especially in relation to disability and mental health movements; it is now a fundamental aspect of health and social care transformation.



The idea evolved with the development of the **Ladder of Citizen Participation** concept, which was originally developed by Sherry Arnstein in 1969. It mapped the levels of participation by people in the decisions and design of services. In recent times, this has been adapted to demonstrate the Ladder of Co-production and show how the more involved people are in these important activities and decisions, the more can be achieved.

*Fig.2 – The Ladder of Co-production*

Co-production is one of the main principles of the [Social Services and Well-being \(Wales\) Act 2014](#). Section 162 of the Act requires local authorities to make arrangements **to promote co-operation in relation to the exercise of all their functions relating to people with needs for care and support**. The Act prioritises engagement with people, ensuring voice and control for people who need care and support, and carers who need support. More information on the Act is available [here](#).

The West Glamorgan Regional Partnership – and prior to April 2019, the Western Bay Regional Partnership – has always placed a great deal of importance in the principle of co-production. The regional transformation of health and social care could not be successful without the involvement of people who share their insights, stories and experience in the design of services and implementation of the transformation work.

This regional framework provides all partner organisations, stakeholders and representatives – including children and young people<sup>1</sup>, individuals and carers – with the structures and approach to embedding co-production in all we do across the regional partnership.

## Definitions

Co-production is **an asset-based approach to public services** that enables people *providing* and people *receiving* services to share power and responsibility, and to work together in equal, reciprocal and caring relationships. It creates opportunities for people to access support when they need it, and to contribute to social change.

Co-production is underpinned by five principles:





- 1. Value all participants and build on their strengths.**
- 2. Develop networks of mutual support.**
- 3. Do what matters for all the people involved.**
- 4. Build relationships of trust; share power and responsibility.**

---

<sup>1</sup> This will involve adopting a Children's Rights Approach, which is a practical framework for children, grounded in the UNCRC [United Nations Convention in the Rights of the Child].

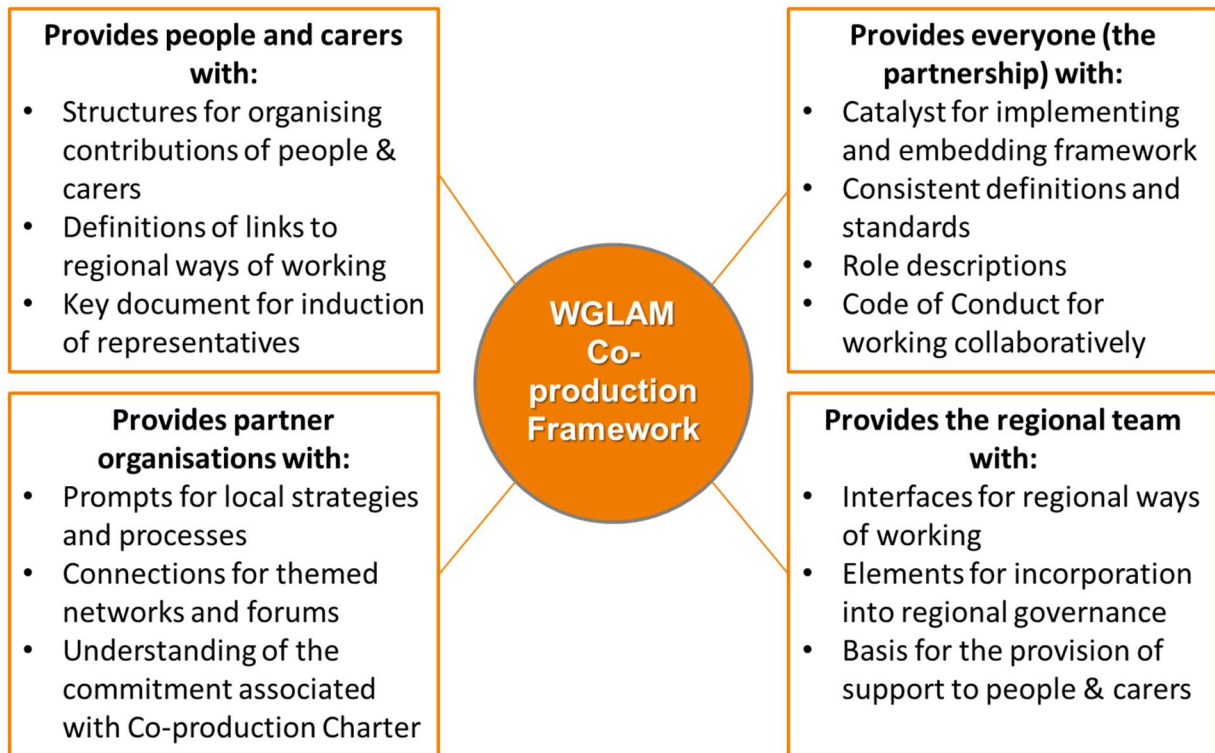
## 5. People can be change makers, and organisations enable this.

Here are some other important definitions relating to co-production:

-  **People** – this term broadly refers to any member of the population, regardless of age, gender or any other characteristic. In our context, it mostly relates to people who use health and social care services (i.e. Service Users) but it is not limited to this distinction.  
*Note: The term “citizen” is sometimes used but this term can be limited to people who actually live in an area; this can miss out key groups of people such as asylum seekers, who are also using these services.*
-  **Service User** – some people will use particular services depending on their needs (for example, someone with mental health conditions may use certain mental health support services). These people bring specific “lived experience” to the transformation of these services through co-production.
-  **Carer** – there are both paid carers (people employed to provide care and support) and unpaid carers (people who provide care and support outside of a profession e.g. for family members). We generally refer to unpaid carers, who are often representing the needs of the person they care for as well as their own needs (they also can access services to support their own health and wellbeing).
-  **Professional** – this is a generic and very broad term for people employed to work in health and social care settings and organisations. It includes members of the third sector and other paid employees.

A glossary of the terms referenced in this document is at Appendix B.





*Fig. 3 – Benefits of Regional Co-production Framework*

## Section 2 – Principles

### Challenges

**Communicate expectations** – when we have designed services in the past, it has been important to understand the expectations of the service from the people who use it. There are currently gaps in our approach involving communicating and working with people and carers.

**Increase citizen representation** – The regional partnership is extensive and complex in the scope of change it has to deliver. To do so effectively and consistently, we need representation of people and carers in the appropriate areas and at the right levels of the regional governance structure (where citizens are considered as equal partners).

**Embed in partner organisations** – partnership working involves organisations from health and social care with existing ways of working. Their unique approaches have to align so as to work collaboratively if we are to embed co-production at a regional level.

**Driven by cultural change** – to achieve this ambition to embed co-production across all partners, we know there are elements of cultural change that need to be owned and driven by the regional partners themselves. This would make co-production an ethos that is inherent in everything we all do.

**When to use co-production** – given the scope and complexity of the regional partnership, it can be important to decide on when *and* when not to use co-productive techniques. Too much application of these techniques can stretch resources, extend delivery timescales, increase costs and potentially complicate regional issues.

**Representation is not co-production** – there is an inconsistent understanding in the difference between representation and co-production, which means that sometimes the wrong approach is used.



## Opportunities

**Better outcomes for people** – co-production benefits our population in terms of delivering better outcomes. With the ‘voice’ of people and carers informing the development of our services, the results can include improvements in measurable outcomes and benefits for service users.

**More effective professional roles** – a consistent framework for co-production will benefit professionals by helping them to be more effective in their roles and deliver better job satisfaction.


**Higher profile of people** – a big part of this change is raising the importance of the ‘voice’ of people and changing governance arrangements to provide a higher profile of our people and carers.

**Better quality services** – organisations who provide services to the people of our region can benefit from more efficient and effective services, as a result of co-production in service design and service development. This is driven by a greater understanding of the roles of people and carers in helping to make health and social care services better.

**Raising the profile of co-production** – having operated without a framework to this point, we have an opportunity to use this document as a way of raising awareness and promotion of co-production. This can help us to sell the benefits of co-production in a regional model as well as selling the positive outcomes it can provide.

## Lessons

Below are some examples of lessons learned about co-production which inform our regional framework:

-  **Co-production Concept** – there are lots of great examples and case studies about how to do co-production well. The Co-production Network for Wales [see [here](#)] has great resources and information about the concept and application of co-production principles including the ‘Seeing is Believing’ Report.



- 🧩 **Co-production in Local Authorities** – the Local Government Association [see [here](#)] provides some advice and guidance on co-production that is specific to local authorities.
- 🧩 **Co-production in Health** – The 1000 Lives report [see [here](#)] sets out why co-producing services is important for achieving the right health outcomes and the steps in co-producing health services.
- 🧩 **Co-production in Third Sector** - Care Council for Wales [see [here](#)] highlight the important role of social enterprises, co-operatives, user-led services and third sector organisations in co-production.
- 🧩 **Co-production and commissioning** – embedding co-production in how we plan and commission services for people and carers is explored further by the Care Council for Wales [see [here](#)].
- 🧩 **Co-production and evaluation** – taking a co-productive approach to evaluation activities (e.g. when a project has been completed, evaluating how successful it has been in terms of delivering outcomes) is a gap in our current regional governance.
- 🧩 **Co-production with Children and Young People** – taking additional action that will support children and young people to get involved in co-production safely and effectively, in line with strategic direction provided by the Children’s Commissioner for Wales.

There are a number of important theories, models and principles that apply to our understanding and application of co-production including:

**Strength-based Asset Development** – this is a generic term for an approach that puts our strengths at the centre of our efforts to make change happen. In the context of this framework, this relates to building on the strengths of our region and its communities, as well as the individual strengths, knowledge and experience of people (both volunteers and professionals).

**PANEL Principles** – A human-rights based approach that focuses on the following principles as people’s human rights adopted as the core of our practices and policies:

<b>Participation</b>	Everyone has the right to participate in decisions which affect their lives. Participation must be active, free, meaningful and give attention to issues of accessibility, including access to information in a form and a language which can be understood.
<b>Accountability</b>	Everyone with a duty to protect rights is held accountable; this requires effective monitoring & remedies. For accountability to be effective, there must be appropriate laws, policies, institutions, administrative procedures and mechanisms of redress in order to secure human rights.
<b>Non-discrimination</b>	All forms of discrimination in the realisation of rights must be prohibited, prevented & eliminated.
<b>Empowerment</b>	Everyone should know their rights and be supported to participate in decision making, and to claim their rights where necessary.
<b>Legality</b>	Public authorities should expressly apply the <a href="#">Human Rights Act</a> and make linkages with international & regional human rights standards.

Following on from the COVID-19 pandemic and the impacts this had on our region in 2020, the following important lessons were also identified which relate to co-production in general:

- 🌐 Communities play an important role in our health and wellbeing, as demonstrated during the pandemic when community volunteers stepped up to provide vital support to the most vulnerable members of our communities – this suggests that communities will be vital in stabilising our region after the pandemic;
- 🌐 Communications is a continuing theme when considering the lessons learned during the pandemic, in terms of the importance of clear and consistent messages that are easily accessible, understandable and meaningful to people and organisations;

- 🌐 Digital technologies have played an important role in the pandemic response and helped people to stay in touch but it has also highlighted issues that exist that prevent people from using digital means to interact with services;
- 🌐 What happens in the longer term after the COVID-19 pandemic remains uncertain but this presents an opportunity to consider what new ideas, models and ways of working we want to embed in the “new normal” based on our experiences during the pandemic.

## Outcomes

When you consider the challenges, opportunities and lessons highlighted above, we can start to identify the outcomes that we wish to see delivered by our regional co-production efforts:

Outcomes		
Title	Description	Measures
<b>Evidence of co-production principles embedded at strategic decision-making</b>	We are constantly and consistently providing evidence about co-production works within the RPB and in support of strategic-levels of decision-making. This evidence may include demonstrations of how key decisions are made with input from all parties.	Evaluation of strategic decisions with evidence of co-production principles being applied.
<b>Increased numbers of service users involved in regional co-production</b>	There are more people and carers undertaking Representative roles within the West Glamorgan Regional Partnership. Each Representative has undergone the right induction and training to support them to be effective Representatives.	Numbers of Representatives mapped against roles in the West Glamorgan governance structure.

<h2>Outcomes</h2>		
<b>Title</b>	<b>Description</b>	<b>Measures</b>
<b>All regional partners committed to embedding co-production principles</b>	Each partner organisation represented on the Regional Partnership Board has signed up to the WGLAM Co-production Charter and agreed to implement the changes necessary to ensure that co-production principles are embedded throughout their organisation.	Formal signatures from organisation leaders to the co-produced WGLAM Co-production Charter.
<b>Increased number of 'lived experience' case studies used to inform co-production</b>	With more people and carers engaged with the transformation journey in West Glamorgan, there will be an increase in the number of real life experiences identified and used as part of co-production and co-design activities.	Numbers of documented case studies from West Glamorgan citizens and carers.

Using outcomes as an indicator for how successful we are in embedding co-production principles across the region helps us to provide evidence of what is being done differently and the positive impact this has on our people and carers. Many of these outcomes are intrinsically linked to the wider work of the regional partnership and specific activities with the transformation programmes. Our main aim – to embed co-production principles in all that we do – can be evidenced by how successful the partnership can be if co-production is used effectively and consistently.

## Principles

Based on the challenges, opportunities and lessons we identified above, we have created the following principles for our co-production framework.

<h2>Principles</h2>	
<b>Title</b>	<b>Description</b>
<b>Confidential</b>	We have the right processes and safeguarding in place to protect and support people and carers in making their contributions to our regional co-production activities.
<b>Equality</b>	We have a co-production system that places equal representation on people, carers and partner organisations, building proactive relationships between everyone, where all contributions are valued.
<b>Equity</b>	We have greater use of power and the resources available to support co-production that balances people, carers and partner organisations.
<b>Evidenced</b>	We empower people and carers to use their stories and lived experiences to make a valuable contribution at the core of regional transformation.
<b>Inclusive</b>	We take action that makes people and carers feel respected and valued as part of the partnership; this includes additional measures to make it easier for them to make contributions.
<b>Rights Driven</b>	We focus our agendas, actions and strategies on the rights of people and carers, placing the voice of our population at the centre of our transformation programmes. Respecting their rights enables us to meet their needs more effectively.
<b>Visible</b>	We communicate regularly, clearly and inclusively on the decisions and actions of the regional partnership, using regional tools and forums to promote our co-production activities.

## Section 3 – Approaches

### Strategic Approach

#### Regional Co-production in Governance Model

In West Glamorgan, we want our people and carers to be supported in the way in which they contribute to our partnership. This strategic approach puts in place the structures and processes to enable that to happen effectively.

The diagram illustrates how people and carers are represented through the governance model of the Regional Partnership:

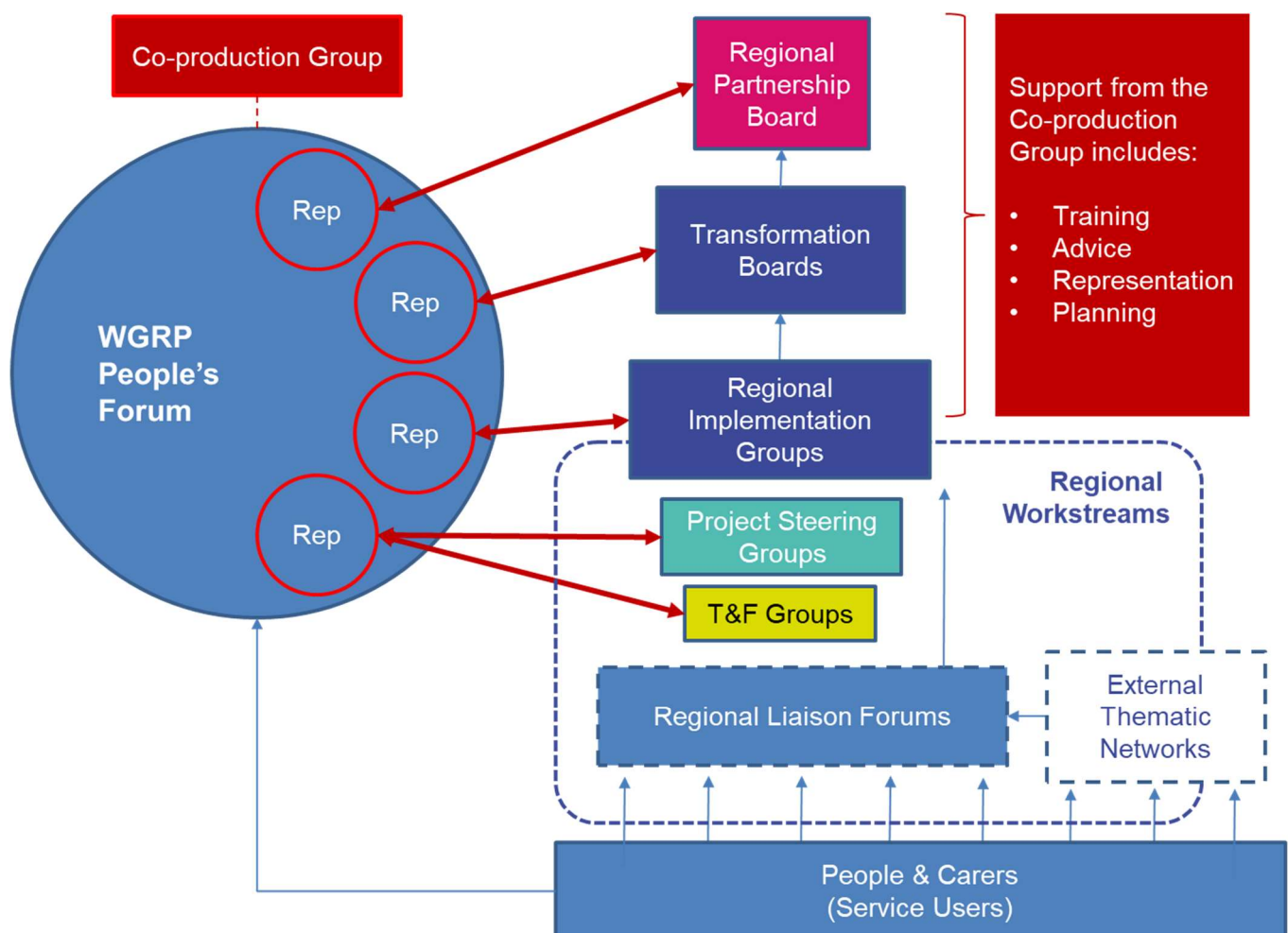









Fig. 4 – WGRP Representatives Governance Model

A few brief points to note about this model:

- 
**People and carers** (which may also be referred to as service users or patients in relation to health services) can cover the whole population of the West Glamorgan region, which can be focused onto local areas or communities.
- 
 In relation to key themes across health and social care (for example, carers) we want to bring together a diverse range of people and carers across our regional population with a shared interest in this theme through our **Regional Liaison Forums**. These forums are specific to those themes (not all themes will require a forum to be established) and may include links to other related networks based on that theme (for example, the Swansea Parent Carers Forum).
- 
 Through the Regional Liaison Forums, we identify people and carers who have a specific interest in supporting an element of our transformation portfolio. Following the example with carers, we may identify carers who can undertake the role of **Representative**.
- 
 Some Representatives will be involved in short term initiatives, such as **Task and Finish [T&F] Groups** or **Project Steering Groups**. This will require a limited involvement from people and carers over a short period of time, where specific experience or knowledge may be beneficial. Once the T&F Group or project is complete, individuals do not need to continue their Representative role.
- 
 Some Representatives will be involved in roles that align with the West Glamorgan Regional Partnership governance. This will be as members of the **Regional Sub Groups** (e.g. Carers Partnership Board), **Transformation Boards** (e.g. Integrated Transformation Board) or the **Regional Partnership Board**. Within the Terms of Reference for each of these groups, the role of these representatives (what they will be expected to do) is made clearer. These individuals may be expected to perform this role over a longer period of time for consistency.
- 
 All of these Representatives come together on a regular basis through the **People's Forum** which is an opportunity for sharing knowledge, experience and progress updates on the work across the partnership.
- 
 Supporting this whole process – including individuals in the role of Representatives and the People's Forum as a community group – is the **Co-production Group**. They are responsible for driving the actions to embed co-production across the partnership.



## Applying Co-production Principles

While the diagram above shows how the principles of co-production can be embedded throughout the partnership, the application of these principles will depend upon specific situations. Co-production is not a “one size fits all” methodology and therefore it is important that this framework the different ways to apply co-production depending on the scenario.

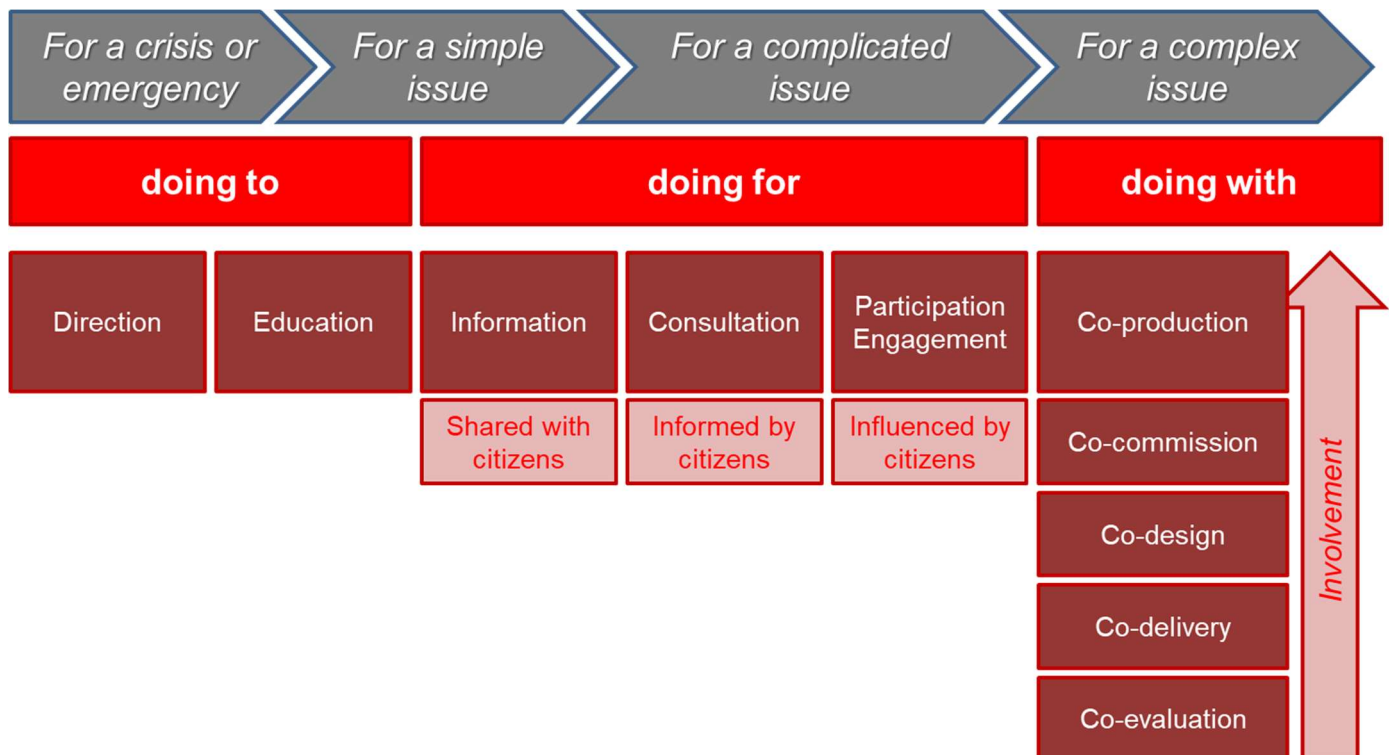


Fig. 5 – Application of Co-production Model

This shows how different scenarios can inform how we undertake co-production activities. Depending on the scenario, it may be more appropriate to take an approach that is more at one end of this scale than the other. This has been particularly relevant through the COVID-19 pandemic, which has informed this approach.

There are case studies to support each of these scenarios and the table below illustrates some of these potential scenarios:



Scenario	Application of Co-production
<p>The COVID-19 pandemic has identified a major issue with a health board process for patients. The process needs to change urgently to ease the pressure on hospital resources. The changes are expected to be temporary to deal with the pandemic.</p>	<p><b>Doing to</b></p> <p><i>A time-bound activity by the health board to change its process is to be completed as a matter of urgency. Where there is no scope to improve services in the long term, patients are informed of the changes once they have been approved and implemented.</i></p>
<p>A change in legislation is enforcing local authorities to make amendments to an existing form that makes it compliant with the legislation. There is no scope to challenge the changes but there is no substantial impact on people and carers apart from capturing the information. A deadline by which the changes must be completed is enforced.</p>	<p><b>Doing for</b></p> <p><i>Representatives of people and carers are made aware of the changes in legislation and the impact on the form. The amended form is shared with citizens and carers through the right forums and channels. Where the change may have wider impacts (such as easy read versions of the form guidance) citizens are consulted in the changes to the guidance. Progress of the project is reported regularly through the Peoples Forum.</i></p>
<p>A new regional service which combines health and social care processes is being developed as part of a new five-year strategy. The service is based on a new mandate from Welsh Government and is intended to support communities in meeting local needs of citizens.</p>	<p><b>Doing with</b></p> <p><i>Principles of collaboration are embedded in the project from the beginning. The new service is co-designed within partner organisations and representatives of citizens and carers. Parts of the service which are outsourced undergo a suitable co-commissioning approach to find a delivery partner. Representatives sit on Task &amp; Finish Groups to develop key outputs such as guidance documents for the public. Insight on the products is also sought from wider communities through surveys and workshops.</i></p>

The key to our strategic approach is **working collaboratively** to determine the most appropriate response to applying co-production principles in difference scenarios.

## Representative Role

This role is an important part of how the regional partnership works, as it allows people and carers to have an equal level of responsibility in the co-production of services, activities and regional transformation programmes and projects. A more detailed breakdown of this role can be found in the **WGLAM People’s Representative Role Description**.



### **I am a Citizens/Carers Representative, I am:**

- *Able to contribute to regional initiatives and activities;*
- *A representative of a wider group of citizens/carers;*
- *An equal of my professional counterparts;*
- *Listened to, respected and fairly treated by others;*
- *Aware of my duties and the importance of my voice in shaping the future direction of the regional partnership.*

*Fig. 6 – The Role of the Representative*

This approach of using people and carers to “represent” the wider views of the population needs a large, diverse group of representatives to cover all of the work of the regional partnership. The Co-production Group will help the identification, appointment, training and support of Representatives by:

- 🧩 **Recruitment** – to identify potential Representatives through various channels of engagement with people and carers, including through partner organisations. This includes a simple process for speaking with members of the wider population, to help them to understand the role.
- 🧩 **Induction** – to provide all new Representatives with the **WGLAM Co-production Induction Pack** to provide an overview of the regional partnership, the organisations involved, our approach to co-production

and the key elements of the transformation portfolio. This framework document is an important part of that Induction Pack.

- 🧩 **Skills Audit** – to help Representatives to understand what skills, knowledge and experiences that can bring to the regional partnership through a simple, informal review. This helps us to find the right match in terms of what role they can play within the regional partnership. It also helps to understand what skills our Representatives wish to improve further for their own personal development.
- 🧩 **Training** – to provide training (both formal classroom-based training and informal knowledge sharing opportunities) to support our Representatives and help them to develop their skills.
- 🧩 **Engagement** – to make sure that there is regular communications and engagement with Representatives, both in the specifics of their assigned role and as part of the Co-production Group community. This will be informed by the **WGLAM Co-production Communication Strategy** which highlights the approaches and channels available to make this happen (e.g. the 'People working with the West Glamorgan Regional Partnership' Facebook Group).

## People's Forum

The regional partnership consists of a large, complex portfolio of programmes and projects, with different types of initiatives, various governing boards/groups and lots of roles for Representatives.

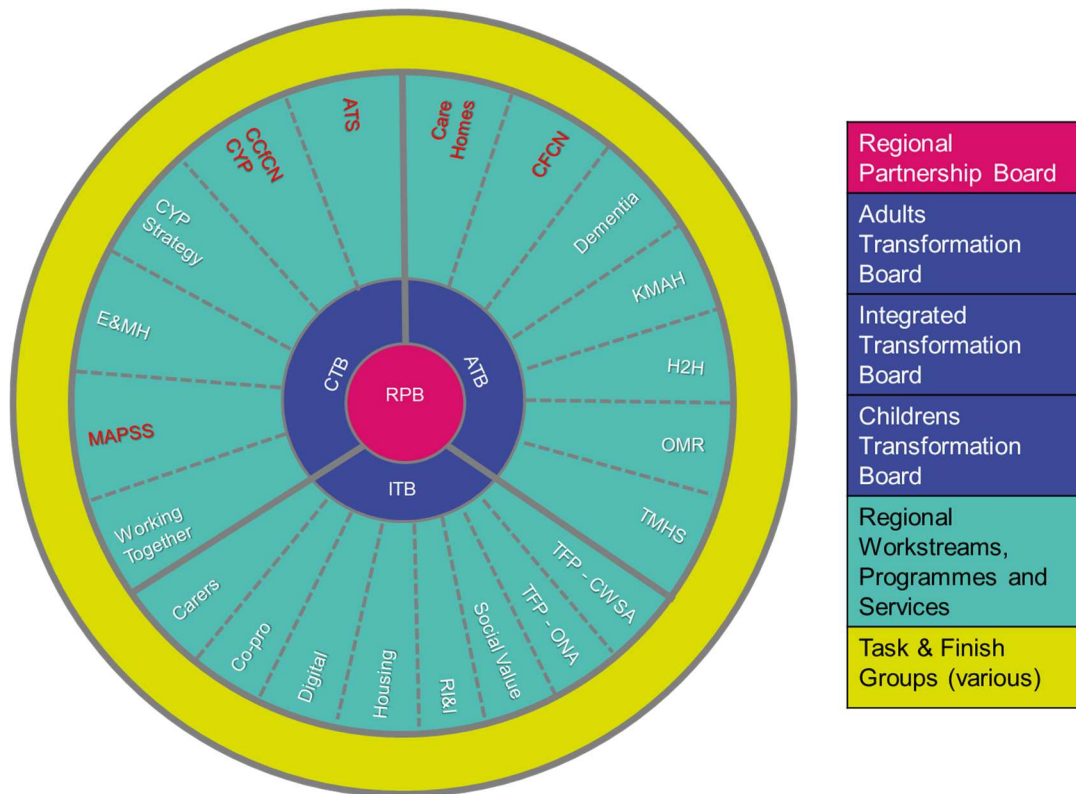







Fig. 7 – Simple overview of WGRP structure (subject to change)

*Note: Further explanation of the programmes and the latest governance structures are available from the WGLAM Transformation Managers.*

There is a potential risk that Representatives may feel isolated or unaware of what is going on across the partnership that may affect the role that they are undertaking.

To provide a peer support function to Representatives, the Co-production Group co-ordinate a regular meeting of all the Representatives known as the People's Forum. This brings all of the Representatives together (including invited guests from partner organisations and the West Glamorgan Transformation Team) to:

-  Build relationships between Representatives;
-  Participate in group activities and events;
-  Share personal stories and experiences;
-  Share local, national and international news/developments;
-  Update on progress of regional work;

- Support each other as a unified community.



The People’s Forum is also an opportunity for people and carers to play a more active part in the regional partnership. This is an open and inclusive forum where anybody can attend to find out more about health and social care transformation across the region.

## Co-production Group

The Co-production Group is a resource of assets. The people, carers and professionals involved (including staff from the Health Board and Local Authorities) offer a variety of different skills, knowledge and experience. The group provides a collective voice that offers positive solutions to issues within existing and potential projects and services.

It is important to note that the membership of the Co-production Group is not just people and carers, it includes representation from **all** partners in WGRP. This is important because the essence of co-production is that all views are considered and treated equally so this principle is inherent within the group itself. The Chair of this group will be a Representative elected to undertake this role for an agreed period of time.

### What We Do

- Raise the profile of co-production across West Glamorgan (which includes Swansea, Neath and Port Talbot).
- Provide mentoring support and guidance to anyone within the West Glamorgan area wanting to co-produce projects and services.
- Provide an opportunity for people (including carers) to get involved in co-production opportunities.
- Provide quality control within the designing, development and delivery of co-produced projects and services.
- Collectively flag potential areas that need attention and would benefit from a co-productive approach.



Further information is available in the **WGLAM Co-production Group Terms of Reference** document.

## Support for Co-production

The work of the Co-production Group is supported by two **Co-production Development Officers**, one based in Swansea Council for Voluntary Services [SCVS] and one in Neath Port Talbot County Voluntary Council [NPTCVS]. Their role is to work collaboratively with Representatives to provide the support, advice and guidance that will enable the Co-production Group (and the People's Forum) to function effectively as part of the governance of the regional partnership. This includes providing direct support to Representatives such as access to equipment like laptop computers and co-ordinating meetings and events.



Partneriaeth  
 Ranbarthol  
 Gorllewin  
 Morgannwg

West  
 Glamorgan  
 Regional  
 Partnership

West Glamorgan Coproduction Group

**WE NEED YOUR HELP**

To improve local health and social services for the people that use them?

Join us, individuals, volunteers and officials to discuss planning and developing new services and improving old ones

**We can offer training, support and out of pocket expenses**

If you would like more information and wish to get involved, please contact either :-

Roxane Dacey (Swansea)  
 E-mail: [roxane\\_dacey@scvs.org.uk](mailto:roxane_dacey@scvs.org.uk) Mobile: 07932 555221

Ellis Owen (Neath Port Talbot)  
 mail: [EllisO@nptcvs.org.uk](mailto:EllisO@nptcvs.org.uk) Telephone: 01639 631246

Follow us on Facebook



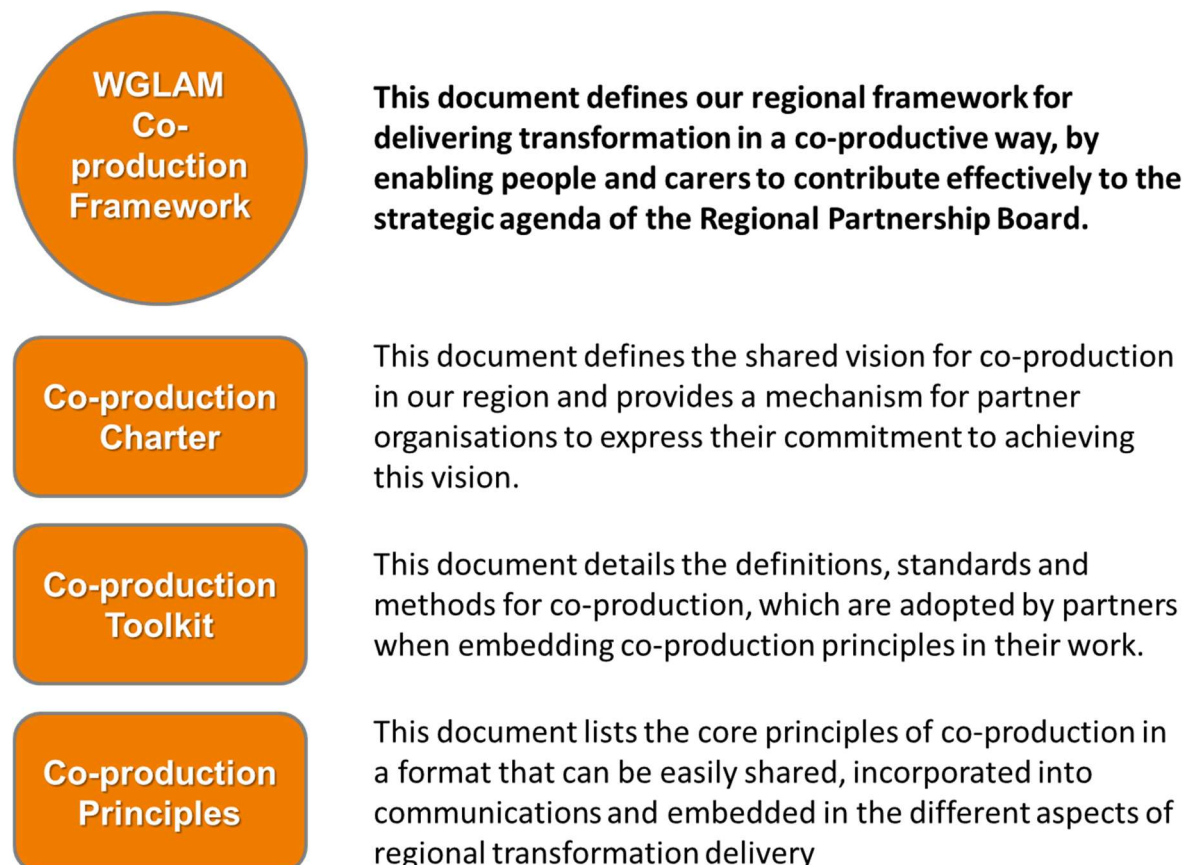

*Fig. 8 – Representative Recruitment Poster*

The **West Glamorgan Transformation Team** also provide support to the Co-production Group. Specific functions of the team – such as communications, finance and reporting – are extended to support the work of the co-production community across the regional partnership.

Much of co-production support such as training is also delivered co-productively. This makes it everyone's responsibility to promote and teach others about our co-production principles. There is also support for Representatives in the form of peer-to-peer mentoring and national networks such as Co-pro Wales.

## Co-production Documents

To enable us to embed co-production and support Representatives to perform these important roles across our transformation programmes, as well as supporting partner organisations to work in a co-productive manner, we have a number of documents to help us make this happen:



*Fig. 9 – Key Co-production Documents*

Other documents, templates and information will be made available to support the work of the Co-production Group and the Representatives (including information about the partnership itself).

## Focused Approaches

Below are the more detailed approaches that we will use in delivering this framework; they are important parts of the overall approach and they ensure we remain consistent in the detail of our strategic methodology.

No.	Approach	Process
1	<b>Confirming commitment of partner organisations</b>	How to get partner organisations to sign the WGLAM Co-production Charter and agree the actions required to embed co-production principles across their business.
2	<b>Raising awareness of Co-production</b>	How to conduct awareness-raising activities across the West Glamorgan region to inform people and carers about the importance of co-production in health and social care.
3	<b>Recruiting new Representatives</b>	How to identify and recruit new Representatives from interested people, carers and CYP in West Glamorgan including undertaking induction activities.

An overview of each process is included in the **WGLAM Process Maps** document.

## Monitoring & Reporting

As our regional work progresses and our maturity as a partnership with co-production at its core improves, we will continue to monitor and review our progress against this framework. To do this, we will:

- 🧩 **WGRP Annual Review Report** – we will make contributions to the Annual Review about how co-production is being embedded and used across the partnership, with reference to important milestones in our Action Plan and contributions from Co-production Group members;
- 🧩 **Highlight Report** – we will produce a Highlight Report to the Integrated Transformation Board to demonstrate our progress in delivery our actions and escalation of any co-production related issues;
- 🧩 **Other Regional Reports** – where it is appropriate, Representatives may make contributions to specific regional reports and other reports on behalf of the regional partnership (for example, Annual Carers Partnership Report).



Open and easily accessible communications will allow us to report effectively what we have done including our successes and lessons learned. The regional partnership will use Microsoft Teams as the preferred platform for storing and sharing our reports, documents and dashboards.

## Implementation

This framework introduces the concepts and functions we want to implement within the regional partnership, which will make co-production an important central element of our transformation agenda. Together, we all need to be innovative and empowered to deliver change at pace in order to achieve our collective ambitions for co-production in West Glamorgan. Implementing the framework will take time and effort from all parties and the Action Plan at Appendix A sets out our key activities to achieve our aims and outcomes stated within this document.

# Appendices

## A – Action Plan

Activity	Description	Owner	Deadline
<b>Develop a Co-production Charter</b>	To co-produce a charter which signifies the commitment of an regional partner to embedding the principles of co-production throughout its organisation	Co-production Group	October 2020
<b>Undertake a Skills Audit of Representatives</b>	To undertake an assessment of the skills, knowledge and capabilities of the individuals who undertake the role of Representative	Co-production Group	March 2021
<b>Define Terms of Reference for the Co-production Group</b>	To create, review and publish a Terms of Reference for the Co-production Group that establishes the structure, membership and controls for the group	Co-production Group	April 2020
<b>Define Terms of Reference for the Citizens Forum</b>	To create, review and publish a Terms of Reference for the Citizens Forum that establishes the structure, membership and controls for the group	Co-production Group	December 2020
<b>Run a Recruitment Campaign for new Representatives</b>	To conduct a public campaign to attract and recruit people to the role of Representative across the various boards, groups and activities of the regional partnership	Co-production Group	January 2021
<b>Plan and deliver a Training Programme for Co-production</b>	To create, schedule and deliver a programme of training activities that will result in increased awareness and application of co-production principles	Co-production Group	March 2021

Activity	Description	Owner	Deadline
<b>Develop an Induction Pack for supporting new Representatives</b>	To create, review and publish an Induction Pack which is used to onboard new individuals to the role of Representative	Co-production Group	November 2020
<b>Collate sources of research, innovation and improvement relating to co-production</b>	To identify, capture and share details about sources of co-production related research, innovation and improvement activities with the West Glamorgan RI&I Co-ordination Team and other stakeholders	West Glamorgan RI&I Team	October 2020
<b>Launch the WGRP People's Forum</b>	To formally launch the new People's Forum through promotion and awareness campaign activities	Co-production Group	January 2021
<b>Launch the WGRP Co-production Framework</b>	To formally launch the new Co-production Framework through promotion and awareness campaign activities	Co-production Group	February 2021

## B – Glossary of Terms

<b>ATB</b>	Adults Transformation Board
<b>CTB</b>	Children & Young People (CYP) Transformation Board
<b>ITB</b>	Integrated Transformation Board
<b>RPB</b>	Regional Partnership Board
<b>T&amp;F</b>	Task & Finish
<b>UNRC</b>	United Nations Convention in the Rights of the Child
<b>WGRP</b>	West Glamorgan Regional Partnership



**Partneriaeth**  
Ranbarthol  
Gorllewin  
Morgannwg

West  
Glamorgan  
Regional  
**Partnership**

Appendix 2



West Glamorgan  
Regional Partnership

# Co-Production Toolkit

**Region:** West Glamorgan Regional Partnership

☎ 01792 633 805

✉ [west.glamorgan@swansea.gov.uk](mailto:west.glamorgan@swansea.gov.uk)

# About this document

The West Glamorgan Co-production Toolkit provides information and guidance to support your organisation/board to work co-productively with people that use services or have used services and their carers being equal partners in the design, development, commissioning delivery, monitoring and review of services. Organisations should sign up to the **WGLAM Co-production Charter** before using this tool to ensure that there is a commitment from all staff that share an ethos of coproduction in their working practices.




## Why co-produce?

Involving people that use services or have used services and their carers provides a different perspective, of lived experience of what works well and what does not work well for the target group. Co-production will enable an organisation/board to think differently; be challenged in a positive and productive way and be more creative and radical when transforming services. Working co-productively can increase job satisfaction and wellbeing for all partners involved. It will hopefully mean that the right services are commissioned from the outset and delivered effectively.

Co-production can make services **‘a better fit for the people that use them and more accessible. It can make an otherwise institutional situation feel more human’**.

You can find out more information about co-production online (go to <https://www.tnlcommunityfund.org.uk/insights/co-production> as a good example).

Examples of current legislation supporting the benefits of working co-productively includes:

-  Social Services and Wellbeing (Wales) Act (2014);
-  Wellbeing of Future Generations (Wales) Act (2015);
-  Regulation and Inspection of Social Care (Wales) Act (2016).

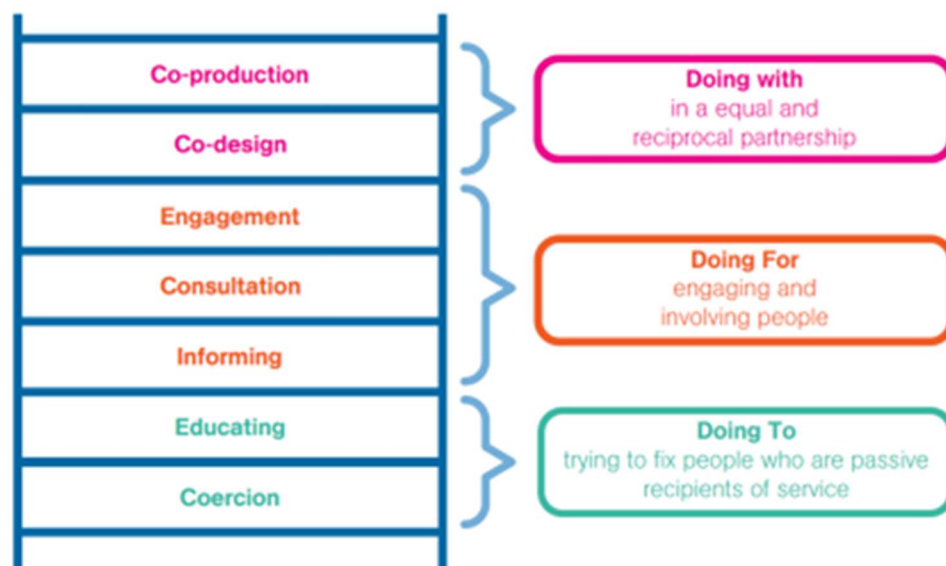
# What is co-production?

Co-production is an **asset-based** approach to public services that enables people providing and people receiving services to **share power** and **responsibility**, and to work together in **equal, reciprocal** and **caring relationships**. It creates opportunities for people to access support when they need it, and to contribute to social change.

Coproduction is underpinned by five principles<sup>1</sup>:

1. Value all participants and build on their strengths.
2. Develop networks of mutual support.
3. Do what matters for all the people involved.
4. Build relationships of trust; share power and responsibility.
5. People can be change makers, and organisations enable this.

As demonstrated in Arnstein's **Ladder of Citizen Participation**, coproduction is about 'doing with' people in an 'equal and reciprocal partnership':



*Fig. 1 – The Ladder of Citizen Representation*

<sup>1</sup> From the Wales Coproduction Network

Representation is a way that is often used to engage and involve people, but is **not** co-production. Although Representatives are encouraged to have their say in meetings, they are often outnumbered by paid staff, their needs which allow them to participate are not always considered (e.g. they may not have a say in when and where the meetings take place) and they may not have a shared responsibility within the group (e.g. would not be offered a role such as Chair of the group).

You can find out more about co-production as well as representation in the **WGLAM Co-production Framework** which provides more details about embedding co-production principles in the West Glamorgan region.

Before you work through this Co-production Toolkit, you may find it useful to complete an Audit Tool to assess how your organisation is currently working co-productively, identifying strengths and areas for development. An effective tool is the **Co-production and Involvement Audit**.

A self-assessment tool for organisations developed by Co-Production Network for Wales is available online at <https://info.copronet.wales/the-self-evaluation-audit/> .



# How to co-produce

Before starting, it is useful to consider:

1. What is the project?
2. Why is it happening? What needs to change?
3. How much time do you have to do it? Do you need to challenge deadlines to work co-productively?
4. Do you need support from the West Glamorgan Coproduction Group to get started?
5. Can all parts of the project be co-produced? If not all, why not?
6. Do you have support from management to co-produce this project?

We have included a useful table in **Annex A** with the key activities and questions that you can use to help you identify the appropriate approach to co-production, depending on the scenario you are working with (for example, a short Task & Finish group creating one simple document or a large, complex, high profile project working across partner organisations and regional areas to deliver many benefits for people and carers).

At the end of the project as a group, reflect on what went well and what was challenging. Did people feel meaningfully involved? Did the group have a good representation of diversity? What might you do differently next time? What might you do in the same way?

For further guidance and support please contact the West Glamorgan Coproduction Group through the group's support officers based in both Swansea Council for Voluntary Service (SCVS) and Neath Port Talbot County Voluntary Service (NPTCVS).

**Adrian Bailey (SCVS)**

E-mail: [Adrian\\_Bailey@scvs.org.uk](mailto:Adrian_Bailey@scvs.org.uk)

**Ellis Owen (NPTCVS)**

E-mail: [EllisO@nptcvs.org.uk](mailto:EllisO@nptcvs.org.uk)

Telephone: 01639 631246

# Annex A

No.	Activity	Do you need to develop in this area? If so, how will you do it?
1	Does your organisation/board have a mechanism in place responsible for the development of services? If yes, does it have a clear Terms of Reference? Is coproduction referenced throughout it?	
2	<p>Has your organisation/board actively sought people that use services or have used services and their carers to become involved?</p> <ul style="list-style-type: none"> <li>- How have you promoted the work you are doing? (for example: partner organisations, local media, social media).</li> <li>- Have you actively encouraged people to become involved?</li> <li>- Have you provided a estimated time frame for completion of the project?</li> <li>- Have you identified the likely extent of the time commitment required from participants and made this clear at the outset?</li> </ul>	
3	Has your organisation/board considered equity to enable a diverse group of individuals are able to participate effectively? Things to consider may include:	

No.	Activity	Do you need to develop in this area? If so, how will you do it?
	<p>If it is a physical meeting:</p> <ul style="list-style-type: none"> <li>- Where the meeting is taking place?</li> <li>- Is it far away for individuals?</li> <li>- Is it on a public transport route?</li> <li>- Are there car parking facilities and if so are these free?</li> <li>- Is it a long walk from public transport stops/car park to the meeting venue?</li> <li>- Is there an accessible lift in the building?</li> <li>- Is there adequate space in the meeting room for wheelchairs and other equipment if needed?</li> <li>- Do you need a hearing loop?</li> <li>- Are individuals able to join remotely if they cannot physically attend?</li> <li>- Are travel expenses reimbursed?</li> <li>- Are appropriate breaks and refreshments provided?</li> </ul> <p>If it is a virtual meeting?</p> <ul style="list-style-type: none"> <li>- Do all participants have access to the technology needed?</li> <li>- Can all participants access links for the virtual platform?</li> </ul>	

No.	Activity	Do you need to develop in this area? If so, how will you do it?
	<p>Other things to consider to increase participation:</p> <ul style="list-style-type: none"> <li>- Timings of meetings and regular breaks.</li> <li>- Have all participants received the information needed (e.g. agenda, minutes, reports) in good time to enable them to read through all the information before the meeting?</li> <li>- Do you have representation of the people that are affected by the service e.g. children, older people?</li> <li>- Do you have a good representation of diverse groups Black and Minority Ethnic groups, Lesbian, Gay, Bisexual, Transgender groups, Disability groups, Gender groups?</li> <li>- Have participants received the information in a format they can access e.g. large print, easy read, first language?</li> <li>- 'Blended' meetings which allow both attendees in person, and virtual attendees?</li> </ul>	

No.	Activity	Do you need to develop in this area? If so, how will you do it?
4	<p>Do you have an equal split of people that are using services or have used services and their carers (people that are volunteering their time) and paid staff?</p> <p>The split should be equal or have slightly more people that are using services or have used services and carers.</p> <p>Have you ensured that the members of staff representing your organisation have the appropriate decision making powers to enable decisions to be genuinely coproduced by the group?</p>	

No.	Activity	Do you need to develop in this area? If so, how will you do it?
5	<p>Think creatively of ways to break down the differences in power between paid staff and citizens</p> <p>You might want to consider having an icebreaker in the first meeting to enable individuals to know each-other better on a personal level.</p> <p>Does the language used in the meeting enable everyone to understand e.g. use of plain English, no jargon or acronyms?</p> <p>Are paid staff dressed formally with work items such as lanyards? Are paid staff and citizens mixed in their seating arrangements?</p> <p>Does the meeting need to be a traditional/formal meeting? Would the meeting held in a different way or setting enable all participants to feel more comfortable and increase their confidence to participate?</p>	

No.	Activity	Do you need to develop in this area? If so, how will you do it?
6	<p>Identifying Assets with the Group</p> <p>Do all the members of the group know the skills, knowledge and experience of all the individuals in the group?</p> <p>Do all members of the group have a shared knowledge of the existing services and resources? Are they all aware of the strengths in these existing resources and the challenges? Do they know what the gaps are?</p> <p>Do members know each other's links/networks/connections that can be utilised this work?</p>	
7	<p>Do all members of the group share the same vision?</p> <p>Is there good communication within the group?</p> <p>Are you making decisions and solving problems together as a group?</p> <p>Is the Chair able to confidently and constructively handle differences of opinion or situations of conflict?</p>	

No.	Activity	Do you need to develop in this area? If so, how will you do it?
8	<p>Is the responsibility of the group shared amongst participants? For example, are roles of the group rotated e.g. Chair, minute taker? Is training offered to support individuals to take on these roles?</p> <p>Are all individuals encouraged to participate? Are all contributions acknowledged and valued by the group? Do all members of the group have access to all information including the budget for a project?</p>	
9	<p>Are individuals in the group involved at every stage?</p> <ul style="list-style-type: none"> <li>- Design</li> <li>- Development</li> <li>- Monitoring, review and evaluation</li> </ul> <p>Does your project focus on creating good outcomes (the difference the project will make to someone's life) rather than on outputs (how many times you did something)?</p>	
10	<p>Do you recognise the individuals that are volunteering their time? Can they be rewarded, for example, using time credits? Are their achievements and contributions celebrated?</p>	
11	<p>Do you need to challenge deadlines as a collective group to ensure that the work you are doing is true coproduction and not just tokenistic?</p>	



# West Glamorgan Regional Partnership Co-production Charter



✉ [west.glamorgan@swansea.gov.uk](mailto:west.glamorgan@swansea.gov.uk)

Date: 21 June 2021

🌐 [www.westglamorgan.org.uk](http://www.westglamorgan.org.uk)

## Background

Following unprecedented times in health and social care in 2020, all the partners of the West Glamorgan Regional Partnership Board (WGRP) wish to reaffirm their commitment to co-production. This document represents an agreement between all members of this board to commit to achieve our collective vision for embedding the principles of co-production across our work. This includes members of the board who represent Partnership Bodies committing to following the **WGLAM Regional Co-production Framework** for co-production in how they develop local co-production strategies and take meaningful action to embed co-production principles throughout their organisation.

## OUR VISION - What do we want to achieve?

1. We utilise co-production in an ambitious way as we transform our services to meet the needs of our population and its people, in a safe and sustainable way, so that people can enjoy long, healthy, active lives and enable those with long-term and life-limiting conditions to live well.
2. We use the collective efforts and experiences of policy makers, commissioners, people who use services, carers, staff, staff representatives, third sector, business and local communities to work together co-productively, helping us to improve health and wellbeing outcomes for the population of West Glamorgan.
3. We place people and carers at the centre of decision-making and connect people in co-productive networks so that we can develop, meaningfully influence, shape and participate as real partners in the commissioning, planning, delivery and evaluation of services.
4. We consistently utilise co-productive principles and practices when we tackle health inequalities and discrimination.
5. We openly recognise the need for demonstrable progressive realisation of co-production across all regional partnership programmes and in the development and review of regional strategies, frameworks and plans.

## OUR PRINCIPLES - What do we mean by co production?

Co-production is an asset-based approach to public services that enables people *providing* and people *receiving* services to share power and responsibility, and to work together in equal, reciprocal and caring relationships. It creates opportunities for people to access support when they need it, and to contribute to social change.

More information about applying co-production can be found in the **WGLAM Regional Co-production Toolkit** for West Glamorgan.

Co-production is underpinned by five principles:

1. ***Value all participants and build on their strengths.***
2. ***Develop networks of mutual support.***
3. ***Do what matters for all the people involved.***
4. ***Build relationships of trust; share power and responsibility.***
5. ***People can be change makers, and organisations enable this.***

To achieve transformational change, coproduction will 'realise value through people' so we can move us from a culture of 'you said, we did' to 'we said, we did it together'.

## **OUR COMMITMENT - How will we know we are doing it, ascertain if we are progressing? What will be our key outcomes?**

As a Board/Organisation, we are committed to the following strategic objectives:

1. To co-productively develop and evaluate specific milestones for all programs to identify future co-production work.
2. To increase, develop and implement co-production training which is developed together and delivered to all partners and organisations within the regional partnership.
3. To creatively and actively engage our communities in health and social care services design and delivery.
4. To increase the number of active participants in co-design and co-delivery of services.
5. To co-design and develop the measurable and objective improvements in people and staff experience, care outcomes and the evidence of increased productivity across all services.
6. To make changes that ensure the experience of the health and social care system is more 'person centred', and that contributions are recognised as enabling change so that health and wellbeing outcomes improve as a result.
7. To make teams feel empowered; to make staff and people with lived experience feel valued; and to ensure that health and wellbeing outcomes for people with lived experience positively improve.

\*This document will be reviewed on an annual basis by the co-production group\*

Signed by:

**Name**  
Title



# Integrated Impact Assessment Screening Form – Appendix 4

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

## Which service area and directorate are you from?

Service Area: Partnership & Commissioning

Directorate: Social Services

### Q1 (a) What are you screening for relevance?

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

### (b) Please name and fully describe initiative here:

The Co-production Framework sets out the common definitions, context and principles for co-production along with the approaches to embedding co-production throughout the Regional Partnership. This helps describe what we mean by co-production and set a consistent way forward for making sure co-production is at the heart of regional work. A toolkit and charter has also been produced to aid the development and implementation of this framework

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

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

## Integrated Impact Assessment Screening Form – Appendix 4

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

There is no requirement for external consultation on this item as it was been co-produced. The development of this Pack was underpinned by the principles of co-production. Below are a list of co-production activities that helped to shape the Framework, toolkit and Charter

- Co-production Group members were asked to nominate individuals to be a part of the Task & Finish Group.
- The Task & Finish group held meetings between 10 June and 30 September to identify and develop the key content of the strategy.
- Members of the Task & Finish Group co-ordinated a research exercise with contributions from members, pulling together various insight and contributions.
- The draft documents were circulated to Co-production Group members and finalised in a meeting on 16 December, where final comments were requested before approval for submission at the Co-production Group meeting on 13 January

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

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?  
Yes  No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
Yes  No
- c) Does the initiative apply each of the five ways of working?  
Yes  No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
Yes  No

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

High risk

Medium risk

Low risk

- 
- Q6 Will this initiative have an impact (however minor) on any other Council service?**  
 Yes  No **If yes, please provide details below**

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

Yes as this a regional framework however all partners are adopting for consistency.

# Integrated Impact Assessment Screening Form – Appendix 4

## Outcome of Screening

**Q8 Please describe the outcome of your screening below:**

• **Summary of impacts identified and mitigation needed (Q2)**

The Coproduction framework should have a positive impact on people with protected characteristics as the toolkit intends to enhance co-production in the delivery of the West Glamorgan regional programmes, projects and forums.

As such, this work will be more informed by people with protected characteristics in order to maximise the benefits of the work programme on people with protected characteristics and reduce unintended inequality or discrimination arising from the work programme.

- The toolkit should also enhance the undertaking of forums where people with protected characteristics will be able to express their opinions and share their experiences in order to enhance decision making.
- This should have a positive impact on the Council's Socio Economic duties as the work of the West Glamorgan Partnership Board will be more informed by people in order to maximise any potential positive impacts on their socio-economic status and minimise any negative impacts on their socio-economic status.
- The toolkit should also enhance the undertaking of forums where people that may have a socio-economic disadvantage will be able to express their opinions and share their experiences.
- This should have a positive impact on Public Sector Equality Duty (PSED) by empowering people to be able to contribute their views and experiences of how the work programme and projects may impact on them and meaningfully take part in forums in order to express their views and share their experiences to inform decision making
- Co-production will be in line with Welsh Language requirements.
- The strategy has no impact on biodiversity.
- Has a positive contribution to the five ways of working

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name: Jane Whitmore</b>
<b>Job title: Strategic Lead Commissioner</b>
<b>Date: 16<sup>th</sup> June 2021</b>
<b>Approval by Head of Service:</b>
<b>Name: Jane Whitmore</b>
<b>Position: Strategic Lead Commissioner</b>
<b>Date: 16<sup>th</sup> June 2021</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 11.



## Report of the Cabinet Member for Climate Change & Service Transformation

Cabinet – 15 July 2021

### **Framework Agreement for the Provision of Asbestos Surveying/Inspection, Testing/Analytical Services and Licensed Removal**

<b>Purpose:</b>	To approve the All Wales Frameworks for: Asbestos Surveying/Inspection Services; Testing/Analytical Services, and Removal of Asbestos Works:  LOT 1 - Asbestos Survey/ Inspection LOT 2 - Asbestos Testing/ Analytical Services LOT 3 - Asbestos Removal ( <b>the Lots</b> )
<b>Policy Framework:</b>	Council Constitution – Contract Procedure Rules
<b>Consultation:</b>	Legal, Democratic Services, Procurement and Commercial Services, Finance, Corporate Building Services and Access to Services
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approve the appointment of the Contractors listed in Appendix 1 for all Lots to the Frameworks for: Asbestos Surveying/Inspection Services; Testing/Analytical Services and Removal of Asbestos Works.  2) Delegate authority to the Head of Building Services to approve the terms of any future call-off contracts under the Framework Agreement in consultation with the Chief Legal Officer.  3) Authorise the Chief Legal Officer to enter into and execute the Framework Agreements and relevant call off contracts as necessary to protect the council's interests.
<b>Report Author:</b>	Alan Llewellyn
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

## **1. Introduction**

- 1.1 A procurement process has been undertaken to establish an All Wales Framework for: Asbestos Surveying/Inspection Services; Testing/Analytical Services and Removal of Asbestos Works. Swansea Council is the lead authority responsible for procuring and managing the framework. The Framework is for a 2 year term with an option to extend for a further 2 years.

## **2. Procurement Process**

- 2.1 The potential estimated spend over the duration (4 years) of the Framework is £20,000,000. This is based on historical spend across Wales. This is a framework arrangement and no guarantee as to volumes or expenditure can be given and each Contracting Authority would be responsible for its own costs incurred when using the framework.
- 2.2 Tenders were invited under the Open Procedure. The opportunity was advertised in the Official Journal of the European Union via Sell2wales. The tendering process was conducted electronically via the eTenderWales tendering portal.
- 2.3 The invitation to tender was split in to 3 Lots as follows:
- LOT 1 - Asbestos Survey/ Inspection;
  - LOT 2 - Asbestos Testing/ Analytical Services; and
  - LOT 3 - Asbestos Removal
- 2.4 The Council's intention is to enter into a Framework Agreement with six (6) Provider/s, per Lot, per region.
- 2.5 The award criteria used for this process was 70% quality 30% price and this criteria was detailed in the Tender Documentation.

## **3. Tenders Received**

- 3.1 23 Tenderers submitted tenders for the different lots by the return date of 15 February 2021 as detailed below:
- Lot 1 13 Bidders
  - Lot 2 12 Bidders
  - Lot 3 10 Bidders
- 3.2 The tenders were opened by Commercial Services in accordance with Contract Procedure Rules and no tenders were disqualified at opening.

#### **4. Tender Evaluation**

- 4.1 Tenders were evaluated by Officers from Corporate Building Services Alan Llewelyn, Robert James, David Jones.
- 4.2 Tender evaluation was undertaken in accordance with the criteria set out in the Invitation to Tender documents as a two stage process.
- 4.3 At stage one of the process; the Council undertook a suitability assessment. All Tenderers met the minimum standard and proceeded to stage two of the process.
- 4.4 Stage two of the process was the tender assessment stage, which comprised of two parts and had the following award criteria: Quality 70% and Price 30% for each of the Lots.
- 4.5 The quality evaluation ensured tenderers were able to demonstrate a minimum understanding of key requirements. The quality evaluation was based on the assessment of method statement questions on the following:

##### **Lot 1**

- Quality Assurance Management System
- Environmental Safety Management System
- Health and Safety Management System
- Asbestos Survey/Inspection

##### **Lot 2**

- Quality Assurance Management System
- Environmental Safety Management System
- Health and Safety Management System
- Asbestos Inspection Report

##### **Lot 3**

- Asbestos Removal
  - Health and Safety Management System
  - Quality Assurance Management System
  - Environmental Safety Management System
- 4.6 Tenderers were required to attain a minimum score for the quality questions. Any tender attaining a score of less than 3 for 3 or more Method Statement responses resulted in tenders being rejected without further evaluation as per the Instructions to Tender. No tenders were rejected.
- 4.7 Tenderers who achieved the required score in the quality evaluation proceeded to the price evaluation.



- 4.8 The scores of bidders recommended for appointment onto the Frameworks are detailed in Appendix .1
- 4.9 Contracting Authorities/Public Bodies will have the option to directly award to the first ranked tenderer within the Lot for the specified prices for call offs up to £50,000, or conduct a further competition, as contained within Schedule 2 of the Framework Agreements.
- 4.10 Should participating Contracting Authorities/Pubic Bodies decide to conduct a further competition then all framework providers that have been appointed on their Region will have to be invited. The specific requirements of the further competition shall be provided and assessed separately to these Frameworks. Time limits for any return of mini-competitions shall be provided up front and shall , in the view of the Contracting Authorities /Pubic Bodies, be sufficiently long enough to allow bidders to return their bids.

## **5. Community Benefits**

- 5.1 For all projects over £50,000 then Community Benefits will need to be considered by each Contracting Authority/Public Body and included where appropriate.

## **6. Well-being of Future Generations and the Environment**

- 6.1 Contracting Authorities/Public Bodies are committed to delivering the requirements of the relevant legislation through their individual Corporate Wellbeing Objectives and collectively through the Public Service Board's Local Well-being Plans. Each Contracting Authority/Public Body will need to include this, where appropriate, on each of their call off contracts.

## **7. Integrated Assessment Implications**

- 7.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
  - Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.

- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 7.2 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 7.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 7.4 An IIA screening form was completed by Officers from Building Service & Procurement and the agreed outcome was that no full IIA is required because the framework has no impact on the groups mentioned in the IIA screening form (see Appendix 2).

## **8. Financial Implications**

- 8.1 The sufficiency of budget provision and other financial matters will be determined for each call off contract under the Framework Agreements.
- 8.2 This work will need to be funded by revenue, capital and contributions from the HRA budget. There is sufficient budget in cost centres 701.70001, 891.89101 and 551.55121 from the revenue budget to cover CCS's share (up to approx. £120K pa).
- 8.3 Capital budget to be costed to projects when known/required.

## **9. Legal Implications**

- 9.1 The Responsible Officer is satisfied that the tender process has been undertaken in compliance with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules, and recommends approval in accordance with those Rules.
- 9.2 The Framework Agreements are to be prepared by the Chief Legal Officer. All contractual liabilities and obligations will be covered by the contract documentation, which will consist of the over-arching Framework Agreement together with separate call-off contracts.
- 9.3 It is recommended that authority is delegated to the Responsible Officer to approve the terms of each call off contract in consultation with the Chief Legal Officer.

**Background Papers:** None

**Appendices:**

Appendix 1 - Bidders Recommended for Award Lot 1

Appendix 1 - Bidders Recommended for Award Lot 2

Appendix 1 - Bidders Recommended for Award Lot 3

Appendix 2 - IIA Screening Form

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Score	5
	3
	2
	1
	0

Stage 1 - Selection Questionnaire		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:		Tenderer 13:				
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments			
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Stage 2 - Tender Stage Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
Quality Scores		1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
		2	15.0%	4		12.0%	5		15.0%	4		12.0%	5		15.0%	4		12.0%	5		15.0%	3		12.0%	5		15.0%	4		12.0%
		3	10.0%	4		8.0%	5		10.0%	4		8.0%	5		10.0%	4		8.0%	5		10.0%	3		8.0%	5		10.0%	4		8.0%
		4	10.0%	4		8.0%	3		10.0%	5		10.0%	3		10.0%	4		8.0%	5		10.0%	5		10.0%	3		10.0%	4		8.0%
		5	15.0%	2		6.0%	5		15.0%	4		12.0%	3		9.0%	3		9.0%	5		15.0%	3		12.0%	4		12.0%	4		12.0%
		6	15.0%	3		9.0%	5		15.0%	5		15.0%	1		3.0%	4		12.0%	5		15.0%	4		12.0%	4		12.0%	4		12.0%
		Total	75%			48.8%			64.8%			55.8%			55.8%			63.8%			63.8%			64.8%			64.8%			64.8%
Price Scores		Total	30%			11.3%			11.3%			19.2%			22.8%			14.2%			19.8%			30.8%			19.8%			16.0%
Overall Scores		Overall Score	100%			59.3%			79.2%			83.2%			77.8%			77.8%			78.8%			90.8%			81.5%			77.0%
		Rank				13			5			2			6			7			8			11			1			4

Region 2

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:		Tenderer 13:							
Stage 1 - Selection Questionnaire		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments						
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A						
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A						
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A						
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A						
Stage 2 - Tender Stage Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
Quality Scores		1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
		2	15.0%	4		12.0%	5		15.0%	4		12.0%	5		15.0%	4		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	4		12.0%
		3	10.0%	4		8.0%	4		10.0%	5		10.0%	4		8.0%	4		10.0%	4		10.0%	5		10.0%	5		10.0%	3		8.0%	4		10.0%
		4	10.0%	4		8.0%	3		10.0%	5		10.0%	3		8.0%	4		10.0%	4		10.0%	5		10.0%	3		8.0%	4		10.0%	5		10.0%
		5	15.0%	2		6.0%	5		15.0%	4		12.0%	4		9.0%	3		15.0%	3		15.0%	3		12.0%	4		12.0%	4		12.0%	4		12.0%
		6	15.0%	3		9.0%	5		15.0%	5		15.0%	1		3.0%	4		15.0%	3		15.0%	5		15.0%	4		12.0%	4		12.0%	3		9.0%
		Total	70%			48.0%			64.0%			64.0%			55.0%			60.0%			61.0%			61.0%			71.7%			81.0%			64.2%
Price Scores		Total	30%			8.7%			15.0%			15.0%			21.4%			14.8%			21.2%			19.3%			17.8%			14.2%			13.3%
Overall Scores		Overall Score	100%			56.7%			79.0%			79.0%			81.4%			68.5%			81.2%			81.3%			71.7%			81.0%			64.2%
		Rank				13			7			6			1			8			3			11			9			2			10

Region 3

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

Stage 1 - Selection Questionnaire		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:		Tenderer 13:							
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments						
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A						
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A						
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A						
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A						
Stage 2 - Tender Stage Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
Quality Scores		1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
		2	15.0%	4		12.0%	5		15.0%	4		12.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
		3	10.0%	4		8.0%	4		10.0%	5		10.0%	4		8.0%	4		10.0%	4		10.0%	5		10.0%	5		10.0%	3		8.0%	4		10.0%
		4	10.0%	4		8.0%	3		10.0%	5		10.0%	3		8.0%	4		10.0%	4		10.0%	5		10.0%	3		8.0%	4		10.0%	5		10.0%
		5	15.0%	2		6.0%	5		15.0%	4		12.0%	4		9.0%	3		15.0%	3		15.0%	3		9.0%	4		12.0%	4		12.0%	4		12.0%
		6	15.0%	3		9.0%	5		15.0%	5		15.0%	1		3.0%	4		15.0%	3		15.0%	5		15.0%	4		12.0%	4		12.0%	3		9.0%
		Total	70%			48.0%			64.0%			44.8%			55.8%			60.0%			41.8%			42.8%			44.8%			50.0%			58.8%
Price Scores		Total	30%			9.3%			17.9%			23.2%			21.7%			16.5%			30.0%			25.6%			12.1%			20.2%			19.1%
Overall Scores		Overall Score	100%			57.3%			81.9%			87.2%			77.8%			76.5%			78.8%			90.0%			73.1%			84.2%			65.3%
		Rank				13			5			2			7			9			6			1			4			11			3

Region 4

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:		Tenderer 13:				
Stage 1 - Selection Questionnaire		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments			
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Stage 2 - Tender Stage Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
Quality Scores		1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
		2	15.0%	4		12.0%	5		15.0%	4		12.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
		3	10.0%	4		8.0%	4		10.0%	5		10.0%	4		8.0%	4		8.0%	4		10.0%	5		10.0%	5		10.0%	3		8.0%
		4	10.0%	4		8.0%	3		10.0%	5		10.0%	3		8.0%	4		8.0%	4		10.0%	5		10.0%	5		10.0%	3		8.0%
		5	15.0%	2		6.0%	5		15.0%	4		12.0%	4		9.0%	3		9.0%	4		15.0%	3		9.0%	4		12.0%	4		12.0%
		6	15.0%	3		9.0%	5		15.0%	5		15.0%	1		3.0%	4		12.0%	5		15.0%	3		9.0%	4		12.0%	4		12.0%
		Total	70%			48.0%			64.0%			64.0%			55.0%			60.0%			61.0%			61.0%			64.0%			64.0%
Price Scores		Total	30%			9.8%			17.3%			21.8%			12.1%			16.4%			30.0%			15.4%			11.4%			25.1%
Overall Scores		Overall Score	100%			57.8%			81.5%			85.6%			72.1%			74.0%			90.0%			79.4%			72.4%			84.1%
		Rank				13			4			2			11			6			7			1			9			3

Region 5

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:		Tenderer 13:				
Stage 1 - Selection Questionnaire		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments			
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A			
Stage 2 - Tender Stage Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
Quality Scores		1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
		2	15.0%	4		12.0%	5		15.0%	4		12.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
		3	10.0%	4		8.0%	4		10.0%	5		10.0%	4		8.0%	4		8.0%	4		10.0%	5		10.0%	5		10.0%	5		10.0%
		4	10.0%	4		8.0%	3		10.0%	5		10.0%	3		8.0%	4		8.0%	4		10.0%	5		10.0%	3		8.0%	5		10.0%
		5	15.0%	2		6.0%	5		15.0%	4		12.0%	4		9.0%	3		9.0%	4		15.0%	3		9.0%	4		12.0%	4		12.0%
		6	15.0%	3		9.0%	5		15.0%	5		15.0%	4		12.0%	5		15.0%	5		15.0%	4		12.0%	4		12.0%	4		12.0%
		Total	70%			48.0%			64.0%			55.0%			60.0%			60.0%			61.0%			61.0%			64.0%			64.0%
Price Scores		Total	30%			18.0%			17.4%			19.8%			12.3%			21.6%			30.0%			25.1%			12.6%			16.4%
Overall Scores		Overall Score	100%			58.5%			81.4%			83.8%			72.3%			75.6%			90.0%			82.1%			73.6%			80.4%
		Rank				13			4			2			6			8			11			7			1			3
																														9
																														5
																														12
																														10



Region 6

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:								
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments							
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score		
Award Criteria																																
Quality Scores																																
1.	1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
2.	2	15.0%	5		15.0%	4		15.0%	5		15.0%	5		15.0%	4		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
3.	3	10.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	4		8.0%	3		6.0%	5		10.0%	5		10.0%	3		6.0%	5		10.0%
4.	4	10.0%	3		6.0%	5		10.0%	3		6.0%	4		8.0%	4		8.0%	3		6.0%	5		10.0%	5		10.0%	3		6.0%	5		10.0%
5.	5	15.0%	5		15.0%	4		12.0%	3		9.0%	3		9.0%	3		12.0%	3		9.0%	5		15.0%	3		12.0%	4		12.0%	4		12.0%
6.	6	15.0%	5		15.0%	5		15.0%	1		3.0%	4		12.0%	5		15.0%	3		9.0%	5		15.0%	4		12.0%	4		12.0%	4		9.0%
	Total	70%			64.0%			55.0%			55.0%			60.0%			54.0%			60.0%			62.0%			61.0%			64.0%			58.0%
Price Scores																																
	Total	30%			9.6%			19.8%			22.3%			19.4%			21.6%			30.0%			20.1%			12.6%			15.1%			14.9%
Overall Scores																																
	Overall Score	100%			73.6%			83.8%			77.3%			74.4%			70.5%			90.0%			82.1%			73.6%			79.1%			64.9%
	Rank				6			2			5			7			11			6			1			3			9			4

Region 7

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:								
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments							
Part 1: Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score		
Award Criteria																																
Quality Scores																																
1.	1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
2.	2	15.0%	5		15.0%	4		15.0%	5		15.0%	5		15.0%	4		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
3.	3	10.0%	4		10.0%	5		10.0%	4		10.0%	4		10.0%	4		10.0%	3		10.0%	5		10.0%	5		10.0%	3		10.0%	5		10.0%
4.	4	10.0%	3		10.0%	5		10.0%	3		10.0%	3		10.0%	4		10.0%	3		10.0%	5		10.0%	5		10.0%	3		10.0%	5		10.0%
5.	5	15.0%	5		15.0%	4		15.0%	3		15.0%	3		15.0%	4		15.0%	3		15.0%	5		15.0%	4		15.0%	3		15.0%	4		15.0%
6.	6	15.0%	5		15.0%	5		15.0%	1		15.0%	4		15.0%	5		15.0%	5		15.0%	4		15.0%	4		15.0%	4		15.0%	3		15.0%
	Total	70%			64.0%			55.0%			55.0%			60.0%			54.0%			60.0%			62.0%			61.0%			64.0%			58.0%
Price Scores																																
	Total	30%			9.6%			19.8%			22.3%			19.4%			21.6%			30.0%			20.1%			12.6%			15.1%			14.9%
Overall Scores																																
	Overall Score	100%			73.6%			83.8%			77.3%			74.4%			70.5%			90.0%			82.1%			73.6%			79.1%			64.9%
	Rank				6			2			5			7			11			6			1			3			9			4

Region 8

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:										
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments									
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score				
Award Criteria																																		
Quality Scores																																		
1.	1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5	
2.	2	15.0%	5		15.0%	4		15.0%	5		15.0%	5		15.0%	4		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5	
3.	3	10.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	4		8.0%	3		6.0%	5		10.0%	5		10.0%	3		6.0%	5		10.0%	5	
4.	4	10.0%	3		6.0%	5		10.0%	3		6.0%	4		8.0%	4		8.0%	3		6.0%	5		10.0%	5		10.0%	3		6.0%	5		10.0%	5	
5.	5	15.0%	5		15.0%	4		12.0%	3		9.0%	3		9.0%	4		15.0%	3		9.0%	5		15.0%	3		12.0%	4		12.0%	4		12.0%	4	
6.	6	15.0%	5		15.0%	5		15.0%	1		3.0%	4		12.0%	5		15.0%	3		9.0%	5		15.0%	4		12.0%	4		12.0%	4		9.0%	3	
	Total	70%			64.0%			55.0%			55.0%			60.0%			54.0%			60.0%			62.0%			61.0%			64.0%			58.0%		
Price Scores																																		
	Total	30%			9.6%			19.8%			22.3%			19.4%			21.6%			30.0%			20.1%			12.6%			15.1%			13.7%		15.2%
Overall Scores																																		
	Overall Score	100%			73.6%			83.8%			77.3%			74.4%			70.5%			90.0%			82.1%			73.6%			79.1%			63.7%		73.2%
	Rank				6			2			5			7			11			6			1			3			9			4		10

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores

5
3
2
1
0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:												
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments											
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A											
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A											
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A											
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A											
Stage 2 - Tender Stage																																				
Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
Quality Scores																																				
1.		1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
2.		2	15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
3.		3	10.0%	4		8.0%	4		8.0%	5		8.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	3		8.0%	3		8.0%	3		8.0%	3		8.0%
4.		4	10.0%	4		8.0%	4		8.0%	5		8.0%	3		8.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	3		8.0%	3		8.0%	3		8.0%
5.		5	20.0%	5		20.0%	5		20.0%	5		20.0%	4		20.0%	4		20.0%	3		20.0%	3		20.0%	3		20.0%	3		20.0%	3		20.0%	3		20.0%
6.		6	10.0%	5		10.0%	5		10.0%	4		10.0%	3		10.0%	3		10.0%	2		10.0%	2		10.0%	2		10.0%	2		10.0%	2		10.0%	2		10.0%
Total		70%				66.0%			66.0%	4		68.0%	3		62.0%			60.0%	2		58.0%			49.0%			54.0%			54.0%			64.0%			52.0%
Price Scores																																				
Total		30%				15.5%			23.1%			30.0%			17.6%			17.7%			15.5%			18.9%			23.7%			18.2%			16.6%			18.0%
Overall Scores																																				
Overall Score		100%				81.5%			89.1%			98.0%			79.6%			77.7%			73.5%			67.9%			77.7%			72.2%			80.6%			70.0%
Rank						3			2			1			6			7			9			12			8			10			4			11

Region 2

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores

- 5
- 3
- 2
- 1
- 0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10: L		Tenderer 11:		Tenderer 12:														
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments													
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A													
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A													
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A													
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A													
Stage 2 - Tender Stage																																						
Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score		
Quality Scores																																						
1.	1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
2.	2	15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
3.	3	10.0%	4		8.0%	4		8.0%	5		8.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	5		8.0%	3		8.0%	3		8.0%	3		8.0%	4		8.0%
4.	4	10.0%	4		8.0%	4		8.0%	5		8.0%	3		8.0%	4		8.0%	4		8.0%	3		8.0%	5		8.0%	3		8.0%	3		8.0%	3		8.0%	4		8.0%
5.	5	20.0%	5		20.0%	5		20.0%	5		20.0%	4		16.0%	4		16.0%	3		12.0%	3		12.0%	5		20.0%	5		20.0%	4		16.0%	4		16.0%	5		20.0%
6.	6	10.0%	5		10.0%	5		10.0%	4		8.0%	3		8.0%	5		8.0%	2		4.0%	4		4.0%	5		10.0%	2		4.0%	5		8.0%	3		8.0%	5		10.0%
Total		70%			66.0%		66.0%		66.0%		62.0%		62.0%		60.0%		58.0%		49.0%		49.0%		54.0%		54.0%		64.0%		64.0%		52.0%		52.0%		59.0%		59.0%	
Price Scores																																						
Total		30%			9.3%		23.3%		30.0%		21.2%		19.0%		19.2%		21.1%		25.4%		25.4%		21.0%		21.0%		14.4%		14.4%		18.2%		18.2%		18.8%		18.8%	
Overall Scores																																						
Overall Score		100%			75.3%		89.3%		96.0%		83.2%		79.0%		77.2%		70.1%		80.4%		80.4%		75.0%		75.0%		78.4%		78.4%		70.2%		70.2%		77.8%		77.8%	
Rank					9		2		1		3		5		8		12		4		4		10		10		6		6		11		11		7		7	

Region 3

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores

- 5
- 3
- 2
- 1
- 0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:		Tenderer 11:		Tenderer 12:												
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments											
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A											
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A											
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A											
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A											
Stage 2 - Tender Stage																																				
Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
Quality Scores																																				
1.	1	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%	5	5.0%
2.	2	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%	5	15.0%
3.	3	10.0%	4	8.0%	4	8.0%	5	8.0%	5	8.0%	4	8.0%	4	8.0%	4	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%
4.	4	10.0%	4	8.0%	4	8.0%	5	8.0%	5	8.0%	4	8.0%	3	8.0%	4	8.0%	4	8.0%	4	8.0%	4	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%	3	8.0%
5.	5	20.0%	5	20.0%	5	20.0%	5	20.0%	5	20.0%	4	16.0%	4	16.0%	4	16.0%	3	12.0%	3	12.0%	3	12.0%	5	20.0%	5	20.0%	5	20.0%	5	20.0%	5	20.0%	5	20.0%	5	20.0%
6.	6	10.0%	5	10.0%	5	10.0%	4	8.0%	3	8.0%	3	8.0%	5	10.0%	3	8.0%	2	4.0%	4	8.0%	5	10.0%	2	4.0%	5	10.0%	2	4.0%	5	10.0%	3	8.0%	5	10.0%		
Total		70%		66.0%		66.0%	4	68.0%	3	62.0%		62.0%	5	60.0%	2	58.0%		49.0%		54.0%		54.0%		64.0%		52.0%		52.0%		59.0%		59.0%		59.0%		
Price Scores																																				
Total		30%		3.2%		30.0%		18.5%		22.9%		14.6%		14.9%		17.5%		27.8%		12.8%		8.4%		11.4%		11.7%		11.7%		11.7%		11.7%		11.7%		
Overall Scores																																				
Overall Score		100%		69.2%		96.0%		86.5%		84.9%		74.6%		72.9%		66.5%		81.8%		66.8%		72.4%		63.4%		70.7%		70.7%		70.7%		70.7%		70.7%		
Rank				9		1		2		3		5		6		11		4		10		7		12		8		8		8		8		8		

Region 4

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores

- 5
- 3
- 2
- 1
- 0

		Tenderer 1:			Tenderer 2:			Tenderer 3:			Tenderer 4:			Tenderer 5:			Tenderer 6:			Tenderer 7:			Tenderer 8:			Tenderer 9:			Tenderer 10:			Tenderer 11:			Tenderer 12:		
Stage 1 - Selection Questionnaire		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments				
Part 1: Potential Supplier Information		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A				
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A				
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A				
Part 3: Selection Questions		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A				
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score				
Award Criteria																																					
Quality Scores																																					
1.		1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%				
2.		2	15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%				
3.		3	10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	4		8.0%	3		6.0%	3		6.0%	5		10.0%	3		6.0%				
4.		4	10.0%	4		8.0%	4		8.0%	5		10.0%	5		10.0%	3		8.0%	4		8.0%	4		8.0%	4		8.0%	5		10.0%	4		10.0%				
5.		5	20.0%	5		20.0%	5		20.0%	4		15.0%	4		15.0%	4		15.0%	3		12.0%	3		12.0%	5		20.0%	4		15.0%	4		15.0%				
6.		6	10.0%	5		10.0%	5		10.0%	4		8.0%	3		8.0%	5		10.0%	3		8.0%	2		4.0%	4		8.0%	5		10.0%	2		8.0%				
Total			70%			66.0%			66.0%			62.0%			60.0%			58.0%			49.0%			54.0%			54.0%			64.0%			52.0%				
Price Scores																																					
Total			30%			12.2%			21.3%			30.0%			18.4%			17.9%			16.0%			19.7%			24.6%			22.0%			15.7%				
Overall Scores																																					
Overall Score			100%			78.2%			87.3%			96.0%			80.4%			77.9%			74.0%			68.7%			78.6%			76.0%			79.7%				
Rank						7			2			1			3			8			10			12			6			9			4				

Region 5

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 12:								
Stage 1 - Selection Questionnaire		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments							
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A							
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score		
<b>Award Criteria</b>																										
<b>Quality Scores</b>																										
1.	1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
2.	2	15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
3.	3	10.0%	4		8.0%	4		8.0%	5		10.0%	5		8.0%	4		8.0%	4		8.0%	3		12.0%	5		15.0%
4.	4	10.0%	4		8.0%	4		8.0%	5		10.0%	5		10.0%	3		6.0%	4		8.0%	4		8.0%	3		6.0%
5.	5	20.0%	5		20.0%	5		20.0%	5		20.0%	4		16.0%	4		16.0%	3		12.0%	3		12.0%	3		12.0%
6.	6	10.0%	5		10.0%	5		10.0%	4		8.0%	3		6.0%	5		10.0%	3		6.0%	3		10.0%	4		16.0%
	Total	70%			66.0%			66.0%	4		68.0%			62.0%	5		60.0%			58.0%			49.0%			54.0%
<b>Price Scores</b>																										
	Total	30%			15.0%			20.1%			30.0%			16.7%			16.2%			14.5%			17.9%			20.2%
<b>Overall Scores</b>																										
	Overall Score	100%			81.0%			86.1%			98.0%			78.7%			76.2%			72.5%			66.9%			74.2%
	Rank				3			2			1			4			6			8			9			7
																										5



Region 6

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:			Tenderer 2:			Tenderer 3:			Tenderer 4:			Tenderer 5:			Tenderer 6:			Tenderer 7:			Tenderer 8:			Tenderer 9:			Tenderer 10:			Tenderer 11:			
Stage 1 - Selection Questionnaire		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments					
Part 1: Potential Supplier Information		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 3: Selection Questions		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score		
Quality Scores																																			
1.	1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
2.	2	15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		12.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
3.	3	10.0%	4		8.0%	5		10.0%	5		10.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	3		8.0%	3		8.0%	3		10.0%	3		8.0%
4.	4	10.0%	4		10.0%	5		10.0%	5		10.0%	3		8.0%	4		8.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	5		10.0%	5		10.0%
5.	5	20.0%	5		20.0%	5		20.0%	4		16.0%	4		16.0%	3		12.0%	3		12.0%	3		12.0%	5		20.0%	4		16.0%	4		16.0%	4		16.0%
6.	6	10.0%	5		10.0%	4		8.0%	3		8.0%	5		10.0%	3		6.0%	2		4.0%	4		8.0%	5		10.0%	2		4.0%	5		10.0%	3		6.0%
Total		70%			66.0%			68.0%			62.0%			60.0%			58.0%			49.0%			54.0%			54.0%			64.0%			52.0%			59.0%
Price Scores																																			
Total		30%			11.6%			30.0%			16.7%			16.1%			13.2%			17.9%			21.3%			20.2%			13.3%			17.3%			18.0%
Overall Scores																																			
Overall Score		100%			77.6%			98.0%			78.7%			76.1%			71.2%			66.9%			75.3%			74.2%			77.3%			69.3%			77.0%
Rank					3			1			2			6			9			11			7			8			4			10			5

Region 7

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:			Tenderer 2:			Tenderer 3:			Tenderer 4:			Tenderer 5:			Tenderer 6:			Tenderer 7:			Tenderer 8:			Tenderer 9:			Tenderer 10:			Tenderer 11:			
Stage 1 - Selection Questionnaire		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments					
Part 1: Potential Supplier Information		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 3: Selection Questions		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score		
Quality Scores																																			
1.	1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
2.	2	15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		12.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
3.	3	10.0%	4		8.0%	5		10.0%	5		10.0%	4		8.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	3		8.0%	3		10.0%	3		8.0%
4.	4	10.0%	4		8.0%	5		10.0%	5		10.0%	3		8.0%	4		8.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	5		6.0%	5		10.0%
5.	5	20.0%	5		20.0%	5		20.0%	4		16.0%	4		16.0%	4		16.0%	3		12.0%	3		12.0%	3		12.0%	5		20.0%	4		16.0%	4		16.0%
6.	6	10.0%	5		10.0%	4		8.0%	3		8.0%	5		8.0%	3		6.0%	2		4.0%	4		8.0%	5		10.0%	2		4.0%	5		10.0%	3		6.0%
	Total	70%			66.0%			68.0%			62.0%			60.0%			58.0%			49.0%			54.0%			54.0%			64.0%			52.0%			59.0%
Price Scores																																			
	Total	30%			15.6%			21.3%			24.2%			14.1%			6.8%			19.7%			30.0%			16.1%			9.8%			13.3%			13.5%
Overall Scores																																			
	Overall Score	100%			81.6%			89.3%			86.2%			74.1%			64.8%			68.7%			84.0%			70.1%			73.8%			65.3%			72.5%
	Rank				4			1			2			5			11			9			3			8			6			10			7

Region 8

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores

5
3
2
1
0

		Tenderer 1:			Tenderer 2:			Tenderer 3:			Tenderer 4:			Tenderer 5:			Tenderer 6:			Tenderer 7:			Tenderer 8:			Tenderer 9:			Tenderer 10:			Tenderer 11:			
Stage 1 - Selection Questionnaire		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments		Pass / Fail	Comments					
Part 1: Potential Supplier Information		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Part 3: Selection Questions		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A		Pass	N/A					
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score		
Quality Scores																																			
1.	1	5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%	5		5.0%
2.	2	15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		12.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%	5		15.0%
3.	3	10.0%	4		8.0%	5		10.0%	5		10.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	3		8.0%	3		8.0%	3		10.0%	3		8.0%
4.	4	10.0%	4		8.0%	5		10.0%	5		10.0%	3		8.0%	4		8.0%	4		8.0%	4		8.0%	3		8.0%	3		8.0%	5		10.0%	5		10.0%
5.	5	20.0%	5		20.0%	5		20.0%	4		16.0%	4		16.0%	3		12.0%	3		12.0%	3		12.0%	5		20.0%	4		16.0%	4		16.0%	4		16.0%
6.	6	10.0%	5		10.0%	4		8.0%	3		8.0%	5		10.0%	3		6.0%	2		4.0%	4		8.0%	5		10.0%	2		4.0%	5		10.0%	3		6.0%
Total		70%			66.0%			68.0%			62.0%			60.0%			58.0%			49.0%			54.0%			54.0%			64.0%			52.0%			59.0%
Price Scores																																			
Total		30%			15.6%			21.3%			24.2%			14.1%			6.8%			19.7%			30.0%			16.1%			9.8%			13.3%			13.5%
Overall Scores																																			
Overall Score		100%			81.6%			89.3%			86.2%			74.1%			64.8%			68.7%			84.0%			70.1%			73.8%			65.3%			72.5%
Rank					4			1			2			5			11			9			3			8			6			10			7

Region 1

Appendix 1 Lot 3

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:										
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments									
Stage 1 - Selection Questionnaire																												
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A									
Stage 2 - Tender Stage																												
Award Criteria		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score				
Quality Scores																												
1.		1	10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%				
2.		2	10.0%	5		10.0%	5		10.0%	2		4.0%	3		6.0%	5		10.0%	1		2.0%	4		8.0%	5			
3.		3	10.0%	3		6.0%	3		6.0%	4		8.0%	4		4.0%	4		8.0%	2		4.0%	5		10.0%	4			
4.		4	10.0%	3		6.0%	3		6.0%	3		6.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	5			
5.		5	5.0%	4		4.0%	5		5.0%	3		3.0%	4		4.0%	5		5.0%	4		4.0%	4		4.0%	5			
6.		6	15.0%	3		9.0%	3		15.0%	3		9.0%	4		12.0%	5		15.0%	4		12.0%	5		15.0%	4			
7.		7	10.0%	4		8.0%	4		8.0%	3		6.0%	4		8.0%	5		10.0%	4		8.0%	5		10.0%	4			
		Total	70%			53.0%			60.0%			46.0%			56.0%			60.0%			48.0%			68.0%		60.0%		
Price Scores																												
		Total	30%			18.3%			20.4%			30.0%			19.6%			20.6%			18.9%			27.5%		28.9%		21.7%
Overall Scores																												
		Overall Score	100%			71.3%			80.4%			76.0%			75.8%			80.6%			78.9%			75.5%		96.9%		81.7%
		Rank				9			4			6			7			3			5			8		1		2

Region 2

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:															
Stage 1 - Selection Questionnaire		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments														
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A														
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A														
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A														
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A														
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score		
<b>Award Criteria</b>																																			
<b>Quality Scores</b>																																			
1.	1	10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%
2.	2	10.0%	5		10.0%	5		10.0%	2		4.0%	3		6.0%	3		6.0%	5		10.0%	5		10.0%	1		2.0%	4		8.0%	5		10.0%	5		10.0%
3.	3	10.0%	3		6.0%	3		6.0%	4		8.0%	4		4.0%	5		4.0%	2		8.0%	2		4.0%	5		10.0%	4		8.0%	5		10.0%	4		8.0%
4.	4	10.0%	3		6.0%	3		6.0%	3		6.0%	3		10.0%	4		8.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%	5		10.0%	4		8.0%
5.	5	5.0%	4		4.0%	5		5.0%	3		3.0%	4		4.0%	5		5.0%	5		5.0%	4		4.0%	4		4.0%	5		5.0%	4		4.0%	4		4.0%
6.	6	15.0%	3		9.0%	5		15.0%	3		9.0%	4		12.0%	5		15.0%	4		12.0%	4		12.0%	4		15.0%	4		15.0%	4		12.0%	4		12.0%
7.	7	10.0%	4		8.0%	4		8.0%	3		6.0%	4		8.0%	5		10.0%	4		10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%
<b>Total</b>		<b>70%</b>			<b>53.0%</b>			<b>60.0%</b>			<b>46.0%</b>			<b>56.0%</b>			<b>60.0%</b>			<b>68.0%</b>			<b>60.0%</b>			<b>48.0%</b>			<b>68.0%</b>			<b>68.0%</b>			<b>60.0%</b>
<b>Price Scores</b>																																			
<b>Total</b>		<b>30%</b>			<b>18.3%</b>			<b>20.4%</b>			<b>30.0%</b>			<b>19.8%</b>			<b>27.4%</b>			<b>19.9%</b>			<b>18.9%</b>			<b>27.5%</b>			<b>28.9%</b>			<b>21.7%</b>			
<b>Overall Scores</b>																																			
<b>Overall Score</b>		<b>100%</b>			<b>71.3%</b>			<b>80.4%</b>			<b>76.0%</b>			<b>75.8%</b>			<b>87.4%</b>			<b>87.9%</b>			<b>78.9%</b>			<b>75.5%</b>			<b>96.9%</b>			<b>81.7%</b>			
<b>Rank</b>					<b>10</b>			<b>5</b>			<b>7</b>			<b>8</b>			<b>3</b>			<b>2</b>			<b>6</b>			<b>9</b>			<b>1</b>			<b>4</b>			

Region 3

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:													
Stage 1 - Selection Questionnaire		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments												
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A												
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A												
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A												
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A												
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
<b>Award Criteria</b>																																	
<b>Quality Scores</b>																																	
1.	1	10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5
2.	2	10.0%	5		10.0%	5		10.0%	2		4.0%	3		6.0%	3		6.0%	5		10.0%	5		10.0%	1		2.0%	4		8.0%	5		10.0%	5
3.	3	10.0%	3		6.0%	3		6.0%	4		8.0%	4		4.0%	5		4.0%	2		8.0%	2		4.0%	5		10.0%	4		8.0%	4		8.0%	5
4.	4	10.0%	3		6.0%	3		6.0%	3		6.0%	3		10.0%	4		8.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	5
5.	5	5.0%	4		4.0%	5		5.0%	3		3.0%	4		4.0%	5		5.0%	4		5.0%	4		4.0%	4		4.0%	5		5.0%	4		4.0%	4
6.	6	15.0%	3		9.0%	5		15.0%	3		9.0%	4		12.0%	5		15.0%	4		12.0%	4		12.0%	4		15.0%	4		15.0%	4		12.0%	4
7.	7	10.0%	4		8.0%	4		8.0%	3		6.0%	4		8.0%	5		10.0%	4		10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%	4
<b>Total</b>		<b>70%</b>			<b>53.0%</b>			<b>60.0%</b>			<b>46.0%</b>			<b>56.0%</b>			<b>60.0%</b>			<b>68.0%</b>			<b>60.0%</b>			<b>48.0%</b>			<b>68.0%</b>			<b>60.0%</b>	
<b>Price Scores</b>																																	
<b>Total</b>		<b>30%</b>			<b>18.1%</b>			<b>20.2%</b>			<b>29.7%</b>			<b>19.6%</b>			<b>27.1%</b>			<b>30.0%</b>			<b>18.8%</b>			<b>27.3%</b>			<b>27.3%</b>			<b>21.4%</b>	
<b>Overall Scores</b>																																	
<b>Overall Score</b>		<b>100%</b>			<b>71.1%</b>			<b>80.2%</b>			<b>75.7%</b>			<b>75.6%</b>			<b>87.1%</b>			<b>98.0%</b>			<b>78.8%</b>			<b>75.3%</b>			<b>95.3%</b>			<b>81.4%</b>	
<b>Rank</b>					<b>10</b>			<b>5</b>			<b>7</b>			<b>8</b>			<b>3</b>			<b>1</b>			<b>6</b>			<b>9</b>			<b>2</b>			<b>4</b>	

Region 4

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores

- 5
- 3
- 2
- 1
- 0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:		Tenderer 10:														
Stage 1 - Selection Questionnaire		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments													
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A													
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A													
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A													
Stage 2 - Tender Stage		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A													
Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score
<b>Quality Scores</b>																																		
1.	1	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%
2.	2	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%	5	10.0%
3.	3	10.0%	3	6.0%	3	6.0%	4	8.0%	4	8.0%	2	4.0%	5	10.0%	4	8.0%	2	4.0%	5	10.0%	4	8.0%	2	4.0%	5	10.0%	4	8.0%	2	4.0%	5	10.0%	4	8.0%
4.	4	10.0%	3	6.0%	3	6.0%	3	6.0%	4	8.0%	5	10.0%	4	8.0%	4	8.0%	4	8.0%	5	10.0%	4	8.0%	4	8.0%	5	10.0%	4	8.0%	4	8.0%	5	10.0%	4	8.0%
5.	5	5.0%	4	4.0%	5	5.0%	3	3.0%	4	4.0%	5	5.0%	5	5.0%	4	4.0%	4	4.0%	5	5.0%	4	4.0%	5	5.0%	4	4.0%	5	5.0%	4	4.0%	5	5.0%	4	4.0%
6.	6	15.0%	3	9.0%	5	15.0%	3	9.0%	4	12.0%	5	15.0%	5	15.0%	4	12.0%	4	12.0%	5	15.0%	4	12.0%	5	15.0%	4	12.0%	5	15.0%	4	12.0%	5	15.0%	4	12.0%
7.	7	10.0%	4	8.0%	4	8.0%	3	6.0%	4	8.0%	5	10.0%	4	8.0%	5	10.0%	4	8.0%	4	8.0%	5	10.0%	4	8.0%	5	10.0%	4	8.0%	5	10.0%	4	8.0%	5	10.0%
<b>Total</b>		<b>70%</b>		<b>53.0%</b>		<b>60.0%</b>		<b>46.0%</b>		<b>56.0%</b>		<b>60.0%</b>		<b>68.0%</b>		<b>60.0%</b>		<b>48.0%</b>		<b>68.0%</b>		<b>48.0%</b>		<b>68.0%</b>		<b>48.0%</b>		<b>68.0%</b>		<b>60.0%</b>		<b>60.0%</b>		
<b>Price Scores</b>																																		
<b>Total</b>		<b>30%</b>		<b>18.3%</b>		<b>20.4%</b>		<b>30.0%</b>		<b>19.8%</b>		<b>17.9%</b>		<b>19.9%</b>		<b>18.9%</b>		<b>27.5%</b>		<b>24.1%</b>		<b>21.7%</b>		<b>21.7%</b>		<b>21.7%</b>		<b>21.7%</b>		<b>21.7%</b>		<b>21.7%</b>		
<b>Overall Scores</b>																																		
<b>Overall Score</b>		<b>100%</b>		<b>71.3%</b>		<b>80.4%</b>		<b>76.0%</b>		<b>75.8%</b>		<b>77.9%</b>		<b>87.9%</b>		<b>78.9%</b>		<b>75.5%</b>		<b>92.1%</b>		<b>81.7%</b>		<b>81.7%</b>		<b>81.7%</b>		<b>81.7%</b>		<b>81.7%</b>		<b>81.7%</b>		
<b>Rank</b>				<b>10</b>		<b>4</b>		<b>7</b>		<b>8</b>		<b>6</b>		<b>2</b>		<b>5</b>		<b>9</b>		<b>1</b>		<b>3</b>		<b>3</b>		<b>3</b>		<b>3</b>		<b>3</b>				

Region 5

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5: MSS Environmental		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:											
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments										
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score					
Award Criteria																													
Quality Scores																													
1.	1	10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%			
2.	2	10.0%	5		10.0%	5		10.0%	2		4.0%	3		6.0%	3		6.0%	5		10.0%	1		2.0%	4		8.0%	5		10.0%
3.	3	10.0%	3		6.0%	3		6.0%	4		8.0%	4		4.0%	2		4.0%	5		10.0%	4		4.0%	5		10.0%	4		8.0%
4.	4	10.0%	3		6.0%	3		6.0%	3		6.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%
5.	5	5.0%	4		4.0%	5		5.0%	3		3.0%	4		4.0%	5		5.0%	4		4.0%	4		4.0%	5		5.0%	4		4.0%
6.	6	15.0%	3		9.0%	3		15.0%	3		9.0%	4		12.0%	5		15.0%	4		12.0%	4		12.0%	5		15.0%	4		12.0%
7.	7	10.0%	4		8.0%	4		8.0%	3		6.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%
	Total	70%			53.0%			60.0%			46.0%			56.0%			60.0%			60.0%			48.0%			68.0%			60.0%
Price Scores																													
	Total	30%			18.3%			20.4%			30.0%			19.6%			17.9%			18.9%			27.5%			24.1%			21.7%
Overall Scores																													
	Overall Score	100%			71.3%			80.4%			76.0%			75.8%			77.9%			78.9%			75.5%			92.1%			81.7%
	Rank				9			3			6			7			5			4			8			1			2



Region 6

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:											
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments										
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score					
Award Criteria																													
Quality Scores																													
1.	1	10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%			
2.	2	10.0%	5		10.0%	5		10.0%	2		4.0%	3		6.0%	3		6.0%	5		10.0%	1		2.0%	4		8.0%	5		10.0%
3.	3	10.0%	3		6.0%	3		6.0%	4		8.0%	4		8.0%	2		4.0%	5		10.0%	4		4.0%	5		10.0%	4		8.0%
4.	4	10.0%	3		6.0%	3		6.0%	3		6.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%
5.	5	5.0%	4		4.0%	5		5.0%	3		3.0%	4		4.0%	5		5.0%	4		4.0%	4		4.0%	5		5.0%	4		4.0%
6.	6	15.0%	3		9.0%	3		15.0%	3		9.0%	4		12.0%	5		15.0%	4		12.0%	4		12.0%	5		15.0%	4		12.0%
7.	7	10.0%	4		8.0%	4		8.0%	3		6.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%
	Total	70%			53.0%			60.0%			46.0%			56.0%			60.0%			60.0%			48.0%			68.0%			60.0%
Price Scores																													
	Total	30%			18.3%			20.4%			30.0%			19.6%			16.4%			18.9%			27.5%			22.2%			21.7%
Overall Scores																													
	Overall Score	100%			71.3%			80.4%			76.0%			75.8%			76.4%			78.9%			75.5%			90.2%			81.7%
	Rank				9			3			6			7			5			4			8			1			2

Region 7

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:											
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments										
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score					
Award Criteria																													
Quality Scores																													
1.	1	10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%			
2.	2	10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%			
3.	3	10.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%			
4.	4	10.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%	3		6.0%			
5.	5	5.0%	4		4.0%	5		4.0%	5		4.0%	5		4.0%	5		4.0%	5		4.0%	5		4.0%	5		4.0%			
6.	6	15.0%	3		9.0%	3		9.0%	3		9.0%	3		9.0%	3		9.0%	3		9.0%	3		9.0%	3		9.0%			
7.	7	10.0%	4		8.0%	4		8.0%	4		8.0%	4		8.0%	4		8.0%	4		8.0%	4		8.0%	4		8.0%			
	Total	70%			53.0%			60.0%			46.0%			56.0%			60.0%			48.0%			68.0%			60.0%			
Price Scores																													
	Total	30%			18.3%			20.4%			30.0%			19.6%			16.4%			18.9%			27.5%			22.2%			21.7%
Overall Scores																													
	Overall Score	100%			71.3%			80.4%			76.0%			75.8%			76.4%			78.9%			75.5%			90.2%			81.7%
	Rank				9			3			6			7			5			4			8			1			2

Region 8

DATA IN THESE ROWS SHOULD NOT BE DELETED OR ALTERED. ROWS CAN BE HIDDEN FOR PURPOSES OF PRINTING OR PRESENTATION.

Lowest Price

Method Statement Scores	5
	3
	2
	1
	0

		Tenderer 1:		Tenderer 2:		Tenderer 3:		Tenderer 4:		Tenderer 5:		Tenderer 6:		Tenderer 7:		Tenderer 8:		Tenderer 9:											
		Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments	Pass / Fail	Comments										
Stage 1 - Selection Questionnaire		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 1: Potential Supplier Information		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 2: Section 1 Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 2: Section 2 Discretionary Grounds for Mandatory Exclusion		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Part 3: Selection Questions		Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A	Pass	N/A										
Stage 2 - Tender Stage		Question No.	Weight (%)	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score	Score/Price	Comments	Weighted Score					
Award Criteria																													
Quality Scores																													
1.	1	10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%	5		10.0%			
2.	2	10.0%	5		10.0%	5		10.0%	2		4.0%	3		6.0%	3		6.0%	5		10.0%	1		2.0%	4		8.0%	5		10.0%
3.	3	10.0%	3		6.0%	3		6.0%	4		8.0%	4		8.0%	2		4.0%	4		8.0%	2		4.0%	5		10.0%	4		8.0%
4.	4	10.0%	3		6.0%	3		6.0%	3		6.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%
5.	5	5.0%	4		4.0%	5		5.0%	3		3.0%	4		4.0%	5		5.0%	4		4.0%	4		4.0%	5		5.0%	4		4.0%
6.	6	15.0%	3		9.0%	3		15.0%	3		9.0%	4		12.0%	5		15.0%	4		12.0%	4		12.0%	5		15.0%	4		12.0%
7.	7	10.0%	4		8.0%	4		8.0%	3		6.0%	4		8.0%	5		10.0%	4		8.0%	4		8.0%	5		10.0%	4		8.0%
	Total	70%			53.0%			60.0%			46.0%			56.0%			60.0%			60.0%			48.0%			68.0%			60.0%
Price Scores																													
	Total	30%			18.3%			20.4%			30.0%			19.6%			16.4%			18.9%			27.5%			21.4%			21.7%
Overall Scores																													
	Overall Score	100%			71.3%			80.4%			76.0%			75.8%			76.4%			78.9%			75.5%			89.4%			81.7%
	Rank				9			3			6			7			5			4			8			1			2

# Integrated Impact Assessment Screening Form – Appendix 2

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

## Which service area and directorate are you from?

Service Area: Corporate Building Services

Directorate: Place

### Q1 (a) What are you screening for relevance?

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

### (b) Please name and fully describe initiative here:

All Wales Framework for Asbestos Surveying/Inspection Services, Testing/Analytical Services, and Removal of Asbestos Works. What will this framework do?

This Asbestos Framework is in 3 Lots and split into 8 Regions bringing together all 3 elements within the technical Specification of Asbestos under 1 Framework and one set of terms and conditions.

Swansea as the lead Authority developed a complex Framework to accommodate all Local Authorities and other named public bodies, ensuring compliance with Legal and Procurement requirements.

More efficient delivery of service due to availability of Framework Contractors ie. Process saving due to individual Authorities not requiring the quotation process resulting in cost savings throughout all regions.

Process has delivered approved and competent contractors who can be called upon to deal with any Potential Asbestos Exposure in a prompt and efficient manner in line with current Legislation.

Economy of scale has encouraged competitive pricing.

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

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Integrated Impact Assessment Screening Form – Appendix 2

Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

This is an All Wales Asbestos Framework and has been completed in collaboration across the Public Sector and other Procurement organisations in Wales to drive economies of scale and secure value for money.

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

- a) Overall, does the initiative support our Corporate Plan's Well-being Objectives when considered together?  
     Yes                       No
  
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
     Yes                       No
  
- c) Does the initiative apply each of the five ways of working?  
     Yes                       No
  
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
     Yes                       No

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

High risk

Medium risk

Low risk

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

Yes                       No                      If yes, please provide details below

## Integrated Impact Assessment Screening Form – Appendix 2

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

This initiative is a procurement process, which has been undertaken to establish an All Wales Asbestos Framework with Swansea Council being the Lead authority setting up this Framework. The Framework is divided into 3 Lots:

Lot 1 Asbestos Surveying/Inspection Services.

Lot 2 Asbestos Testing and Analytical Services.

Lot 3 Asbestos Removal works.

This Framework will cover all Asbestos Services on all existing Council properties, Public buildings and Schools throughout Wales. The Initiative will make sure we have suppliers that are reliable accredited and have been vetted and passed all the basic mandatory standards and expected business practices that we require as a reputable council.

By providing this service we will have accredited experienced suppliers who can provide asbestos services for all Housing, Schools and Public buildings for any maintenance or major refurbishment projects for the next 2 years or 4 years if the available extension is taken.

Asbestos is a class 1 carcinogen and therefore has stringent legislation which has to be adhered to hence the importance of having accredited experienced suppliers to call upon when required. Asbestos is only dangerous if disturbed or found to be in poor condition therefore it important that all asbestos present in buildings is managed accordingly to limit the potential exposure to airborne asbestos fibres.

By having this framework in place we will have the ability to call on the expertise of our suppliers to deal promptly with any potential exposure in any of our Council Housing, Schools or Public Building stock therefore protecting our Tenants, School children, Teaching staff, Work force and the General Public who may use our buildings.

### **Outcome of Screening**

#### **Q8 Please describe the outcome of your screening below:**

- **Summary of impacts identified and mitigation needed (Q2)**
- As a team we have assessed the impact and risk level of this initiative going ahead and that the impact would be extremely low, In fact we feel there will only be a positive impact when as a Council our aim is to protect all from possible asbestos exposure. We have a data base of Asbestos surveys on all of our properties which identifies whether any asbestos is present in the buildings, this is managed centrally by the asbestos department and is available for all the work force to check prior to undertaking any works. Should any accidental damage take place then we have emergency procedures we would follow whereby we would isolate the area and would utilise the asbestos Framework to call on a supplier to deal with this issue immediately therefore limiting risk to all concerned.
- **Summary of involvement (Q3)**
- All Tenders were invited under the Open Procedure. The opportunity was advertised in the Official Journal of the European Union (OJEU) via Sell2wales. The tendering process was conducted electronically via the eTenderWales tendering portal. The Council intention is to enter into a Framework agreement with 6 providers for each Lot, Legal, Democratic Services and Procurement, Finance Corporate Building Services and access to services will all check the details via a report and a scoring document prior to award letters being sent and the start of the Framework.
- **WFG Considerations (Q4)**
- **Project has aligned with WFG- Within the Tender documents, we refer to Well-being of future Generations (Wales) Act 2015,**

## Integrated Impact Assessment Screening Form – Appendix 2

Environment (Wales) Act 2016 advising that each Public Bodies are committed to delivering the requirements through their individual Corporate Wellbeing objectives and collectively through the Public Service Boards Local Well-being Plans.

- The Framework included any call off over £50,000, community benefits will need to be included by each local authority / Public Body.
- The Framework has been split in to Lots/Regions so the Local economy and SME should benefit and suppliers will be paid within 30 days.
- The Framework has been done in collaboration across the Welsh Public sector and other Procurement organisations in Wales to drive economies of scale and secure value for money.
- **Any Risks identified (Q5)**
- Low Risk, The Framework will assist Swansea Council in managing the risk of asbestos exposure.
- **Cumulative impact (Q7)**
- All maintenance and refurbishment work can progress safely as the Framework gives us access to approved competent suppliers to assist with any asbestos issues that may arise which in turn will help protect the people of Swansea from potential asbestos exposure.

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

Full IIA to be completed

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

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

<b>Screening completed by:</b>
<b>Name:</b>
<b>Job title:</b>
<b>Date:</b>
<b>Approval by Head of Service:</b>
<b>Name:</b>
<b>Position:</b>
<b>Date:</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 12.



## Report of the Cabinet Member for Economy, Finance and Strategy

Cabinet – 15 July 2021

### Economic Acceleration and Regeneration Through Innovation Project (EARTH)

<b>Purpose:</b>	The EARTH Project will provide the Swansea Bay City Region with the administrative structure and arrangements to build the capacity to allow a number of strategic functions to be delivered at a regional level in the key areas of transport, land-use planning, economic development and energy – to confirm approval to implement the project and resource the local delivery team
<b>Policy Framework:</b>	Swansea Bay City Region Economic Regeneration Strategy; Financial Procedure Rule 5.7.
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves acceptance of the ESF grant funding and approves the implementation of the project together with its financial implications.  2) Delegates authority to the Director of Place in conjunction with the Chief Legal Officer to negotiate and enter into any collaboration or funding agreements necessary to regulate the relationships between the Local Authority partners in delivering the project.  3) Approves the recruitment of staff to establish the local delivery team.
<b>Report Author:</b>	Gary Lewis
<b>Finance Officers:</b>	Ben Smith, Aimee Dyer
<b>Legal Officers:</b>	Debbie Smith, Pam Milford
<b>Access to Services Officer:</b>	Rhian Millar



## **1. Introduction**

- 1.1 The City Deal Heads of Terms state that The Swansea Bay City Region through the Joint Committee and in partnership with the Welsh Government, will commit to deliver service reforms that will see a number of strategic functions delivered at the Regional level. These functions include land use planning, transport planning and economic development and provide the underpinning blueprint and delivery mechanism for development across the region.
- 1.2 Carmarthenshire County Council has now received approval from the Welsh European Funding Office (WEFO) for the Economic Acceleration and Regeneration Through Investment Project (EARTH). The EARTH Project will provide the required capacity and administrative arrangements within the Swansea Bay City Region to enable the public sector to address these functions at a regional level and the project now requires sign off and confirmation of match funding by each regional partner.
- 1.3 Following the Welsh Government declaring a climate emergency across Wales it was decided that Energy including Decarbonisation should also form a key theme within this project.
- 1.4 With the huge effect that Covid-19 has already had on the Welsh economy, the pandemic has highlighted opportunities to rebuild our economy and the importance of the foundational economy in this. Welsh Government's Economic Action Plan had already set the direction for the foundational economy and in making the communities we live in stronger and more resilient. The Covid pandemic has highlighted how local organisations and communities have come together and found innovative ways to meet the challenges of the pandemic. With this in mind it has been decided that community wealth building and the foundational economy will also form a key theme in this project.
- 1.5 Through initial assessments of organisational capacity and capability, development of action plans, workforce development plans and the subsequent series of complementary investment in skills, organisations and systems, this project will result in building the required capacity and capability within the region to enable the local authorities collectively to achieve maximum impact and delivery in these key areas.
  - Transport
  - Land-use Planning
  - Economic Development
  - Energy

## **2. Management and Delivery of the Project**

- 2.1 The project will be based within the Economic Development Division of Carmarthenshire County Council and will report to a Regional Steering Group. The Regional Operation Office Staff will be employed by

Carmarthenshire County Council to manage the programme of activities under each of the themes.

- 2.2 A local delivery team will be established within each Local Authority, comprising of a Programme Coordinator, Finance Officer (0.5 FTE) and 4 Programme Officers (one officer per theme situated in the respective service area for delivery).
- 2.3 It is proposed that the Job Descriptions currently used in the External Funding Team are utilised for this project as the multi-disciplinary nature of these roles would fit well with this project and ensure grant compliance requirements. The External Funding Programme Officer role at Grade 9 would serve as local coordinator, whilst the External Funding Officer role at Grade 8 would serve as programme officer for each theme, and as finance officer.
- 2.4 With an approved start date of 1<sup>st</sup> April 2021, the project will run until 30<sup>th</sup> September 2023 with staff contracts ending at the 30<sup>th</sup> June 2023.
- 2.5 Monthly team meetings will take place giving management and delivery staff the opportunity to meet and discuss operational targets, achievements, and areas for improvement with an action plan for continuous improvement.
- 2.6 The project will report into the governance arrangements for the Swansea Bay City Region City Deal.

### **3. Work Programmes and Outcomes**

- 3.1 A Project Manager will be appointed to manage the entire Operation at regional level together with a Quality and Performance Officer who will be responsible for the overall day to day financial management, compliance and monitoring of the Operation. There will be a dedicated programme officer appointed under each key theme embedded into the Local Authorities that will report into regional coordinators. The Operation will be delivered in 3 Phases:

- Phase 1 – Assessment of Capacity
- Phase 2 – Design
- Phase 3 – Mobilisation

#### Phase 1

- 3.2 In Phase 1 the assessments of capacity are a key element to the operation. It is vital to understand and a distinction made on what that capacity means across the four themes identified. For example, is the capacity issue in relation to managing staff; financial requirements; upskilling staff to build capacity regionally etc. This work is needed to understand what is currently happening and what gaps exist. This first element of the Operation will be procured. These assessments will form a baseline for the region and

identify any skills and capacity gaps. The result of these assessments will include action plans detailing the required investments into people, models and tools required and will shape the next phase of the Operation.

### Phase 2

- 3.3 It is anticipated that following a detailed assessment of capacity and its associated action plan, as the Operation moves into Phase 2 investment will be required in people development and training, IT systems and piloting models of delivery, in order to increase “the offer to investors”.
- 3.4 The exact nature of these investments will be determined following the completion of the assessments during the initial phase of the operation and as such it is imperative that there is flexibility within the operation in order to maximise the impact of the funding.
- 3.5 At this stage it is anticipated that there will be a need for investment into a web-based interactive tool that will map the inward investment opportunities across the region bringing together the sites and premises together with the skill sets that the region has to offer.
- 3.6 The region is experiencing planning application delays due to a lack of ecologists. It is anticipated that the assessments of capacity will identify this as an issue with a need to investigate doing things differently as a region to ensure that the available sites are development ready.

### Phase 3

- 3.7 Phase 3 would see the mobilisation and delivery of actions determined at Phase 2.

### Areas of Work

- 3.8 As referred to above the project will focus on four areas of work, with staff in place to support the delivery of the programme through the three phases:

#### Transport Planning

- 3.9 One of the service reforms that The Swansea Bay City Region through the Joint Committee and in partnership with the Welsh Government is committed to deliver as detailed in the City Deal Heads of Terms is Transport Planning. Transportation helps shape an area’s economic health and quality of life. This operation through a series of investments in people and systems will ensure that there is sufficient capacity to develop and deliver the transport vision for the region.
- 3.10 With regional collaborations already in place there is a need for an initial assessment of capacity to assess the current governance, strategies, provision, people resource and gaps in the regions offer, and develop a

detailed action plan to ensure that the region is able to address the challenges of the future, for example congestion and reducing CO2 emissions. The Department for Transport has reported that by 2040 almost a quarter of all travel time could be spent stuck in traffic.

- 3.11 Transport needs to play its part in reducing CO2 emissions and reducing car dependency is a key part of meeting targets. This will call for better quality and more reliable public transport and better integration between the models.
- 3.12 The exact investments required from this operation will be determined following the assessment of capacity and subsequent action plan, however it is envisaged that there will be a requirement to invest in the skills of the current workforce to ensure that they are at the forefront of cutting-edge future technologies.
- 3.13 A dedicated officer resource will be embedded into each of the authorities within the region to resource the Transport Planning strand of work.

#### Land-Use Planning

- 3.14 The ongoing preparation of the National Development Framework (NDF) by the Welsh Government and the potential to prepare and deliver a Strategic Development Plan (SDP) across the South West Wales Region provides a framework for investments, growth and environmental enhancements across the region. The commitment at a national policy level through the emerging NDF provides a backdrop for the future shape of strategic planning across Wales. Translating and applying this to the region whilst recognising and understanding the needs of its individual communities will be essential in safeguarding the area's economic vitality and the quality of life of its residents and visitors. Matters relating to governance structures are also noted.
- 3.15 Planning at that strategic level is essential if there is to be an integrated delivery of objectives across the region and within the context of the City Deal. This will require both investment in people and evidence to ensure that there is sufficient capacity to develop and deliver the strategic planning vision, which is essential to meet the region's ambitions, whilst integrating with national priorities.
- 3.16 Key to this is the recognition of health, wellbeing and placemaking as a strategic contributor. The need to comply with legislation, national policies and objectives is an important consideration, as is the need to create great places for people to live and work. Developing a strategic framework across the region with the aim of enabling the delivery of high quality healthy environments, which embed high quality design and the principles of Green Infrastructure and greening towns and cities is central to delivering a progressive agenda that delivers against national well-being and zero carbon agendas.

- 3.17 With regional collaborations already in place, there is a need to add to and consolidate on current strategies and policies. Essential will be broadening the understanding of the benefits and its role in driving environmental improvements - including reducing flood risk, tackling climate change and reducing pollution.
- 3.18 Planning has a central role in delivering the national objectives for growth and development, whilst also facilitating and guiding the provision of key infrastructure nationally and across the south west region. Driving forward the agenda in relation to sustainable development and green environmental principles will, along with the zero-carbon agenda, inform the responses to the declaration of climate emergencies nationally and within many local authorities. Providing and consolidating the necessary skills to facilitate a strategic planning context which embeds health, wellbeing and placemaking in a manner which balances the need for economic prosperity, job creation and new high-quality homes with the creation of cohesive and healthy places and the enhancement of our environment.
- 3.19 Driving the regional agenda requires a collaborative approach with the current regional planning group forming a cornerstone through which to collate evidence necessary and enhanced skillset. This will be determined following the assessment of strategic objectives across the region, which are currently being worked up as part of the regional collaborative grouping, capacity and a subsequent action plan. It is considered that that there will be a requirement to invest in and where appropriate supplement current skillsets and capacity to drive forward a progressive and responsive agenda.
- 3.20 A dedicated officer for each authority will be required to deliver this strand of the operation within the region.

#### Economic Development

- 3.21 Welsh Government's Economic Action Plan outlines and establishes the basis for regional working and the shift to regional economic development. Chief Regional Officers have been appointed and regional teams established that are currently in collaboration with regional stakeholders developing Regional Economic Frameworks that will present the Region with a vision for the future.
- 3.22 Welsh Government has also proposed the establishment of Regional Corporate Joint Committees (CJCs) covering areas such as economic development, transport, planning and education. Welsh Government has also recently unveiled its 'Town Centre First' approach with regeneration funding to support it. It is imperative that this operation is aligned with, adds value and directly links to the work that is already being carried out by Welsh Government teams, local authorities and other stakeholders.

- 3.23 The economic development challenges that this operation is seeking to address, such as inward investment, community wealth building, the foundational economy are all challenges which have also been identified by Welsh Government in various strategies. It is therefore key that this operation, through its initial assessments of capacity examines the work that has already taken place and explores the work that is currently underway in the region in order to share learning and best practice and identify gaps in provision that can be addressed by the subsequent phases of the operation.
- 3.24 As the operation progresses, the current economic climate will change significantly, e.g. the effects of the Covid-19 pandemic and its associated economic recovery work are not yet fully understood, also the economic challenges that Brexit poses will also become clearer during the course of the operation. It is essential that this operation is flexible and able to adapt to challenges as they arise. Covid-19 has already had a huge impact on the Welsh economy, with health, public finances, businesses, and jobs all at risk.
- 3.25 There are undoubtedly huge, unprecedented challenges ahead. In addition to the challenges, the pandemic has also highlighted opportunities to rebuild our economy and has demonstrated the importance of the foundational economy in this. Welsh Government's Economic Action Plan had already set the direction for the foundational economy and in making the communities we live in stronger and more resilient. The Covid-19 pandemic has highlighted how local organisations and communities have come together and found innovative ways to meet the challenges of the pandemic.
- 3.26 Community Wealth Building and Inward Investment are the key Economic Development Challenges within the region that this Operation will focus on. Inward Investment is a traditional approach to economic development where a region seeks to attract and incentivise large private employers. These large private businesses can significantly contribute to local employment. It is key to economic growth that the region looks at new, dynamic, and innovative ways of attracting inward investors. Inward Investment as a sole model for economic growth in the region is, however, a huge risk.
- 3.27 As market conditions change, there is nothing to stop these large employers who have no long-term stake in the region or in the success of the local economy moving, leaving the region with a loss of jobs and any alternative sources of wealth. This model lasts only if the business chooses to remain in the region. Community Wealth Building is a new approach to regeneration and economic development and there are many examples of initiatives providing viable alternatives to the inward investment model. This Operation will provide the region with the opportunity to bring together the current localised work being carried out in relation to Community Wealth Building and build the capacity to take it forward on a regional basis.

## Energy

- 3.28 Three of the four authorities in South West Wales have declared a climate emergency and there is a need to urgently identify practical solutions that demonstrate a clear and effective response to address this regional, national, and global challenge. As a result, this Operation seeks to identify opportunities to build capacity and develop a robust regional strategic delivery to achieve ways to capture, use and store carbon; and to reduce carbon emissions across the public and private sector in South West Wales.
- 3.29 Local Authorities, Public Bodies and businesses across the region are already developing different approaches to meet the challenge set by Welsh Government to reduce carbon emissions by 2050. Prosperity for All: A Low Carbon Wales is just one policy response by Welsh Government to emphasise the importance of adopting approaches to carbon capture usage and storage (CCUS). There is a need to identify a regional solution to develop and share good practice; and avoid duplication. There is a commitment amongst the four Counties to understand what is already being undertaken within South West Wales, within the rest of Wales and elsewhere to meet the challenge and develop an effective response.
- 3.30 Work areas within the Energy theme will focus on the following:
- Land Use, Land Use Change and Forestry
  - Low Carbon
  - Wind and Wave Technology
  - Skills

## **4. Integrated Assessment Implications**

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
  - Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

- 4.1.1 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 4.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.2 An Integrated Impact Assessment screening form has been completed in relation to the project which is attached at appendix A. The screening form has determined that a full IIA report will not be required.
- 4.3 The direct impacts of the initiative will be low though it will have some impact due to putting in place the capacity building and administrative functions to facilitate regional delivery of certain key services.
- 4.4 No engagement will be undertaken as the project will put in place resources and administrative arrangements to support a commitment in the City Deal Heads of Terms for the Swansea Bay City Region.
- 4.5 The project will embrace the five key ways of working / behaviours outlined in the Wellbeing of Future Generations (Wales) Act (WBFG Act), which requires future investments in Wales to Act in accordance with the sustainable development principles (attend to the long-term impact, prevention, integration, collaboration, and involvement) in setting and meeting the objectives.
- 4.6 Through building the capacity and capability within the region will give strategic support to enable the local authorities collectively to achieve maximum impact and delivery in the key areas of land-use planning, energy, economic development and transport.

## **5. Financial Implications**

- 5.1 The total project cost is £3.82m, comprised of £2.86m ESF grant and 955k of match funding in the form of officer time seconded to the project from across the region. Each delivery LA will provide £100k of match funding, totalling £400k with Carmarthenshire County Council providing the balance of £555k as cash match.



<b>Cost Heading</b>	<b>Total</b>
<b>Actual</b>	£3,820,611
<b>In Kind</b>	
<b>Total Revenue</b>	<b>£3,820,611</b>
<i>Financed by:</i>	
<b>Match</b>	£955,153
<b>Grant</b>	£2,865,458
<b>Total Investment</b>	<b>£3,820,611</b>

- 5.2 The total revenue grant funding available to Swansea Council is £564k with £100k match funding required over the 2.5 year period of the project.

<b>Cost Heading</b>	<b>Total</b>
<b>Actual</b>	£663,594
<b>In Kind</b>	
<b>Total Revenue</b>	<b>£663,594</b>
<i>Financed by:</i>	
<b>Match</b>	£100,000
<b>Grant</b>	£563,594
<b>Total Investment</b>	<b>£663,594</b>

- 5.3 Match funding will be in the form of core funded officer time across the Place directorate.

## **6. Legal Implications**

- 6.1 The Council will need to comply with the grant terms and conditions attached to the grant funding offer letter.
- 6.2 The procurement of any works, goods or services necessary to deliver the project will need to comply with the Council's Contract Procedure Rules and the relevant procurement legislation.
- 6.3 It may be necessary to enter into collaboration or funding agreements with Carmarthenshire County Council or any of the other Council partners to implement any project governance or to regulate the respective parties roles and responsibilities.

**Background Papers:** None

### **Appendices:**

Appendix A – Integrated Impact Assessment

# Integrated Impact Assessment Screening Form – Appendix A

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

## Which service area and directorate are you from?

Service Area: Planning and City Regeneration, Economic Development and External Funding

Directorate: Place

### Q1 (a) What are you screening for relevance?

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

### (b) Please name and fully describe initiative here:

#### Economic Acceleration and Regeneration Through Innovation Project (EARTH)

1.1 The Swansea Bay City Region City Deal Heads of Terms commit the Region Joint Committee partnered by the Welsh Government, to service reforms to deliver a number of strategic functions at Regional level. The EARTH project will build the required capacity, capability and administrative arrangements enabling the public sector to address these functions for regional delivery. These functions include land use planning, transport planning and economic development and provide the underpinning blueprint and delivery mechanism for development across the region.

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

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

# Integrated Impact Assessment Screening Form – Appendix A

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

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

No engagement is to be undertaken.  
The initiative will build the capacity and administrative arrangement to address the commitment in the City Deal Heads of Terms to deliver certain key services at regional level.

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

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?  
Yes  No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
Yes  No
- c) Does the initiative apply each of the five ways of working?  
Yes  No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
Yes  No

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

High risk

Medium risk

Low risk

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

Yes       No      **If yes, please provide details below**

This initiative will provide an administrative structure to support the public sector’s capacity and capability to deliver certain key strategic functions at a regional level in these key areas – transport, land-use planning, economic development, energy

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

*(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and*

# Integrated Impact Assessment Screening Form – Appendix A

*whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)*

*This proposal will build the required capacity and capability and administrative arrangements within the Swansea Bay City Region to enable the public sector to address these functions at a regional level.*

*Through initial assessments of organisational capacity and capability, development of action plans, workforce development plans and the subsequent series of complementary investment in skills, organisations and systems, this operation will result in building the required capacity and capability within the region to enable the local authorities collectively to achieve maximum impact and delivery in these key areas.*

- *Land-use Planning*
- *Energy*
- *Economic Development*
- *Transport*

*The operation will bring together current localised work to avoid duplication of activity within the region. It will look at cross-border successful models and innovative new ways of working that challenge existing traditional working practices.*

*The Cross-Cutting Themes (CCTs) for this operation will demonstrate alignment with the principles set out in the Wellbeing of Future Generations (Wales) Act. The Cross-Cutting Themes for the 2014-2020 Structural Funds Programmes in Wales are:*

- *Sustainable Development (SD)*
- *Equal Opportunities and Gender Mainstreaming (EO&GM)*
- *Tackling Poverty and Social Exclusion (TP&SE)*

*The operation will embrace the five key ways of working / behaviours outlined in the Wellbeing of Future Generations (Wales) Act (WCFG Act), which requires future investments in Wales to Act in accordance with the sustainable development principles (attend to the long-term impact, prevention, integration, collaboration, and involvement) in setting and meeting the objectives.*

## **Outcome of Screening**

**Q8 Please describe the outcome of your screening below:**

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

**The direct impacts of the initiative will be low though it will have some impact due to putting in place the capacity building and administrative functions to facilitate regional delivery of certain key services.**

**No engagement will be undertaken as the initiative seeks to put in place capacity and administrative arrangements to support a commitment in the City Deal Heads of Terms for the Swansea Bay City Region..**

**The operation will embrace the five key ways of working / behaviours outlined in the Wellbeing of Future Generations (Wales) Act (WCFG Act), which requires future**

## Integrated Impact Assessment Screening Form – Appendix A

investments in Wales to Act in accordance with the sustainable development principles (attend to the long-term impact, prevention, integration, collaboration, and involvement) in setting and meeting the objectives.

Through building the capacity and capability within the region will give strategic support to enable the local authorities collectively to achieve maximum impact and delivery in the key areas of land-use planning, energy, economic development and transport.

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

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

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

<b>Screening completed by:</b>
<b>Name: Gary Lewis</b>
<b>Job title: External Funding Programme Officer</b>
<b>Date: 13/5/2021</b>
<b>Approval by Head of Service:</b>
<b>Name: Phil Holmes</b>
<b>Position: Head of Planning and City Regeneration</b>
<b>Date: 10/6/2021</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 13.



## Report of the Leader

Cabinet - 15 July 2021

### Swansea Bay City Deal – Skills & Talent Programme Business Case

<b>Purpose:</b>	To seek Cabinet approval of the Swansea Bay City Deal Skills and Talent business case and to authorise its' formal submission in accordance with the City Deal Implementation Plan to secure City Deal funding approval.
<b>Policy Framework:</b>	City Deal Implementation Plan
<b>Consultation:</b>	Legal, Finance & Access to Services
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approve the Swansea Bay City Deal Skills and Talent business case (Appendix 1) and its formal submission in accordance with the City Deal Implementation Plan to secure City Deal funding approval;  2) Delegate authority to the Director of Place in consultation with the Cabinet Member to approve any amendments to the business case that may be required to obtain approval at local, regional and national level.
<b>Report Author:</b>	Martin Nicholls
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Purpose

- 1.1 To seek Cabinet approval of the Swansea Bay City Deal Skills and Talent business case (attached as Appendix 1 of this report) and to authorise its' formal submission to the Portfolio Management Office in accordance with the City Deal Implementation Plan to secure City Deal funding approval.

## **2. Background and Context**

- 2.1 The Swansea Bay City Deal is a £1.3bn investment in nine major projects across the Swansea Bay City Region which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The City Deal is being funded, subject to the approval of project business cases, by the UK Government, the Welsh Government, the public sector and the private sector.
- 2.2 The Skills and Talent Programme is a unique programme within the suite of nine projects that make up the Swansea Bay City Deal portfolio that will deliver skills training solution offering the best value sustainable skills infrastructure to develop the workforce of the future.

## **3. Main Issues**

- 3.1 A business plan for the Skills and Talent Programme has been prepared and is attached at Appendix 1 for cabinet's consideration with a summary included in the body of this main report.
- 3.2 The City Deal funding will fund a programme team that will develop a Skills Barometer for the region, the Barometer will identify the skills gaps that exist in the region and identify the new skills required to meet the existing and future needs of the 8 City Deal projects across the five key themes of Construction, Digital, Energy, Health and Wellbeing and Smart Manufacturing.
- 3.3 The programme delivery will be across four phases:
- Phase1 - mapping of the City Deal skills gaps and analysis of the training needs for the City Deal projects and the wider regional benefits. The needs analysis will consider the business needs; gender and equality imbalances and the needs and availability of the existing and future workforce through re-training and increasing awareness of opportunities.
  - Phase 2 - identify the skills gaps across the five key themes and the programme team will work with stakeholders to develop pilot projects to deliver the skills training and upskilling identified. The Skills and Talent programme will not duplicate existing provision, but will work with all training providers across the region to ensure that the courses delivered through the pilot projects, or the amendment of existing frameworks will meet the future skills needs for the region and will provide a lasting legacy of skilled individuals across the Swansea Bay region.
  - Phase 3 - will work with schools across the region to highlight opportunities that will be generated through the City Deal projects and develop clear pathways to help young people make the right

choices in schools. The aim will be to increase the number of pupils following STEM subjects in Further and Higher Education.

- Phase 4 – identify opportunities to create Centres of Excellence in the region that will be the legacy of the programme and identify the region as being the best place to learn specific sector skills.

3.4 The overarching aim of the programme is to strengthen collaboration and increase investment that will significantly boost the quality and quantity of trained and skilled individuals through the intervention of the programme. The aim is to:

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE.
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

3.5 The Skills and Talent programme is required because the region suffers from a series of overarching economic issues including low GVA, lack of well-paid job opportunities, skills shortage, high levels of economic inactivity and outward youth migration. The region is characterised by a higher proportion of individuals with no qualifications when compared with national averages. A high number of individuals in the region are currently in low skilled, low paid and unstable employment and subsequently a lower-than-average level of individuals are in higher paid, meaningful employment. The programme will help address the skills gaps by working with the City Deal projects and regional stakeholders to develop and deliver the skills needs for the future in the region.

#### **4. Financial Impact**

4.1 The financial profile is detailed below. These figures are the current financial investment forecast that the Skills and Talent programme is projecting over its 5 year term.



<b>Expenditure</b>	<b>Year 1</b> 2020/21 (£m)	<b>Year 2</b> 2021/22 (£m)	<b>Year 3</b> 2022/23 (£m)	<b>Year 4</b> 2023/24 (£m)	<b>Year 5</b> 2024/25 (£m)	<b>Year 6</b> 2025/26 (£m)	<b>Total</b> (£m)
Capital	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Revenue	£ 24,800	£ 2,920,000	£ 5,000,000	£ 7,500,000	£ 7,500,000	£ 7,055,200	£ 30,000,000
<b>Total</b>	<b>£ 24,800</b>	<b>£ 2,920,000</b>	<b>£ 5,000,000</b>	<b>£ 7,500,000</b>	<b>£ 7,500,000</b>	<b>£ 7,055,200</b>	<b>£ 30,000,000</b>
<b>Funding</b>							
Swansea Bay City Deal Grant	£ 24,800	£ 1,170,000	£ 1,500,000	£ 2,500,000	£ 2,500,000	£ 2,305,200	£ 10,000,000
Public Sector	£ -	£ 1,250,000	£ 3,000,000	£ 4,000,000	£ 4,000,000	£ 3,750,000	£ 16,000,000
Private Sector	£ -	£ 500,000	£ 500,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 4,000,000
<b>Total</b>	<b>£ 24,800</b>	<b>£ 2,920,000</b>	<b>£ 5,000,000</b>	<b>£ 7,500,000</b>	<b>£ 7,500,000</b>	<b>£ 7,055,200</b>	<b>£ 30,000,000</b>

4.2 The Joint Committee is responsible for overseeing the proportion of each Local Authority's responsibility for borrowing to provide funding for regional projects. The capital borrowing in respect of the Government funded elements of the City Deal projects will be re-paid by identified Government funds (UK & Welsh Government) over the 15-year period.

4.3 The exact level of borrowing and the structure and terms of the borrowing are yet to be confirmed, although it will be calculated based on the amount required per relevant Local Authority and will be in line with the individual LA's internal requirements. This is being determined by the four Section 151 Officers of the four regional LAs. All borrowing will be agreed based on the principles of the Prudential Code and Treasury Management Policy and Strategy for each Local Authority.

4.4 When the borrowing requirement is confirmed for the regional programmes each local authority will be obligated to individually support their determined element and any associated borrowing costs. Currently work is ongoing to determine the level of borrowing required for the three regional programmes in light of the announcement of the advancement of grant from UK Government and the ongoing discussions with Welsh Government to match this grant advancement.

## 5. Financial Implications

5.1 There are no additional financial implications falling on the authority by approving this business case. It is possible existing spend may be used as match funding for the City deal monies but this is not an additional liability falling on the Council.

5.2 If the council is in receipt of any city deal monies that the usual funding rules will apply. Cabinet have already granted delegated authority to the Director of Place and section 151 officer to enter into any funding agreement in pursuit of the city deal project delivery so no new authorisation is sought in this regard.

## 6. Legal Implications

6.1 There are no additional legal implications associated with the submission of the business case. Any procurement undertaken by the council for any direct training will be undertaken in line with the appropriate requirement of Contract Procedure Rules.

## 7. Integrated Assessment Implications

- 7.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
  - Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 7.1.1 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 7.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 7.2 An Integrated Impact Assessment screening form has been completed in relation to the project which is attached at appendix 2. The screening form has determined that a full IIA report will not be required.
- 7.3 The overarching aim of the programme is to significantly boost the quality and quantity of trained and skilled individuals in the region and this will be its biggest impact.
- 7.4 The programme will help address the skills gaps by working with the City Deal projects and regional stakeholders to develop and deliver the skills needs for the future in the region
- 7.5 The scheme is unlikely to impact on any specific groups as defined within the Equality Act 2010.
- 7.6 The scheme has been considered against the five ways of working (long term, prevention, integration, collaboration, involvement) in the Well-being

of Future Generations sustainable development principle. Skills and Talent will directly contribute to our objectives:

- Long Term –Skills and Talent development is a long-term investment that enables transformative actions at many levels.
- Prevention –Skills delivery represents an opportunity to improve services and provide a stable platform for future change.
- Integration –Skills development is a critical enabler across many sectors and makes integration simpler and more effective.
- Collaboration –Skills and Talent opens significant new opportunities to involve people and organisations in working together and increase prosperity in the region.
- Involvement – Part of the project is to deliver upskilling, which is fundamental to opening opportunities for all and increasing the chance for all to get employment and have a better standard of living.

7.7 Finally, the scheme is unlikely to impact on the Council's obligations under the Welsh Language Standard Regulations 2015.

**Background Papers:** None

**Appendices:**

Appendix 1 - Swansea Bay City Deal Skills and Talent Programme Business Case

Appendix 2 - Integrated Impact Assessment (IIA) form

# Swansea Bay City Deal

## *Skills and Talent Programme*

### Business Case

“Create Ambition and Raise Aspiration”

Version 8

Updated May 2021



Regional Learning and Skills Partnership  
Partneriaeth Dysgu a Sgiliau Rhanbarthol

**De-Orllewin Cymru**  
**South West Wales**

## Executive Summary

### 1 Vision

**To create new and sustainable opportunities that will generate prosperity for individuals and businesses in the Swansea Bay City Deal region. This will be achieved through the development of a pathway of skills for all and the pilot delivery of demand driven high level skills and upskilling opportunities across the five key sectors.**

### 2 Programme Introduction

The Skills and Talent programme is a unique programme within the suite of 9 City Deal projects that will deliver a skills training solution offering the best value sustainable skills infrastructure to develop the future workforce for the region. The development of a comprehensive and forward-thinking skills programme that will deliver the right skills and competency across all the key themes of the City Deal programme is vital to the overall success of the City Deal Portfolio.

The programme will align the available skills provision and identified skills gaps with the needs of Industry across the region as well as the 8 innovative projects that make up the City Deal supporting the growth of GVA, productivity and business investment in the region. The delivery of an innovative skills training programme will be through initial scoping and publication of a skills barometer followed by the development of pilot projects to offer training solutions that will over the lifetime of the programme and beyond deliver a skilled workforce that will meet the requirements of the projects and the wider economy of the Swansea Bay region.

The Regional Learning and Skills Partnership (RLSP), a partnership of Industry Employers and public sector training and education providers will be the lead body for the Skills and Talent programme. The partnership was established in 2010 to identify skills and training needs of the region and has a long-standing experience of working with industry and training providers and reporting to Welsh Government the regional training needs.

#### Proposal Description

The development and delivery of an up-to-date training and skills programme through formal education; traineeships, apprenticeships and higher-level apprenticeships is critical to improving opportunities for lower skilled workers to upskill for labour market and to seek higher level outcomes. The programme will enable the support of employees already in the workplace to upskill/reskill to be developed to achieve the overall ambition and success of the Swansea Bay City Deal will be based on the ability of businesses in the region to compete with other areas in Wales and the UK. To ensure that we achieve this success it is essential to have a highly skilled and productive workforce to enable the region to be connected and competitive. Through the funding support of the City Deal programme the RLSP will create a trained and talented workforce for the future within the Swansea Bay City Region working with stakeholders, employers and training providers. The Skills and Talent programme will provide a private led business skills solution delivered through an integrated regional approach to delivering skills focusing on specific sector skills required in order to meet the demand of the Swansea Bay City Region City Deal and the five themes of 'Digital, Construction, Health and Wellbeing, Energy and Smart Manufacturing all fused together to bring about Economic Acceleration in the region. The programme will help open up new jobs to increase the number of people moving into work (including those who have been out of work over a long period of time) and reduce the number of people becoming NEET's.



The Skills and Talent programme will:

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE..
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

The skills and talent project will work with the eight projects that make up the City Deal as well as understanding the wider skills requirements across the region.

<b>Economic Acceleration</b>	<b>Swansea City &amp; Waterfront Digital District</b>	To boost Swansea city centre’s economic well-being at the heart of the City Region’s economy, while retaining local tech, digital and entrepreneurial talent.
	<b>Yr Egin</b>	To support and further develop the region’s creative industry sector and Welsh language culture. The two-phased programme will be located at the University of Wales Trinity Saint David campus in Carmarthen.
	<b>Digital infrastructure</b>	To significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment.
<b>Life Science &amp; Well-being</b>	<b>Life Science, Wellbeing &amp; Sport Campuses</b>	To develop digital health and platform technologies and clinical innovation to help prevent ill health, develop better treatment and improve patient care. Advanced research and development facilities will be created, building on the success of the Institute of Life Sciences at Swansea University and expanding on regional expertise in sport and exercise science. This project will be located at Morriston Hospital and Swansea University’s Singleton Campus.
	<b>Pentre Awel</b>	This development will include life sciences research and assisted living units on one site in Llanelli, alongside state-of-the-art leisure, well-being and business incubation facilities. The development will include a well-being skills centre and a clinical delivery centre. This project will benefit from and further develop regional expertise in life sciences, while providing training and high-value job opportunities for local people.
<b>Energy and</b>	<b>Homes as Power Stations</b>	A co-ordinated project across the City Region, Homes as Power Stations will see energy-saving technologies introduced to thousands of homes as part of a smart, low carbon new-build and retrofit programme.

	<b>Pembroke Dock Marine</b>	This project will place Pembrokeshire at the heart of UK and global zero carbon, marine and offshore energy innovation, building on the expertise of a marine energy cluster in Pembroke Dock. Facilities will be provided for marine energy innovators to build, test and commercialise their technologies.
	<b>Supporting Innovation &amp; Low Carbon Growth</b>	This project will help further decarbonise the Neath Port Talbot economy, while safeguarding the regional steel industry and providing high-quality space for the innovation, ICT and research and development sectors.

### Key areas of Influence

The programme will seek to influence the following areas;

- **Advanced skills:** Leading innovation across the City Deal projects. The advanced skills offer will support the new and emerging technologies contained within the constituent proposal bids.
- **Under/Postgraduate Expansion:** Providing increased productivity through greater graduate skills application across the Four Internet themes.
- **Further/Higher Education:** Delivering skills for new roles within the theme sectors, through Foundation Degree programmes, Apprenticeships and Higher Apprenticeships to include Degree Apprenticeships. Delivering innovation will include new blended learning approaches.
- **Continuing Professional Development:** Ensuring the region’s skills across the themes remains at the forefront of professional practice. This is to include ensuring that older workers currently operating within the economy have the skills they desire and require to progress and diversify.
- **Apprenticeships:** Support the integration of Apprenticeship opportunities throughout the Skills and Talented Future Generations project.
- **Skills facilities development:** Creation of sector-specific facilities to support the development of new emerging skills/roles and the creation of a step-change in capacity across the region.
- **Schools engagement** to influence curriculum development and delivery to ensure the adequate supply of young people with the right skill sets.
- **Increased engagement** with current channels and programmes delivering careers advice to enthuse young people and influence career decisions at the right time and in the right way to retain the talent of young people in the region and reduce the impact of “brain drain” on the region.
- **Engagement** with people of all ages who are not currently in Education, Employment or Training (NEETS) ensuring that there are opportunities for all.

The Skills and Talent Programme will be a cross cutting theme across all other 8 projects, the programme has already established a connection with all project leads and has strong and developing links through to the private sector via sector specific cluster groups. Existing consultation mechanisms will therefore identify the skills required and the relevant providers to deliver those skills solutions.

The skills developed through the Skills and Talent programme will not only help fill the new roles directly created through the City Deal Themes, but also support a broader uplift in productivity (GVA) across the sectors and wider regional economy. Given the varying lead times of each project a timescale of between five and fifteen years is proposed in the first instance to achieve the aims which will be monitored through the incremental measurement of GVA. The RLSP has a tried and tested methodology for identifying skills needs which will be built on and honed to identify the skills solutions for each of the projects within the proposal.

Individual Project Skills needs will be identified and quantified through the following process;

- Existing Regional Skills Identified through a desk-based review of relevant labour market information,
- City Deal Project Skills identified through continued engagement with the individual projects,
- Skills Gap Analysis undertaken and Skills Barometer published,
- Skills Requirement solutions identified, and projects developed
- Career Pathways developed with schools and colleges
- Centres of Excellence identified as a legacy for the programme

## **Synergies**

The unique nature of the projects is a key driver of the City Deal and this allows for each to work independently with the success of one not completely dependent on the success of another. In the simplest sense, whilst no project is directly reliant on another, there are instances whereby projects will achieve more, quicker and easier if other projects are working to their peak also, these instances are referred to as interdependencies.

Undeniably, underpinning each of the projects is skills and talent requirements and the success of all projects will be determined through having a skilled workforce both now and for the future.

A further key determinant of success is the preparedness and capability of future generations to capitalise on the opportunities presented by the proposal. The Initiative recognises that it is essential that younger generations are well-informed, it is therefore the intention of the programme to foster the themes of entrepreneurship and digital innovation through closer engagement with schools and the further and higher education institutions.

The further and higher education institutions operating within the region already have an exemplary offer of provision within these areas. Aligning their offer more closely to the specific needs of the City Deal and identifying where there are opportunities for multi-disciplinary teaching will create skilled individuals with the transferable skills needed to work across the City Deal.

## **3 Overview of Strategic Case**

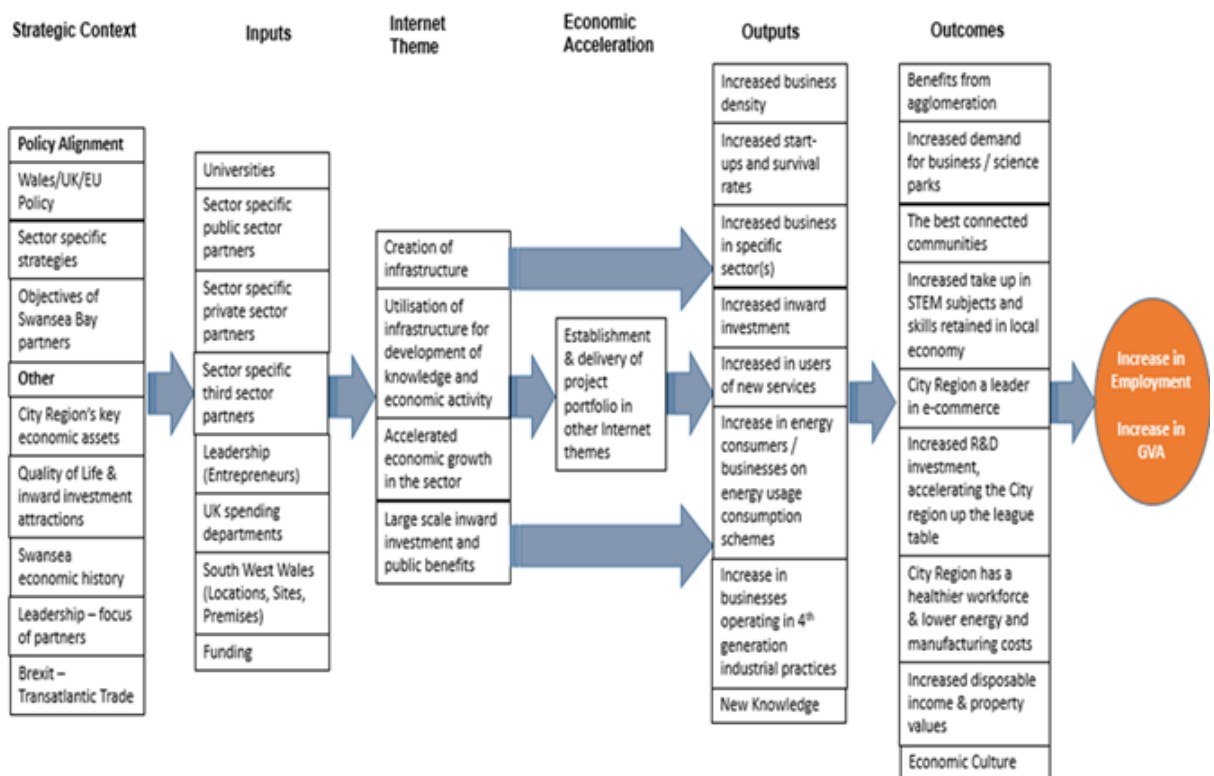
The Skills and Talent programme will align with the 4 key strands of the City Deal i.e Economic Acceleration; Energy; Life Science and Well-being and Smart Manufacturing. The programme will develop a sustainable pipeline of individuals to support the growth of the themes and support the future competitiveness of the region and maximise the potential of City Region partner organisations through the existing RLSP structure.

The programme aligns with the requirements and aims of the following National, Regional and local strategies.

- UK Industrial Strategy,
- Welsh Government Prosperity for All: the national strategy,
- Wellbeing of Future Generations (Wales) Act,



- International Strategy for Wales
- 21<sup>st</sup> Century Higher Education Strategy for Wales
- Education in Wales Strategy – our National Mission
- Youth Engagement and Progression Framework Strategy
- Tackling Poverty Plan
- Swansea Bay City Region Economic Regeneration Strategy
- Framework for Regional Investment in Wales.
- Regional Employment and Skills Plan
- Rural Vision for Wales – Thriving Communities for the future



## Case for Change

The Swansea Bay City Deal region suffers from a series of overarching economic issues including low GVA, lack of well-paid job opportunities, skills shortage, high levels of economic inactivity and outward youth migration. The region is characterised by a higher proportion of individuals with no qualifications when compared with national averages. A high number of individuals in the region are currently in low skilled, low paid and unstable employment and subsequently a lower-than-average level of individuals are in higher paid, meaningful employment. The programme will help address the skills gaps by working with the City Deal projects and regional stakeholders to develop and deliver the skills needs for the future in the region.

## Objectives & Benefits

The overarching objective of the Skills and Talent programme is to strengthen collaboration and increase investment that will significantly boost the quality and quantity of trained and skilled individuals through the intervention of the programme. The aim is to:

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE.
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

These investment objectives are SMART (specific, measurable, achievable, realistic and time bound) and will be delivered with a £30 million investment from:

**City Deal**  
**£10m**

**Public Sector**  
**£16m**

**Private Sector**  
**£4m**

### Existing Arrangements and Business Need

The Strategic Case outlines the existing arrangements for skills training provision and identifies the business need that the Programme will respond to. This is summarised in the table below:

Theme	Existing Arrangements	Investment objective	Business Needs
<b>Economic Performance</b>	Fewer people with higher level qualifications.	14000 individuals with increased level of skills (2,000 direct and 12,000 indirect)	To increase the number of people with higher level qualifications to support the SDCB projects
	The region has the highest number of people in Wales with low or no qualifications	Create at least 3000 new apprenticeship opportunities to include level 3 to degree	Develop a programme of opportunities to upskill the existing workforce. Attain 100% completion of the apprenticeship programme and provide the employability support to individuals to move into full time employment.
	High number of individuals in low paid employment	Create opportunities to support people into work.	Increase opportunities through the improvement of skills levels to increase the number of people in higher paid jobs
	The jobs in the region have a strong reliance on the foundational economy or public sector.	Create clear pathways within schools focusing on the key themes within the City Deal portfolio	Developing the career pathways throughout the school years to showcase the opportunities will highlight the new opportunities.
		Increased uptake of school pupils progressing into STEM subjects at FE/HE	
	High number of economically inactive people	Upskill and support people into employment by creating opportunities	Working with employability programmes to develop the opportunities to upskill and

		through project community benefits programme.	gain qualifications into meaningful jobs.
	Course frameworks do not meet future skills needs and lecturers/teachers are not fully aware of the new ways of working within industry.	Invest in course frameworks to ensure they meet the needs of the projects and employers in the region and provide upskilling/CPD for teachers and lecturers	Work required to understand the gaps and work with stakeholders and employers to bridge the gap and develop new qualifications. Identify what upskilling is required.
		Delivery of 20 new/updated course frameworks to meet industry training needs.	
	The area is not known for the delivery of any specific specialist skills	Establish at least two Centres of Excellence based on prioritised sectors.	Centres of Excellence in skills required for the City Deal projects that are new and emerging.
	Ageing Population The ageing population is an issue for the region if they do not work or will not upskill to work within the new and emerging sectors.	Deliver pilot programmes of new courses to upskill existing workforce.	Map out opportunities for key employees to upskill through a faster than normal process to enable businesses to have the necessary skills immediately

## Potential Scope

The mapping of the City Deal skills gaps and analysis of the training requirements will consider the business needs; gender and equality imbalances of people taking up the courses; and the needs and availability of the existing and future workforce through re-training and increasing awareness of opportunities. The aim of the Skills and Talent programme is to work within 5-year time line periods which would account for the changing skills demands and enable the necessary skills to be developed as quickly as possible to meet the project needs. There will be a requirement to upskill the existing workforce in many areas including upskilling the teachers/lecturers who deliver the training, and this work will be a priority within the first 3 years of the programme. At the same time the necessary frameworks for FE/HE and apprenticeships in the relevant areas will be developed and pilot projects will be implemented to deliver the training.

Work will progress with primary and secondary schools in the region to highlight opportunities available through the City Deal projects and develop clear pathways to help young people make the right choices in schools.

The table below highlights some of the potential key skills requirements already identified for each of the project business cases in the City Deal portfolio, this document is continually being added to as skills are identified.

Sector	Skills
Digital	Basic IT skills Cyber Artificial Intelligence Digital Forensics Machine Learning Robotics Cloud technology Creative Industries
Construction	SMART Housing Solar, heat pumps, Smart controls, mechanical and electrical systems

	Electrical Vehicles Retrofit
Energy	Engineering – specialised for offshore wind, tidal energy, marine energy
Health and Wellbeing	Digital technology in health care Digital assimilation Connectivity with community support workers Digital consultation from hospitals and GP surgeries.
Smart manufacturing	New ways of manufacturing utilising robotics and new Digital technologies.

### Key Benefits, Risks, Dependencies, Constraints

<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Increased number of higher skilled individuals for jobs created through City Deal projects</li> <li>• Opportunities for all to achieve a qualification and skills</li> <li>• Increased number of apprenticeships / higher apprenticeships offered through the construction phase of the projects</li> <li>• Centres that specialise in the development skills within a particular sector(s).</li> <li>• Inspiring the next generation to take the correct path in their career</li> <li>• Developing the pathway for children from primary school through to secondary school through the introduction of new vocational training opportunities</li> <li>• Retention of skilled individuals to work within the City Deal projects.</li> <li>• Developing new and updating existing frameworks to meet the needs of the projects and employers across the region.</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• City Deal funding not secured –programme will not be implemented.</li> <li>• Programme timescale slippage</li> <li>• Lack of resources /Insufficient capacity to manage the programme and to deliver the stated activities and results</li> <li>• Organisational and financial risks associated with taking on this project</li> <li>• The programme does not secure sufficient partner/stakeholder buy in.</li> <li>• Failure to increase the number of skilled individuals.</li> <li>• Lead times in the development of a new skills offer in the region.</li> <li>• Failure to engage with training providers to deliver the necessary skills development</li> </ul>
<p><b>Constraints</b></p> <ul style="list-style-type: none"> <li>• UK and Welsh Government Policy in relation to training and education.</li> <li>• Capacity within the FE and HE sector to implement the changes within their delivery mechanism.</li> <li>• Funding constraints from the public and private sector</li> <li>• Ensuring that the capacity is present to meet the aims and objectives of the Programme.</li> <li>• Covid-19 restrictions on the delivery of training and education.</li> </ul>	<p><b>Dependencies</b></p> <ul style="list-style-type: none"> <li>• Close alignment of the Programme with the delivery of the City Deal projects</li> <li>• Continual review of skills needs for the Region and work with partners and employers to understand changing demands</li> <li>• Continuation funding from Welsh Government for new frameworks</li> <li>• Funding contributions from public and private sector</li> <li>• Training providers delivering the necessary skills provision</li> </ul>

## 4 Overview of Economic Case

The Economic case has been undertaken in accordance with the with the HM Treasury's Green Book guidelines. The section sets out the options and analysis of those options, the identification of the long and short list and the appraisal of the short list through economic assessment.

## Critical Success Factors

The Critical Success factors of the Skills and Talent Programme were determined to be:

Critical Success Factors	
Strategic Fit	<ul style="list-style-type: none"> <li>• Strategically aligned to the Swansea Bay City Deal</li> <li>• Strategically aligned to the Welsh Government Education and Skills strategy and Wellbeing and Future Generations Act.</li> <li>• Delivers the future skills requirements for the region and the skills needs of the 8 projects that make up the City Deal.</li> <li>• Increasing the number of people with higher level qualifications</li> <li>• Retraining people in the region to give the opportunities to all.</li> <li>• Developing resilient learners with a life-long attitude to learning.</li> </ul>
Value for Money	<ul style="list-style-type: none"> <li>• Reduce the duplication that could occur if all 8 City Deal projects managed their own skills programme by bringing together the skills requirements across the region.</li> <li>• The programme offers Value for money and avoids duplication</li> <li>• Achieve a viable cost benefit ratio compared to other options.</li> </ul>
Supplier capacity and capability	<ul style="list-style-type: none"> <li>• Training providers from across the region are keen to work together to achieve the aims of the programme.</li> <li>• Reduce costs by delivering skills in a way that meet the needs of all employers.</li> </ul>
Affordability	<ul style="list-style-type: none"> <li>• Demonstrate the affordability of the Programme within the defined funding arrangements from the City Deal, Public and Private Sector.</li> </ul>
Achievability	<ul style="list-style-type: none"> <li>• Delivery of option is achievable within the timescale, available funding and capacity.</li> </ul>

## Long List and Short List

The following long list of options were identified for the scope of the programme and agreed by the Senior Project Team,

1. Do Nothing – City Deal skills needs supported only by existing programmes/providers
2. Do Minimum – create a dedicated Skills Programme team to enhance employers and schools engagement with City Deal Projects at an estimated cost of £1M
3. City Deal Skills Fund – create Skills Fund from City Deal resources available to City Deal projects only at an estimated cost of £8M
4. Supported City Deal Skills Fund - create a dedicated Skills Programme team to enhance employers and school's engagement and manage awards from the City Deal Skills Fund to City Deal Projects only at an estimated cost of £10M
5. Targeted Skills Delivery – create RLSP project team and leverage public/private funding to address all City Deal Projects' skills gaps at an estimated cost of £30M
6. City Deal Ambitious - deliver a full suite of skills training to meet regional needs of all four themes of the City Deal at an estimated cost of £153M
7. Do Maximum – deliver a full suite of skills training to redress the entire regional skills gap at an estimated cost of £518M

## **Short List Options Appraisal**

Following a series of appraisals and management discussions, the following short list of options emerged,

### **Option 1 – Do Nothing**

To continue to deliver training through existing methods, with no additional funding. The FE, HE and training providers would offer the existing frameworks with no update or development of new opportunities. The RLSP would continue to gather data and do a minimal amount of work with schools.

### **Option 2 – Supported City Deal Skills Fund**

A Skills Programme team would be recruited to enhance the employer and project engagement to identify the skills gaps and work with schools to share the opportunities that would be created through the City Deal projects. Centres of Excellence would also be supported for each of the Key Themes. The eight Projects of the City Deal would deliver their own training solutions independently, bidding into the City Deal Skills Fund as required.

### **Option 3 – Targeted Skills Delivery**

The RLSP would explore the skills needs of all 8 projects and identify the gaps. A dedicated Skills Programme team would be appointed who would work with the City Deal Project leads, the wider employers and the training leads to develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding/contributions in kind. The solutions would be delivered as Skills Programme projects which would be developed by the Skills Programme team with key partners. The Programme team would also work with schools and all education and training providers to co-ordinate the future opportunities from the City Deal projects and created a supported pathway with schools to higher skills training. Centres of Excellence would also be supported for each of the Key Themes.

### **Option 4 – City Deal Ambitious**

This option would allow for the delivery of a full suite of skills training to meet the needs of all industry sectors within the four themes of the City Deal – Energy, Digital, Smart Manufacturing and Life Science. The RLSP would explore the skills needs of all these sectors and identify the gaps. An enhanced dedicated Skills Programme team would be appointed who would work with public bodies, wider employers and the training leads to develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding. The Skills Programme team would work intensively with all schools, colleges and universities to raise the awareness of and develop new skills programmes to address the sector gaps.

### **Key Findings**

The economic appraisals are as follows,

**Net Present Cost and Benefits Findings (All Public Sector Costs but excludes private sector costs/investment)**

	Undiscounted Value (£)	Net Present Value (£)
<b>Option 1 – Do Nothing</b>		
<b>Additional Income Generated</b>	-	-
<i>Less City Deal funding</i>	-	-
<i>Less Other Public Sector Funding</i>	-	-
<b>Total</b>	-	-
<b>Option 2 – Supported City Deal Skills Fund</b>		
<b>Additional Income Generated</b>	£16,537,040	£11,932,301
<i>Less City Deal Funding</i>	£10,000,000	£9,812,949
<i>Less Other Public Sector Funding</i>	-	-
<b>Total</b>	<b>£5,537,040</b>	<b>£2,119,352</b>
<b>Option 3 – Targeted Skills Delivery</b>		
<b>Additional Income Generated</b>	£49,603,320	£35,788,186
<i>Less City Deal funding</i>	£10,000,000	£9,812,949
<i>Less Other Public Sector Funding</i>	£16,000,000	£15,700,965
<b>Total</b>	<b>£23,603,320</b>	<b>£10,274,272</b>
<b>Option 4 – City Deal Ambitious</b>		
<b>Additional Income Generated</b>	£292,948,032	£211,535,059
<i>Less City Deal funding</i>	£57,552,000	£56,482,633
<i>Less Other Public Sector Funding</i>	£92,083,200	£90,372,214
<b>Total</b>	<b>£143,312,832</b>	<b>£64,680,212</b>

*Net Present Cost/Benefit Findings*

**Preferred Option**

The results of the investment appraisal are summarised in the Table below,

Evaluation Results	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
<b>Economic appraisals</b>	4	3	2	1



<b>Benefits appraisal</b>	4	3	2	1
<b>Risk appraisal</b>	4	2	1	3
<b>Overall Ranking</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>2</b>

*Short-list Options Evaluation Results*

On the basis of this analysis, the preferred option is Option 3 – Targeted Skills Delivery.

Whilst Option 4 – City Deal Ambitious scored 1<sup>st</sup> in the Economic and Benefits Appraisals, this is purely a reflection of the much higher costs and scale of the skills delivery projected. The level of funding for a Programme of this scale not currently available and there would be very significant delivery risks due to the enormous increase in regional capacity and capability that would be required. Option 3 can be delivered within identified costs at a low-risk exposure and can deliver the prime objective of ensuring sufficient new and additional skills can be provided to meet the needs of the other City Deal Projects. This has therefore been selected as the Preferred Option going forward.

### Summary Table of Economic Appraisals

The results of the economic appraisals above are summarised in the Table below.

Summary of Economic Appraisal	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Net Present Value (after allowing for private sector investment)	-	£2,119,352	£6,348,476	£60,754,534
Public Sector Cost	-	£9,812,949	£25,516,897	£146,854,847
Appropriate BCR	-	1.216	1.403	1.440
Significant un-monetizable costs/benefits	-	N/A	N/A	N/A
Significant unquantifiable factors	-	N/A	N/A	N/A
Risk costs (increased education delivery costs) - residual optimism bias (undiscounted)	-	£1,000,000	£3,000,000	£15,363,520
Switching Values (preferred option only)			-13.33%	



## 5.1 Overview of Commercial Case

This programme does not contain a high value capital-cost based construction project, instead it will deliver several lower cost revenue interventions at project level to achieve the programme investment objectives and outcomes.

The Skills and Talent programme will manage this through delivery of a programme fund disseminated to pilot projects following approval by the Programme Board. It is anticipated that pilot projects will be led and procured by a third-party stakeholder organisation.

The Skills and Talent programme is led by Carmarthenshire County Council on behalf of the four regional Local Authorities, two universities and two health boards that make up the Swansea Bay City Deal primary stakeholders. Carmarthenshire County Council must ensure that procurements fully comply with:

- Welsh National Rules on the Eligibility of Expenditure – public contracts regulations 2015
- Welsh Procurement Policy Statement 2019
- State Aid Rules
- Procurement Legislation
- Community Benefits Principles
- Any other Carmarthenshire County Council, UK and Welsh Assembly Government rules and regulations which apply to procurement
- Procurements will also align to the procurement principles of the City Deal

### Service Requirements and Outputs

The initial skills gaps analysis will be undertaken by the programme team and the Skills Solution Group to understand what new/updated skills and apprenticeship frameworks are required to inform development of the pilot projects which will be delivered in conjunction with stakeholders. An action plan will be developed outlining the gaps and proposals and recommendations. The assistance of consultants / specialist advisers to help with the research may be required and if so, will be procured.

## 6 Overview of Financial Case

The Skills and Talent programme is a revenue funding amounting to a total of £30 million over 5 years, £10 million City Deal; £16 Million public sector and £4 million private sector funding.

<b>Expenditure</b>	<b>Year 1 2020/21 (£m)</b>	<b>Year 2 2021/22 (£m)</b>	<b>Year 3 2022/23 (£m)</b>	<b>Year 4 2023/24 (£m)</b>	<b>Year 5 2024/25 (£m)</b>	<b>Year 6 2025/26 (£m)</b>	<b>Total (£m)</b>
Capital	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Revenue	£ 24,800	£ 2,920,000	£ 5,000,000	£ 7,500,000	£ 7,500,000	£ 7,055,200	£ 30,000,000
<b>Total</b>	<b>£ 24,800</b>	<b>£ 2,920,000</b>	<b>£ 5,000,000</b>	<b>£ 7,500,000</b>	<b>£ 7,500,000</b>	<b>£ 7,055,200</b>	<b>£ 30,000,000</b>
<b>Funding</b>							
Swansea Bay City Deal Grant	£ 24,800	£ 1,170,000	£ 1,500,000	£ 2,500,000	£ 2,500,000	£ 2,305,200	£ 10,000,000
Public Sector	£ -	£ 1,250,000	£ 3,000,000	£ 4,000,000	£ 4,000,000	£ 3,750,000	£ 16,000,000
Private Sector	£ -	£ 500,000	£ 500,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 4,000,000
<b>Total</b>	<b>£ 24,800</b>	<b>£ 2,920,000</b>	<b>£ 5,000,000</b>	<b>£ 7,500,000</b>	<b>£ 7,500,000</b>	<b>£ 7,055,200</b>	<b>£ 30,000,000</b>

The funding of this Programme will be operated through Carmarthenshire County Council as the accountable financial body and managed on a day-to-day basis through the Regional Learning and Skills Partnership Board.

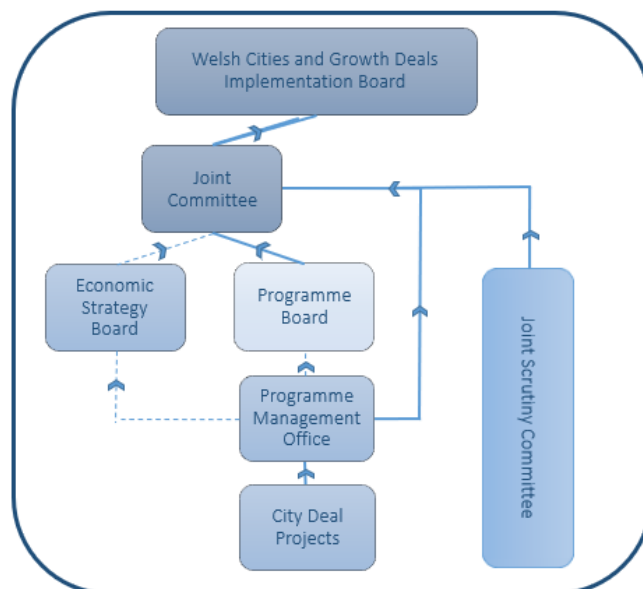
This Programme is a desk-based research project to identify the skills gaps and work with the project leads; training providers and Welsh Government to provide the most appropriate training in the region to support the development of talented individuals to take up the roles.

Following the initial research there will be a requirement to develop specific projects that will include courses to meet the Industry needs; update course content where required and re-accredit those courses. The projects will also include pilot initiatives to upskill the workforce in specific areas, the work with schools will also be supported through this Programme to provide more detailed information about the opportunities that will be developed through the City Deal and the courses available to them within the region

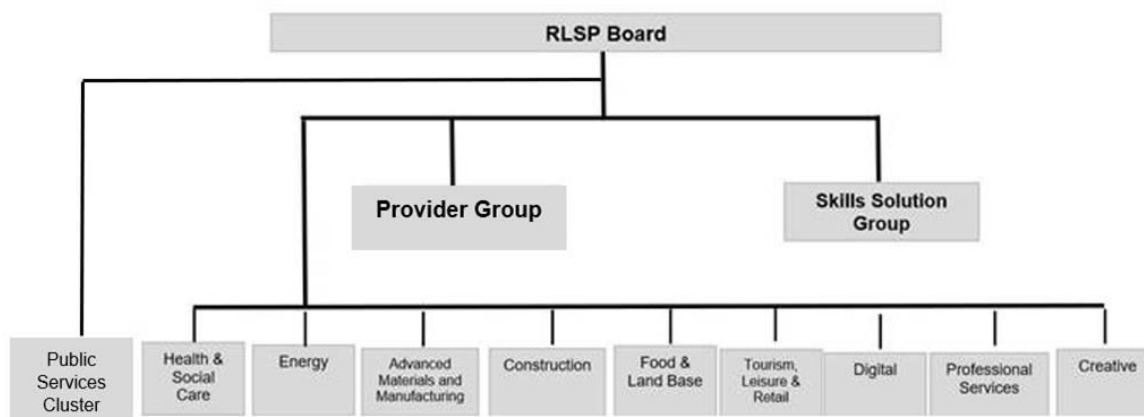
## 7 Overview of Management Case

The management case demonstrates the achievability of the scheme and how the programme will be operated and managed by the Regional Learning and Skills Partnership (RLSP) offering value for money by identifying the skills needs of all 8 projects and delivering through projects developed with key stakeholders across the region without causing duplication.

The Skills and Talent programme will meet strict governance portfolio hierarchy as detailed in the table below;



The Regional Learning and Skills Partnership Board for South West Wales has been in existence since 2010, and since 2015 has been led by the private sector and incorporating representatives of further and higher education, training providers and education together with key stakeholders in employability and training in the region. The partnership is transformational bringing business leaders, education and regeneration partners together to help provide a better future for learners and potential learners and people wishing to re-train across the region. The RLSP Board provides an oversight and 'on the ground' leadership in relation to the skills requirements and demands of industry. The Board is supported by nine Industry cluster groups and the members of each cluster group provide valuable insight into the needs of the industry. The RLSP will lead the Skills and Talent programme within the work of the existing partnership board to become the programme board.



The RLSP will ensure the programme is managed effectively, to approved timescales and in line with the governance structure of partner organisations. The RLSP has overall responsibility for decisions pertaining to the strategic direction, the approval of projects and where appropriate, the operational delivery of the scheme.

The RLSP Board will provide leadership and drive forward the vision of the Skills and Talent programme as set out in the Business Case. The remit of the Board will be delivered under the regional governance framework as set out within the City Deal portfolio business case. The Board will have responsibilities which will include but not exclusive to:

- Securing funding and approval for the programme
- Updating the business case when required in accordance with the requirements and expectations of the Welsh and UK Governments and submitting this via the agreed governance requirements of the SBCD.
- Project level approval of all major plans and seeking approval through the agreed governance arrangements.
- Provide resource required to enable the programme delivery
- Approval of all deviations from agreed tolerances in line with agreed change management arrangements.
- Arbitration on any conflicts that cannot be resolved at Project level and escalation through the appropriate channels as required.
- Reviewing and reporting the programme benefits (outcomes and impacts) and whether they are still achievable.
- Management of major risks and issues at programme level and coordination and escalation of risks and issues that are likely to have an impact on other areas of the Portfolio.
- Initial approval and sign off of key project documentation and coordination of approval of key documentation from wider stakeholders as required.
- Approving and funding key changes
- Guaranteeing equity and catering for the needs of all partners and stakeholders.
- Ensuring longevity of initiatives and programmes created as a result of the Skills and Talent programme.

### Programme Team

The day-to-day operation of the programme will be delivered by the programme management team who will have responsibility for the delivery of the programme working to and alongside the Regional Learning and Skills Partnership Board.

### **Monitoring and Evaluation.**

The City Deal portfolio finances will be monitored through the Programme Board and Joint Committee, with the Economic Strategy Board also making recommendations on possible additional funding opportunities or alternative portfolio expenditure. Regular reports will also be presented by the Accountable Body to the regional Local Authority Directors of Finance and Regional Section 151 Officer working group. This working group will, in collaboration with the Welsh Government and the SBCD PMO, agree the financial monitoring process which will be:

- In line with overall reporting processes for the City Deal
- Based on best practice principles and guidance on Programme monitoring contained within the Green Book

### **Programme evaluation**

A review of the programme will be conducted at the end of the programme to evaluate its' effectiveness.

## Contents

### 1 Programme Overview

### 2 The Strategic Case

Vision

Background

Strategic Context

- Organisational overview
- Policy and strategic alignment
- Strategy and Programme Investment Aims
- Case for Change
- Objectives and Benefits
- Existing arrangements
- Business needs
- Potential scope and key project requirements
- Main benefits criteria
- Scope for Investment
- Risks and counter measures
- Constraints
- Dependencies.

#### **2: The Economic Case**

- Overview
- Evidence of Demand for the Programme
- Investment Objectives
- Critical Success factors
- Long-listed options
- Short-listed options appraisal
- Economic appraisal
- Qualitative Benefits appraisal
- Analysis of Key results
  - Risk appraisal
  - Preferred option
  - Sensitivity analysis
  - Preferred option.

#### **3 The Commercial Case**

- Introduction
- Procurement strategy and route
- Procurement Plan and proposed implementation timescale
- Risk Allocation
- Service Requirements and Outputs
- Payment mechanisms and key contractual arrangements
- Accountancy Treatment
- Personnel Implications

#### **4: The Financial Case**












- Introduction
- Financial Risk Management & Assurance
- Investment Summary
- Income and Expenditure summary
- Investment Breakdown
- Monitoring and Evaluation
- Accounting Treatment of Programme Transactions
- Added Value
- Sustainability
- Constraints
- Dependencies






#### **5: The Management Case**

- Introduction
- Governance and Delivery Structures
- Stakeholders
- Use of Special Advisors
- Monitoring and Evaluation for Performance and Benefits
- Benefits Realisation
- Risk Management Strategy
- Communication plan
- Contingency
- Post Funding/Continuation Strategy

Appendices (separate documents)

## Appendices

<b>The Strategic Case</b>	
A. Skills and Talent Interaction with the City Deal projects	 Appendix A Skills and Talent interacti
B Project Interaction	 Appendix B Project Interaction.pdf
C. RLSP Board members	 Appendix C RLSP Board membership.ç
C Strategy and Programme Investment Aims – The four themes of the City Deal.	 Appendix B Strategic and Progr
D Cluster Group Membership	 Appendix D List of cluster group memb
E Course Mapping – Swansea Bay Region FE/HE and apprenticeships.	<a href="https://www.carmarthenshire.gov.wales/media/1225384/cd_pm_v2.xlsx">https://www.carmarthenshire.gov.wales/media/1225384/cd_pm_v2.xlsx</a>
F Risk Register	 Appendix F Skills and Talent Risk Reg
<b>Economic Case</b>	
G Cost Benefit Analysis	 Appendix%20G%20CBA.xlsx
<b>The Commercial Case</b>	
H City Deal Procurement Principles	 Appendix H The SBCD Procurement F
I Programme Implementation Plan	 Appendix I Programme Impleme
<b>Financial Case</b>	
J and J(1) Funding profile for the Programme	  Appendix%20J.xlsx appendix%20J(1).xls x
<b>The Management Case</b>	

K Summary of Engagement	 Appendix K.pdf
L RLSP Programme Board Terms of Reference	 Appendix L RLSP Board Terms of Refe
M Terms of Reference of Skills Solution Group	 Appendix%20M%20%20Skills%20Solutic
N IAAP	 Appendix%20N%20Skills%20&%20Taler
O Benefits Register	 Appendix%20O%20Skills%20and%20Tal



## 1. OVERVIEW OF THE SKILLS AND TALENT PROGRAMME

### 1.1 Introduction

The Swansea Bay City Deal (SBCD) Skills and Talent Programme (2021- 2033) will deliver an integrated regional approach to delivering skills to meet the demand of the Swansea Bay City Deal projects alongside with the wider skills needs of the region. The Programme Business Case details how the funding from the City Deal, regional collaboration and prioritisation will enhance and develop the regional skills needed to meet future demands of industry and to remain nationally competitive, and in doing so, will attract and grow sustainable regional investment from local, national and international companies. Skills development will support the overarching aims for of the SBCD Portfolio, which is growth in Gross Value Added, jobs and private investment.

The Skills and Talent programme is integral part of the SBCD portfolio, which consists of eight further headline projects and programmes. Given that people are an organisations greatest asset, skills and talent development will provide businesses and people with employment opportunities to better themselves, their companies and the region's economic prosperity.

***The success of the SBCD and its associated projects and programmes is dependent on the Skills and Talent programme.***

The Business case is aligned to the HM Treasury Green Book and Better Business Case guidance to appraise the Skills and Talent programme. The business case was also developed in consultation with the SBCD project leads, industry leaders; Higher and Further Education (HE and FE) institutions, training providers and head teachers of primary and secondary schools across the region.

### 1.2 The need for intervention

The Swansea Bay City Region suffers from a series of overarching economic issues, including low GVA, lack of well-paid job opportunities, skills shortages, high level of economic inactivity and outward youth migration. The region also has a higher proportion of individuals with no qualifications as well as lower than average number of individuals possessing higher qualifications. The RLSP has been working with training providers and employers across the region on the development and implementation of the annual Employment and Skills plan since 2017, such plans have influenced the Welsh Government funding into FE and Apprenticeship training to meet the needs of the priority economic sectors and the employers in the region. The RLSP was also instrumental in the preparation of the skills needs assessment undertaken for the proposed Tidal Lagoon project in Swansea in 2016. During 2020/2021 the RLSP has been working with employers to understand the impact of Covid-19 on the specific industry sectors and identify new skills requirements that have arisen as a result of the pandemic, all of this information has been collated into bi-monthly reports to Welsh Government and has resulted in the development of new courses through the Personal Learning Accounts and through the Apprenticeship programme.

### 1.3 Aims of the Skills and Talent Programme

The Skills and Talent programme aims to work with regional stakeholders to address many of the challenges and issues facing young people, adults already employed and businesses to upskill and retain talent in the region. Specifically, the programme aims to deliver the following

investment objectives and benefits over the next 10 years, based on sectors including digital, energy, smart manufacturing, construction and life-sciences and wellbeing:

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE..
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

The wider benefits and impact of the programme includes:

- ✓ A skilled workforce with requisite skills to support the region over coming decades, in terms of supply chain development, growth of SMEs and attraction of large companies
- ✓ A co-ordinated and efficient regional approach with service integration that meets the needs of employers without duplication
- ✓ Support for people to get good jobs by creating opportunities through project community benefits programme
- ✓ Flexible and responsive to evolving and targeted need of the region and labour markets by bringing learning and skills together with regeneration opportunities in the region
- ✓ A business productivity programme to develop a suite of solutions to generate higher level skills which meet the demands of employers and will support improvements in productivity
- ✓ Raised awareness and upskilling of teachers and lecturers with new skills opportunities
- ✓ Increase the availability of informative, up to date information to help in strategic planning; ensuring the most appropriate learning opportunities and progression routes are available for learners in the region, which will benefit the learner by providing pathways through their lifelong learning pathway from schools, colleges, universities and upskilling whilst in work

#### 1.4 Strategic alignment

The programme’s investment objectives and wider impacts are a dependency to the success of the SBCD portfolio and is strategically aligned to the needs of the region, Welsh Government and UK Government policy and strategy for skills development.

The Skills and Employability section of the Prosperity for All - the National Strategy states *“the better people’s skills are, the better their chances of getting fair, secure and rewarding employment, and the stronger the skills base is in Wales, the more chance we have of attracting new businesses and growing existing ones to improve prosperity”*<sup>1</sup>

and in the previous Taking Wales Forward strategy the Welsh Government said *“Better schools and better skills have never been so important for our young people and the future of the economy. Through better education and providing skills for life we can help to break the cycle of disadvantage and inequality over the longer term. Our commitment is to*

---

<sup>1</sup> <https://gov.wales/sites/default/files/publications/2019-03/employability-plan-2.pdf>

*offer the skills and experiences people need to thrive and prosper in our times. Getting people into employment and sustaining jobs is not just about increasing skills. We will improve workforce health, including mental ill health, through ensuring that health services support people throughout their working life.”<sup>2</sup>*

To achieve the aligned investment objectives, a change to existing training delivery is needed regionally. The Skills and Talent programme team and RLSP board will work closely with WG and UKG and regional stakeholders to better integrate schools with the regional economy drivers and embrace the educational pathways to Colleges and Universities in the region. All of which is underpinned by understanding and meeting the needs of current and future businesses and regional priorities and investment.

## **1.5 Programme Delivery**

A dedicated programme team will be recruited Q2/3 2021 reporting to the Regional Learning and Skills Partnership (RLSP) Board incorporating the Skills and Talent Programme Board. The RLSP Board, chaired by a business leader supported by the programme Senior Responsible Owner (SRO) are responsible for the successful delivery and oversight of the governance and reporting arrangements for the programme.

Extensive engagement with key stakeholders will form part of the governance arrangements and in the lifecycle of the programme development and delivery. Stakeholders include government bodies, training providers and employers from across the region.

Digital innovation (to include Creative Industries), energy, construction, smart manufacturing and life science and wellbeing are the five key areas that the skills project will focus on in relation to skills development.

Programme delivery will focus on five key phases that are interlinked to strengthen opportunities for training; upskills and for life-long learning:

### **1.5.1 Phase 1 - Identification of the skills gaps**

From the outset, the programme will develop and publish a Regional Skills Barometer, providing all stakeholders with a better understanding to make informed decisions by presenting a complete landscape of the regional labour market demands and existing training opportunities. The Barometer will feed into a shared platform of employment opportunities linked to the development of a skilled workforce and the creation of upskilling programmes for the existing workforce to support the ambitions and delivery of the SBCD portfolio.

This will complement on-going mapping exercises of current course delivery through regional colleges, universities and training providers, where the data has been matched to skills requirements already identified by the SBCD projects and programmes. Further work is needed across the SBCD portfolio as businesses cases are developed and projects transition into delivery to understand the new training/skills opportunities and existing skills gaps in the region, which will shape and prioritise training provider offerings at University/College frameworks or via an apprenticeship route.

The skills identification process will be repeated periodically during the programme lifecycle. The initial scoping will identify skills requirements for the next 5-10 years. A further review will

---

<sup>2</sup> <https://gov.wales/sites/default/files/publications/2017-08/taking-wales-forward.pdf>

be undertaken thereafter to identify new skills that will be developed as new projects and business investment is generated in the area.

The focus for the first 5 years of the programme will be on the following sectors where key skills gaps have already been identified and there is an urgent need to upskill people already in the workforce to fill the gaps but to also prepare the next generation with the information to enable them to be aware of the opportunities if they choose to study in these areas:

- Digital – Cyber; Cloud, Digital forensics, Machine Learning knowledge; Creative Industries – recent report by the Learning and Work Institute states “the UK is heading towards a “catastrophic” digital skills shortage. The Covid-19 pandemic has increased the number of jobs in IT or requiring IT skills and evidence gathered by the RLSP<sup>3</sup> shows that the trend is increasing and there are insufficient numbers of skilled people applying to take up the positions in the region.
- Construction – New roles in the Industry will need to be created and the Construction Wales Innovation Centre (CWIC) estimated that the equivalent of 350,000 new roles will be created by 2028 and these will need to be found through a mix of new jobs, upskilling existing and in innovation within the industry itself.<sup>4</sup> Examples include Solar, Heat pumps, Smart controls, Electrical Vehicles; retrofit of homes; new construction methods; mechanical and electrical systems management including heat pumps etc.
- Energy – The expected growth in jobs (direct and Indirect) to deliver a net zero economy in Wales by 2030 is anticipated to exceed 150,000 with further growth expected by 2050. The range of jobs will be wide and will include manufacturing and installation of wind turbines, solar PV, nuclear reactors, low- emission vehicles; specialist engineering roles within the offshore wind, tidal energy; marine energy sector; specialist maintenance roles etc.
- Health and Wellbeing – technology in health care- digital assimilation; connectivity with community support workers; digital consultations.
- Smart Manufacturing - new ways of manufacturing using digital technology.
- Creative Industries – the development of new technologies in the digital arena will enhance the opportunities within the Arts and Creative world of work. Yr Egin and the Waterfront project will offer key opportunities for work within the Creative sector. Over and above the digital requirements a number of new courses have already been developed to meet some of the needs identified to date.

The work that has already been undertaken has identified the cross-sector demand for digital training particularly the introduction of the use of technology in delivering services.

### **1.5.2 Phase 2 -Development of new Frameworks and training programmes**

There is evidence of need in terms of new national occupational standards or updated frameworks to meet the needs of the projects, the Programme Team will work with the Skills Solution group to understand the requirements and commission the development of the updating of frameworks for pilot delivery in the region. The work will include:

- Employer engagement.
- Alignment of skills needs now and in the future.
- Identification of needs to train the trainers.

---

<sup>3</sup> An Analysis of the Impact of COVID-19 on South West and Mid Wales (November 2020) – Regional Learning and Skills Partnership

<sup>4</sup> <https://www.uwtsd.ac.uk/news/press-releases/press-2020/delivering-skills--training-in-wales-for-net-zero-.html>

- Review of frameworks after five years to determine additional requirements in line with changing technology.

### **1.5.3 Phase 3- Pilot Projects**

During the initial five years of the programme pilot projects will be developed to deliver the skills requirements. The projects will be developed with a range of stakeholders and partners across the region including the HE, FE institutions, the training providers and schools. However, there will also be opportunities for the private sector business to submit projects that they could match fund with the programme funding.

The pilot projects will include opportunities to upskill individuals in specific trades as well as upskilling lecturers/teachers in new technology required across all of the themes. The pilot projects will develop the legacy of the programme as new training/qualifications are integrated into mainstream delivery across the region.

The pilot projects will also identify opportunities to enhance the apprenticeship offer from level 3 to degree level 6. There has already been strong links made with Cyfle the shared apprenticeship scheme for the construction industry who already operate a mentoring support programme for apprentices to get in to work after the training period. The Skills and Talent programme would aim to develop similar models across the other key sectors.

It is anticipated that all successful pilot projects will become stand-alone programmes and adopted by other schools, colleges as good practice projects to deliver new skills and training in specific areas. All frameworks developed or updated through the Skills and Talent programme will adopted into mainstream delivery and funded through the annual allocation by Welsh Government, delivered through FE, HE and the Apprenticeship scheme. There is evidence of the demand for such a programme through the existing Regional Employment and Skills Plans and through engagement with employers in the region and the project leads of the City Deal projects.

### **1.4.4 Phase 4 - Development of Career Pathways**

The work of schools is paramount to the success of this programme and the SBCD portfolio to generate the talent of the future and will run in parallel with Phase 3. The main aim of this phase is to inspire the next generation onto the right path by highlighting the opportunities for their careers in the region as well as the pathways to get to the jobs. There are many opportunities to work with schools, to influence the curriculum by investing in specific projects to support schools to develop the potential of their students in areas where there will be highly paid jobs. The Skills and Talent programme will support the schools with funding to develop specific initiatives that will enhance the opportunities for young people in their chosen career paths. The career pathway will also develop new opportunities to upskill teachers on the use of new technology and on new opportunities in the world of work.

The aim will be to generate an increased number of students following STEM subjects in FE and HE, these areas will include:

- Science & Mathematics
- Engineering and Manufacturing Technologies
- Information and Communication Technologies.
-

### **1.5.5 Phase 5 -Creation of Centres of Excellence**

The programme aims to develop Centres of Excellence in key sectors that support the City Deal projects. The Centres will exist within existing colleges or universities and will offer and become known as the best Centre to gain the skills in one or all five of the outlined above. The Skills and Talent programme will support the development of such centres working with private sector employers, the City Deal projects and the training providers. The Centres of Excellence will not duplicate what is already on offer but will compliment work that is already being developed or become an additional resource within the region to support the sector.



## 2 THE STRATEGIC CASE

### 2.1 Vision

**To create new and sustainable opportunities that will generate prosperity for individuals and businesses in the Swansea Bay City Deal region. This will be achieved through the development of a pathway of skills for all and the pilot delivery of demand driven high level skills and upskilling opportunities across the four key sectors.**

### 2.2 Background

The Swansea Bay City Region (SBCR) spans across four local authority areas with a combined population of approximately 698,000 people. The City Region published an economic regeneration strategy in 2013 with a common vision to enhance the long-term prospects of the region's economy, businesses and communities. The strategy will co-ordinate collective action and identify routes and initiatives to respond to the structural challenges that are holding back the SBCR economy.

The SBCD is part of the SBCR strategy and portfolio. It is a partnership of eight regional organisations made up of local authorities, universities and health boards that aims to accelerate economic and social advancement through regional infrastructure and investment funds.

The Skills and Talent Programme is one of the nine Projects and Programmes within the Swansea Bay City Deal (SBCD). The City Deal was signed by Prime Minister Theresa May and First Minister Carwyn Jones on the 20<sup>th</sup> 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 Programme will across the projects and programmes of the SBCD Portfolio which have been developed under the Key Themes of Economic Acceleration, Energy, Life Science and Wellbeing and Smart Manufacturing:

#### Economic Acceleration

- Regional Digital Infrastructure
- Swansea City and Waterfront Digital District
- Creative Digital Cluster – Yr Egin.

#### Energy

- Homes as Power Stations
- Pembroke Dock Marine

#### Life Science and Wellbeing

- Life Science & Well-being Campuses
- Pentre Awel (Life Science and Well-being village)

#### Smart Manufacturing

- Innovation and Low Carbon Growth

Appendix A shows how all the projects interact and the themes all play an important role in the economy of the region, Appendix B contains more detailed information on how these



themes are currently impacting the economy of the region and how the Skills and Talent programme will specifically address the skills requirements for each theme.

### **2.3 Organisational overview**

The Regional Learning and Skills Partnership (RLSP) for South West Wales is the organisation making the case for investment working with the 8 projects that make up the City Deal and any other future projects that may arise from the overall City Deal programme. The RLSP Board is a long established multi sector partnership focusing on skills investment and the economic regeneration of the area through the development of a skilled workforce. The RLSP has a long-standing reputation of regional collaborative working with key partners in the region and working with Welsh Government to influence policy on the delivery of skills training in the region and with DCMS on specific skills projects. The work of the partnership includes;

- Promoting and championing a strategic overview of skills provision to ensure that it meets regional needs and maximises economic opportunities.
- Analyse and comment on national and labour market intelligence to identify and inform skills and curriculum provision bridging the gap between education and regeneration to create a strong vibrant economy underpinned by innovation growth and a capable workforce.
- Review and evaluate skills provision in partnership with the employers and stakeholders in the region.
- Encourage innovation and greater utilisation of higher-level skills through supporting organisations to develop higher value products and services.
- Preparing annual reports for Welsh Government on the Skills needs of the region.
- Preparing specialist sector reports for specific projects.

This role is recognised by the Welsh Government through the commissioning of a Regional Delivery Plan for Employment and Skills and the regional Demand and Supply Assessments which have been instrumental in developing a strategic approach to skills. The Welsh Government through its Prosperity for All strategy says “the better people’s skills, the better their chances of getting fair, secure and rewarding employment, and the stronger the skills base is in Wales, the more chance we have of attracting new businesses and growing existing ones to improve prosperity.” This is the key driver for the work of the Regional Skills Partnerships across Wales working with stakeholders and businesses across the region.

The representation on the Board includes stakeholders from Further Education, Higher Education, Training Providers; Government Departments including Department of Work and Pensions, Careers Service and the Education and Skills Department of Welsh Government; Education Departments of Local Authorities; Third Sector and Local Authority Economic Regeneration. The private sector representation includes the chairs of the respective 9 priority sectors; the private sector chair; Federation of Small Business, Haven Waterway Enterprise Zone and the TUC. Appendix C details the representation on the Board and Appendix D the representation on the 9 Industry Sector Cluster groups and the Skills Provider group.

## 2.4 Policy & Strategy Alignment

The Swansea Bay City Region is a critically important driver for the Welsh and UK economy. It is a region with strong urban centres a diverse rural landscape and a significant coastline that has created an economic profile with numerous opportunities and challenges. With a resident population of 704,897<sup>5</sup> supporting some 311,000 jobs<sup>6</sup> and containing around 27,000 businesses<sup>7</sup>, the Swansea Bay City Region is a major driver of the Welsh economy. However, overall productivity (GVA) growth in the region has been consistently below that of the UK and Wales over the past two decades and remedying this position is the primary priority of the City Deal.

The primary aim of the Swansea Bay City Deal is to stimulate economic growth within the region through attracting investment and generating high-value job opportunities. Through the City Deal the Swansea Bay Region will embrace a once in a generation opportunity to further consolidate its' role in technological innovation, realisation and commercialisation making a substantial contribution to the UK Government's Industrial Strategy and harness the opportunities set out by the Welsh Government's Prosperity for All – the national strategy. The Skills and Talent programme strongly aligns to UK, Welsh and Regional policies, strategies and targets and these alignments are summarised in Table 1 below.

Strategy	Core Principles	Fit
<b>UK</b>		
Industrial Strategy	The Industrial Strategy for the UK - Building a Britain Fit for the Future outlines the longer-term approach to improving living standards and economic prosperity.	<p>A strategy for securing significant economic gains underpins the entire City Deal proposal and the 9 individual projects will support this commercial potential, will increase the Gross Value Added (GVA) within the region and support the development of key skills and employment across the region.</p> <p>The Skills and Talent Programme will develop a sustainable pipeline of individuals to support growth of the four themes and support the future competitiveness of the region. It will nurture indigenous talent through initial education and ongoing career development, while also attracting globally-competitive skills to the region through the private sector investment which ensues from the proposal as a collective. The programme will seek to utilise and maximise the potential of city region partner organisations through the existing RLSP structure and will look to develop and support strategic skills interventions around the key themes of ICT infrastructure and digital skills, Health, Energy and Smart Manufacturing.</p> <p><a href="http://www.gov.uk">The UK's Industrial Strategy - GOV.UK (www.gov.uk)</a></p>

<sup>5</sup> <https://statswales.gov.wales/Catalogue/Population-and-Migration/Population/Estimates/Local-Authority/populationestimates-by-localauthority-year>

<sup>6</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Jobs/Whole-Workforce/workplaceemployment-by-welshlocalareas-year>

<sup>7</sup> Inter Departmental Business Register (IDBR) 2018

<b>Wales</b>		
Welsh Government Prosperity for All Strategy	The Economic Strategy for Wales	The Skills and Talent programme supports the key objectives of the Welsh Government's Prosperity for All strategy specifically the Ambitious and Learning theme by creating opportunities for all to achieve skills at all levels and from all ages enabling individuals to achieve a better chance of getting a rewarding job and the ability for the region to attract inward investment to the area because of a strong skills base. <a href="#">Securing Wales' Future Summary (gov.wales)</a>
Wellbeing and Future Generations Act	A Prosperous Wales	<ul style="list-style-type: none"> <li>• The Skills and Talent programme seeks to support to City Deal in maximising the economic and social benefits of the digital economy within the Swansea Bay City Region.</li> <li>• The programme will enhance the employability of individuals within the region providing digital economy skills across all levels from school engagement, Further Education and Higher Education.</li> <li>• It will directly support an innovative and skilled Wales through developing new skills activity to support the development of the City Deal projects. It will allow for activity to become mainstream enhancing the current skills provision and allowing a greater number of talented individuals to enter the Welsh digital economy.</li> <li>• The programme will support the development of local supply chains and new and innovative business activity through supporting skills development within the digital economy.</li> </ul>
	A Resilient Wales	<ul style="list-style-type: none"> <li>• The programme will support the economy of the regional and Wales through the global transition that will arise from technological changes such as automation and artificial intelligence by ensuring residents are equipped with the skills required.</li> <li>• It will also support the development of new low carbon technologies including supporting the internet of energy theme and the 'Homes as Power Stations' and 'Pembroke Dock Marine' projects and improving Wales' energy security and reducing the impact on the environment.</li> </ul>
	A Healthier Wales	<ul style="list-style-type: none"> <li>• Skills and Talent will support individuals to participate within the digital economy and access sustainable employment which benefits mental and physical well-being.</li> <li>• There will be direct support for the life science and well-being theme which includes Pentre Awel the 'Life Science and Well-being Village' as well as the 'Life Science Campuses' projects.</li> <li>• Increased connectivity and the skills to utilise digital technologies will help to address issues related to isolation, loneliness and well-being.</li> </ul>
	A more Equal Wales	<ul style="list-style-type: none"> <li>• Skills and Talent will support the City Deal in its ambitions to drive through economic transformation within the region and reduce the deficit in GVA performance compared to other parts of the UK.</li> </ul>

		<ul style="list-style-type: none"> <li>• Through the learning opportunities developed there will be greater opportunities for individuals to participate in the digital labour market and increase the equality of opportunity.</li> <li>• The programme will support a reduction in poverty through providing individuals with the opportunity to access well paid sustainable employment locally.</li> </ul>
	A Vibrant and Cultural Wales	<ul style="list-style-type: none"> <li>• Skills and Talent will support skills activity bilingually where possible and support the progression of bilingual learners into the digital economy.</li> <li>• There will be significant skills support for the 'Yr Egin' development and the Waterfront District which will allow for the development of digital cultural activity and supporting the development of the creative industries.</li> </ul>
	A globally Responsible Wales	<ul style="list-style-type: none"> <li>• The skills developed via the programme will support the development of a low carbon economy within the region and improving sustainability, through supporting projects under the themes- Energy and Smart Manufacturing.</li> <li>• It will also promote global wellbeing through supporting the Wellbeing and Life-science Theme and supporting the skills required for citizens to live healthier lives in a connected environment.</li> </ul>
	A Wales of Cohesive Communities	<ul style="list-style-type: none"> <li>• Through the Economic Acceleration and the development of skills within the digital economy ecosystem there will be growth opportunities for both local indigenous companies and local supply chains.</li> <li>• Improved digital infrastructure and skills to utilise technologies will improve the resilience and cohesion of communities, particularly within rural areas</li> </ul>
Wellbeing and Future Generations Act - The 5 ways of working	Long Term	The Skills and Talent programme will support the long-term economic transformation of the region through developing and delivering skills activity that directly supports the City Deal. This activity will ensure that residents of the Swansea Bay City Region will have the opportunity to benefit from the investment and the prosperity. The programme will engage with young people to provide digital skills and inspire the next generation into careers within the digital economy.
	Prevention	The programme will support individuals, through developing appropriate and relevant skills into long term sustainable employment aligned to the City Deal improving the overall economic competitiveness of the region. This reduces the risks associated with long term unemployment, poverty and improving individual well-being through the application of digital skills and new technologies. The project will support individuals at risk of economic displacement through providing the opportunities to access new skills.
	Collaboration	The RLSP and its partners has a strong record of collaboration, the intervention will build upon this experience through developing all activity within a collaborative framework with clear governance. The engagement with all of the City Deal projects will ensure that the

		activity will be developed collaboratively and will ensure that the most appropriate activity is developed.
	Integration	The Skills and Talent programme will integrate with all of the City Deal projects supporting the employment outcomes of each. There is also significant integration with the members of the four public services boards including local authorities and education providers of Swansea Bay supporting employability outcomes, economic development and sustainability. It also aligns significantly with Welsh Government's Prosperity for All strategy and Working Wales employability plan.
	Involvement	The RLSP has a strong level of engagement with organisations from the public, private and third sectors and will continue this engagement throughout. The RLSP will ensure effective communication to enable collaboration with all partners and stakeholders to utilise the expertise that are available regionally. In addition, there will be increased engagement with both relevant industry and learners to ensure the intervention is meeting the needs of citizens. The intervention's governance will ensure that all stakeholders are appropriately represented. <a href="#">Well-being of Future Generations (Wales) Act 2015 – The Future Generations Commissioner for Wales</a>
International Strategy for Wales	The strategy aims to raise the profile Internationally of Wales as a place that is full of creativity, innovation and manufacturing. Higher Education plays an important role with the connections across the World.	The aim of the Skills and Talent programme is to develop the opportunities for all to achieve higher qualifications and opportunities to work in groundbreaking technology through the City Deal projects and other investment opportunities that will be generated in the region. The International opportunities through the Erasmus programme and the development of opportunities for companies and students from overseas to invest, study and work in the region. <a href="https://gov.wales/sites/default/files/publications/2020-10/international-strategy-for-wales-v1.pdf">https://gov.wales/sites/default/files/publications/2020-10/international-strategy-for-wales-v1.pdf</a>
21 <sup>st</sup> Century Higher Education Strategy for Wales	The strategy aims to transform the lives and livelihoods across Wales through the combined efforts of a Higher Education establishments in Wales	The vision of the Skills and Talent programme is to increase the number of individuals with the high- level qualifications in the region through full time or part time study or through degree apprenticeships. The programme team will work with the Universities in the region to develop opportunities linked with the individual projects to meet the programme vision. <a href="https://dera.ioe.ac.uk/521/">https://dera.ioe.ac.uk/521/</a>
Education in Wales Strategy- Our National Mission	The strategy covers post 16 education and skills via further and higher education, adult and community learning and apprenticeship and aims to deliver. The aspiration of the	The Skills and Talent programme aims to increase the number of people in the region attaining a qualification and to generate opportunities for all to attain higher qualifications to meet the needs of the City deal projects. <a href="https://gov.wales/education-and-skills-planning-and-strategy">https://gov.wales/education-and-skills-planning-and-strategy</a>

	strategy is to have aspirational young people with opportunities across all levels of education achieve the highest levels of qualifications	
Youth Engagement Framework the Youth Engagement and Progression Framework	The framework sets out the Welsh Government approach to supporting young people who are at risk of becoming NEET. The Framework has 6 key elements: Identifying young people most at risk of disengagement; Better brokerage and co-ordination of support	The Skills and Talent programme will work with all people in society with the aspiration of raising the skills levels for all across the region. There are a high percentage of individuals who fall within the NEET category and the Skills and Talent programme will work with all employability projects, stakeholders and educational establishments to ensure that the opportunities that will be generated through the whole City Deal portfolio. <a href="https://gov.wales/sites/default/files/publications/2018-02/implementation-plan-youth-engagement-and-progression-framework.pdf">https://gov.wales/sites/default/files/publications/2018-02/implementation-plan-youth-engagement-and-progression-framework.pdf</a>
Tackling Poverty Plan 2021- 2035	The key objectives of the Tackling Poverty actions are: <ul style="list-style-type: none"> <li>• to prevent poverty, especially through investment in giving children the best possible start in life. From conception through to early adulthood, our aim will be to reduce inequality at the earliest possible stage and break the link between socio-economic disadvantage, educational under achievement and the impaired life chances that flow from these;</li> <li>• recognising that the best route out of poverty is through employment, we will continue to help people to improve their skills and enhance the relevance of their qualifications. We will also remove other barriers to employment – from practical barriers such as the accessibility of transport and buildings to less tangible barriers such as poverty of aspiration - helping people to move on to and up the employment ladder;</li> <li>• at the same time, we will increase action to mitigate the impact of poverty here and now. We recognise that for</li> </ul>	The Skills and Talent programme will: Identify and develop opportunities through working with schools and colleges to identify the career pathways suitable for all; Work with partners in the Employability programmes to identify the skills gaps and develop programmes to support training for all. Create opportunities for everyone to work and gain the necessary experience in the world of work to enhance their opportunities for better paid work.  <a href="https://gov.wales/tackling-fuel-poverty-2021-2035-html">https://gov.wales/tackling-fuel-poverty-2021-2035-html</a>

	more and more people, even being in work will not guarantee that they can escape poverty. We can act to improve the quality of life of these communities, families and individuals.	
Manufacturing Future for Wales- Framework for Action	The Framework will look at how the Welsh Government, Industry, Academia and Trade Unions can work together to secure the future of manufacturing in Wales.	Skills within the manufacturing sector have already been identified as being at risk and with the advent of Industry 4.0 there is a need to ensure that Engineering and Manufacturing are highlighted as key career opportunities in the region. The Skills and Talent programme will work with Industry Wales and academia to develop the clear pathway from school through to higher education and apprenticeship. Alongside the development of individuals there will also be a need to upskill the teachers and lecturers in the new ways of working.
Regional		
Swansea Bay City Region Economic Regeneration strategy 2013-2030	The Strategy has 5 key aims: 1 Business Growth and Retention. 2 Skilled and Ambitious people 3 Maximize job creation. 4 Knowledge Economy and Innovation. 5 Distinct places and competitive infrastructure.	The strategy identifies the major deficits that exist across the region regarding the low number of people with higher level qualifications or no qualifications at all. These issues need to be addressed in order to drive performance competitiveness and salary levels. The Skills and Talent programme will be instrumental in the success of all 5 key aims of the strategy and will deliver on the key skills requirements to meet the needs of the employers in the region. The programme will lead on the upskilling of individuals to meet the changing demands; develop clear career pathways for children in school to identify the opportunities available and skills required and finally to develop a more ambitious workforce with the right skills for the future. <a href="https://www.swansea.gov.uk/media/7514/Swansea-Bay-City-Region-Economic-Regeneration-Strategy/pdf/Swansea_Bay_City_Region_Economic_Regeneration_Strategy.pdf">https://www.swansea.gov.uk/media/7514/Swansea-Bay-City-Region-Economic-Regeneration-Strategy/pdf/Swansea_Bay_City_Region_Economic_Regeneration_Strategy.pdf</a>
Framework for Regional Investment in Wales	The Regional Framework brings together the regional Economic requirements both long term and short term post Covid-19 within one strategy sitting under the Chief Regional Officer	The Skills and Talent programme will work with the Chief Regional Officer to identify the skills requirements and support the development of key skills in specific locations across the region.  The Skills and Talent programme will align to the objectives set out in the recently launched framework for regional investment in Wales post Brexit. These objectives include: <ul style="list-style-type: none"> <li>• Support the workforce to become skilled and trained to achieve progression including skills from transition to Industry 4.0 and 5.0 technology.</li> <li>• Opportunities for people to develop their skills and acquire new skills.</li> <li>• Increase the number of upskilled individuals in the workplace to achieve the skills of the future.</li> <li>• Tackle digital exclusion and increase engagement with the digital and technological skills.</li> <li>• Increase opportunities through apprenticeship and traineeships.</li> </ul>

Regional Employment and Skills Plan 2019 - 2022	The plan informs and support the Welsh Government's strategic approach to the delivery of employment and skills provision in conjunction with the other two Regional Skills Partnerships in Wales.	The Skills and Talent programme will utilise the work undertaken by the RLSP team including data being generated on the impact of Covid-19 pandemic for future skills needs.  <a href="http://online.flipbuilder.com/itet/fdew/mobile/index.html">http://online.flipbuilder.com/itet/fdew/mobile/index.html</a>
Rural Vision for Wales – Thriving Communities for the future	One key recommendation is to develop a targeted rural youth programme to invest, upskill and retain bright and talented young people in rural communities: i) Establish STEMM (Science, Technology, Engineering, Maths and Money) Centres of Excellence by investing in high quality facilities within rural Further Education Institutions to provide training for young people, as well as opportunities for adult in-work upskilling and retraining opportunities, targeted at the following sectors - o Food Science o Digital and Electronics o 21st Century Agriculture o Healthcare and Medical Sciences o Low Carbon Infrastructure o Creative Industries o Circular Economy o Advanced Manufacturing o Bioeconomy	Many of the key areas highlighted with the Rural Vision report link to the key areas identified within the Skills and Talent programme and will be developed therein. The objectives of the Rural Vision also highlights some of the key challenges identified within the Programme Business case.  <a href="https://rural-urban.eu/publications/rural-vision-wales-thriving-communities-future-evidence-report">https://rural-urban.eu/publications/rural-vision-wales-thriving-communities-future-evidence-report</a>

**Table 1 –Alignment to UK and Government and Regional Policies**



## 2.5 Case for Change

The HM Treasury Green Book indicates that the rationale for Government intervention is founded 'either in market failure or where there are clear government distribution objectives that need to be met.' Market failure refers to where the market has not and cannot itself be expected to deliver an efficient outcome; the intervention that is proposed within this programme will seek to redress this.

The Swansea Bay City Deal region suffers from a series of overarching economic issues including low GVA, lack of well-paid job opportunities, skills shortage, high levels of economic inactivity and outward youth migration. The region is characterised by a higher proportion of individuals with no qualifications when compared with national averages, Table 2 below outlines the 2019 data on Highest Qualifications based on a regional/Wales average, the average earnings, the current employed and unemployment data and the gender pay gap. A high number of individuals in the region are currently in low skilled, low paid and unstable employment and subsequently a lower than average level of individuals are in higher paid, meaningful employment.

There is also further area of concern for the region's workforce - the ageing population, with 36% of the region's total population of 704,897<sup>8</sup>. being over the age of 55.<sup>9</sup> Retirement risk is high in the region with around 276,000 individuals expected to retire soon, (this is above the average for an area of similar size, which sits at 241,000.<sup>10</sup> The potential loss of skilled individuals at such a scale is a challenge for the region but one that the City Deal and the opportunities it presents through the Skills and Talent programme can mitigate.

With the rising opportunities currently on offer within the region and the potential development of high paid jobs through the City Deal there is a real concern that there will be limited number of people with the correct qualifications and experience to take up the roles. Furthermore, the impact of Covid-19 on the Employment landscape will require upskilling of individuals from existing skills base into new industries as a matter of urgency.

		Carms	Pembs	Swansea	Neath and Port Talbot	Wales
<b>Total Employment</b>	<b>Workplace Employment (Whole Workforce)<sup>11</sup></b>	79,600	58,000	124,200	49,600	1,452,100
<b>Employment in High skilled occupations</b>	<b>% of workers in SOC digits 1-3 (2020)<sup>12</sup></b>	39.6%	36.7%	45.2%	33.4%	44.2
<b>Unemployment</b>	<b>Unemployment rate % (June 2020)</b>	4.2	2.7	5.4	4.0	3.7
<b>Earnings</b>	<b>Median FT weekly earnings £ (2020)<sup>13</sup></b>	£568.60	£492.90	£531.90	£566.40	£537.80
<b>Male Earnings</b>	<b>Weekly median gross pay male full time (2020)<sup>14</sup></b>	£550.40	£510.20	£521.10	£604.30	£556.70

<sup>8</sup> <https://statswales.gov.wales/Catalogue/Population-and-Migration/Population/Estimates/Local-Authority/populationestimates-by-localauthority-year>

<sup>9</sup> RLSP analysis of EMSI data

<sup>10</sup> RLSP analysis of EMSI data

<sup>11</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Jobs/Whole-Workforce/workplaceemployment-by-welshlocalareas-industry>

<sup>12</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Persons-Employed/peopleinemployment-by-area-occupation>

<sup>13</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings/medianweeklyearnings-by-welshlocalareas-year>

<sup>14</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings/medianweeklyearnings-by-welshlocalareas-year>

<b>Female Earnings</b>	<b>Weekly median gross pay female full time (2020)<sup>15</sup></b>	£592.80	£477.10	£534.80	£492.20	£515.40
<b>Economic participation</b>	<b>Economic activity rate % aged 16-64 (Sept 2020)<sup>16</sup></b>	72.7	76.7	74.0	72.5	76.2
<b>Low skills<sup>17</sup></b>	<b>% with no qualifications aged 16-64 (2019)</b>	7.4	8.8	7.7	10.8	8.2
	<b>% qualified to below level 2 (2019)</b>	11.5	12.6	11.6	14.5	12.7
	<b>% qualified to NQF level 2 (2019)</b>	20.0	22.1	17.4	24.8	19.7
	<b>% qualified to NQF level 3 (2019)</b>	19.6	20.0	23.3	19.7	20.6
	<b>% qualified to NQF level 4-6 (2019)</b>	30.2	26.9	26.7	23.6	27.6
	<b>% qualified to NQF level 7-8 (2019)</b>	11.2	9.7	13.3	6.5	11.2

**Table 2 – Employment and Skills Levels within the Swansea Bay region.<sup>18</sup>**

The Skills and Talent programme has a key role to play here in providing individuals with the right training opportunities to not only improve their skills and qualification levels but also their access to better and more meaningful employment opportunities. People with higher level qualifications and skills are more likely to be in sustained employment, with larger earning and wage gains, particularly for those individuals from disadvantaged areas. Apprenticeships tend to increase the probability of participants being in employment with higher level apprenticeships appearing to generate substantially larger labour market benefits.

The region needs a motivated skilled and functioning workforce that deliver on the overall aims of the Swansea Bay City Deal over the next 15 years and the Skills and Talent programme will be instrumental in piloting the skills solutions for the 8 projects and in turn will support regional education providers to deliver the skills solutions required. Evidence highlighted in the 2019 Employment and Skills Plan<sup>19</sup> indicates that skills will broadly be required in (but not limited to) the areas of ICT and digital, health and manufacturing, energy and new construction and engineering, aligning closely to the four themes of the City Deal programme. A recent report by the Learning and Work Institute<sup>20</sup> states that the number of young people taking IT subjects at GCSE has dropped 40% since 2015 whilst demand for Artificial Intelligence, cloud and robotic skills are soaring. The report further states that there are four main reasons why the digital skills shortage is climbing across the country and these include lack of clearly defined job roles; lack of understanding of potential career paths; lack of relatable role models and the appeal of the roles.

Evidence has also been gathered from the project leads during 2020 on specific key skills relating to Digital- Cyber security; Cloud, Artificial Intelligence (machine Learning Knowledge) and Data

<sup>15</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings/medianweeklyearnings-by-welshlocalareas-year>

<sup>16</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Economic-Inactivity/economicinactivityratesexcludingstudents-by-welshlocalarea-year>

<sup>17</sup> <https://statswales.gov.wales/Catalogue/Education-and-Skills/Post-16-Education-and-Training/Data-For-Regions-of-Wales/highestqualificationlevelofworkingageadults-by-region-localauthority>

<sup>18</sup> <https://statswales.gov.wales/Catalogue/Education-and-Skills/Post-16-Education-and-Training/Lifelong-Learning/Qualification-Levels/highestqualificationlevelsofworkingageadults-by-regionsofwales-qualification>

<sup>19</sup> <http://online.flipbuilder.com/itet/fdew/mobile/index.html>

<sup>20</sup> <https://learningandwork.org.uk/wp-content/uploads/2021/03/Disconnected-Report.pdf>

Science and from Green Energy where there is a direct link to Digital which include, Solar, Heat pumps, Smart controls and Electric vehicles There will be opportunities for the transferability of skills between projects and therefore across the region, creating a thriving talent base.

Undeniably, underpinning each of the projects is skills and talent; a theme that runs strongly throughout and will determine the over-all success of the City Deal and its constituent projects. With this, the ability of the Skills and Talent programme to determine the skills needs of the 8 projects is a key determinant of the City Deals success. The right people with the right skills, available in the region at the right time is the most important consideration and challenge for the City Deal. Without a strong, capable and flexible workforce the projects would struggle to meet the outcomes they propose and therefore have the transformational effect that they aim to have. The programme aims to address the skills gaps at all levels by working in partnership with key providers/partners and employability programmes in the region.

## 2.6 Investment Objectives & Benefits

The overarching objective of the Skills and Talent programme is to strengthen collaboration and increase investment that will significantly boost the quality and quantity of trained and skilled individuals through the intervention of the programme. The aim is to:

- ✓ create a lasting legacy of a higher skilled workforce across the region.
- ✓ encourage meaningful participation by stakeholders in designing and delivering skills training and development.
- ✓ increase opportunities for individuals to improve their skills and get higher paid jobs.
- ✓ be central to maximising the value of the City Deal Investment by delivering the workforce programme.
- ✓ upskilling individuals for new roles utilising key skills that they may already have that could be beneficial to new roles created through the projects or other opportunities in the region.

The Investment objectives have been identified by the RLSP and partners based on evidence gathered through stakeholder engagement; engagement with City Deal project leads and National Government statistics. The objectives for the programme are identified below as being time limited for the purpose of monitoring however, the interventions made by the Skills and Talent programme will have an impact over a longer term with the development of new frameworks fit for the future: The programme aims to deliver the following investment objectives and benefits over the next 10 years, based on sectors including digital, energy, smart manufacturing, construction and life-sciences and wellbeing

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE..
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

These investment objectives are SMART (specific, measurable, achievable, realistic and time bound) and will be delivered with a £30 million investment from:

City Deal	Public Sector	Private Sector
£10m	£16m	£4m

The programme will aim to nurture indigenous talent through initial education and on-going professional development, supporting the attraction of globally competitive skills to the region through the significant inward investment fostered by the individual projects and the wider economic regeneration proposals. An example would be the Pentre Awel project, the skills requirements for this project will be diverse but there will be an opportunity to bring specialist leaders in research to the project who will work with students from the universities to develop new ways of working and treatments offered within the Life science sector.

To support this work the RLSP has undertaken a consultation with regional employers; training providers and City Deal project leads over the last 18 months to understand the skills requirements for the region and identify the skills gaps and where additional resources need to be made available in order to support the vision of the City Deal to grow the economy in the region. The consultation has been undertaken via on-line questionnaires; face to face meetings within the Industry sector cluster groups on a bi-monthly basis; through workshops and annual events and RLSP Board meetings.

## 2.7 Existing Arrangements

The delivery of skills training across all ages in the SBCD region are delivered by the Education Departments of the Local Authorities; four Further Education Colleges and two Universities together with a range of private sector training companies who deliver bespoke and/or apprenticeship training. The RLSP works with all partners and employers to understand the gaps in existing provision against Industry needs and identification of future learning based on future needs.

The RLSP prepares an annual Employment and Skills plan and evidence to support the recommendations contained therein to improve skills delivery in the region is gathered through engagement with Industry leads across the 9 main sectors (Advanced Materials and Manufacturing; Energy; Food and Land Management; Financial and Professional services; Tourism Retail and Leisure; Construction; Creative Industries, ICT and Public Services). There has been evidence of some change within the apprenticeship and further education sector as a result of recommendations made but the change in school curriculum and higher education is not as quick to react. Influencing change must be a partnership of all skills and training bodies to create the pathway of skills and opportunities for all.

The current delivery model delivers the needs of the Government in the development of opportunities for individuals to follow the education route through school and on to Further or higher education or apprenticeship, but these pathways do not always reflect the needs of employers. The [Employment and Skills Plans](#) for the region since 2017 have all reported the concerns from employers regarding outdated course content; the need for an increased number of people trained within the engineering and digital sectors and to improve career pathway advice and information to reflect what is happening in industry today. The report makes clear recommendations to the Welsh Government on what needs to change in the current landscape in order to meet the needs of Industry as well as identifying key future skills needs. An example of this was a skills needs assessment undertaken for the proposed Tidal Lagoon in Swansea that identified key skills needed in the region in order to meet the demand that would be created by the project.<sup>21</sup> The delivery within the FE and HE sector is driven by student demand to take up courses that do not always lead to a paid role in their chosen subject and not industry requirements that would lead to full-time, well-paid jobs. The Skills and Talent programme offers an opportunity to change the information given to allow individuals to make informed decisions of a clear career pathway through the education. There is a need to develop a clear destination pathway for each individual from education through into the world of work and beyond.

## 2.8 Business Need

This section identifies the problems, issues and difficulties that the area faces from economic; low productivity; low wage levels and skills gaps, all of which will impact on the success of the City Deal projects and other investment in the region. Table 3 below and the supporting evidence in this

---

<sup>21</sup> <https://www.carmarthenshire.gov.wales/media/1225118/sna.pdf>

section highlights the key issues the region faces, whilst the programme will address some there are already programmes in place outside of the City Deal portfolio that are working on reducing the impacts on the regional economy, the importance for the Skills and Talent programme will be the strong working arrangements and partnership with these programmes to resolve the difficulties across the next 15 – 20 years.

Work has already been undertaken with all of the project leads to identify skills gaps that they are aware of and this has been undertaken through a number of ways including face to face meetings; workshops; through the Provider group leads identified to work with the project leads on specific skills and through on-line surveys. Consultants appointed to support the development of the Economic Impact have also worked with the project leads to identify the skills requirements against the jobs being created. From all of the evidence gathered to date there is clear knowledge that there is a demand for new skills to be developed as a matter of urgency to support the delivery of the City Deal project.

In gathering the evidence, a connection has also been made with the skills programmes of other City Deals across the UK to understand what has worked well where programmes have already begun and there are some examples of good practice that can be shared and possibly utilised in the region. The Belfast City Deal skills programme has identified similar issues to those evidenced within the Swansea Bay area specifically around the high number of people with low qualifications and the shortage of people with digital skills that are so important to the projects included in the Belfast City Deal. The discussions with other City Deals will continue as a system of good practice to share knowledge.

Theme	Existing Arrangements	Investment objective	Business Needs
<b>Economic Performance</b>	Fewer people with higher level qualifications.	14000 individuals with increased level of skills (2,000 direct and 12,000 indirect)	To increase the number of people with higher level qualifications to support the SDCB projects
	The region has the highest number of people in Wales with low or no qualifications	Create at least 3000 new apprenticeship opportunities to include level 3 to degree	Develop a programme of opportunities to upskill the existing workforce. Attain 100% completion of the apprenticeship programme and provide the employability support to individuals to move into full time employment.
	High number of individuals in low paid employment	Create opportunities to support people into work.	Increase opportunities through the improvement of skills levels to increase the number of people in higher paid jobs
	The jobs in the region have a strong reliance on the foundational economy or public sector.	Create clear pathways within schools focusing on the key themes within the City Deal portfolio	Developing the career pathways throughout the school years to showcase the opportunities will highlight the new opportunities.
		Increased uptake of school pupils progressing into STEM subjects at FE/HE	
	High number of economically inactive people	Upskill and support people into employment by creating opportunities through project community benefits programme.	Working with employability programmes to develop the opportunities to upskill and gain qualifications into meaningful jobs.

	Course frameworks do not meet future skills needs and lecturers/teachers are not fully aware of the new ways of working within industry.	Invest in course frameworks to ensure they meet the needs of the projects and employers in the region and provide upskilling/CPD for teachers and lecturers	Work required to understand the gaps and work with stakeholders and employers to bridge the gap and develop new qualifications. Identify what upskilling is required.
		Delivery of 20 new/updated course frameworks to meet industry training needs.	
	The area is not known for the delivery of any specific specialist skills	Establish at least two Centres of Excellence based on prioritised sectors.	Centres of Excellence in skills required for the City Deal projects that are new and emerging.
Ageing Population The ageing population is an issue for the region if they do not work or will not upskill to work within the new and emerging sectors.	Deliver pilot programmes of new courses to upskill existing workforce.	Map out opportunities for key employees to upskill through a faster than normal process to enable businesses to have the necessary skills immediately	

**Table 3 Synopsis of Business Needs.**

The skills landscape across the region is wide and far reaching but can be complex to stakeholders not directly involved in the delivery in the schools, colleges, universities and apprenticeship programmes. Alongside the known providers there are a number of programmes to support the unemployed and the economically inactive that deliver training to get people into or back to work alongside the third sector and private businesses who deliver training to their staff. The RLSP brings the organisations together however there is a need to develop the clear pathway to develop the skills pathway for the future across the region and to address the following issues as a regional programme to deliver change:

### 2.8.1 Course Frameworks not fit for the Future

A complete analysis of the skills delivered across the region and publication of a Skills Barometer for the region will be an essential requirement for the programme. The work that the RLSP has already undertaken with employers identifies a number of key issues with course frameworks that need to be re-written and accredited in order to meet the requirements of employers now and in the future. This work is fundamental to the success of the skills and talent programme to ensure that we have the right skills, as identified by employers, being taught at all levels across all training providers. The Covid-19 pandemic has highlighted a number of key skills particularly within the digital sector that need to be developed as a matter of urgency to meet the changing working practices by employers across the region. The new skills will require new qualifications to be developed and up-skilling of teachers and lecturers across the whole education system will be imperative.

### 2.8.2 Workforce Development

The workforce in the region is dominated by a high reliance on the public sector, some 30% of the workforce (92,200) are employed in this sector.<sup>22</sup> A high proportion of individuals are employed in what is termed as the foundational economy. The aspirational projects contained within the City Deal rely on these specific areas of employment (Construction, Information & Communication and Professional; Scientific and Technical activities) that only currently amount to 20% of the

<sup>22</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Persons-Employed/publicprivatesectoremployment-by-welshlocalauthority-status>



workforce.<sup>23</sup> The aim of the City Deal will be to increase the proportion of people working within these sectors creating a more balanced workforce demography which is less reliant on the foundational economy and service sectors. These sectors are high value in terms of GVA therefore any increase in these sectors will serve to act as a catalyst for the increase in GVA and productivity that the region requires.

### 2.8.3 Covid-19 impact in the region

The Covid-19 pandemic has had a dramatic effect on the labour market in recent months, the effects of which are likely to be felt for a long period of time. A high proportion of workers have been furloughed across the region with the most recent statistics<sup>24</sup> highlighted in table 4 below:

County and district / unitary authority	Employments furloughed	Take-up rate
Carmarthenshire	10,700	14%
Neath Port Talbot	6,700	11%
Pembrokeshire	8,600	19%
Swansea	13,400	14%

**Table 4 – Furloughed workers in the region at 31<sup>st</sup> January 2021**

The full scale of job losses suffered as a result of the Covid-19 pandemic will likely come to fruition following the end of the job retention scheme. The Skills and Talent programme will have an important role to play in supporting economic growth over coming years and will in some part support the labour force to respond effectively to this unique time the country currently finds itself in.

The RLSP and the Skills team will continue to monitor labour market intelligence and will work with the programme team to identify areas that the programme’s activity can serve to support the region and its people throughout the recovery period and beyond particularly in upskilling individuals into new areas of work which will become more secure in the changing landscape. This monitoring of data will also be a key tool to measure the long-term impact of the success of the Skills and Talent Programme.

### 2.8.4 Business Demography

The region as a whole is dominated by micro and small sized enterprises and a higher than average proportion of self-employed individuals which has an impact on the available workforce. The Swansea Bay region has the second highest proportion of self-employed people by City regions, the highest being in the Greater London Authority.<sup>25</sup> The most recent statistics, indicate that 99% of the businesses operating in the region have less than 99 employees. Approximately 18,600 businesses have between 1 and 4 employees.<sup>26</sup> The Skills and Talent programme will work with a diverse range of employers representing micro to large strategic employers in the region to ensure that they are aware of the skills needs identified and availability of training through the programme to support the supply chain workforce that will be involved within the delivery of the SBCD projects.

<sup>23</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Jobs/Whole-Workforce/workplaceemployment-by-welshlocalareas-industry>

<sup>24</sup> <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-march-2021>

<sup>25</sup> <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/selfemploymentincityregions>

<sup>26</sup> Inter Departmental Business Register (IDBR) 2018

## 2.8.5 The Changing Pattern of Employment

The way that people work continues to evolve and traditional notions of a job for life is increasingly unrealistic for many within the labour market. Increasingly the labour market is becoming more fluid with dynamic and different ways of working and various ways to be employed, these changes produce a number of skills challenges. Research undertaken by the Recruitment & Employment Confederation (REC) highlights that '13% of British people believe they will be working in traditional '9 – 5' employment by 2025'<sup>27</sup> highlighting the awareness of the changing nature of employment and the need for flexibility.

The requirement for business support for emerging and new start up business is evident particularly around skills development and support for apprenticeships and work placements. This is evidenced in the 2019 [Employment and Skills Plan for the South West and Mid Wales](#) region. The programme will identify the gaps where some of the information is not readily available and ensure that businesses are made aware of the opportunities and where support can be received. An example of support that does exist is the [Welsh Government Skills Gateway](#) which offers support to business and refers to the funded programmes available to support people into work.

## 2.8.6 Digital Skills

Digital skills are becoming increasingly important within the economy with many job roles becoming increasingly digitalised. This is a trend that has undoubtedly been accelerated by the recent change to working practices as a result of the Covid-19 pandemic.

If the UK and indeed Wales are to become world-leading digital nations then it is imperative that the current and future workforce are equipped with the right skills which allow them to fully take advantage of the opportunities that new digital technologies will provide.

*'Market and institutional challenges mean that many businesses are struggling to obtain employees with the right skills to exploit technological opportunities, and sections of society are missing out on the benefits of the digital economy.'*<sup>28</sup>

At a regional level the Swansea Bay City Deal will provide significant opportunities within the digital sector, it is therefore imperative that any market and institutional challenges are addressed in a timely manner. The Swansea City and Waterfront Digital District and Yr Egin will provide opportunities for the development and expansion of high value digital/tech companies which will be positive both for employment levels and the economy as a whole.

## 2.8.7 Rurality and the rural economy

The rural economy within South West Wales is of significant importance and encompasses large areas of the North and West of the region. It faces a wide range of challenges that are unique to the rural setting. These include the issues identified below;

### ➤ Declining productivity

The productivity as measured by GVA within predominantly rural areas is significantly below the UK and also below those of more urban areas across the region. This is a trend that is visible across the UK. This is in part due to the nature of businesses located within the different areas with higher numbers of high GVA industries such as Financial and Professional Services being located in the more urban areas. An additional factor is the nature of employment within rural areas with a greater emphasis on part time working and self-employment, often relating to lifestyle businesses.

The productivity divide between the urban and rural areas is significant and it produces a number of skills related challenges particularly relating to the availability, recruitment and

---

<sup>27</sup> Gig Economy: The ubernisation of work – REC 2016

<sup>28</sup> <http://gyitproject.eu/content/o1-research-report-findings>



retention of appropriately skilled individuals. The main challenge around the development of skills can be linked to how the skills training is delivered particularly in the rural areas.

Productivity is significantly lower in sectors which are more prevalent in rural areas. Evidence from the Welsh Government Priority sector<sup>29</sup> statistics show that the GVA per hour worked in 2015 was £14 in the Food and Farming sector and £15 in the Tourism sector. This compares with £59 for the Financial and Professional Services sector and £50 for the ICT sector which are predominantly located within urban areas.

#### ➤ Demographic challenges

Within the region there are a significant number of demographic challenges with rural areas being more likely to have issues regarding an ageing population. This includes a higher proportion of over 65's than the urban averages which affects both the demands on local services as well as the proportion of working age residents who can form the workforce. This demographic imbalance creates significant challenges both in creating a critical mass required for economically viable delivery of interventions but also a requirement for the re-skilling of older individuals.

With the large number of people working from home as a result of the COVID-19 pandemic a demand had been created to relocate to more rural areas from the urban towns and cities. The impact of such has not been fully assessed to date.

#### ➤ Access to services

Rurality and in particular deep rurality places significant pressures on the delivery of services due to a number of different factors which include.

- Lower population densities make achieving relative economies of scale difficult, this can include a low number of clients for services to support, making costs expensive for delivery bodies as well as limiting the potential engagement opportunities.
- Large travel distances between conurbations increases time and cost for accessing services, this can hinder the skills development of individuals within rural areas who may encounter these barriers.
- Poor digital connectivity remains a challenge due to the cost of installing fibre broadband, issues with 'the last mile of connectivity' remain a significant challenge for many in rural areas.

It is essential that the effects of the City Deal are as relevant to the rural as the urban areas of the SBCR region. Given the declining productivity experienced in some rural areas the City Deal has an opportunity to provide high value employment and expansion opportunities for the individuals working in and the SMEs operating in those areas. This will be achieved through the proposed supply chain opportunities that could come into fruition as the City Deal Proposal progresses. The RLSP will work with all 8 projects to identify the Community Benefit clauses included within all contracts to ensure that there are benefits over and above the economic growth, these would include building of strong communities through educational support initiatives: apprenticeship training and volunteering opportunities. Furthermore, the advancements within the digital sector proposed and the increased connectivity which would manifest as a result of the City Deal could improve these areas access to services exponentially.

### **2.8.8 Gender Equality and Imbalances**

There is significant evidence to suggest that women and men do not enjoy the same rights and opportunities across all sectors of society. For Wales this is especially prevalent within the labour

---

<sup>29</sup> <http://gov.wales/statistics-and-research/priority-sector-statistics/?lang=en>

market and economy where there is not an equal representation of men and women across a range of roles, sectors and subject areas.

Women are under-represented within a number of the WG's priority sectors, Table 5 below<sup>30</sup>; depicts that an area of particular concern is the stark lack of women employed within the Advanced Materials and Manufacturing, Construction, Energy and Environment and ICT sectors in comparison to men. A disparity within sectoral employment can result in gender pay gaps, a disproportion within skills development and a lack of access to the same opportunities and progression.

Sector	2018	
	Male	Female
<b>Advanced Materials &amp; Manufacturing</b>	66,000	15,600
<b>Construction</b>	96,400	12,900
<b>Creative Industries</b>	36,400	21,600
<b>Energy &amp; Environment</b>	117,900	37,100
<b>Food &amp; Farming</b>	36,700	14,800
<b>Financial &amp; Professional Services</b>	81,100	56,600
<b>ICT</b>	22,500	8,500
<b>Life Sciences</b>	8,700	4,800
<b>Tourism</b>	61,900	65,300

**Table 5 – Gender Equality Data 2018**

For instance, given the alignment of the aforementioned sectors to the Science, Technology, Engineering and Mathematics (STEM) sector this is particularly worrying, given the perceived benefits of pursuing a career in this area; 'the gap in starting salary between men and women who have studied STEM subjects and go on to take jobs in those spheres is smaller than in any other subjects studied. If more women were to pursue careers in these areas, not only would it give them a more balanced portfolio of skills, but it would also narrow the gender pay gap for those in the early years of their working lives.'<sup>31</sup> There is much research to suggest that solving the gender pay gap would need a focussed effort on increasing the profile of STEM subjects among young female learners.

The alignment of the 8 City Deal projects to STEM related subjects creates a significant opportunity for gender imbalances to be addressed. This is especially true given the programme's aspiration of working with schools to promote the opportunities associated with the City Deal. This could improve the perception of STEM related subjects with girls at a very young age, resulting in a higher chance of them pursuing a career within the sector later in life. The RLSP has already been working with schools in partnership with TATA and VALERO to showcase opportunities for women in engineering and technology. This work has been piloted with 6 schools and 2 colleges in the region the programme proposes to roll this work out to all schools across the region.

<sup>30</sup> <https://gov.wales/priority-sector-statistics-2018>

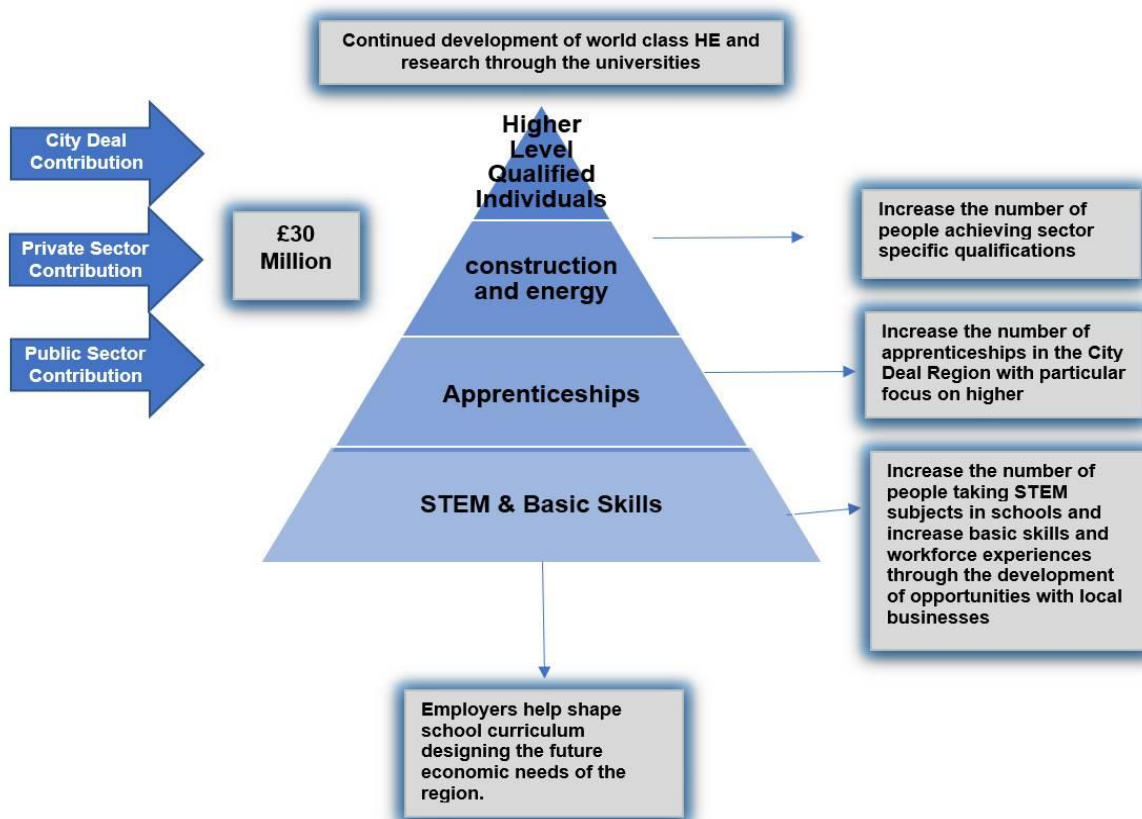
<sup>31</sup> <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/Growth/deloitte-uk-women-in-stem-pay-gap-2016.pdf>

## 2.8.9 Duplication of Course delivery

There is a considerable amount of duplication of traditional course delivery across the region with no clear focus on the specific skills required for the City Deal projects, the wider employer need or recognition of future skills needs post 5 years. Whilst it is difficult to anticipate the “new skills” requirements of 10 – 15 years there has to be a clear pathway of where the region wants to go and how it will achieve the goals. The Skills and Talent programme aims to bring together the skills training providers across all levels to clearly identify what the skills needs are, how those skills will be delivered across the region and by who, this will drive the adaptation of the skills offer in HE, FE and training providers to meet the needs as prescribed in the Industrial strategy, Prosperity for All Strategy and meeting Industry 4.0 requirements. The Covid-19 pandemic has clearly identified how we can work differently in delivering skills training and lessons learnt should be built on and enhanced to ensure that we can provide the best offer of training and upskilling for all across the region.

## 2.9 Scope for Investment

The investment by the Governments to enable the Skills and Talent programme and the projects that will developed through the programme will be the opportunity to transform the delivery of skills in the SBCR through the development of a partnership that will introduce a step change for the future workforce in the region. The management of change and the commitment by stakeholders in the way that skills training is delivered in the region will be a key measure of success for the programme. This will be achieved by enhancing the strong relationship that the RLSP has with training providers in the region to bring forth the new skills and new ways of delivering skills training to meet the changing needs of businesses across the region.



**Figure 1 – the route for investment to transform the skills landscape**

Table 6 below highlights how the Skills and Talent programme through City Deal funding will support the key areas through partnership working with existing projects and organisations. For the programme to succeed there has to be a strong complimentary employability and skills programme delivered in parallel to develop a more integrated approach to prioritising the skills landscape for the region.

Swansea Bay City Region Commitment	UK and Welsh Government Commitment
Investing in Skills infrastructure <ul style="list-style-type: none"> <li>• Develop City Deal wide intelligence into skills gaps.</li> <li>• Publish a report into new skills training to meet industry and project needs linked to the City Deal.</li> </ul>	Provision of funding to support the development of the skills gaps report.
Support for learners <ul style="list-style-type: none"> <li>• Encourage participation with all learners from schools, FE and HE to raise the profile of opportunities in the city deal.</li> <li>• Encourage participation and involvement of young people within the skills gap analysis to understand their needs and any barriers.</li> </ul>	Welsh Government through Careers Wales and Working Wales to support the development of links with schools. Work on this activity has already started with a pilot project in Carmarthenshire with a view to reviewing the activity to roll out to other county areas.
NEETs <ul style="list-style-type: none"> <li>• Ensure that training is developed for all and that the training is available to support people into or back into the workplace.</li> </ul>	Working relationship with Welsh Government Departments to ensure that the opportunities are shared. Developing opportunities through the Kickstart programme that will encourage people to follow an apprenticeship programme.
Apprenticeships <ul style="list-style-type: none"> <li>• Build upon the investment in apprenticeship by the Welsh Government and address the additional needs stated by employers and industry.</li> <li>• Work with projects to encourage the development of apprenticeship opportunities within the projects.</li> <li>• Identify new opportunities for higher apprenticeships.</li> </ul>	Welsh Government to support the development of Apprenticeship frameworks where they do not exist.

**Table 6 Regional and National Commitment**

The mapping of the City Deal skills gaps and analysis of the training requirements will consider the business needs; gender and equality imbalances of people taking up the courses; and the needs and availability of the existing and future workforce through re-training and increasing awareness of opportunities. As previously described work has been undertaken with project leads and stakeholders over the 18 months to clearly identify where the known skills gaps are, and work has also begun on what new skills are required that are not currently delivered or developed on the framework. The aim of the Skills and Talent programme is to work within 5 year time line periods which would account for the changing skills demands and enable the necessary skills to be developed as quickly as possible to meet the project needs. There will be a requirement to upskill the existing workforce in many areas including upskilling the teachers/lecturers who deliver the training and this work will be a priority within the first 3 years of the programme. At the same time the necessary frameworks for FE/HE and apprenticeships in the relevant areas will be developed and pilot projects will be implemented to deliver the training/upskilling.

The work with primary and secondary schools in the region to highlight opportunities available through the City Deal projects and develop clear pathways to help young people make the right choices in schools. This is progressing well with secondary schools submitting ideas of programmes

and curriculum developments aligned to the City Deal. The Skills and Talent programme will co-ordinate this with assistance from the 14-19 co-ordinators for the four encompassing counties. In addition, the RLSP have developed both a beginner's and an advanced learning programme for the City Deal which will be delivered as part of the Welsh Baccalaureate that can be used across all schools in the region.

The Skills and Talent programme team will work with ERQ the Regional Education Consortia and Local Education Authorities to support schools to drive forward the skills need for the region over the next 10 years particularly the new curriculum bringing together the project and industry needs and expertise to support schools in the new emerging areas.

To support the work already undertaken Appendix E details the mapping work of the existing provision of training courses delivered through Further and Higher Education and Apprenticeships in the region, there are over 2000 options being delivered within the five themes of the City Deal . Table 7 below highlight some of the potential key skills requirements already identified for each of the project business cases, this document is continually being added to as skills are identified. The list below highlights some of the key skills identified.

Sector	Skills
Digital	Basic IT skills Cyber Artificial Intelligence Digital Forensics Machine Learning Robotics Cloud technology Creative skills in the use of technology
Construction	SMART Housing Solar, heat pumps, Smart controls, mechanical and electrical systems Electrical Vehicles Retrofit
Energy	Engineering – specialised for offshore wind, tidal energy, marine energy
Health and Wellbeing	Digital technology in health care Digital assimilation Connectivity with community support workers Digital consultation from hospitals and GP surgeries.
Smart manufacturing	New ways of manufacturing utilising robotics and new Digital technologies.

**Table 7 Key Skills identified to date**

## 2.10 Main Benefits Criteria

The impact table 8 below shows the wider benefits which can be achieved from the City Deal. To maximise these opportunities the RLSP will, during the lifetime of the project:

- Align priorities and skill supply at all levels to the City Deal and this work will continue throughout the City Deal lifespan.
- Support the region in taking increased responsibility for meeting UK and Welsh Governments' skills targets, challenging the HE, FE and training providers to continue designing their curricula, work placements, adult education and access courses around the opportunities of the City Deal. This will result in a flow of STEM educated young people taking up apprenticeships and graduate employment opportunities.
- Empower residents across the region to fully access and benefit from the opportunities of the Deal through working with local authorities, schools, businesses and any relevant groups.
- Maximise local benefit where local businesses are most involved – procure local services where possible.

- Generating a higher skilled workforce for the future.
- Developing opportunities for all to follow a career path and gain the necessary qualifications to create a better quality of life for all.

Investment Objective	Main Benefits Criteria
<p><b>Objective 1:</b> To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher skills Level 2 -8) within 10 years..</p>	<p><b>Qualitative</b> Higher skilled individuals for the jobs created through the City Deal projects.</p> <p><b>Quantifiable</b> Increased number of higher skilled individuals from the baseline of 2019 statistics.</p> <p><b>Cash releasing</b> Net income</p> <p><b>Non-cash releasing</b> Contributes to increase in employment opportunities for local people.</p>
<p><b>Objective 2:</b> To create 3,000 new apprenticeship opportunities to include level 3 through to Degree apprenticeships.</p>	<p><b>Qualitative</b> Opportunities for all to achieve a qualification and skills for a career pathway in a vocational occupation.</p> <p><b>Quantifiable</b> Number of apprenticeships offered through the construction phase of the projects, higher apprenticeships in the specific sectors.</p> <p><b>Cash releasing</b> Net income</p> <p><b>Non-cash releasing</b> Contributes to increase employment and training/upskilling opportunities for local people.</p>
<p><b>Objective 3:</b> To create at least 2 Centres of Best Practice within specific sector(s) to develop the region as being the best area for skills development.</p>	<p><b>Qualitative</b> Developing a Centre that specialises in the development of fit for purpose skills within a particular sector(s).</p> <p><b>Quantifiable</b> The number of Centres created in the region to deliver specific sector skills.</p> <p><b>Cash releasing</b> Net income</p> <p><b>Non-cash releasing</b> The development of the right skills regionally to meet the needs of the City Deal projects will retain the skilled individuals to work within the City Deal projects.</p>
<p><b>Objective 4:</b> To create a clear pathway from school education through FE and HE in the key areas of digital, energy, smart manufacturing and life-science and wellbeing, through engagement and development work with schools increasing the number of pupils following STEM subjects in FE/HE.</p>	<p><b>Qualitative</b> Inspiring the next generation to take the correct path in their career will be the focus of the engagement with schools. Developing the pathway for children from primary school through to secondary school through the introduction of new vocational training opportunities specialist workshops etc.</p> <p><b>Quantifiable</b> Increased number of children following STEM subjects and/or vocational courses.</p> <p><b>Cash releasing</b> Net-income</p> <p><b>Non-cash releasing</b> Engagement with children at a young age and incorporating the regional needs within the new school curriculum of all schools will develop the future workforce for the region.</p>
<p><b>Objective 5:</b> To deliver 20 new/updated course frameworks that meet industry training needs</p>	<p><b>Qualitative</b> Developing new and updating existing frameworks to meet the needs of the projects and employers across the region.</p> <p><b>Quantifiable</b> The number of new frameworks developed, or existing frameworks updated</p> <p><b>Cash releasing</b> Net income.</p> <p><b>Non-cash releasing</b> Additional benefit for employers with frameworks that meet their business needs.</p>

**Table 8 Main Benefits Criteria.**

## 2.12 Risks and counter measures

Risk management is an integral feature of the Skills and Talent programme and the programme register Appendix F covers all aspects of the business case – Strategic, Economic, Commercial, Financial and Management. The RLSP Board are ultimately responsible for managing all aspects of the programme and the project and risk plans will be reviewed on an ongoing basis by the Programme Board with any new risks escalated to the RLSP Board where actions will be implemented.

The strategic risks associated with the project are shown in table 9 below together with mitigation measures:

<b>Strategic Risk</b>	<b>Mitigation Measure</b>
<b>Development</b>	
<b>City Deal Funding not secured – without this funding the programme will not be implemented.</b>	The project funding has been identified and the project will work with the Swansea Bay City Deal programme office to ensure that the grant funding is available in a timely manner.
<b>Lack of data to develop robust Economic Case for the programme that will meet the requirements of the HM Treasury Green Book</b>	Working with all of the project leads and all stakeholders to gather robust evidence to support the Economic Case utilising information already gathered by the RLSP regarding gaps in provision together with Industry evidence of need.
<b>Programme Timescale slippage</b>	Slippage of the project would impact on the delivery of training to meet the needs of the City Deal projects. It is intended to regularly monitor progress to limit any slippage in the timescale.
<b>Business Case</b>	
<b>Length of time for approval of the business case</b>	Engage with stakeholders to ensure approval of the business case is processed in the shortest time possible.
<b>Lack of resources /Insufficient capacity to Project manage the programme and to deliver the stated activities and results</b>	An identified team has been included within the Business case to manage the programme and to develop new areas of working with schools.
<b>Financial</b>	
<b>Organisational and financial risks associated with taking on this project</b>	The nature of the organisations involved in the Partnership is such that relatively high levels of knowledge, skills and experience in financial management and probity can be clearly demonstrated.
<b>The programme does not secure sufficient</b>	<ul style="list-style-type: none"> <li>The RLSP Board provides strong leadership with all partners in place.</li> </ul>



<b>partner/stakeholder buy in.</b>	<ul style="list-style-type: none"> <li>• Strong working relationship already exists with education sector.</li> <li>• Key private sector cluster groups involvement in the development of the projects</li> <li>• Progress report to every Board meeting.</li> </ul>
<b>Delivery</b>	
<b>Failure to increase the number of skilled individuals.</b>	The intention is to increase the number of skilled people across the region and particularly higher skilled and the programme has been designed to ensure that the correct skills are developed to meet the needs of the projects and employers across the region. The Skills Solution group will work to identify the gaps and develop the projects to deliver the solutions.
<b>Lead times in the development of a new skills offer in the region.</b>	Identifying the key skills and ensuring that Welsh Government agree to include the courses within future provision within FE and apprenticeship.
<b>Failure to engage with training providers to deliver the necessary skills development</b>	<p>The training providers are all engaged with the programme and sit on the Provider group and all will have the opportunity to work with the programme to deliver the identified skills across the region. If FE or HE institutions do not engage with the delivery recommendations alternative options would be considered to procure services from other delivery partners.</p> <p>Early engagement with all key stakeholders with agreed delivery programme timetable.</p>

**Table 9 – Strategic Risk and Mitigation**

### 2.13 Constraints

In developing the programme including the investment and proposed activities, consideration has been given to a number of constraints specifically that all activities would need to either be self-financing or be included within the Welsh Government portfolio of courses for further Education in the future. The impact of Covid-19 has introduced constraints and the impact will remain for some time regarding the way training is delivered and new job opportunities that will exist post Covid-19 that may not have been considered as career paths by individuals previously.

The project will be subject to the following constraints:

- Time delay in the approval of the programme business case.
- UK and Welsh Government Policy in relation to training and education.
- Support from the FE and HE sector to implement the changes within their delivery mechanism.
- Securing funding from the private sector.
- Ensuring that the capacity is present to meet the aims and objectives of the Programme.
- Covid-19 restrictions on the delivery of training and education.

### 2.14 Dependencies

The future success of the Skills and Talent programme will depend on the close alignment of all the City Deal projects and integration with all the existing delivery models and the development of a viable and sustainable pipeline of individuals with the right skills to support the City Deal projects and the opportunities that are being made available therein.

In order to succeed in the approach there has to be a close alignment with all the local and national stakeholders to:

- ✓ Continuously review and align skills needs and integrate within the regional Skills Plans.
- ✓ Review skills needs as a result of Covid-19 pandemic.
- ✓ Work with skills partners and employers through workshops; meetings and surveys to understand changing demands.
- ✓ Work with the RLSP on the Labour Market Information (LMI) to monitor any changes across the region.
- ✓ Work with the existing and new City Deal projects to monitor any new skills needs.

The unique nature of the projects is a key driver of the City Deal and this allows for each to work independently with the success of one not completely dependent on the success of another. Key to the success of the City Deal programme and the increase in economic activity, productivity and GVA of the region is an improved skills base across all levels and employment sectors. Improving the skills base is crucial in creating a region that is able to; compete with other areas of the UK and attract talent, whilst also retaining the talent that already exists in the colleges; universities; workplaces and in the schools where the employees of the future need to be nurtured and informed of current and future employment opportunities in the region.

It is therefore evident that the projects will be supported and further strengthened by one another. With this flexibility the projects will be in a favourable position to identify opportunities for collaboration therefore creating synergies as opportunities arise, this will promote the free movement of people, the growth of businesses and the attraction of inward investment.

The development of a City Deal for Swansea Bay comes at an important time, as employment and skills support are undergoing change with competing demands for different skills and greater flexibility in training called for. The Covid-19 pandemic is considered to be one of the most significant global events in recent history and its' impact on the labour market and skills will be demonstrated in the Business Case.

The City Deal gives the region a once in a lifetime opportunity to shape the training offered and delivered across the region to ensure that there are opportunities for all to increase their attainment levels and the ability to get a well-paid job in the region. The development of clear pathways from key stage 1 to key stage 4 and opportunities to retrain while in work will be the key to the success of the programme.

## 3.0 Economic Case

### 3.1 Overview

This section of the Business Case assesses the overall economic costs and benefits of the programme in line with the HM Treasury's Green Book. The section sets out the of those options, the critical success factors and the identification of the long and short list and the appraisal of the short list through economic assessment.

The Skills and Talent Programme is a unique programme within the suite of the City Deal projects that will deliver a skills training solution offering the best value for money and maximum opportunity for the widest range of individuals across the region. A skilled workforce was identified by the projects as being a significant success factor and dependency for delivering the aims of the SBCD portfolio. The programme will deliver a tailored, sectoral model of engagement involving partnerships with employers, industry bodies, schools, colleges, universities and training providers working together to transform the skills system.

### 3.2 Evidence of demand for the Programme

This section provides information and evidence which supports the strategic case for the Skills and Talent Programme.

The successful delivery of the SBCD ambitions and regional economic advancement is dependent on having the right people with the right skills at the right time. Building on existing strengths and established Regional Learning and Skills Partnership, the programme will focus skills development across all levels (level 2 – 8) and to drive change across the educational landscape of the SBCR.

To support and achieve the ambitions of the Swansea Bay City deal having the 'right people with the right skills at the right time' is essential to the success of the region. The programme will look to build upon the existing established structures of the Regional Learning and Skills Partnership (RLSP) to focus the development of skills across all levels and to drive change across the educational landscape of the City Region.

The region needs to capitalise on previous and current opportunities that have potential to change the economic prosperity of the people and businesses in the SBCR. The region suffers with areas of high unemployment, low skills and high rates of economic inactivity. There is a risk that unless intervention is immediate and co-ordinated the region risks being 'left behind' and to miss the opportunities that are presented. The economy and workforce of the region has been impacted even further with the Covid-19 pandemic Furlough rates have been significant and there is an increased risk of redundancies and increased unemployment following the end of Government intervention. The Skills and Talent programme aims to address some of the immediate needs to upskill people into new industries, many of the opportunities have been created as a result of the pandemic.

The SBCR continues to perform poorly in productivity and continues to lag behind the UK average in GVA terms. Nominal smoothed GVA per filled job in the SBCR was 79.5 as of 2018, compared with an indexed value of 100 for the UK.<sup>32</sup> Although there has been a positive uplift in relation to economic activity and employment within the city region there is little to suggest that this new employment is having any significant effect on the productivity and overall competitiveness of the region with a risk of trapping individuals into a cycle of low skill, low pay employment.



Human capital much like financial capital flows to areas where returns are greatest and currently the region suffers from a loss of some of its higher skilled individuals to other locations both within Wales, across the UK and Internationally. This can be evidenced by reports undertaken by WISERD and the lower numbers of higher skilled (NVQ level 4+) residents compared to key economic areas across the UK. An example of where this has happened in our region is when the Murco refinery

---

<sup>32</sup><https://www.ons.gov.uk/economy/economicoutputandproductivity/productivitymeasures/datasets/subregionalproductivitylabourproductivitygvaaperhourworkedandgvaaperfilledjobindicesbycityregion>

closed in Pembrokeshire and the Engineers moved away to other regions and Pembrokeshire lost those skills. When new investors were then attracted to Pembrokeshire there was a difficulty in recruiting people with the right skills to support that investment, this continues to be a problem in the region with many skilled individuals moving away from the region to higher paid opportunities elsewhere in the UK.

The continued failure to improve the relative economic performance is a strong indicator that the current structure of the city region economy is no longer fit for purpose and in need of intervention. The Skills and Talent programme must increase the skills level of individuals in the emerging sectors and address these areas at an early stage to develop the talent pipeline and to support employers to attract the 'right people with the right skills at the right time' to minimise the potential risk of displacement and ensure sustainability and employment for citizens of the city region. Table 10 below describes how to create that High skilled workforce that is required in the region in order to meet the City Deal projects.

<i>Demand</i>	
	<p><b>Skills Shortages</b></p> <ul style="list-style-type: none"> <li>• High wage/high productivity good jobs</li> <li>• Low local educational attainment and skills</li> <li>• High share of skilled employees needed</li> <li>• High vacancy rates for skilled jobs</li> <li>• In-migration of skilled workers</li> </ul> <p><b>DEVELOP RELEVANT SKILLS</b></p>
	<p><b>High Skills Equilibrium</b></p> <ul style="list-style-type: none"> <li>• High wage/high productivity good jobs</li> <li>• High educational attainment and skills</li> <li>• High employment &amp; low unemployment</li> <li>• High share of skilled jobs of good quality</li> <li>• In- migration of skilled workers</li> </ul> <p><b>MAINTAIN POSITION DYNAMICALLY</b></p>
	<p><b>Low Skills Equilibrium</b></p> <ul style="list-style-type: none"> <li>• Low wage/low productivity poor jobs</li> <li>• Low local educational attainment and skills</li> <li>• Low share of skilled workers needed</li> <li>• May be mass production employment and/or seasonal employment</li> <li>• Out-migration of the more skilled</li> </ul> <p><b>DEVELOP SKILLS AND MORE SKILLED JOBS</b></p>
	<p><b>Skills Surplus</b></p> <ul style="list-style-type: none"> <li>• Low wages/low productivity poor jobs</li> <li>• High local educational attainment and skills</li> <li>• Low share of high skilled jobs</li> <li>• High unemployment and under-employment</li> <li>• Out-migration</li> </ul> <p><b>DEVELOP MORE SKILLED JOBS</b></p>

**Table 10 Source: Low skill traps in sectors and geographies: underlying factors and means of escape, Anne Green, Institute for Employment Research, University of Warwick**

To respond to this challenge, the Skills and Talent Programme approach is to deliver additional skills provision in support of the 8 City Deal Projects, undertake wider skills engagement work, develop sector-specific Centres of Excellence and create a pathway for higher skills training. The 8 City Deal Projects are focussed on 5 themes Digital, Energy, Construction, Life-sciences and Smart Manufacturing. In order to assess the scale of demand and requirement for additional skill provisions in these sectors, the Programme sponsors, the Regional Learning and Skills Partnership has considered existing skills information in the region. Whilst existing data does not currently specify the regional skills deficit individually for these sectors, ONS data of skills levels attained as at 2019 (source: Nomis March 2021) clearly demonstrates the overall scale of the deficit. Applying the percentage differentials used in the data, and when adjusted for population size, the region has a skills gap of over 49,000 skills across all levels and sectors when compared with the GB average. This is even more pronounced at higher skills levels with a 20,386 shortfall at NVQ Level 4+ and 14,214 at NVQ Level 3+, totalling 34,600 higher skills' deficit.

Out of total regional employment numbers of 273,000, the 4 City Deal sectors currently account for c.52% of regional employment (Economic Acceleration 50,250; Energy 26,700; Life-sciences 49,000 and Smart Manufacturing 16,500 – Source: EMSI 2020). On a strict pro-rata basis, this would indicate there is a c. 25,000 skills deficit across these sectors. However, this number needs to be adjusted recognising that vocational skills are primarily chosen at the higher skills levels. The RLSP has overall concluded that a sensible stretch target is that the region should aim to create an additional c.17,000 skills/apprenticeships (52% of the higher skills levels total deficit of 34,600 skills) as a middle to long term planning objective to close the current regional skills deficit within the 5 Key Themes.

Equally however, it has to be recognised that just providing new courses at the higher skills levels is unlikely to be effective over the 5-year delivery and 10 year monitoring period as each individual can only progress one level at a time and the process from Level 2 to 6 takes several years as a minimum. Recognising this inevitable time lag, the Programme needs to support new technical courses across skills levels, promote the initiation of an increased STEM ‘skills pipeline’ from school level and also enable technical upskilling across the existing workforce through Centres of Excellence facilities.

For Programme planning and costing purposes therefore, the RLSP has developed the following breakdown of the required 17,000 skills/apprenticeships across skill levels,

<b>Course Places by Skill Level</b>	
Level 2	2,800
Level 3	2,800
Level 4	4,200
Level 5	2,800
Level 6-8	1,400
<b>Total</b>	<b>14,000</b>
<b>Apprenticeships (level 3 – 6)</b>	<b>3,000</b>

To assess the additional skills requirements for the 8 City Deal Projects alone, the RLSP has undertaken a series of discussions and skills workshops with each of the projects. However, the projects overall have not yet reached a sufficient level of development to refine their skills requirements into detailed numbers, and due to their innovative nature, by definition, for some the scope and capability of future skills needs is very difficult to fully foresee. Whilst therefore it is evident from the Programme Business Cases that significant new skills development places and courses will need to be created within the 5 Key Themes to enable the projects to deliver their projected outcomes, numbers shown are only indicative at this time.

The projected total new job creation across all the City Deal projects is in excess of 9,000. However clearly not all 9,000 will require new skills training and a key criterion of this Skills and Talent Programme is that it will only contribute to the development of new skills courses and not duplicate existing provision. Based on the current City Deal Projects’ information, the RLSP’s current estimate is there will be a requirement for at least 2,200 jobs/skills which are not currently supported by existing courses in the region, broken down into skills levels as follows,

**Course Places by Skill  
Level**

Level 2	455
Level 3	455
Level 4	683
Level 5	455
Level 6-8	228
<b>Total</b>	<b>2,276</b>
<b>Apprenticeships (level 3 – 6)</b>	<b>3,000</b>

**3.3 Investment Objectives.**

The following Investment Objectives for the programme were discussed and agreed:

Investment Objective	Main Benefits Criteria
<p><b>Objective 1:</b> To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher skills Level 2 -8) within 10 years..</p>	<p><b>Qualitative</b> Higher skilled individuals for the jobs created through the City Deal projects.</p> <p><b>Quantifiable</b> Increased number of higher skilled individuals from the baseline of 2019 statistics.</p> <p><b>Cash releasing</b> Net income</p> <p><b>Non-cash releasing</b> Contributes to increase in employment opportunities for local people.</p>
<p><b>Objective 2:</b> To create 3,000 new apprenticeship opportunities to include level 3 through to Degree apprenticeships.</p>	<p><b>Qualitative</b> Opportunities for all to achieve a qualification and skills for a career pathway in a vocational occupation.</p> <p><b>Quantifiable</b> Number of apprenticeships offered through the construction phase of the projects, higher apprenticeships in the specific sectors.</p> <p><b>Cash releasing</b> Net income</p> <p><b>Non-cash releasing</b> Contributes to increase employment and training/upskilling opportunities for local people.</p>
<p><b>Objective 3:</b> To create at least 2 Centres of Best Practice within specific sector(s) to develop the region as being the best area for skills development.</p>	<p><b>Qualitative</b> Developing a Centre that specialises in the development of fit for purpose skills within a particular sector(s).</p> <p><b>Quantifiable</b> The number of Centres created in the region to deliver specific sector skills.</p> <p><b>Cash releasing</b> Net income</p> <p><b>Non-cash releasing</b> The development of the right skills regionally to meet the needs of the City Deal projects will retain the skilled individuals to work within the City Deal projects.</p>
<p><b>Objective 4:</b> To create a clear pathway from school education through FE and HE in the key areas of digital, energy, smart manufacturing and life-science and wellbeing, through engagement and development work with schools increasing the number of pupils following STEM subjects in FE/HE.</p>	<p><b>Qualitative</b> Inspiring the next generation to take the correct path in their career will be the focus of the engagement with schools. Developing the pathway for children from primary school through to secondary school through the introduction of new vocational training opportunities specialist workshops etc.</p> <p><b>Quantifiable</b> Increased number of children following STEM subjects and/or vocational courses.</p> <p><b>Cash releasing</b> Net-income</p> <p><b>Non-cash releasing</b> Engagement with children at a young age and incorporating the regional needs within the new school curriculum of all schools will develop the future workforce for the region.</p>
<p><b>Objective 5:</b> To deliver 20 new/updated course frameworks that meet industry training needs</p>	<p><b>Qualitative</b> Developing new and updating existing frameworks to meet the needs of the projects and employers across the region.</p> <p><b>Quantifiable</b> The number of new frameworks developed, or existing frameworks updated</p> <p><b>Cash releasing</b> Net income.</p> <p><b>Non-cash releasing</b> Additional benefit for employers with frameworks that meet their business needs.</p>

**Table 11 Investment Objectives.**

### 3.4 Critical Success Factors

The critical success factors of the programme will be measured across the next 10 years and will be achieved by bringing together the stakeholders to deliver the skilled workforce, without which the individual projects would not necessarily succeed. The aim is to increase productivity and earnings and reduce the gap between lowest and highest earners and the number of people without any or below level 2 qualifications.

These were as follows

Critical Success Factors	
Strategic Fit	<ul style="list-style-type: none"> <li>• Strategically aligned to the Swansea Bay City Deal</li> <li>• Strategically aligned to the Welsh Government Education and Skills strategy and Wellbeing and Future Generations Act.</li> <li>• Delivers the future skills requirements for the region and the skills needs of the 8 projects that make up the City Deal.</li> <li>• Increasing the number of people with higher level qualifications</li> <li>• Retraining people in the region to give the opportunities to all.</li> <li>• Developing resilient learners with a life-long attitude to learning.</li> </ul>
Value for Money	<ul style="list-style-type: none"> <li>• Reduce the duplication that could occur if all 8 City Deal projects managed their own skills programme by bringing together the skills requirements across the region.</li> <li>• The programme offers Value for money and avoids duplication.</li> <li>• Achieve a viable cost benefit ration compared to other options</li> </ul>
Supplier capacity and capability	<ul style="list-style-type: none"> <li>• Training providers from across the region are keen to work together to achieve the aims of the programme.</li> <li>• Reduce costs by delivering skills in a way that meet the needs of all employers.</li> </ul>
Affordability	<ul style="list-style-type: none"> <li>• Demonstrate the affordability of the Programme within the defined funding arrangements from the City Deal, Public and Private Sector</li> </ul>
Achievability	<ul style="list-style-type: none"> <li>• Delivery of option is achievable within the timescale, available funding and capacity.</li> </ul>

**Table 12 Critical Success Factors**

The process of identifying the critical success factors was undertaken through initial workshops with a number of key stakeholders followed by a number of key meetings to discuss the aims and needs of the programme and agreement of the critical success factors. The following Critical success factors were agreed and were ratified at a Workshop of all the training providers and project leads held on the 23<sup>rd</sup> September 2020.

### 3.5 Long-listed options

The following long list options were identified for the scope of the programme and agreed by the Senior Programme Team:

1. Do Nothing – City Deal skills needs supported only by existing programmes/providers
2. Do Minimum – create a dedicated Skills Programme team to enhance employers and schools' engagement with City Deal Projects at an estimated cost of £1m
3. City Deal Skills Fund – create Skills Fund from City Deal resources available to City Deal projects only at an estimated cost of £8m



4. Supported City Deal Skills Fund - create a dedicated Skills Programme team to enhance employers and schools' engagement and manage awards from the City Deal Skills Fund to City Deal Projects only at an estimated cost of £10m
5. Targeted Skills Delivery – create RLSP project team and leverage public/private funding to address all City Deal Projects' skills gaps at an estimated cost of £30m
6. City Deal Ambitious - deliver a full suite of skills training to meet regional needs of all four themes of the City Deal at an estimated cost of £153m
7. Do Maximum – deliver a full suite of skills training to redress the entire regional skills gap at an estimated cost of £518m.

The long list options chosen are regarded as a reasonable and expansive list of options that could theoretically achieve the Programme's objectives. These options were considered by the Senior Project Team on the 12<sup>th</sup> April 2021. The long and short list of options were approved by the RLSP Board on the 14<sup>th</sup> April, 2021

1. Do Nothing will be carried forward as the status quo reference option
2. Do Minimum was rejected as it would not address the known skills deficit thereby endangering delivery of City Deal job creation targets.
3. City Deal Skills Fund was seen as valuable in providing extra funding for necessary new/additional skills training. However, it would not address Investment Objectives 3-5 and was therefore rejected
4. Supported City Deal Skills Fund was seen as potentially able to address all 5 Investment Objectives and will be carried forward
5. Targeted Skills Delivery was seen as able to address all Investment Objectives and potentially to lever in significant public and private sector match funding, further increasing the impact of the Programme. This option was therefore carried forward
6. City Deal Ambitious was seen as desirable and able to provide greater regional impact, potentially achieving outputs even beyond those contained in the Investment Objectives. This option was therefore carried forward.

Do Maximum was seen as highly desirable in that if successful it could address the entire known regional skills gap. However, the financial resources required would be unaffordable and the outputs would be well beyond the scope of the City Deal Programme. This option was therefore rejected.

### 3.6 Short List Options

The following 4 Options were therefore selected to go forward into the shortlist appraisal,

**Option 1** – Do Nothing

**Option 2** – Supported City Deal Skills Fund

**Option 3** – Targeted Skills Delivery

**Option 4** – City Deal Ambitious

### **3.7 Short List Options Appraisal**

A Senior Team Options workshop was held, the attendees were asked to consider the relative merits and disadvantages of each option against both the investment objectives and critical success factors. Attendees assessed the options on the themes of scope, service solution, service delivery, implementation and funding as well as provide general comments around the practical and strategic aspects.

#### **Scope**

The scope of each Option is described below,

#### **Option 1 – Do Nothing**

To continue to deliver training through existing methods, with no additional funding. The FE, HE and training providers would offer the existing frameworks with no update or development of new opportunities. The RLSP would continue to gather data and do a minimal amount of work with schools.

#### **Option 2 – Supported City Deal Skills Fund**

A Skills Programme team would be recruited to enhance the employer and project engagement to identify the skills gaps and work with schools to share the opportunities that would be created through the City Deal projects. The eight Projects of the City Deal would deliver their own training solutions independently, bidding into the City Deal Skills Fund as required

#### **Option 3 – Targeted Skills Delivery**

The RLSP would explore the skills needs of all 8 projects and identify the gaps. A dedicated Skills Programme team would be appointed who would work with the City Deal Project leads, the wider employers and the training leads to develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding. The solutions would be delivered as Skills Programme projects which would be developed by the Skills Programme team with key partners. The Programme team would work with schools and all education and training providers to highlight the skills needs and co-ordinate the future opportunities from the City Deal projects.

#### **Option 4 – City Deal Ambitious**

This option would allow for the delivery of a full suite of skills training to meet the needs of all industry sectors within the five themes of the City Deal – Construction, Energy, Digital, Smart Manufacturing and Life Science. The RLSP would explore the skills needs of all these sectors and identify the gaps. An enhanced dedicated Skills Programme team would be appointed who would work with public bodies, wider employers and the training leads to develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding. The Skills Programme team would work intensively with all schools, colleges and universities to raise the awareness of and develop new skills programmes to address the sector gaps.

#### **Analysis**

- Option 1 – The Do-Nothing Option would not contribute to the achievement of any of the Investment Objectives.
- Option 2 – Within the scope of Option 2, there would be organisational support for the development of apprenticeships and school pathways but the Programme would lack cohesion and fail to deliver a strategic solution.
- Option 3 – Successful delivery of the Targeted Skills Delivery Option would fully deliver meet 4 of the 5 Investment Objectives and achieve all Critical Success Factors.

- Option 4 – The City Deal Ambitious Option would also meet 4 of the 5 Investment Objectives but struggle for affordability and raise serious doubts regarding achievability and capacity due to the scale of deliverables.

Results

	<i>Option 1</i>					<i>Option 2</i>					<i>Option 3</i>					<i>Option 4</i>				
<b>Scope</b>	<i>Do Nothing</i>					<i>Supported City Deal Skills Fund</i>					<i>Targeted Skills Delivery</i>					<i>City Deal Ambitious</i>				
<b>Investment objectives</b>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Red	Red	Red	Red	Green	Red	Yellow	Red	Red	Green	Green	Yellow	Green	Green	Green	Green	Yellow	Green	Green
<b>Critical Success Factors</b>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Yellow	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Red	Yellow

**Service Solution**

The service solution for each option is shown below:

**Option 1**

No change to the existing skills and training provision via the colleges, universities and training providers across the region. Engagement with schools would continue as is via the RLSP but no specific projects would be developed, or City Deal funding made available.

**Option 2**

Engage a dedicated Skills Programme team at an estimated cost of £1M to engage with employers and project engagement to identify the skills gaps and work with schools to share the opportunities that would be created through the City Deal projects at an estimated cost of £500k. Develop a Co-ordinated Action Plan to create 2 Centres for Excellence across the City Deal themes supported by match funding of £500k. Create an £8M City Deal Skills Fund with suitable award criteria and invite applications for training funding to support the requirements of the 8 City Deal projects.

**Option 3**

Identify the skills needs and the new qualifications that require to be developed and piloted throughout the region to support the eight City Deal Projects in the 5 key themes of Digital, Energy, Construction, Life science & wellbeing and manufacturing. Engage a dedicated Skills Programme team to engage with employers and project engagement to identify the skills gaps at an estimated cost of £1M. Work with schools to share the opportunities that would be created through the City Deal projects and support the development by schools of higher skills pathways, with funding of £500k. Develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds (£10m) to leverage public and private sector match funding/contribution5 to create a £28M total value Skills Fund for City Deal Projects. The solutions would be delivered as Skills Programme projects which would be developed by the Skills Programme team working with the City Deal Projects and stakeholders and with key partners. Develop a Co-ordinated Action Plan to create at least 2 Centres for Excellence across the City Deal themes supported by funding of £500k.

**Option 4**

Identify the skills needs and the new qualifications that require to be developed and piloted throughout the region to address the key City Deal themes – Energy, Digital, construction, Smart Manufacturing and Life Science. Engage a dedicated Skills Programme team to engage with employers and project engagement to identify the skills gaps and work with schools to share the

opportunities that would be created throughout the region in the target sectors. Develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding to create a £153M total value Skills Fund for the region. The solutions would be delivered as Skills Programme projects which would be developed by the Skills Programme team working with both the City Deal Projects and other regional projects within the Key Themes. Develop a Co-ordinated Action Plan to create at least 2 Centres for Excellence across the City Deal themes.

### Analysis

- Option 1 – This would bring no change to the status quo and maintain the current risk to the City Deal Project outcomes if the required new/additional skills are not provided.
- Option 2 – This Option would create investment in the development of future skills courses and support schools in creating appropriate pathways to the new skills and jobs being provided by the City Deal. However, the Programme, relying entirely on the scale and type of support bids from the individual City Deal projects would lack cohesion and the ability to ensure a sustainable response to the current skills deficit.
- Option 3 – The Targeted Skills Delivery Option would meet the need for a co-ordinated Programme of skills support across the other City Deal Projects to deliver the skills requirements of the City Deal projects in a managed and cost-effective way. It would also ensure the sustainability of this delivery by investing in the development of future skills courses and supporting schools in creating appropriate pathways to the new skills and jobs being provided by the City Deal. Support for a Centre of Excellence in any of the 5 key themes would also address the critical need for facilities to support upskilling of the existing workforce across the region.
- Option 4 – This Option would address the full sector skills deficit in the 5 key themes across the region, within a dedicated Programme. However, it would require a scale of financial and human resource which is currently unavailable and face serious practical difficulties in delivery, making it a high risk solution.

### Results

	<i>Option 1</i>					<i>Option 2</i>					<i>Option 3</i>					<i>Option 4</i>				
<b>Scope</b>	<i>Do Nothing</i>					<i>Supported City Deal Skills Fund</i>					<i>Targeted Skills Delivery</i>					<i>City Deal Ambitious</i>				
<b>Investment objectives</b>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Red	Red	Red	Red	Green	Red	Yellow	Red	Red	Green	Green	Yellow	Green	Green	Green	Green	Yellow	Green	Green
<b>Critical Success Factors</b>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Green	Green	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Red	Green

### **Service Delivery**

The service delivery solution for each option is shown below:

#### **Option 1**

Training delivered by individual Colleges, universities, training providers and schools as existing. RLSP continues to identify skills needs.

#### **Option 2**

City Deal Projects bid individually into the City Deal Skills Fund and source their training requirements from existing providers. Skills Programme team manage funding awards and engage with employers and schools to raise awareness of City Deal opportunities.

### Option 3

Single delivery model reducing duplication of effort and costs of delivering the training solutions for the City Deal projects. Co-ordinated programme delivered by the Skills Programme team working with the City Deal Projects directly and with key partners. Skills Programme team manage funding awards, engage with employers and schools to raise awareness of City Deal opportunities and develop at least 2 Centres of Excellence.

### Option 4

Single delivery model reducing duplication of effort and costs of delivering the training solutions for the City Deal Key Themes. Co-ordinated programme delivered by the Skills Programme team working with the City Deal Projects and regional employers and bodies representing the Key Themes. Skills Programme team manage funding awards, engage with employers and schools to raise awareness of City Deal opportunities and develop at least 2 Centres of Excellence.

#### Analysis

- Option 1 – This Option would bring no additional service delivery capacity to that which is already existing. Any new skills requirements would rely entirely on additional investment in new course development from existing providers from existing resources which are already fully committed to existing courses.
- Option 2 – This Option would put in place a fully resourced and dedicated team to engage with stakeholders and schools and with the capability to assess City Deal Projects’ individual applications for skills support. However, the opportunity would be lost to co-ordinate an integrated programme of skills delivery and leverage the additional financial and human resources of regional educational institutions.
- Option 3 – Whilst requiring greater co-ordination and the ability to secure the commitment of regional educational stakeholders, the Targeted Skills Delivery Option would put in place co-ordinated resource to deliver the skills requirements of the City Deal projects in a managed and cost-effective way.
- Option 4 – This Option would as with Option 3, deliver a co-ordinated and managed resource and potentially addressing the entire regional skills deficit within the 4 Key Themes of the City Deal. The scale of this Option however would be likely to demand additional regional capacity and resources beyond what is reasonably feasible to deliver within the Programme period.

#### Results

	<i>Option 1</i>					<i>Option 2</i>					<i>Option 3</i>					<i>Option 4</i>				
<i>Scope</i>	<i>Do Nothing</i>					<i>Supported City Deal Skills Fund</i>					<i>Targeted Skills Delivery</i>					<i>City Deal Ambitious</i>				
<i>Investment objectives</i>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
<i>Critical Success Factors</i>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Yellow	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Red	Green

### Implementation

The implementation solution for each option is shown below:

#### Option 1

No change to existing delivery

**Option 2**

Dependent on individual City Deal Project timetables and when/if applications are made to the Skills Fund

**Option 3**

Identify the skills needs across the 8 City Deal Projects and deliver through a co-ordinated Skills Fund Programme. Immediate start with delivery over 5 years and monitoring over 10 years.

**Option 4**

Identify the skills needs across the five Key Themes and deliver the training needs for the priority sectors identified. Immediate start with delivery over 5 years and monitoring over 10 years.

Analysis

- Option 1 – This Option would rely on the maintaining of existing service delivery thereby creating no delay in implementation.
- Option 2 – The Supported City Deal Skills Fund could commence implementation once the dedicated Project team could be recruited and put into operation (est. 6 months). Implementation of the £8M Projects Fund would rely entirely on the timing of applications being received from the individual Projects and the willingness of educational providers being prepared to deliver new courses on an ad hoc basis.
- Option 3 – This Option could commence implementation once the dedicated Project team could be recruited and put into operation (est. 6 months). Discussions with the Educational Provider group confirm there is sufficient capacity and commitment across the regional educational providers to deliver the £24M programme of projects within the required 5 year delivery timetable of the Programme.
- Option 4 – The City Deal Ambitious Option could commence implementation once the dedicated Project team could be recruited and put into operation (est. 6 months). However, the scale of new skills delivery proposed under this Option would be likely to incur significant time delays due to the major increase above current regional capacity required to deliver the Programme, potentially extending implementation over a much longer time period.

Results

	<i>Option 1</i>					<i>Option 2</i>					<i>Option 3</i>					<i>Option 4</i>				
<b>Scope</b>	<i>Do Nothing</i>					<i>Supported City Deal Skills Fund</i>					<i>Targeted Skills Delivery</i>					<i>City Deal Ambitious</i>				
<b>Investment objectives</b>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Green	Green	Yellow	Green	Green	Green	Green	Yellow	Green	Green
<b>Critical Success Factors</b>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Green	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Green	Red	Green

**Funding**

The implementation solution for each option is shown below:

**Option 1**

No additional funding requirement

## Option 2

£10M (£1M project team, £1M schools/infrastructure £8m projects fund) dedicated funding provided by the City Deal.

## Option 3

£10M (£1M project team, £1M schools/infrastructure, £8M projects) dedicated funding provided by the City Deal. £16M of other public match funding /in kind contribution, provided by education providers/local authorities and £4M of private sector match funding (apprenticeships)

## Option 4

£153M of City Deal and other public funding, provided by education providers/local authorities and private sector match funding (apprenticeships)

### Analysis

- Option 1 – This Option would maintain existing delivery levels within current third party budgets.
- Option 2 – The Supported City Deal Skills Fund Option can be delivered entirely from provisionally allocated resources from within the City Deal internal budget.
- Option 3 – This Option would rely on additional match funding being provided by regional educational providers in the form of new/additional course provision. The Regional Learning and Skills Partnership has already obtained support in principle from the appropriate regional organisations who have formed a dedicated Training Provider Group to meet this requirement.
- Option 4 – Whilst having the potential to deliver much greater regional outcomes, the financial sums required to deliver the City Deal Ambitious Option are significantly beyond what the City Deal or Provider Group could commit to within existing, or anticipated future, resources.

### Results

	Option 1					Option 2					Option 3					Option 4				
Scope	Do Nothing					Supported City Deal Skills Fund					Targeted Skills Delivery					City Deal Ambitious				
Investment objectives	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Red	Red	Red	Red	Green	Red	Red	Red	Red	Green	Green	Yellow	Green	Green	Green	Green	Yellow	Green	Green
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Green	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Yellow	Red	Red

### Short List Options Summary

	Option 1	Option 2	Option 3	Option 4
Scope	Red	Yellow	Green	Green
Service Solution	Yellow	Yellow	Green	Yellow
Delivery	Green	Green	Green	Yellow
Implementation	Green	Green	Green	Red
Funding	Green	Green	Green	Red

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>
Objective 1	Red	Red	Green	Green
Objective 2	Red	Yellow	Green	Green
Objective 3	Red	Green	Yellow	Yellow
Objective 4	Red	Green	Green	Green
Objective 5	Red	Green	Green	Green

**Option 1** would purely maintain existing regional provision and fail to meet any of the Investment Objectives of the Programme.

**Option 2** carries the lowest risk in terms of implementation as it can be operated and funded entirely from allocated City Deal resources. However, it could only achieve around a third of the additional skills required by Investment Objective 1 and would be likely to result in uncoordinated and ad hoc delivery of training needs.

**Option 3** was found to have the capability to meet Programme objectives from identified City Deal and Partner contributions and provide the increased delivery capacity within the Programme timescales. It also can deliver a co-ordinated Programme to maximise cost effectiveness and ensure City Deal Projects’ additional skills requirements are managed to align with timing needs.

**Option 4** could meet and significantly exceed all Programme objectives, delivering a major skill’s boost for the region. However, the financial and other capacity requirements are beyond what the City Deal and its identified Partners could provide and no additional sources of public and/or private funding can be identified. The scale of this Option would also raise very severe challenges in developing the additional human/organisational capacity required within the required Programme timescale.

**Option 3** was therefore chosen as the preferred option as it satisfied all Critical Skills Factors and all of the Investment Objectives with the exception of Investment Objective 3 where it received an amber rating.

### 3.8 ECONOMIC APPRAISAL

#### 3.8.1 Introduction

This section provides a detailed overview of the costs and benefits associated with each of the selected short-listed options. The detailed information and calculations supporting the conclusions reached are attached at Appendix G – Skills and Talent Programme Cost Benefit Analysis. The calculations are at this stage of the Business Case process, based on external educational statistical data, as it is not possible to calculate specific City Deal Project requirements, costs and benefits. Costs are based on usual education costs and benefits are based on national statistics of additional income derived from each higher skill level.

#### 3.8.3 Estimating Benefits

The Skills and Talent Programme has an enabling role in the SBCD in developing the appropriate skills supply pipeline to populate the additional jobs necessary for the City Deal projects to achieve their objectives from within the region as far as is possible. Consequently, any quantitative and qualitative benefits to be derived from the Skills and Talent Programme are effectively already ‘double-counted’ within these Projects’ declared outcome targets.



The approach to the Skills and Talent Programme Business Case therefore is not to evaluate the Programme by the benefits delivered directly by the activity but to assess the cost effectiveness of the Programme in delivering the required skills (relative to existing skills delivery benchmarks) and as the means to compare different delivery options. The benefits to individuals from achieving incremental skills qualifications/levels in terms of additional annual remuneration is well documented from national statistics and other data. The estimated effects on regional income can therefore be calculated on an annual basis and the cost effectiveness of each option deduced.

To calculate benefits for the Skills and Talent Programme Options reference has been made to national statistics on additional income to be derived by individuals as each higher skill level is achieved.

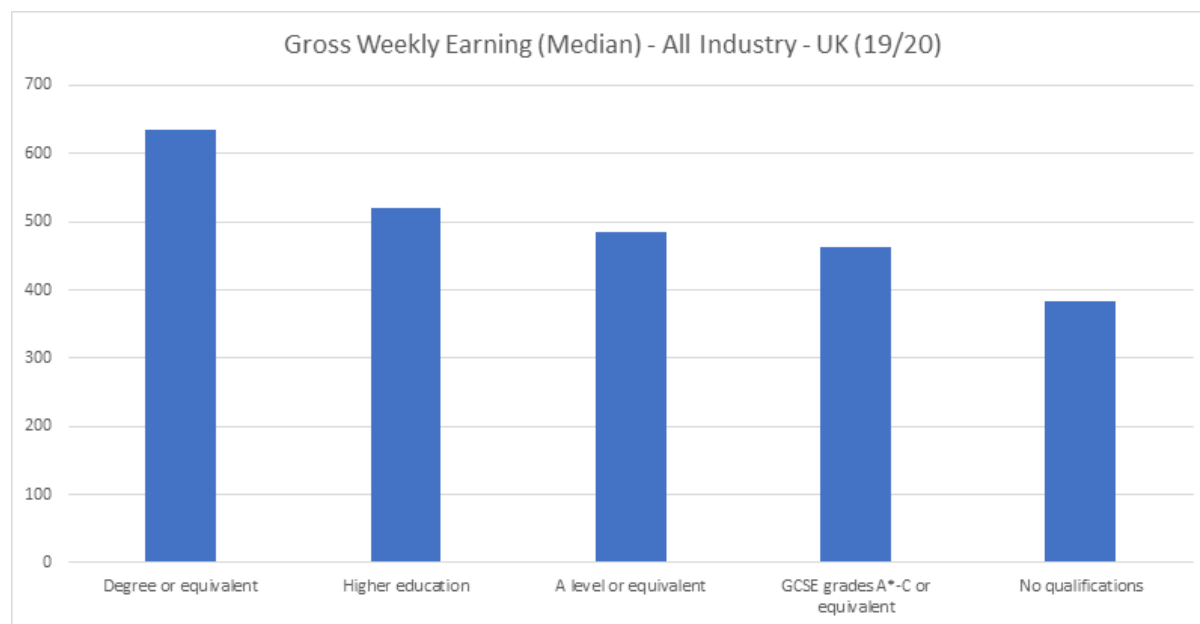


Table 13 - Summary of Additional Income by Skill Level

These translate into additional incomes as follows,

NVQ Skill Level Achieved	Additional Annual Income (per person)
Level 2	£4,160
Level 3	£1,040
Level 4	£1,560
Level 5	£1,560
Level 6-8	£5,720

With regard to assessing net benefits for the City Deal region, allowances for leakage, displacement, multiplier effects and deadweight are already included within the project Business Cases for each of the other City Deal Projects,

- **Leakage** – anticipated leakage beyond the City Deal target area is already included within each City Deal Project Business Case and can therefore be ignored for the Skills and Talent Programme
- **Displacement** – as the Skills and Talent Programme will only deliver new skills/courses which do not currently exist, displacement is expected to be zero

- **Multiplier effects** – any multiplier effects from economic activity associated with additional local income and local supplier purchases have been ignored as all benefits are already included within each City Deal Project Business Case
- **Deadweight** – as, by definition, the Skills and Talent Programme will only deliver new skills/courses for Projects which would not materialise without the City Deal, deadweight is assumed to be zero.

To calculate the benefits for each Option, the respective breakdown of skills to be offered by level set out in Section 3.2 above has been used. The calculations have assumed skills delivery being split evenly over the 5-year delivery period and that additional annual income, for each respective additional skills level achieved by an individual learner, is first earned 12 months after completion of the respective course. The annual income growth will be measured over 15 years. For example, a full-time Level 3 learner on a 1-year course, and who commenced study in Year 3 of the Programme, would first earn additional income in Year 5 of the Programme. Likewise, a part-time Level 6 learner undertaking a 6 year course, and who commenced study in Year 5 of the Programme would not earn additional income until Year 12 of the Programme.

### 3.8.3 Summary of Benefits

	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
<b>Operational phase impacts</b>				
<b>Additional Income Generated p.a. at the end of the Programme period</b>	-	£1.82M	£5.46M	£32.12M
<b>No. of Additional Skills Delivered</b>	-	760	2,276	14,000

Table 14 – Summary of Additional Annual Income and Skills Delivered

### 3.8.4 Estimating Costs

#### Methodology

Costs have been calculated using current course fees for skills being delivered in the region within related skills disciplines. The calculations have taken into account the number of skills expected to be delivered at each skill level in accordance with the table in Section 3.2 above, broken down into the projected proportion of full time and part time learners.

#### Optimism Bias

An allowance for optimism bias of 10% has also been made for each short-listed option to account for those risks not reflected. The extent of optimism bias has been derived through consideration of the level of remaining risk and potential for increase. As all costs are based on current, standard public sector course costs, the potential for cost increase (excluding for inflation) is very low. Whilst the Programme will require the development of new courses, these costs are expected to be absorbed by the educational provider and recovered through course fees.

As with economic benefits, the economic costs for all short-listed options have been appraised over a 15-year period (in line with the funding model for the SBCD), after allowing for Optimism

Bias of 10% and discounted at a rate of 3.5% in line with the HM Treasury Green Book. All discounted costs have been presented in 2021 prices, with general inflation excluded.

### Description, Sources and Assumptions

The gross costs and funding under each of the short-listed options are described in Table 14 below,

Source of funding	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
City Deal	-	£10,000,000	£10,000,000	£57,552,000
Other Public Sector	-	-	£16,000,000	£92,083,200
Private Sector	-	-	£4,000,000	£4,000,000
Total gross cost	-	<b>£10,000,000</b>	<b>£30,000,000</b>	<b>£153,635,200</b>
Optimism bias (OB) @10%	-	£1,000,000	£3,000,000	£15,363,520
Total gross cost plus OB	-	<b>£11,000,000</b>	<b>£33,000,000</b>	<b>£168,998,720</b>

Table 15 - Summary of Gross Costs and Funding Sources

### Net Present Cost Findings (All Public Sector Costs, but excludes private sector costs/investment)

	Undiscounted Value (£)	Net Present Value (£)
<b>Option 1 – Do Nothing</b>		
Additional Income Generated	-	-
Less City Deal funding	-	-
Less Other Public Sector Funding	-	-
Total	-	-
<b>Option 2 – Supported City Deal Skills Fund</b>		
Additional Income Generated	£16,537,040	£11,932,301
Less City Deal Funding	£10,000,000	£9,812,949
Less Other Public Sector Funding	-	-
Total	<b>£5,537,040</b>	<b>£2,119,352</b>

Option 3 – Targeted Skills Delivery		
Additional Income Generated	£49,603,320	£35,788,186
Less City Deal funding	£10,000,000	£9,812,949
Less Other Public Sector Funding	£16,000,000	£15,700,965
Total	<b>£23,603,320</b>	<b>£10,274,272</b>
Option 4 – City Deal Ambitious		
Additional Income Generated	£292,948,032	£211,535,059
Less City Deal funding	£57,552,000	£56,482,633
Less Other Public Sector Funding	£92,083,200	£90,372,214
Total	<b>£143,312,832</b>	<b>£64,680,212</b>

Table 16 – Net Present Cost Findings

### Option Ranking

The Short-listed Options have been ranked in terms of their respective costs and benefits (All Public Sector Costs). The results are summarised in Table 17. It can be seen that whilst Option 4 ranks the highest in terms of costs, it ranks the highest in terms of additional income benefits and overall Net Present Value (costs net all benefits), followed by Option 3.

Options Ranking	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Net Present Cost	1	2	3	4
Additional Income	4	3	2	1
Net Present Value	4	3	2	1
Overall Ranking	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

Table 17 – Short-list Options Costs and Benefits Ranking

### Value for Money Assessment

#### City Deal Funding only

	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
City Deal funding (after allowing for optimism bias)				
Undiscounted City Deal funding	-	£10,000,000	£10,000,000	£57,552,000

Discounted City Deal funding	-	£9,812,949	£9,812,949	£56,475,484
<b>Additional Income benefits (discounted)</b>				
		£11,932,301	£35,788,186	£211,535,059
<b>Cost effectiveness</b>				
Cost per net additional skill	-	£12,912	£4,460	£4,034
Benefit/Cost Ratio	-	1.216	3.647	3.745

Table 18 – Value for Money Assessment, City Deal Costs only

## All Public Sector Costs

	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
<b>All Public Sector funding (after allowing for optimism bias)</b>				
Undiscounted Public Sector funding	-	£10,000,000	£26,000,000	£149,635,200
Discounted Public Sector funding	-	£9,812,949	£25,516,897	£146,854,847
<b>Additional Income benefits (discounted)</b>				
		£11,932,301	£35,788,186	£211,535,059
<b>Cost effectiveness</b>				
Cost per net additional skill	-	£12,912	£4,460	£4,034
Benefit/Cost Ratio	-	1.216	1.403	1.440

Table 19 – Value for Money Assessment, All Public Sector Costs

## Option Appraisal Conclusions

Whilst Option 4 can potentially achieve the highest additional income benefits, this is primarily a reflection of the much greater quantum of skills delivery and the additional costs required. Despite the much greater scale, and attendant risks of delivering such a large Programme, it achieves only a relatively small increase in the Benefit/Cost ratio and reduction in average costs for delivery of each additional skill. Consequently Option 3 was chosen as the Preferred Option going forward.

## 3.9 QUALITATIVE BENEFITS APPRAISAL

### Methodology

In line with HM Treasury Green Book supplementary guidance on Business Cases, the qualitative benefits under each option have been weighted and scored. This was undertaken by:

- identifying the benefits criteria relating to each of the investment objectives.
- weighting the relative importance (in %s) of each benefit criterion in relation to each investment objective.
- scoring each of the short-listed options against the benefit criteria on a scale of 0 to 9; and
- deriving a weighted benefit score for each option.

### Qualitative Benefits Criteria

The weights that were applied to each investment objective / benefits criterion are shown in Table 20 below.

Investment Objectives	Qualitative Benefits	Weight Total 100%
<b>Objective 1:</b> To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level skills (level 2-8) within 10 years.	<ul style="list-style-type: none"> <li>• Higher skilled individuals for the jobs created through the City Deal projects.</li> <li>• Increased number of individuals progressing into a career offering higher earnings.</li> <li>• Increased number of people gaining a permanent role, moving from temporary or zero hour contracts.</li> </ul>	30%
<b>Objective 2:</b> To create 3,000 new apprenticeship opportunities to include level 3 through to Degree apprenticeships.	<ul style="list-style-type: none"> <li>• Opportunities for all to achieve a qualification and skills for a career pathway in a vocational occupation.</li> <li>• Increased number taking up opportunities through the apprenticeship route to further their career in specialist areas developed through the 8 City Deal projects.</li> <li>• Increased number of individuals entering the Degree apprenticeship programme.</li> </ul>	25%
<b>Objective 3:</b> To create at least 2 Centres of Best of Excellence within specific sector(s) to develop the region as being the best area for skills development.	<ul style="list-style-type: none"> <li>• Developing a Centre that specialises in the development of fit for purpose skills within a particular sector(s)</li> <li>• Increase investment in the region for specialist sectors as a result of a specific Centre of Excellence for skills.</li> <li>• Increased awareness of the job opportunities in region as a result of the Centre of Excellence through the 8 City Deal projects and other associated investment.</li> </ul>	15%
<b>Objective 4:</b> To create a clear pathway from school education through FE and HE in the key areas	<ul style="list-style-type: none"> <li>• The engagement with schools will develop the pathway for children from primary school through to secondary school through the introduction of new vocational training opportunities specialist workshops etc.</li> </ul>	20%

of digital, energy, smart manufacturing and life-science and wellbeing, through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE.	<ul style="list-style-type: none"> <li>Integrate the City Deal projects within the curriculum of every school in the region, to generate awareness of the opportunities and the new skills that will be needed for the jobs created.</li> <li>Increased work experience for pupils and students through the 8 City Deal projects to raise awareness of the skills needs.</li> <li>Increased number of students studying STEM subjects in FE or HE.</li> </ul>	
<b>Objective 5:</b> Deliver 20 new/updated course frameworks to ensure they meet the training needs of the future.	<ul style="list-style-type: none"> <li>Developing new and updating existing frameworks to meet the needs of the projects and employers across the region.</li> <li>Reduce duplication and focus training in key areas to increase opportunities.</li> <li>Ensure that frameworks are developed to meet the longer term (10-15 year) skills needs.</li> </ul>	10%

Table 20 – Qualitative Benefits Weighting

### Qualitative Benefits Scoring

Benefits scores were allocated to each option according to its contribution to the investment objectives. The scores were based on a scale from 0-9, with the scores to be interpreted as follows:

- 7 – 9: a significant positive impact;
- 4 – 6: a positive impact;
- 1 – 3: a marginal positive impact; and
- 0: a neutral / no change position.

The scores for each option were discussed and agreed by workshop participants to confirm that the scores were fair and reasonable.

### 3.10 ANALYSIS OF KEY RESULTS

The results of the benefits appraisal are shown in Table 21 below,

Benefit Criteria and Weight	Option 1: Do Nothing		Option 2: Supported City Deal Skills Fund		Option 3: Targeted Skills Delivery		Option 4: City Deal Ambitious	
	R	W	R	W	R	W	R	W
Raw (R) weighted (W) scores	R	W	R	W	R	W	R	W
<b>Objective 1:</b> To directly deliver at least 2,200 additional skills and support the development of around 14,000	0	0	4	1.2	7	2.1	9	2.7

individuals with higher skills (level 2 – 8) within 10 years.								
<b>Objective 2:</b> To create 3,000 new apprenticeship opportunities to include level 3 through to Degree apprenticeships.	0	0	7	1.8	7	1.8	7	1.8
<b>Objective 3:</b> To create at least 2 Centres of Best Practice within specific sector(s) to develop the region as being the best area for skills development.	0	0	6	0.9	6	0.9	6	0.9
<b>Objective 4:</b> To create a clear pathway from school education through FE and HE in the key areas of digital, energy, smart manufacturing and life-science and wellbeing, through engagement and development work with schools. Increasing the number of pupils following STEM subjects in FE and HE.	0	0	5	1.0	7	1.4	7	1.4
<b>Objective 5:</b> Invest in the delivery of 20 new/updated course frameworks to ensure they meet the training needs of the future.	0	0	3	0.3	6	0.6	8	0.8
<b>Total</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>5.2</b>	<b>33</b>	<b>6.8</b>	<b>37</b>	<b>7.6</b>
Percentage Scores (Max. 90%)		-		<b>52%</b>		<b>68%</b>		<b>76%</b>
Rank	<b>4</b>		<b>3</b>		<b>2</b>		<b>1</b>	

Table 21 – Qualitative Benefits Appraisal Key Results

The key considerations that influenced the scores achieved by the various options were as follows:

**Option 1** – This Option would bring no change to the existing scale and scope of skills delivery thereby delivering no additional benefits to the regional economy.

**Option 2** – The Supported City Deal Skills Fund would only deliver a proportion (c.30%) of the new skills training required. It would provide assistance and support to the development of



apprenticeships, Centres of Excellence and Schools engagement but in a responsive rather than programmed manner. It would not have the capacity to support investment in new course frameworks which would be left to individual organisations without critical mass.

**Option 3** – Targeted Skills Delivery would have a positive, or significantly positive, impact on all 5 Investment Objectives and enable a co-ordinated and sustainable approach to the timing and delivery of Programme outputs.

**Option 4** – This Option would have a positive, or significantly positive, impact on all 5 Investment Objectives and deliver major additions in terms of regional skills provision and sustainable Programmes resulting in the highest percentage benefits score of all the Options and is therefore ranked 1st.

### 3.11 RISK APPRAISAL - UNQUANTIFIABLES

A risk analysis has been undertaken that encompasses an assessment of the main risks associated with the project. The analysis has been informed by the guidance contained within the HM Treasury’s Green Book. A workshop was held on the 21<sup>st</sup> April 2021 to evaluate the risks associated with each option. A summary of the key risk areas is set out below, identifying the risks that may affect the successful delivery of the Programme and the overall severity of each risk, based upon a judgement of the probability and potential impact.

#### Methodology

Within the risk table below a score has been given to the probability of each risk arising – ranging from very high (a maximum score of 5) to very low (a score of 1). The impact of each risk has also been assessed, using the same scoring range as has been used for probability (i.e. a range of 1-5). The overall risk score is calculated by multiplying the probability score by the impact score (giving a maximum score of 25, representing an extreme risk). The scores can be banded low, medium or high to provide an indication of the overall rating of each risk.

#### Risk Scores

The workshop assigned the risk scores shown in Table 22 below on the basis of participants’ judgements and assessments of previous projects.

Summary of Risk Appraisal Results (Pr. = probability)	Strategic Risk No.	Impact	Option 1: Do Nothing		Option 2: Supported City Deal Skills Fund		Option 3: Targeted Skills Delivery		Option 4: City Deal Ambitious	
			Pr.	Tot.	Pr.	Tot.	Pr.	Tot.	Pr.	Tot.
City Deal Funding not secured – without this funding the programme will not be implemented.	1	5	-	-	2	10	2	10	5	25
Project partners operating their	2	4	-	-	5	20	3	12	3	12

own skills projects										
Insufficient capacity and capability to Project manage the programme and to deliver the stated activities and results	3	4	-	-	4	16	2	8	4	16
Organisational and financial risks associated with taking on this project	4	3	-	-	3	9	3	9	5	15
The programme does not secure sufficient partner/stakeholder buy in.	5	5	-	-	5	25	3	15	5	25
Slippage to the project timescales	6	2	-	-	4	8	3	6	4	8
Failure to increase the number of skilled individuals.	7	5	-	-	4	20	3	15	3	15
Lead times in the development of a new skills offer in the region.	8	2	-	-	5	10	3	6	5	10
Failure to engage with training providers to deliver the necessary skills development	9	4	-	-	4	16	2	8	4	16
Total (Maximum Possible Score 161)				-		<b>134</b>		<b>89</b>		<b>142</b>
Rank				<b>4</b>		<b>2</b>		<b>1</b>		<b>3</b>

Table 22 – Risks Assessment

### 3.2 THE PREFERRED OPTION

The results of the investment appraisal are summarised in Table 23 below.

Evaluation Results	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Economic appraisals	4	3	2	1
Benefits appraisal	4	3	2	1
Risk appraisal	4	2	1	3
Overall Ranking	<b>4</b>	<b>3</b>	<b>1</b>	<b>2</b>

Table 23 – Short-list Options Evaluation Results

On the basis of this analysis, the preferred option is Option 3 – Targeted Skills Delivery. Whilst Option 4 – City Deal Ambitious scored 1<sup>st</sup> in the Economic and Benefits Appraisals, this is purely a reflection of the much higher costs and scale of the skills delivery projected. The level of funding for a Programme of this scale not currently available and there would be very significant delivery risks due to the enormous increase in regional capacity and capability that would be required. Option 3 can be delivered within identified costs at a low risk exposure and can deliver the prime objective of ensuring sufficient new and additional skills can be provided to meet the needs of the other City Deal Projects. This has therefore been selected as the Preferred Option going forward.

### 3.3 SENSITIVITY ANALYSIS

The methods used were:

- a) 'switching values'
- b) scenario planning/ analysis ('what if ') by altering the values of the 'uncertain' costs and benefits to observe the effect on the overall ranking of options.

#### Results of Switching Values

Table 24 below shows the values (in %'s) at which the preferred option would change in the overall ranking of options. As all external Programme benefits are, by definition, included within the other City Deal Projects' Business Cases, the switching values analysis looks only at the impact on each Option of changes in public sector cost and additional income benefits to individuals in achieving increased skills levels. Under the current Programme approach, new skills would be delivered over the first 5 years and aggregate additional income would accumulate year on year to reach maximum benefit at the end of the SBCD Programme benefits period in 15 years. To estimate total Programme benefits and to calculate the Net Present Value of additional income benefits for comparison purposes, benefits have been assumed to occur within 1 year after each learner completes the additional skills level course as set out in Section 3.8 above.

Change in Costs (%)	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery (Preferred Option)	Option 4: City Deal Ambitious
Total costs	-	-	-	-75.63%
Additional Learner Income benefits	-	+300%	-	-
NPV/C	-	+15.38%	-13.33%	-

Table 24 – Results of Switching Values

### Key Observations

The assessment of switching values shows that the benefits under the alternative options would have to increase considerably, compared to the preferred option, in order to change the overall ranking of options. The magnitude of change required is such that Option 3 can be identified as the preferred option with a high degree of confidence.

### Results of Scenario Planning

Tables 25 below summarises the results associated with variances made to increasing costs, the time taken to deliver the Programme benefits and reducing overall benefits, as follows.

- 20% increase in costs
- 1-year delay in benefits
- 40% reduction in benefits

Net Present Value (15-year appraisal)	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Base	-	£2,119,352	£6,348,876	£60,754,534
Increasing costs by 20%	-	£156,763	£461,015	£30,598,430
1-year delay in benefits	-	£996,275	£2,977,715	£40,906,125
Reducing benefits by 40%	-	-£2,653,568	-£7,966,398	-£23,859,489

Table 25 – Results of Scenario Planning

### Summary Table of Economic Appraisals

The results of the economic appraisals above are summarised in Table 26 as follows. As explained above, the only benefits captured are additional learner wage benefits as all other benefits and unquantifiable factors are contained within the specific Business Cases of the other 8 City Deal Projects the Skills and Talent Programme will support.

Summary of Economic Appraisal	Option 1: Do Nothing	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Net Present Value (after allowing for private sector investment)	-	£2,119,352	£6,348,476	£60,754,534
Public Sector Cost	-	£9,812,949	£25,516,897	£146,854,847
Appropriate BCR	-	1.216	1.403	1.440
Significant un-monetizable costs/benefits	-	N/A	N/A	N/A
Significant unquantifiable factors	-	N/A	N/A	N/A
Risk costs (increased education delivery costs) - residual optimism bias (undiscounted)	-	£1,000,000	£3,000,000	£15,363,520
Switching Values (preferred option only)			-13.33%	
Time Horizon and Reason	15 Year Programme Period in accordance with City Deal requirements			

Table26 – Economic Appraisal Summary

## 4.0 Commercial Case

### 4.1 Introduction

The purpose of the commercial case is to set out the procurement arrangements for the Skills and Talent programme.

### 4.2 Procurement strategy and route

#### 4.2.1 Programme Investment

This programme does not contain a high value capital-cost based construction project, instead it will deliver several lower cost revenue interventions at project level to achieve the programme investment objectives and outcomes.

The Skills and Talent programme will manage this through delivery of a programme fund disseminated to pilot projects following approval by the Programme Board. It is anticipated that pilot projects will be led and procured by a third-party stakeholder organisation.

Table 28 shows the process for delivering the programme - developing proposals for pilot projects from the stakeholder groups and to approval by the Programme Board.

Stage 1 of the process will deliver a skills barometer for the region and will identify any skills gaps and potential solutions that will support the successful delivery of the City Deal projects. This research will be undertaken by a range of stakeholders and partners but may require the procurement of specialist advisers/consultants. If required, the procurement will be managed by the lead delivery organisation.

#### 4.2.2 Lead Delivery Organisation

The Skills and Talent programme is led by Carmarthenshire County Council on behalf of the four regional Local Authorities, two universities and two health boards that make up the Swansea Bay City Deal primary stakeholders. Carmarthenshire County Council will ensure that procurements fully comply with:

- Welsh National Rules on the Eligibility of Expenditure – public contracts regulations 2015
- Welsh Procurement Policy Statement 2019
- State Aid Rules
- Procurement Legislation
- Community Benefits Principles
- Any other Carmarthenshire County Council, UK and Welsh Assembly Government rules and regulations which apply to procurement
- Procurements will also align to the procurement principles of the City Deal (See 4.2.5)

#### 4.2.3 Procurement Route

All quotations above the value of £25,000 will be advertised on the Sell2wales website ([www.sell2wales.gov.uk](http://www.sell2wales.gov.uk)).

Pilot project procurements undertaken by the project stakeholders will be in accordance with Welsh Government procurement regulations and the lead organisations' procurement policies. Third party procurements and will also be subject to the terms and conditions expected by Carmarthenshire County Council and Welsh Government as funding providers and will align to the procurement principles of the City Deal.

#### 4.2.4 Collaborative purchasing

The Programme office team / Skills Solution Group will liaise with pilot project lead delivery organisations to assess whether a collaborative approach with other stakeholders might be more beneficial to secure economies of scale and enhanced social value.

#### 4.2.5 Swansea Bay City Deal Procurement Principles

The SBCD Procurement Principles have been established for project teams that are developing and delivering projects as part of the SBCD Portfolio.

The Principles (Appendix H) set out how the SBCD expects project teams to take a fresh look at the way works, goods and services are specified and procured so that the maximum economic, social and environmental benefit to the region can be achieved from the process. The Principles look beyond the initial construction phase and apply to the operational service of the assets or frameworks when created.

The five SBCD Procurement Principles are:

- Be Innovative
- Have an open, fair and legally compliant procurement process
- Maximise Community Benefits from each contract
- Use Ethical Employment Practices
- Promote the City Deal

#### 4.3 Procurement plan and proposed implementation timescales

The Skills and Talent Programme has a phased approach to delivery. Appendix I details the programme implementation plan and timeline following the identification of the key skills required.

Should the programme require specialist advisers/consultants as described above, this is planned to take place between Q3 2021 and Q1 2022

#### 4.4 Risk Allocation

Risks can be assigned to three main categories (which are not mutually exclusive) – business, service and external risks.

- Business risks remain with the public sector and cannot be transferred. These include the loss of opportunity and poor Value for Money that occurs when schemes under-deliver or fail completely.
- Service-related risks may be shared between the public and private sectors e.g. design, demand, and operational risks
- External risks arise from the wider environment, not the intervention being appraised e.g. catastrophe risks and regulatory risks outside of the programmes' control.

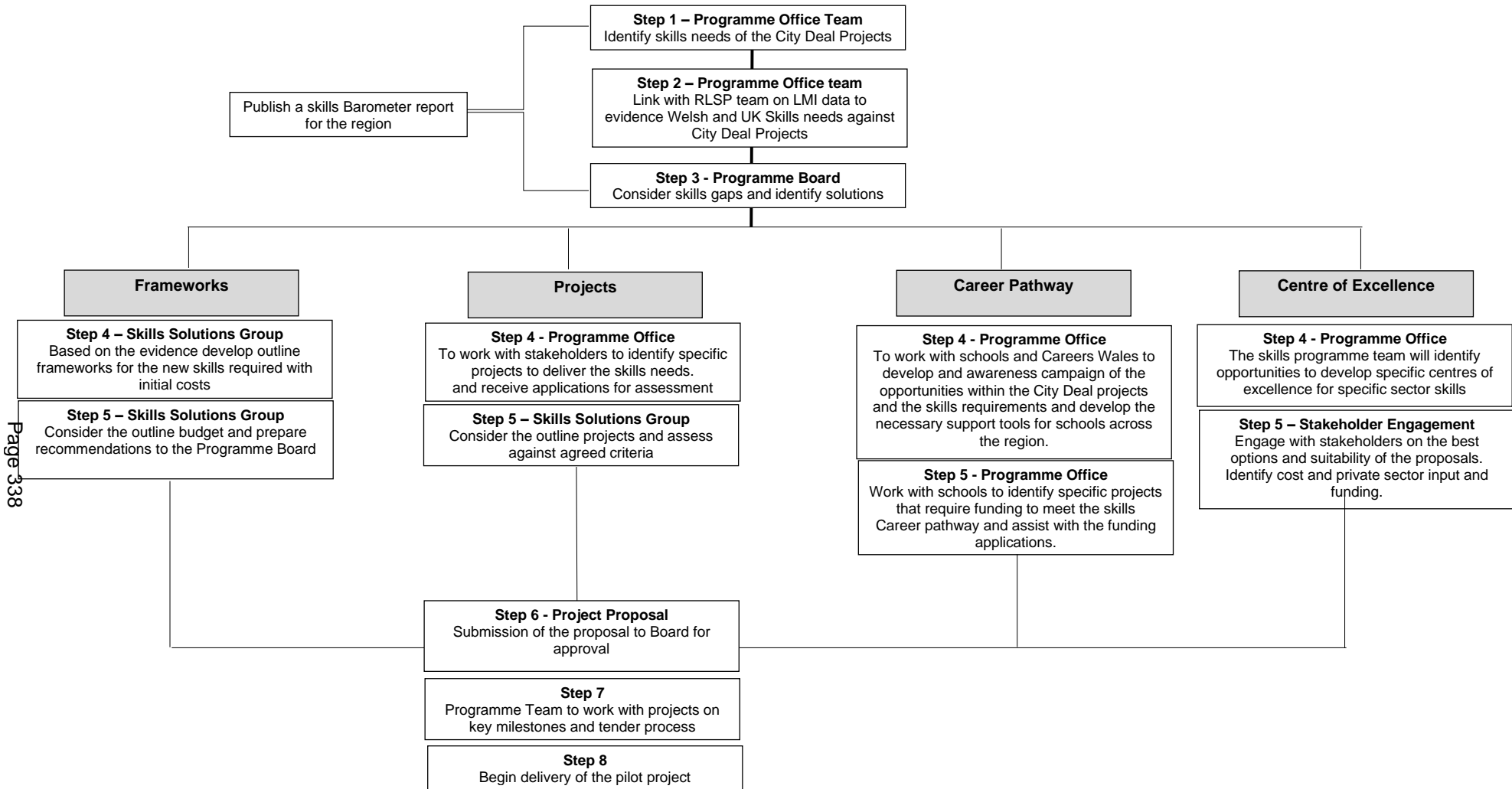
Given the service/revenue nature of any procurements likely to be undertaken by the lead delivery organisation it is unlikely that any risk will lie solely with the private sector.

Risk Category	Public	Private	Shared
1. Design risk			✓
2. Development risk			✓
3. Transition and implementation risk	✓		
4. Availability and performance risk			✓
5. Operating risk			✓
6. Variability of revenue risks	✓		
7. Termination risks	✓		
8. Technology and obsolescence risks			✓
9. Control risks	✓		
10. Residual value risks			✓
11. Financing risks	✓		
12. Legislative risks			✓
13. Lead times in the development of a new skills offer			✓
14. Failure to engage with training providers to deliver the skills			✓

Table 27 Risk allocation

The programme risks will be managed by the RLSP Board within the existing governance structure as detailed in the Management case.

**Table 28 Skills and Talent Programme Delivery Process**



Page 338



## 4.5 Service Requirements and Outputs

The initial skills gaps analysis will be undertaken by the programme team and the Skills Solution Group to understand what new/updated skills and apprenticeship frameworks are required to inform development of the pilot projects which will be delivered in conjunction with stakeholders. An action plan will be developed outlining the gaps and proposals and recommendations. The assistance of consultants / specialist advisers to help with the research may be required and if so, will be procured as described in section 4.2.

### 4.5.1 Service Requirements

The summary of potential service requirements and outputs is described in table 28 below.

Requirement ➤	Timescales	Scope of the procurement	Required outputs	Business areas affected by the procurement	Business environment and related activities	Business objectives relevant to the procurement	Required service streams	Stakeholders and customers for the outputs	Options for variation in the existing and future scope for services	Potential developments and further phases that may be required
Outputs ▼										
<b>Research - skills needs and gaps across the region</b>	Phase 1 - Q3 2021 – Q1 2022	Procure suitably qualified consultants / specialist advisers with experience of skills sector	Consultants with experience of skills sector  Development of Action plan  Develop and publish a Regional Skills Barometer	RLSP partners  CCC Procurement Dept –  Programme team (when established)	Formation of Skills Solutions Group	Develop regional skills needs and gaps analysis  Create skills barometer  Inform other stages of programme delivery	RLSP partners  Training Providers  CCC Procurement Dept	RLSP partners Regional colleges, universities, and training providers  SBCD primary stakeholders  SBCD Projects & Programmes  Industry representatives  Governments	Ongoing / tbc, feeds into next stages of programme development	Feeds into next stages of programme development and delivery

**Table 29 SBCD Skills Programme Services and required outputs**

#### **4.6 Payment mechanisms and key contractual arrangements**

Payments and key contractual arrangements for procurements directly undertaken by the Lead Delivery Organisation will be made in accordance with Carmarthenshire County Councils' existing terms and conditions and any terms and conditions applied by the Welsh Government as funding partner.

Third party procurements at pilot project level will be governed by the terms and conditions of the lead delivery partner and will be subject to the terms and conditions expected by Carmarthenshire County Council and Welsh Government as funding providers.

Payments are usually made on the delivery of outputs and may be linked to the delivery of key service outputs, as contractually agreed. Payments may be staggered against the delivery of key outputs within the overall implementation plan for the programme.

Contractual arrangements relating to intellectual property rights will be agreed between the relevant parties as the pilot projects develop.

#### **4.7 Accountancy Treatment**

The RLSP will not create any physical property assets through the Skills and Talent programme. The City Deal funding will be used to fund the programme management arrangements and to provide financial incentives for the pilot projects. Any assets funded through the projects will be logged on a skills and talent asset register and submitted with the monitoring reports.

#### **4.8 Personnel Implications**

A programme team will be established to service the programme as outlined in the Management Case. This process does not include the transfer of any staff or TUPE issues.

All staff recruited on the programme will be employees of Carmarthenshire County Council. As such they will be covered by the Council's human resources policies and codes of practice that are in place for the well-being and management of staff. These policies are available to all staff via the Council's intranet.

## **5.0 Financial Case**

### **5.1 Introduction to the Financial Case**

This section focuses on the financial elements of the business case and the financial implications of the preferred option.

The funding of this Programme will be operated through Carmarthenshire County Council as the accountable financial body and managed on a day-to-day basis through the Regional Learning and Skills Partnership Board.

This Programme is a desk-based research project to identify the skills gaps and work with the project leads; training providers and Welsh Government to provide the most appropriate training in the region to support the development of talented individuals to take up the roles.

Following the initial research there will be a requirement to develop specific projects that will include courses to meet the Industry needs; update course content where required and re-accredit those courses. The projects will also include pilot initiatives to upskill the workforce in specific areas, the work with schools will also be supported through this Programme to provide more detailed information about the opportunities that will be developed through the City Deal and the courses available to them within the region

### **5.2 Financial Risk Management and Assurance**

#### **5.2.1 Financial Risks**

The portfolio financial risks are monitored and managed as part of the City Deal's overall risk management arrangements. The City Deal Programmes and Projects maintain, manage and monitor their own risks in line with guidance from the Green Book and the City Region's Accountable Body and SBCD Programme Management Office. The project operates a risk register and issues log, specifically including any financial risks identified. These risks will be monitored and updated with mitigating control actions through the project board as a standing item and then regularly presented to the Programme Board and Joint Committee, through the Portfolio Management Office.

#### **5.2.2 Financial Issues, Dependencies and Interdependencies**

The programme board will develop and maintain a log of any financial issues, dependencies and interdependencies at both programme and project level. This log will be considered alongside the financial risk register outlined above. The Accountable Body will work through the Section 151 Officer Working Group to determine any actions necessary to address identified issues and will present recommendations for required action to the Programme Board, Economic Strategy Board and Joint Committee for approval. Regular updates on financial issues, dependencies and interdependencies will also be provided to the Programme Board and Joint Committee via the Portfolio Management Office as appropriate.

#### **5.2.3 Assurance - Internal Audit**

The review of the effectiveness of the system of Internal Control and Governance arrangements is informed by the work of the Internal Auditors, from which the Programme Lead Authority and Programme board gain assurance. Internal Audit is required to undertake their work in accordance with the standards as set out in the Public Sector Internal Audit Standards (PSIAS) established in 2013, which are the agreed professional standards for Internal Audit in Local Government.

As required by these Standards, the Head of Internal Audit as appropriate to the Programme Lead Authority will undertake an independent review and report findings to the Portfolio Lead Authority and Programme Board. The format of the Annual Report complies with the requirements of the Code of Practice. The Strategic and Annual Audit Plans are approved annually by the Project lead authority and Project board. In addition, the Internal Audit Unit undertakes fraud investigation and pro-active fraud detection work.

#### 5.2.4 Assurance - External Regulators

The Audit Wales as External Auditor to the Project Lead Authority reviews and comments on the financial aspects of Corporate Governance which include the legality of financial transactions, financial standing, systems of Internal Financial Control and standards of financial conduct and fraud and corruption.

### 5.3 Investment Summary

The SBCD partnership, through the Internet of Economic Acceleration publication and subsequent discussions with the Welsh and UK Governments, has developed a clear strategy which has been underpinned by identified interventions to deliver widespread and sustainable economic growth across the region. The Skills and Talent Programme is a pivotal part of this intervention to support and increase the availability of educational and training opportunity to enhance, upskill and support develop across the region.

The current investment breakdown presented in Table 30. below is based on forecasted

<b>Expenditure</b>	<b>Year 1 2020/21 (£m)</b>	<b>Year 2 2021/22 (£m)</b>	<b>Year 3 2022/23 (£m)</b>	<b>Year 4 2023/24 (£m)</b>	<b>Year 5 2024/25 (£m)</b>	<b>Year 6 2025/26 (£m)</b>	<b>Total (£m)</b>
Capital	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Revenue	£ 24,800	£ 2,920,000	£ 5,000,000	£ 7,500,000	£ 7,500,000	£ 7,055,200	£ 30,000,000
<b>Total</b>	<b>£ 24,800</b>	<b>£ 2,920,000</b>	<b>£ 5,000,000</b>	<b>£ 7,500,000</b>	<b>£ 7,500,000</b>	<b>£ 7,055,200</b>	<b>£ 30,000,000</b>
<b>Funding</b>							
Swansea Bay City Deal Grant	£ 24,800	£ 1,170,000	£ 1,500,000	£ 2,500,000	£ 2,500,000	£ 2,305,200	£ 10,000,000
Public Sector	£ -	£ 1,250,000	£ 3,000,000	£ 4,000,000	£ 4,000,000	£ 3,750,000	£ 16,000,000
Private Sector	£ -	£ 500,000	£ 500,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 4,000,000
<b>Total</b>	<b>£ 24,800</b>	<b>£ 2,920,000</b>	<b>£ 5,000,000</b>	<b>£ 7,500,000</b>	<b>£ 7,500,000</b>	<b>£ 7,055,200</b>	<b>£ 30,000,000</b>

**Table 30. Skills and Talent Investment Breakdown**

These figures are the current financial investment forecast which the Skills and Talent Programme is currently projecting over its 6-year term and are set within a the original SBCD Heads of Terms. Funding elements are subject to change as the programme evolves. On the successful approval of the programme business case the Accountable body will release Government funding to Programme up to the value of the agreed Programme allocation.

It is the aim of the SBCD that all Programmes will be delivered in a seven-year period in order to maximise the full benefits realisation of the operational schemes during the lifetime of SBCD funding, which is to be released to the SBCR from both the UK and Welsh Governments over a 15-year period.

The Skills and Talent Programme has been allocated £10m by the SBCD Programme. This is an initial estimate and may evolve over the course of the Programme as development provision and market conditions change. Further funding may be sought from the City Deal or other sources in due course, depending on the cost and success of early activities.

The overall investment composition comprises of three following investment components:

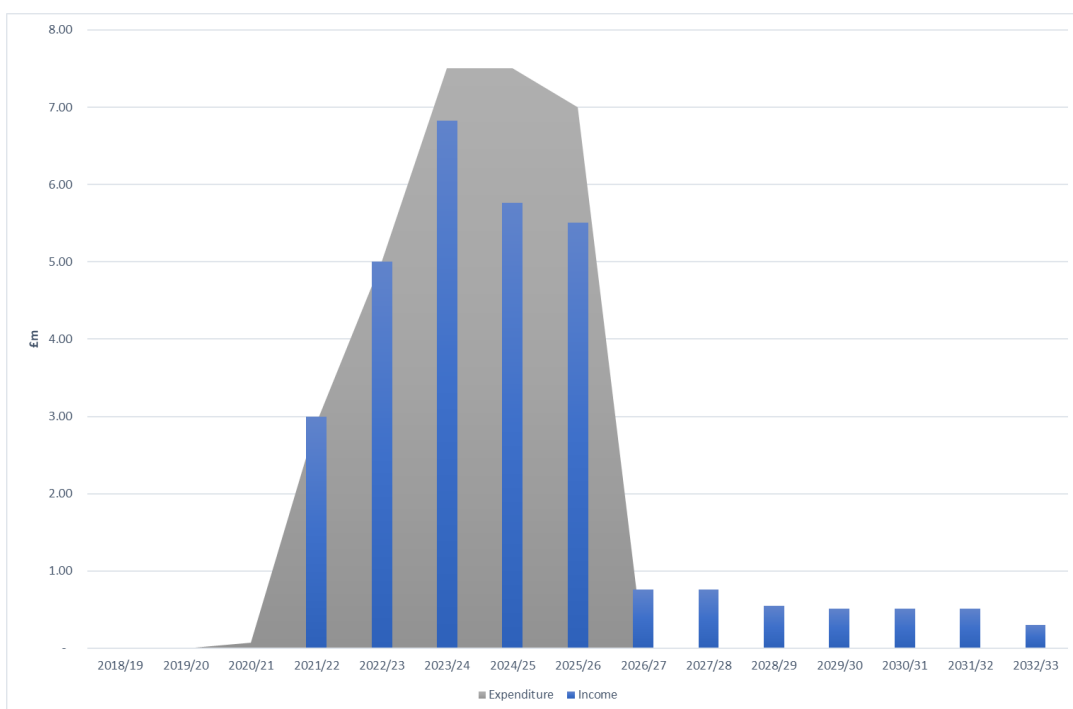
- The **City Deal investment** component consists of the government grants awarded by UK and Welsh government totalling £10m. City Deal Grant is awarded to Programmes of the fifteen-year term up to a maximum of the allocated value.
- **Public sector** investment consists of investment/contributions from local authorities and other public funded and public service organisations. Public Sector investment will also consist of funding from FE, HE and schools as cash or in-kind match funding for projects. Local Authorities may agree that borrowing for a Regional Programme should be made by all the Authorities equally or in proportions agreed or that borrowing should be carried out by one Authority on behalf of others if they so agree. The decisions as to whether borrowing on behalf of the Programme shall be carried out by one Authority on behalf of the others and the proportions shall be determined by the Authorities as a matter reserved to the Authorities.
- **Private sector** investment includes regional investment from local and national private sector partners as well as local higher education providers.

#### 5.4 Income and Expenditure Summary

The UK and Welsh Government capital grant contribution to the Skills and Talent Programme is awarded over a fifteen-year period and currently forecasted at £10m. Funding will only be released from the portfolio on the successful approval of business cases by both the UK and Welsh Governments, up to a maximum of the agreed grant allocation.

An inherent temporary funding gap is recognised with the funding being released to the Programme over a fifteen-year period. Carmarthenshire County Council as the Programme Lead Authority is responsible for managing the operational cashflows in respect of the Programme, with all Authorities contributing to its delivery proportionately. Therefore, subsequently accountable for managing inherent risks and the funding gap recognised.

The Programme expenditure profile is presented in Table 31 and Table 32 below with further financial appraisal on the expenditure forecasts at Programme level detailed in Figure 2.



**Figure 2. Forecasted Income and Expenditure Summary**

### 5.4.1 Programme Income and Expenditure Forecast

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Capital/Revenue</b>								
Capital Expenditure	-	-	-	-	-	-	-	-
Revenue Expenditure	-	-	24,800	2,920,000	5,000,000	7,500,000	7,500,000	7,055,200
<b>Total</b>	<b>-</b>	<b>-</b>	<b>24,800</b>	<b>2,920,000</b>	<b>5,000,000</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>7,055,200</b>
<b>Funding</b>								
City Deal Expenditure	-	-	-	1,194,800	1,500,000	1,786,528	746,888	746,888
Public Sector Expenditure	-	-	-	1,250,000	3,000,000	4,000,000	4,000,000	3,750,000
Private Sector Expenditure	-	-	-	500,000	500,000	1,000,000	1,000,000	1,000,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,944,800</b>	<b>5,000,000</b>	<b>6,786,528</b>	<b>5,746,888</b>	<b>5,496,888</b>


Expenditure	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Total
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
<b>Capital/Revenue</b>								
Capital Expenditure	-	-	-	-	-	-	-	-
Revenue Expenditure	-	-	-	-	-	-	-	30,000,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000,000</b>
<b>Funding</b>								
City Deal Expenditure	746,888	746,888	539,419	497,925	497,925	497,925	497,926	10,000,000
Public Sector Expenditure	-	-	-	-	-	-	-	16,000,000
Private Sector Expenditure	-	-	-	-	-	-	-	4,000,000
<b>Total</b>	<b>746,888</b>	<b>746,888</b>	<b>539,419</b>	<b>497,925</b>	<b>497,925</b>	<b>497,925</b>	<b>497,926</b>	<b>30,000,000</b>

**Table 31 Income and Expenditure Forecast**

## 5.5 Investment Breakdown

### 5.5.1 City Deal Grant Funding Profile

The amount of £10m has been allocated regionally for the Skills and Talent Programme. These allocations are indicative and can be varied if needed, in-line with the governance arrangements set out in the Management Case. Greater clarity on costs and their spread over the duration of the Programme is expected to become available once the Programme management team is in place and the sub-Programmes are scoped out in more detail. Appendix J details the income and expenditure for 2021 – 2026. The below operational expenditure is budgeted over the programme delivery life cycle in respect of a management team and relevant supporting costs.

		Skills and Talent					Total
		Five Year Operational Budget					
Programme Year	Year 3	Year 4	Year 5	Year 6	Year 7		
Operational Year	Year 1	Year 2	Year 3	Year 4	Year 5		
Description	2020/21	2020/22	2022/23	2023/24	2024/25		
Programme Management Team	243,553	221,451	227,638	258,992	265,518	1,217,151	
Operational Expenditure (Marketing and Consultancy Fees)	25,000	50,500	51,010	26,530	27,061	180,101	
<b>Total Operational Expenditure</b>	<b>268,553</b>	<b>271,951</b>	<b>278,648</b>	<b>285,522</b>	<b>292,579</b>	<b>1,397,252</b>	

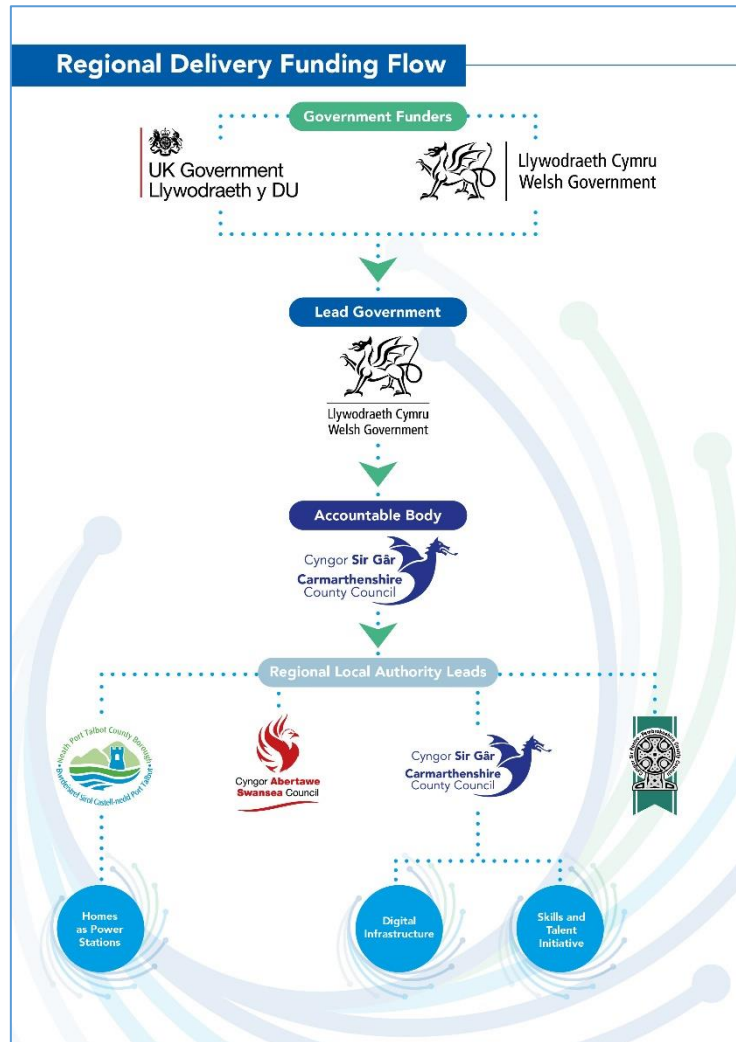
### 5.5.2 Public and Private Sector Funding Profile

Public Sector Funding Statement		
Theme	Public Contribution (£m)	Detail
Schools	3,000,000	Student numbers and delivery models are being developed. Pilot Projects based on employment demand led skills will be developed and project match funding/in-kind contributions will be required from schools.
Further Education	5,000,000	Pilot projects based on employment demand led skills will be developed and delivered by FE and match funding/in kind contributions will be required to support the projects.
Higher education/Universities	7,000,000	Pilot projects based on employment demand led skills will be developed and delivered by HE and match funding/in kind contributions will be required to support the projects.
Employability Directive	1,000,000	Demand led training through employment agencies to upskill unemployed to support integration back into the workplace, pilot projects will be developed to deliver upskilling opportunities. Match finding or in-kind contributions will be sought for the projects.
<b>Total</b>	<b>£ 16,000,000</b>	
Private Sector Funding Statement		
Theme	Private Contribution (£m)	Detail
Apprenticeships	4,000,000	Early discussions with providers are in the process of taking place. Private sector investment will constitute of an estimated 3000 demand led apprentices within industry which will also include the utilisation of City Deal Programmes and projects as part of delivery models.
<b>Total</b>	<b>4,000,000</b>	

**Table 32 – Public and Private sector funding profile**

### 5.5.3 City Deal Funding

The release of funds from the Accountable Body will follow one of two funding routes. This is determined on a Programme basis, dependant on whether funding is being released to a regional Programme or a Local Authority Programme. The flow of funding is shown in Figure 3 below:



**Figure 3. City Deal Funding Flow**

### 5.5.4 Borrowing

The Joint Committee is responsible for overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional Programmes. The capital borrowing (in respect of the Government funded element) for the City Deal Programmes will be re-paid by identified Government funds (UK & Welsh Government) over the 15-year period.

The exact level of borrowing and the structure and terms of the borrowing is yet to be confirmed at this point in time, however it will be calculated based on the amount required per relevant local authority and will be in line with the individual local authority's internal requirements. This is being determined by the four Section 151 Officers of the four regional



local authorities. All borrowing will be agreed based on the principles of the Prudential Code and Treasury Management Policy and Strategy for each local authority. When further details of the investments required for each Programme are known, a full business case appraisal for each individual Programme will be completed and submitted to the relevant local authority for approval before submission to the Joint Committee. These full business cases will include the detailed funding proposals and requirements of the local authority.

#### **5.5.5 Government Grant 'Top Slice'**

Annually, up to 1.5% of the Portfolio Investment Fund, specifically the government grants awarded, will be earmarked to support the Joint Committee and central administration functions required to support the delivery of the Portfolio. This is referred to as 'Top Slice' of Government Grants.

#### **5.5.6 Interest on Investments**

It is recognised that throughout the lifecycle of the City Deal portfolio, cash balances will arise through cashflow movements as and when Programmes become live and actual expenditure is incurred. Cash balances held by the Joint Committee will be invested through Carmarthenshire County Council as the Accountable Body. Income generated from cash investments will be ring-fenced and redistributed direct to Programmes based on the allocation outlined within the original Heads of Terms.

### **5.6 Monitoring and Evaluation**

The City Deal portfolio finances will be monitored through the Programme Board and Joint Committee, with the Economic Strategy Board also making recommendations on possible additional funding opportunities or alternative portfolio expenditure. Regular reports will also be presented by the Accountable Body to the regional Local Authority Directors of Finance and Regional Section 151 Officer working group. This working group will, in collaboration with the Welsh Government and the SBCD PMO, agree the financial monitoring process which will be:

- In line with overall reporting processes for the City Deal
- Based on best practice principles and guidance on Programme monitoring contained within the Green Book

The monitoring process will allow for the control of Programme cost variations and visibility of variations at a portfolio level.

The monitoring requirements of the Portfolio will require the Programme Authority Lead to submit a claim for Programme funding to the Accountable Body at a frequency to be determined by the Accountable Body. The claim shall include a progress report on the Programme. The progress report shall include an assessment of risks associated with the Programme and details of progress against the agreed outputs. After the parties have agreed in accordance with clause 6.7 of the funding agreement that the Programme has achieved practical completion, the Programme authority lead shall not be required to submit claims for Programme funding. Thereafter, the Programme authority lead shall complete annual monitoring returns in a form to be specified by the Accountable Body prior to the Accountable Body releasing any Programme funding to which the Programme authority lead is entitled. The annual monitoring forms will include an obligation to report on the progress in achieving the agreed outputs. The Accountable Body reserves the right to impose additional monitoring

requirements at a frequency and for such period as it considers reasonable in all the circumstances.

In addition to the above monitoring requirement the Accountable Body will require quarterly financial updates on Programme spend to support the cashflow management of the portfolio. These will detail the actual spend to the period, with forecast outturn over the 15-year duration of the portfolio.

Programme lead authorities are also obligated to support the Accountable Body with any progress update reporting as required by the Welsh and UK Governments.

## **5.7 Accounting Treatment of Programme Transactions**

### **5.7.1 Accounting for Income and Expenditure**

All income and expenditure in relation to Programmes outlined within the heads of terms are accounted for within the financial statements of the host Programme Lead Authority in respect of regional Programmes.

### **5.7.2 Revenue Requirement**

The Welsh Government has acknowledged that revenue funding will be required to support the delivery of Programmes within the City Deal portfolio. The revenue requirements by Programmes of the City Deal are to be managed locally by the Programme Lead Authorities. The Welsh Government recognises that the four local authorities will need to manage their capital funding to enable revenue expenditure to be supported. To achieve this through the use of the Local Authorities' capital receipts, Local Authorities will reference to the latest direction from Welsh Government Ministers on the use of capital receipts. This was issued under section 15(1) (a) of the Local Government Act 2003, along with accompanying guidance. Specific revenue funding will be detailed within Programme business cases and funded through partner investment.

### **5.7.3 Balance Sheet Accounting**

Assets generated though the life of the Programme will be accounted of and held in the balance sheet of the Local authority in which constituent area the asset is completed. Local authorities will account for asses in line with the relevant legislation and accounting standards.

### **5.7.4 Value Added Tax**

Value Added Tax (VAT) is included where appropriate within the forecasts and estimates demonstrated. For objectives delivered by local authorities, VAT is excluded from forecasts and estimates under the application of Section 33 of the VAT act 1994. This Act refunds to (mainly) local government bodies the VAT attributable to their non-business activities and exempt business activities, providing it is considered an insignificant proportion of the total tax they have incurred. Programmes or components of Programmes that are delivered by parties, other than that of local authorities, are subjected to VAT in the manner as regulated by the industry or sector in which they operate, except where regulatory standards dictate a specific treatment or application. Programme business cases will identify and detail the application of VAT and include within forecasts and estimates as appropriate.

## **5.8 Added Value**

The Skills and Talent Programme is a transformational project breaking new ground in drawing together employers and training providers to develop the new key skills required to

meet the changing demands of industry as well as developing the skills of the young people of the region to be the future workforce.

### **5.9 Sustainability**

The development of new training courses identified through the Intervention will enable the provision to be incorporated within the mainstream HE and FE provision thereafter as part of the permanent offer within the region.

### **5.10 Constraints**

The project is subject to the following constraints:

- State Aid rules on State Aid as they apply

### **5.11 Dependencies**

The project is subject to following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme:

- Continued core-funding from Welsh Government for the RLSP.
- Revenue support for the Project from the Local Authorities
- Match funding from the private sector.

## **6.0 Management Case**

### **6.1 Introduction**

The Skills and Talent management case provides key stakeholders with confidence that the capability and capacity to govern and deliver the programme are in place and suitable in order to meet the benefits realisation proposed throughout the business case, ensuring that they and other governance and delivery structures receive information in a timely and transparent manner to help them make informed decisions.

This has been achieved by establishing and operating capacity and capability to implement and manage robust governance and approvals through people, structures, strategies and processes based around Portfolio, Programme and Project Management (P3M) practices and principles. Having these arrangements in place to consider how the programme will manage delivery of the business case, organisation, quality, plans, risk, change and progress will overcome challenges by reducing complexity whilst ensuring appropriate governance is utilised, in doing so will require regular revisits to the strategic, economic, commercial and financial cases, and analysis of the Programme throughout delivery.

The Skills and Talent Programme is strategically owned by the Swansea Bay City Region and the Projects and Programmes within the SBCD and operationally managed by the RLSP Board and the Skills and Talent Programme Office. This approach will provide flexibility in the methodologies that the diverse set of programmes and projects will utilise to manage their development and delivery whilst ensuring the ability of the Skills and Talent Programme to maximise their own benefits realisations whilst meeting the needs of the wider Portfolio.

All governance committees have been established and are fully operational. Robust governance and approvals of the Skills and Talent Programme are through its people, structures, strategies and processes as detailed in the following Management Case.

The Skills and Talent programme will undergo a Gateway 0 external review on the 23 -25 June 2021. The Skills and Talent programme will be reviewed periodically by the CDPO it's regional partners and external stage gate reviews to assess and monitor the success and governance of the project and ensure that the ambitions of the Skills and Talent programme are being met and that value for money and training needs are being addressed to meet the requirements of the individual projects that make up the City Deal and the wider economic success of the region.

The Skills and Talent programme management office have conducted regular reviews throughout the preparation of the business case which has helped shape the business case and the benefits proposed throughout. These recommendations have been endorsed by the Regional Learning and Skills Partnership Board and will be implemented as part of the programme. A summary of the engagement can be found in Appendix K.

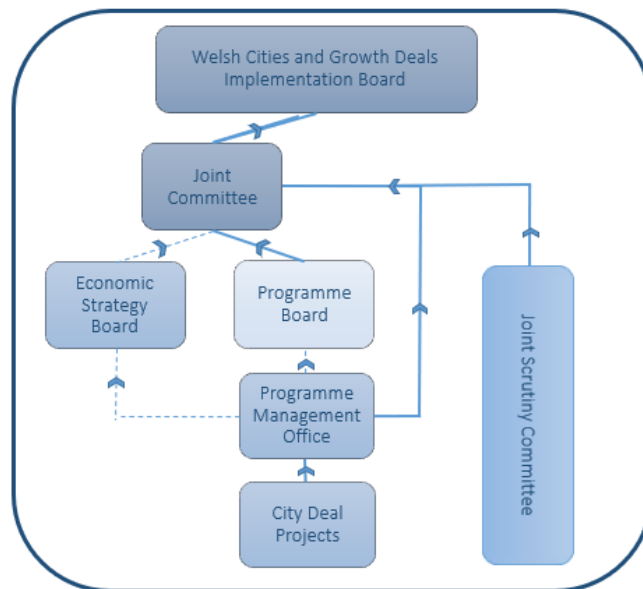
### **6.2 Governance and delivery structures**

#### **6.2.1. Swansea Bay City Deal Governance Structure**

The SBCD established a legal governance document - the Joint Committee Agreement (JCA) - in May 2018. Leading to the establishment of the SBCD Joint Committee, this document outlines the principles, rights and obligations of City Deal arrangements. Under the terms of the JCA, the four regional local authorities have pledged to work in partnership to discharge their obligations to one another, and to the Welsh Government and the UK Government, to promote and facilitate projects funded under the SBCD. The management processes and

procedures outlined in the JCA include financial cash flow, project approval, risk management and progress updates.

The overarching SBCD governance and delivery structure, as outlined below in Figure 4, is operational with established Terms of Reference for the various boards and committees, membership/post holders, and plans and processes in place to govern and deliver the SBCD portfolio.



**Figure 4 – Swansea Bay City Deal Governance Structure**

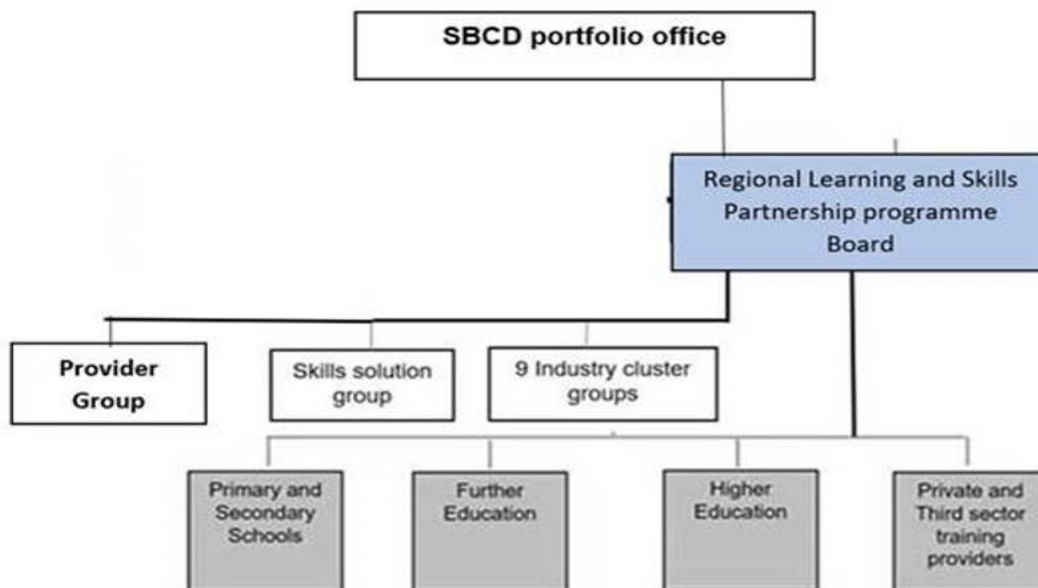
Governance entity	Purpose	Owner/ Lead	Meets	Reports to
Joint Committee	Executive board with overall responsibility for scrutiny and business case approvals. It holds the Programme (Portfolio) Board and PoMO to account. Comprises of the four Local Authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.	Cllr Rob Stewart	Monthly	WG/UKG
Programme (Portfolio) Board	Oversees the operations of the SBCD. Responsible for reviewing business case developments and portfolio progress. Consists of the head of paid service of each of the eight primary partners for the SBCD, and is chaired by the SBCD Senior Responsible Owner.	Wendy Walters	Monthly	Joint Committee
Senior Responsible Owner	Appointed by the Joint Committee, the SRO is also the chairperson of the Programme (Portfolio) Board to champion the SBCD and drive its successful implementation by overseeing portfolio delivery and ensuring that appropriate governance arrangements are in place. The SRO holds the Portfolio Director to account.	Wendy Walters	-	Joint Committee
Portfolio Director	Responsible for delivering the Portfolio Business Case and Project Development Roadmap.	Jonathan Burnes	-	Joint Committee and SRO

Programme / Project managers	Experienced individuals who manage the development of the programme / project Business Cases and implement the Assurance and Approval plan and project plan. Also works with the Portfolio Director and PoMO to apply the Portfolio Development Roadmap. Depending on the size and complexity of the programme / project the Programme / Project Manager will run the Programme / Project Team and manage external advisers.	PM for each City Deal project	Monthly	Project / Programme Boards / SRO and SBCD Portfolio Director
Portfolio Management Office	Responsible for the day-to-day management of matters relating to the Joint Committee and the SBCD.	SRO Wendy Walters	Weekly team meetings	Joint Committee/ SRO
Economic Strategy Board	Private sector advisory body which acts as the voice of business. Provides strategic direction for the City Deal through advice to the Joint Committee on matters relating to the City Region. The Chair is accountable to the Joint Committee.	Chris Foxall (whilst Ed Tomp is on sabbatical)	Monthly	Joint Committee
Joint Scrutiny Committee	Provides advice, challenge and support to the Joint Committee for the SBCD Portfolio and associated cross-cutting regional projects/programmes. The full terms and reference for the Joint Scrutiny Committee are set out in the Joint Committee Agreement.	Cllr Rob James	Bi-monthly	Joint Committee
Accountable Body	Carmarthenshire County Council is the Accountable Body responsible for discharging City Deal obligations for the four Local Authorities including financial and staffing matters. The Accountable body is the primary interface for the City Deal with the Welsh and UK Governments.	CEO Wendy Walters  Leader Cllr Emlyn Dole	-	Joint Committee

**Table 33 Swansea Bay City Deal Governance**

### **6.2.2 Skills and Talent Programme Governance Structure**

The Skills and Talent programme is one of the 9 projects/programmes that make up the Swansea Bay City Deal and is bound by the overarching governance of the City Deal Programme model. The programme will operate in accordance with the Heads of Terms agreed by Welsh and UK Governments and the four local Authorities. The Heads of Terms outlines in detail the City Deal's governance. The Project will conduct its business in accordance with the City Deal's parameters set out by the SBCR Joint Committee, Economic Strategy Board and Programme Board. The Skills and Talent governance and delivery structure detailed in figure 5 below sits below the SBCD structure represented in figure 4. Carmarthenshire County Council is the lead body for the Skills and Talent programme and the Regional Learning and Skills Partnership (RLSP) will be responsible for the delivery of the programme.



**Figure 5 Skills and Talent Programme Governance Structure**

The Regional Learning and Skills Partnership Board for South West and Mid Wales has been in existence since 2010 led by a private sector Board incorporating representatives of further and higher education, training providers and education together with key stakeholders in employability and training in the region. The partnership is transformational bringing business leaders, education and regeneration partners together to help provide a better future for learners and potential learners and people wishing to re-train across the region. The RLSP Board provides an oversight and ‘on the ground’ leadership in relation to the skills requirements and demands of industry.

The RLSP will head the governance structure for the project and through the Skills & Talent PM will ensure the project is managed effectively, to approved timescales and in line with the governance structure of partner organisations. The RLSP will assist all regional and portfolio stakeholders with effective decision-making pertaining to the strategic direction and, where appropriate, the operational delivery of the scheme in order to successfully deliver the benefits outlined within this business case.

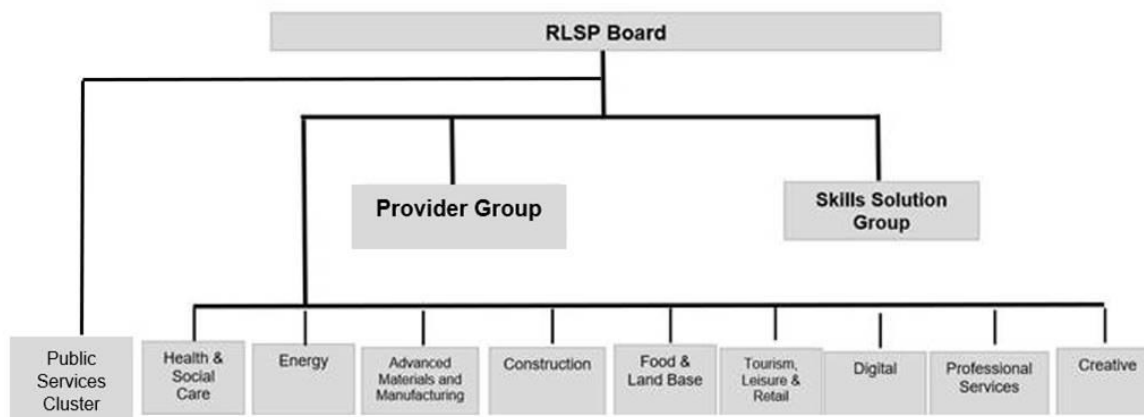
To achieve the requirements of the governance arrangements the Board recommended and unanimously agreed in a special meeting on the 25<sup>th</sup> February 2021 that the Terms of Reference and membership should be updated to meet the governance requirements to deliver the Skills and Talent programme incorporating additional representation from both public and private sector including observers from the Portfolio office. The updated Terms of Reference for the Board can be found in Appendix L. Membership of the group is detailed in Appendix C. The Skills Solution group will have responsibility of working with the Programme management team to identify the skills gaps and develop solutions in the form of projects to deliver the skills requirements to meet the needs of the projects. Appendix M details the terms of reference and membership of the Skills solution group which includes representation of all projects that make up the SBCD.

The RLSP Board will provide leadership and drive forward the vision of the Skills and Talent programme as set out in the Business Case. The remit of the Programme Board will be

delivered under the regional governance framework as set out within the City Deal portfolio business case. The Programme Board will have responsibilities which will include but not exclusive to:

- Securing funding and approval for the programme
- Updating the business case when required in accordance with the requirements and expectations of the Welsh and UK Governments and submitting this via the agreed governance requirements of the SBCD.
- Project level approval of all major plans and seeking approval through the agreed governance arrangements.
- Provide resource required to enable the programme delivery
- Approval of all deviations from agreed tolerances in line with agreed change management arrangements.
- Arbitration on any conflicts that cannot be resolved at Project level and escalation through the appropriate channels as required.
- Reviewing and reporting the programme benefits (outcomes and impacts) and whether they are still achievable.
- Management of major risks and issues at programme level and coordination and escalation of risks and issues that are likely to have an impact on other areas of the Portfolio.
- Initial approval and sign off of key project documentation and coordination of approval of key documentation from wider stakeholders as required.
- Approving and funding key changes
- Guaranteeing equity and catering for the needs of all partners and stakeholders.
- Ensuring longevity of initiatives and programmes created as a result of the Skills and Talent programme.

The Board is supported by nine Industry cluster groups and the membership of each cluster group provide valuable insight into the needs of the industry. Figure 6 below details the board's current breadth of influence across all key employment sectors. Appendix D details the membership of the Cluster groups.



**Figure 6 Regional Learning and Skills Partnership Board Stakeholder Engagement**

The Programme Team will work with the Skills Solutions group, the Provider group, the Industry Cluster groups and the employability group on the delivery of the programme that will include the following areas of work:



- Liaise with the Swansea Bay City Deal projects on skills requirements and ensure that the programme delivers the skills training required to ensure the success of the projects.
- Work with stakeholders to develop projects to meet the training needs of the region and support the development of projects to deliver the skills gap identified.
- Monitor the performance of the projects against the key programme investment objectives to ensure that the programme remains on track to deliver on the proposed outputs.
- Provide support to the RLSP Board to resolve key issues and manage the risks and opportunities within the programme.
- Work with the Regional School Improvement Consortium to prepare a career path plan to support project proposals from schools to deliver on the aims of the programme in raising the aspiration through highlighting opportunities that will be generated through the City Deal projects and other business investments attracted to the region.
- identify opportunities and implement Centres of Excellence in the region that will deliver on key programme outcomes

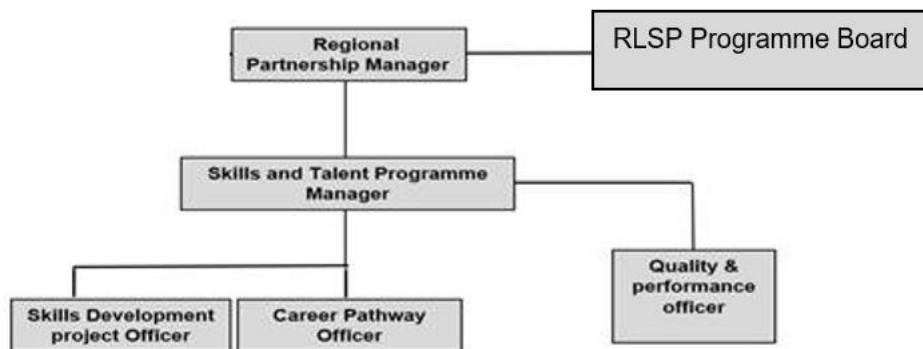
### **6.2.3 Skills and Talent Programme Delivery Team**

The day-to-day operation of the programme will be delivered by the Skills and Talent programme management team who will have responsibility for the delivery programme working to and alongside the Regional Learning and Skills Programme Board. The Programme Implementation Plan (Appendix I) details the timescale of the programme across all five key areas of delivery.

The Programme team will be responsible for:

- Providing the Portfolio Management office, and ultimately Portfolio Board, Joint Committee, UK and Welsh Governments with all necessary reports and documentation as outlined within the Programme and Portfolio IAAP documentation (Attached as Appendix N)
- Developing, implementing, maintaining and monitoring a comprehensive performance management system and evaluation framework that will operate and meet the requirements of both the strategic portfolio and programme level governance.
- Being responsible for the management of the programme including gateway reviews, performance and financial management of the delivery programme, undertaking due diligence as required
- Overseeing delivery and ensuring integration between the respective City Deal projects.
- Maintaining appropriate communication, recording and reporting functions with the wider stakeholder group through the Portfolio Management office.

The Skills and Talent Programme Management team is led by an experienced and qualified Regional Partnership Manager who reports to the Economic Development Manager within Carmarthenshire County Council as the Lead Authority for the delivery of the Skills and Talent Programme. Figure 7 below shows the structure of the Programme Team.



**Figure 7 – Skills and Talent Programme Management Structure.**

- Regional Partnership Manager**  
The post holder is responsible for the development and delivery of the programme; for reporting back to the RLSP, the portfolio office and various boards across the City Deal as required. The post holder will ensure that all risks, benefits and value for money are monitored and reported on a regular basis and that the work of the programme is communicated to all stakeholders and meets the needs determined by the wider City Deal projects and programmes.
- Programme Manager**  
The post holder will work with the RLSP Programme Board, project partners and stakeholders to identify and deliver the skills needs for the region and the portfolio. The skills needs will be developed into pilot skills projects to be funded through the programme to meet the needs of the 8 City Deal projects and other potential investment projects that are attracted to the region.
- Skills Development Project Officer**  
The post holder will be responsible for assisting partner organisations and stakeholders to identify the requirements of the City Deal projects and programmes and develop the projects and ensure that they deliver value for money; the outputs and outcomes required within the programme.
- Career Pathway Project Officer**  
The post holder will be responsible for working with schools to strengthen the link between education and training providers and businesses in the region to work together to implement a skills programme for the City Deal area that will develop a highly skilled and trained workforce for the future “Creating Ambition and Aspiration in All”. The post holder will liaise with the schools across the region to ensure that the projects developed enhance the career pathways into the jobs created by the City Deal projects.
- Quality and Performance Officer**  
The post holder will undertake the day to day financial monitoring of the programme activities and will gather and record the programme and project outputs.

The new roles will be recruited into the Programme Office as soon as possible to bring the necessary skills and experience to successfully deliver the programme.

In addition to these roles Carmarthenshire County Council will provide support services for financial leadership.

### **6.3 Stakeholders**

The programme builds upon the momentum created through proven collaborative working. The RLSP has a strong employer and stakeholder engagement programme that has grown to over the last 4 years to over 3000 businesses and all the training providers and public bodies listed below.

- Further Education providers – Coleg Sir Gar (incorporating Coleg Ceredigion); Gower College; Pembrokeshire College; Neath and Port Talbot College and Colegau Cymru
- Higher Education - Swansea University; University of Wales Trinity St David; Aberystwyth University and Open University.
- Local Authorities - All four Local Authorities: Swansea City Council, Neath Port Talbot County Borough, Carmarthenshire County Council and Pembrokeshire County Council. There is also engagement with Ceredigion and Powys County Councils who have an interest in Skills Development in the region.
- Welsh Government - The Departments of: Economy and Infrastructure; Health, Wellbeing and Sport; and Finance and Local Government, together with the First Minister's Cabinet Office.
- NHS - Both Swansea Bay University Health Board and Hywel Dda University Health Boards covering the entire region from an NHS perspective
- Private Sector – Welsh Government designated Anchor and Regionally Important Companies; Large Companies; Small and Medium Size Enterprises in the region. The chairs of each Sector Cluster groups represent the specific sectors within the City Deal themes
- Third Sector organisations
- Skills Solution group representing all HE, FE and training providers who will be instrumental in working with the programme team to deliver skills solutions

The consultation and engagement with all of the organisations/individuals listed above on the proposals for the Skills and Talent programme has been continuous throughout the development of the business case, via face-to-face meetings; questionnaires on skills needs etc; presentations to forums and meetings and workshops.

During the development of the business case for the Skills and Talent programme there has also been extensive engagement with over 300 schools across the region and the RLSP officers now regularly attend Head teacher group meetings and meet with schools to discuss the programme and opportunities for schools to work with the programme team including the development of a Welsh Language level 2 and 3 courses delivered in school for Engineering and Digital studies.

The RLSP have also worked with the 14-19 school co-ordinators to develop specific modules for the support of the City Deal projects within the Welsh Baccalaureate and will utilise this network of co-ordinators to ensure the training developed and delivered, best meets the needs of the wider portfolio.

### **6.4 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

Where advisors or consultants are engaged this will be completed in line with the procurement principles agreed for the SBCD and the Programme office will engage with the PoMO in order to ensure the appointment provides maximum benefit for the programme.

In addition, the SBCR Economic Strategy Board (ESB) is made up of business sector representatives from sectors including energy, finance, life sciences, manufacturing, housing and economic acceleration. While also applying private sector rigour to the assessment of City Deal programme / project business cases, the ESB makes recommendations to the Joint Committee for consideration. New members were appointed as specialist advisers in 2020 to broaden the representation of further sectors including skills and micro businesses. All ESB member appointments used an open recruitment exercise process and all members are unpaid for their SBCD contributions.

The Skills and Talent programme has already engaged with a number of Specialist Advisors in the preparation of the Business Case these include:

- DS Swallow on the Economic Case
- Joe Flanagan Advisor to Welsh Government
- Belfast and Edinburgh City Deal management office.

## 6.5 Monitoring and Evaluation for Performance and Benefits

The Programme Monitoring and Evaluation processes will replicate those set out in the SBCD Monitoring and Evaluation Plan. The Programme SRO will ensure that the Programme team makes appropriate arrangements to collate, monitor and communicate project milestones, deliverables and benefits realisation. The M&E Plan aligns to the revised HM Treasury Green and Magenta books and the UK Government's Project Delivery Guidance.

The M&E plan will be applied at programme / project level where a two-way cascade of outputs and outcomes will be required to understand performance and impact of the SBCD portfolio. The tools and templates used to monitor and evaluate activity are summarised in the table below, along with their frequency:

Document	Frequency
1. Highlight report	Monthly
2. Monitoring report	Quarterly
3. Annual report	Annually
4. Benefits realisation plan / register reported	Continually updated and reported quarterly
5. Milestone evaluations	Year 5 and 10

The M&E requires the delivery of two primary components. Firstly, Progress and Performance, which is a periodic assessment of programme / project implementation and performance activities; and secondly, Programme Benefits Realisation/Evaluation, which is the evaluation of their results in terms of relevance, effectiveness, and impact. The Monitoring and Evaluation undertaken by the programme board will provide the SBCD governance structures, namely the Portfolio Management Office, Joint Committee, Programme (Portfolio) Board, Economic Strategy Board and Joint Scrutiny Committee, with information on the progress and impact made towards achieving the programmes milestones, outputs and outcomes. This information will be shared with the Welsh and UK Governments through periodic updates and reviews, while also being made available to the public on an annual basis. Regular updates on the following will be provided in line with the overarching Portfolio M & E requirements:

- portfolio communications,
- RAG rating and summary status,
- key achievements,
- key planned activities,
- key risks and issues,
- output deliverables,
- IAAP,
- Covid-19 Impact Assessment,
- financial monitoring.

The benefits management will assess and review the outcomes that result in change that were achieved as part of the activities undertaken by the Skills and Talent Programme. The milestones to review benefits will be agreed at programme level to ensure that benefits are realistically and meaningfully measured however benefit progress will be reported at least quarterly to the PoMO. These will be aligned to the IAAP and external stage gate review process. Further work will take place in Q2 2021/22 to further develop the plan and associated strategy, map, profile, and reports as required.

## **6.6 Benefits Realisation**

The measurement of benefits within the delivery of the Skills and Talent programme 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 benefits that will be derived and delivered from the programme.

An overarching benefits measure should be the number of skills increases across the region, linked with the ongoing ability of the individuals benefiting from the Skills and Talent programme and percentage of these who are able to successfully obtain employment in the intended areas of industry as a direct result of the programme.

All Skills and Talent Programmes are enabling in its nature, if there is no demand or beneficial use that can be made, then it would have no value. As such many of the outputs and benefits identified are predicated on the future opportunities to the regional workforce maximising the opportunities provided by the skills and talent programme in order to produce relevant training in order to meet the current skills gaps and provide suitably qualified individuals to take up the employment opportunities available as a result of the wider portfolio.

In order to measure a benefit against the intended outputs of the programme, ideally a base-line position would need to be identified, so that improvement or degradation can be seen. Whilst the setting of a base-line would be open to interpretation there is data readily available

in order to determine the level of skills and talent within the region. It is therefore proposed that metrics will be devised in order to assess the impact of the Skills and Talent programme and the population of South West Wales. The Benefits Register for the programme is attached as Appendix O.

The lasting legacy of the programme will be the establishment of a range of new skills courses across a range of sectors. The collaborative working established as part of this Programme will ensure that all sectors will be involved in the development of “fit for purpose” skills training for the region in order to achieve the City Deal aim of developing a highly skilled workforce for the region. This joint working will provide lasting improvements including:

- Improved efficiency through integration of services and elimination of duplication which will benefit the learner and the potential learner by freeing up resources.
- Flexible and responsive approach to the needs of the local labour market by bringing learning and skills together with regeneration opportunities in the region. This will benefit the learner by delivering relevant learning opportunities with greater potential for employment.
- Availability of informative, up to date information to help in strategic planning; ensuring the most appropriate learning opportunities and progression routes are available for learners in the region, which will benefit the learner by providing pathways.
- The Programme ultimately aims to inform the restructuring of provision of publicly funded training and education in the region.
- Flexible and responsive approach to the needs of the local labour market by bringing learning and skills together with regeneration opportunities in the region, which will benefit the learner by delivering relevant learning opportunities with greater potential for employment.

The measurement is not meant to be comprehensive but focus instead on the most likely indicators that would give a positive measure of the benefits realised through undertaking the Skills and Talent Programme. The measurement itself will need to be carried out through a sample based primary research programme, which will allow additional benefits to surface.

The measurement of benefits from the programme will be over a long period of time as there are a number of areas e.g. schools where the impact will not be seen until the child in primary school in 2021 will be leaving school in 12 years. However, there will be some more immediate measurements where upskilling can take place to support specific projects from within existing workforce or people in colleges and universities that will become aware of opportunities within the City Deal projects during their study years.

## **6.7 Risk Management Strategy**

**Risk** is defined as the uncertainty of outcome, whether positive **opportunity** or negative **threat**, of actions and events. The risk must be assessed in respect of the combination of the likelihood of something happening, and the impact which arises if it does actually happen. Risks that have occurred, or will do so imminently, are no longer risks, but are known as **issues**. They are no longer risks because the uncertainty about whether they will occur has been removed.

A Programme Risk Management Strategy will be developed in Q2 2021/22 and will be aligned to HMT Green Book supplementary guidance: The Orange Book, the strategy defines the risk appetite and tolerance of the SBCD, as well as principles of the strategy, along with a

documented process for identifying, assessing, addressing and measuring risk and issues. The risk management strategy is led from the top of the SBCD and is embedded in standard practices and processes of the SBCD governance arrangements.

The purpose of the Risk Management Strategy is to provide a systematic and effective method by which risks can be consistently managed throughout the SBCD Portfolio. This will:

- Inform stakeholders how risks will be identified, assessed, addressed and managed
- Provide a common strategy and understanding of portfolio management that will enhance the capability, willingness and understanding of appropriate governance and assurance, thereby increasing the likelihood of successful delivery of the SBCD aligned to the regional ambitions
- Detail the key roles and responsibilities of groups and individuals associated with the SBCD with respect to programme management
- Signpost to additional resource, support and training
- Provide standard definitions and language to underpin the risk management process
- Implement an approach that follows best practice

The Programme risk management approach is based on P3M (Portfolio, Programme and Project) and HM Treasury Orange Book best practices.



Figure 9 HM Treasury Orange Book Best Practice model

The Programme currently has a risk register (Appendix F) and regularly reports on prioritised risks through the PoMO in order to inform the Portfolio Stakeholders of pertinent risks. The risk register is sub-divided into the themes of development, implementation, operational and financial. Each risk provides details of the description, owner, consequence and a review update, accompanied by a scoring based on probability and impact for each risk. The identification and assessment of risks in the risk register are aligned to the UK and Welsh Government Guidance, where risks fall into three main categories:

<b>Business</b>	Business related risks remain with the public sector and can never be transferred
<b>Service</b>	Service-related risks occur in the design, build, funding and operational phases of a portfolio and may be shared between the public and private sectors
<b>External</b>	External systemic risks affect all society and are unpredictable and random in nature

**Business-related risks** that can affect the scope, time and cost at portfolio level are summarised as follows:

- Displacement as a result of competing with other regions across Wales
- Lack of funding from Welsh and UK Governments
- Lack of inward investment from private sector
- Lack of quality human capital within the region
- Political conflict at Regional, UK and Welsh Government levels

**Service-related** risks will be managed by each of the City Deal programmes and projects, who will maintain, manage and monitor their own risk registers in line with guidance from the Green Book and the PoMO governance arrangements. Any significant risks that may affect portfolio deliverables will be escalated to the PoMO and reported and managed via the regional governance structure.

**External Risks:** Although not within the control of the programme, external risks are significant to delivery and are therefore monitored accordingly. Key business risks captured in a programme risk register are:

- Length of time for the approval of the business case
- Failure to increase the number of skilled individuals
- Lead in times in the development of new skills offer in the region.

The Programme Risk Register is considered by the PoMO for escalation to Programme (Portfolio) Board and Joint Committee on a quarterly basis. This document is also available for review by Joint Scrutiny Committee.

The Programme Risk Register is an important tool and will form part of the Skills and Talent Risk Management Strategy and helps the Programme board and PoMO document risks, track risks and address them through preventative controls and corrective measures.

The Programme board will also establish an issues log in order to facilitate the management of issues at the appropriate time. The Issues Log will be updated quarterly and reported on by exception through the Governance structure via the Quarterly Monitoring Report.

## 6.8 Communication Plan

All communications relating to the Skills and Talent programme will be managed through Carmarthenshire County Council media team working alongside the PR departments of the four Local Authorities and the SBCD Portfolio office.

## 6.9 Contingency

The City Deal's Joint Committee Agreement outlines contingency arrangements for several scenarios. The scenarios identified include the withdrawal of a programme / project from the City Deal portfolio, the change of a project local authority lead, and the withdrawal of a partner



from the City Deal portfolio. All these scenarios and contingency arrangements will be managed via the portfolio and programme / project risk registers and issue logs and reported accordingly. Risk management is not the same as contingency planning. Risk management is about identifying, assessing, avoiding, mitigating, transferring, sharing and accepting risk; while a contingency plan is about developing steps to take when an actual issue occurs.

The RLSP Programme Board will establish contingency plans to develop steps to take when an issue occurs.

When a Risk has undergone all mitigation and the situation becomes certain, the occurrence becomes an issue. The Programme Board will advise the PoMO as soon as reasonably practicable and adopts the following process to ensure the issue is managed appropriately.

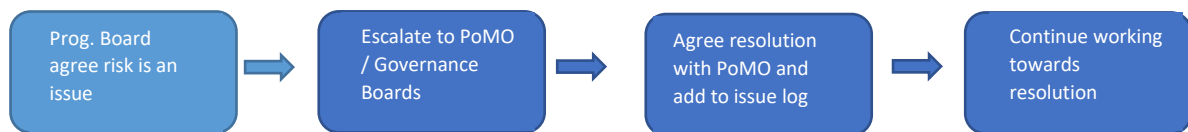


Figure 8 Moving a Risk to an Issue

All four local authorities are subject to the JCA, which will be kept under review.

The Programme office will work with the PoMO to ensure that contingency arrangements are considered and in place at a programme and project level to manage potential scenarios in the development, delivery and operational phases of the individual schemes.

### 6.10 Post Funding/Continuation Strategy

The City Deal funding will facilitate the identification of projects to identify the skills gaps and the development of new skills within the region. The development of a new framework of skills to meet industry needs will be funded through pilot development from the City Deal and future delivery would be adopted through the Welsh Government Skills funding programme.

It is anticipated that the RLSP will demonstrate ongoing commitment to the training schemes developed through the City Deal Skills and Talent programme by working with Welsh Government Skills and Training to include all new frameworks developed as part of the programme within mainstream delivery in FE colleges and work- based learning apprenticeships in future.

## **Glossary of Terms**

<b>RLSP</b>	<b>Regional Learning and Skills Partnership</b>
<b>CDP</b>	<b>City Deal Portfolio</b>
<b>FE</b>	<b>Further Education</b>
<b>HE</b>	<b>Higher Education</b>
<b>DCMS</b>	<b>Department of Culture Media and Sport</b>
<b>SBCD</b>	<b>Swansea Bay City Deal</b>
<b>CPD</b>	<b>Continuous Professional Development</b>
<b>CDPO</b>	<b>City Deal Programme Office</b>
<b>PM</b>	<b>Programme Management</b>
<b>PoMO</b>	<b>Portfolio Management Office</b>
<b>M &amp; E</b>	<b>Monitoring and Evaluation</b>



# Integrated Impact Assessment Screening Form – Appendix 2

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

## Which service area and directorate are you from?

Service Area: Planning and City Regeneration, Economic Development and External Funding

Directorate: Place

### Q1 (a) What are you screening for relevance?

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

### (b) Please name and fully describe initiative here:

#### **The Swansea Bay City Deal Skills and Talent Programme Business Case**

The Swansea Bay City Deal 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 City Deal is being funded, subject to the approval of project business cases by the UK Government, the Welsh Government and the private and public sectors.

The Skills and Talent Programme is a unique programme within the suite of nine projects that make up the Swansea Bay City Deal portfolio that will deliver skills training solution offering the best value sustainable skills infrastructure to develop the workforce of the future.

The overarching aim of the programme is to strengthen collaboration and increase investment that will significantly boost the quality and quantity of trained and skilled individuals through the intervention of the programme.

The aim is to:

- To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE.

## Integrated Impact Assessment Screening Form – Appendix 2

- To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

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

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

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?**

**Please provide details below – either of your activities or your reasons for not undertaking involvement**

The overarching aim of the programme is to strengthen collaboration and increase investment that will significantly boost the quality and quantity of trained and skilled individuals through the intervention of the programme.

- Phase1 of the programme will carry out mapping of the City Deal skills gaps and analysis of the training needs for the City Deal projects and the wider regional benefits. The needs analysis will consider the business needs; gender and equality imbalances and the needs and availability of the existing and future workforce through re-training and increasing awareness of opportunities.
- Phase 2 - identify the skills gaps across the five key themes and the programme team will work with stakeholders to develop pilot projects to deliver the skills training and upskilling identified. The Skills and Talent programme will not duplicate existing provision, but will work with all training providers across the region to ensure that the courses delivered through the pilot projects, or the amendment of existing frameworks will meet the future skills needs for the region and will provide a lasting legacy of skilled individuals across the Swansea Bay region.

## Integrated Impact Assessment Screening Form – Appendix 2

- Phase 3 - will work with schools across the region to highlight opportunities that will be generated through the City Deal projects and develop clear pathways to help young people make the right choices in schools. The aim will be to increase the number of pupils following STEM subjects in Further and Higher Education.
- Phase 4 – identify opportunities to create Centres of Excellence in the region that will be the legacy of the programme and identify the region as being the best place to learn specific sector skills.

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

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?  
 Yes  No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
 Yes  No
- c) Does the initiative apply each of the five ways of working?  
 Yes  No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
 Yes  No

---

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

High risk

Medium risk

Low risk

---

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

Yes       No      If yes, please provide details below

---

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

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

The Skills and Talent programme is required because the region suffers from a series of overarching economic issues including low GVA, lack of well-paid job opportunities, skills shortage, high levels of economic inactivity and outward youth migration. The region is characterised by a higher proportion of individuals with no qualifications when compared with national averages. A high number of individuals in the region are currently in low skilled, low paid and unstable employment and subsequently a lower-than-average level of individuals are

## Integrated Impact Assessment Screening Form – Appendix 2

in higher paid, meaningful employment. The programme will help address the skills gaps by working with the City Deal projects and regional stakeholders to develop and deliver the skills needs for the future in the region

### Outcome of Screening

**Q8 Please describe the outcome of your screening below:**

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

The overarching aim of the programme is to significantly boost the quality and quantity of trained and skilled individuals in the region and this will be its biggest impact.

The programme will help address the skills gaps by working with the City Deal projects and regional stakeholders to develop and deliver the skills needs for the future in the region

The scheme is unlikely to impact on any specific groups as defined within the Equality Act 2010.

The scheme has been considered against the five ways of working (long term, prevention, integration, collaboration, involvement) in the Well-being of Future Generations sustainable development principle. Skills and Talent will directly contribute to our objectives:

- Long Term –Skills and Talent development is a long-term investment that enables transformative actions at many levels.
- Prevention –Skills delivery represents an opportunity to improve services and provide a stable platform for future change.
- Integration –Skills development is a critical enabler across many sectors and makes integration simpler and more effective.
- Collaboration –Skills and Talent opens significant new opportunities to involve people and organisations in working together and increase prosperity in the region.
- Involvement – Part of the project is to deliver upskilling , which is fundamental to opening opportunities for all and increasing the chance for all to get employment and have a better standard of living.

Finally, the scheme is unlikely to impact on the Council's obligations under the Welsh Language Standard Regulations 2015.

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

Full IIA to be completed

## Integrated Impact Assessment Screening Form – Appendix 2

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

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

<b>Screening completed by:</b>
<b>Name: Gary Lewis</b>
<b>Job title: External Funding Programme Officer</b>
<b>Date: 30/6/2021</b>
<b>Approval by Head of Service:</b>
<b>Name: Phil Holmes</b>
<b>Position: Head of Planning and City Regeneration</b>
<b>Date: 1/7/2021</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)



# Agenda Item 14.



## Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 15 July 2021

### Shaping Swansea – Appointment of Development Partner

<b>Purpose:</b>	To approve the appointment of the Preferred Development Partner following an OJEU competitive dialogue procurement process.
<b>Policy Framework:</b>	Swansea Central Area Regeneration Framework, Local Development Plan, Well-being and Future Generations (Wales) Act, Contract Procedure Rules and Public Contract Regulations 2015
<b>Consultation:</b>	Access to Services, Finance, Legal, Procurement, Property Services.
<b>Recommendation(s):</b>	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"><li>1) Approve the appointment of the preferred bidder as the Strategic Sites Development Partner.</li><li>2) Approve the commencement of legal negotiations with the preferred bidder to develop the final terms of the Strategic Partnership Agreement (SPA), based on the detailed Heads of Terms concluded during the procurement process.</li><li>3) Delegate authority to the Director of Place and the Chief Legal Officer to approve the final terms of the SPA and any supporting material and to enter into the SPA, subject to such approval.</li><li>4) Delegate authority to the Director of Place, in consultation with the Chief Legal Officer and the Chief Finance Officer to approve completion of the Stage 1 process. The granting of a 6 month period of exclusivity to the preferred bidder on completion of Stage 1 is approved on the understanding that a further report will be presented to Cabinet for the approval of Stage 2. This report will set out the updated financial position of the preferred bidder.</li></ol>

<b>Report Author:</b>	Huw Mowbray
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officers:</b>	Pamela Milford, Deb Smith
<b>Access to Services Officer:</b>	Rhian Millar

## 1. Introduction

- 1.1 The Council has defined a regeneration strategy for Swansea city centre, and its wider area, the key aims of which are set out in 1.8. The implementation of this strategy is already underway through the delivery of Copr Bay, 71-72 Kingsway and Kingsway public realm projects which are being delivered by the Council and its partners. The Council's preference is for subsequent development projects to be delivered by the private sector as far as possible in order to transfer development risk away from the public sector and also to benefit from its expertise and resource.
- 1.2 The Council, through a competitive dialogue procurement procedure, is seeking to procure a suitably qualified development partner to support the sustainable regeneration of Swansea through the development of its strategic sites over a term of up to 20 years. On the 21<sup>st</sup> November 2019, Cabinet approved the commissioning process for the selection of the development partner.
- 1.3 A multi sited approach to partnering with the private sector, as opposed to a project specific approach, was proposed as the best solution in order to enable the implementation of the strategy as a whole and to allow for one development project to assist in the delivery of another development project where there is a relationship between sites.
- 1.4 The seven Strategic Sites that form part of this procurement process are listed below and are outlined on the plan attached at Appendix A. The sites were selected to demonstrate to the development market the scale and quality of the opportunity, in order to receive maximum interest.
- **Civic Centre:** this significant site lies on Swansea's seafront southwest of the city centre with 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 an exemplary residential-led mixed use development.
  - **Hafod Copperworks:** This site is extremely important in terms of Swansea's industrial heritage and presents an opportunity to create a major leisure destination, building on two existing projects, which both have identified operators. A concept masterplan and associated business plan have been produced to create a significant leisure destination to be delivered by the partnership, with additional future phases delivered.

- **Swansea Central North:** This mixed-use development is intended to be employment-led, comprising a public sector hub, potentially to be occupied by the Council and Welsh Government alongside other public sector tenants. A vibrant mix of uses will complement the public sector hub, which could include residential, employment, retail and/or leisure uses.
- **Oxford Street:** The site lies within the core city centre and is envisaged to become a mixed-use development.
- **St Thomas:** The Council's objective is to create a residential-led development within a high-quality environment, connecting the existing community of St Thomas to Swansea City Centre. The development will provide a key link between St Thomas and the city centre allowing a much greater level of integration than currently exists.
- **Sailbridge:** This waterfront site benefits from being adjacent to the Maritime Quarter Conservation Area and having pedestrian access crossing the site to connect to SA1 via the landmark Sail Bridge. The site would lend itself well to a mix of uses including high-quality residential development.
- **Site 9 – The Marina:** The site lies within the Maritime Quarter and is anticipated to become a high-quality residential development, with complementary commercial uses.

1.5 In addition, there will be the possibility of including additional sites by agreement between the Council and the partner to take them forward on the understanding that there will be no compromise to the Council's priority sites.

1.6 A Prior Information Notice was issued on the 10<sup>th</sup> April 2019, which supported the Council's approach to seek a partner on a multi-sited basis and the response highlighted the importance of scale to the project and the long-term nature of the partnership.

1.7 The Shaping Swansea brand and website was created ([www.shapingswansea.com](http://www.shapingswansea.com)) and the opportunity was marketed widely with a physical event in Swansea in March 2020 and a virtual event in association with the Estates Gazette in September 2020.

1.8 The Council is looking for its partner to deliver the following key aims which are as follows:

- a) Provide high quality residential, leisure, office and commercial development;
- b) Encourage city centre living;
- c) Enhance the quality of the built environment of the City of Swansea;

- d) Create more employment opportunities and take advantage of opportunities arising from the growth of new technology, science and creative industries;
- e) Improve graduate retention rates
- f) Improve the leisure, tourism and cultural offer and infrastructure of Swansea;
- g) Encourage walking, cycling and use of public transport;
- h) Emphasise Swansea's distinctiveness and sense of place;
- i) Improve the linkages between the core city centre and the sea;
- j) Contribute towards creating a successful and sustainable Swansea, as per the Council's Corporate Plan;
- k) Deliver the Swansea Central Area Regeneration Framework and other regeneration policies.

1.9 Through the regeneration of the development sites, as with all its activities, the Partner will be required to think about the long-term objectives, working collaboratively with local people and communities and satisfy the requirements of the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016 Act.

1.10 The Council wishes to enter into a Strategic Partnership Agreement with its selected partner, which will serve as an overarching agreement and set out the core obligations and responsibilities of the Parties in the context of the Partnership. The key principles of the SPA are:

- A term of 20 years, but the agreement may be terminated earlier for non-performance, material breach or insolvency;
- Performance of the partnership will be reviewed against the objectives at regular intervals;
- Project plans will be worked up for each of the Strategic Sites in accordance with an agreed programme, and considered by Cabinet firstly at an outline level and then at a more detailed level;
- Once the Council is satisfied that there is a deliverable Project Plan for a site, this will be formalised into a site-specific agreement (SPA Project Agreement), the form of which will depend on the nature of the proposals and the delivery strategy;
- The Council and its Partner may identify and nominate additional sites for consideration as long as they contribute to meeting the objectives and delivering the outputs;
- The Council can also withdraw sites from the Partnership if a deliverable project plan is not produced within the agreed timescales, or if it receives an unsolicited offer from a third party that also meets the objectives. The Partner would have the opportunity to match any unsolicited offer.
- There is no commitment to funding from the Council under the SPA, as this will apply at the SPA Project Agreement stage;
- No guarantees are provided by the Partner under the SPA, as again this will apply at the SPA Project Agreement stage.

## **2 Overview of the Procurement Process**

2.1 The Council undertook a competitive dialogue process in accordance with the Public Contract Regulations (PCR) 2015, as follows:

### **2.2 Stage 1 – Selection Stage**

2.3 Stage 1 of the process commenced with the issue of a Contract Notice (2020/S 178-431048) in the Official Journal to the European Union (OJEU) on 11<sup>th</sup> September 2020.

2.4 Potential bidders responding to the notice were required to complete a Selection Questionnaire (SQ). The purpose of the SQ was to allow the Council's Evaluation Panel to assess the economic and financial standing, and technical and professional ability of bidders which had responded to the contract notice.

2.5 Completed questionnaires were evaluated by the Council with assistance from appointed external advisors.

2.6 Seven completed Selection Questionnaires was received by the return date of 12:00 noon on 21<sup>st</sup> October 2020,

2.7 The shortlist comprised of the four bidders that had passed the preliminary disqualification and compliance check, the pass/fail assessment and who had been awarded the highest marks in accordance with the pre-determined scoring system.

2.8 The shortlisted bidders were invited to progress to the next stage of the procurement process.

### **3 Stage 2 – Dialogue Stage**

3.1 The selected bidders were issued with an Invitation to Tender (ITT). This included the requirements for the dialogue stage, a set of draft heads of terms for the SPA and the Council's detailed objectives and evaluation criteria for awarding the contract.

3.2 This stage of the process was designed to enable the Council to engage in productive dialogue with the shortlisted bidders with the aim of identifying solutions that would satisfy the Council's objectives.

3.3 The selected bidders were invited to submit their proposals for three of the seven Strategic Sites, referred to as the Initial Sites, which are St Thomas, Civic Centre and Swansea Central North.

3.4 Bidders were required to identify how they will achieve the Social Value targets and outline this within a specific Community Benefits method statement. Completion of this method statement allowed the Council to clarify the benefits to be achieved, how the bidders propose to deliver the

benefits and will also form the basis for monitoring, measuring and reporting throughout the delivery of the project.

- 3.5 In order to address the issues of poverty, inactivity and social exclusion the “Beyond Bricks and Mortar” initiative (BB&M) has been included within the process. Bidders were also required to demonstrate how they would help the Council maximise its contributions to the sustainable development principle as set out in the Well-being of Future Generations (Wales) Act 2015 and the Section 6 duty of the Environment (Wales) Act 2016.
- 3.6 The topics for dialogue sessions were initially set by the Council to ensure that all aspects of the tender response were covered and these topics are set out in the table below. The selected bidders were invited to submit their proposals for three of the seven Strategic Sites, referred to as the Initial Sites, which were St Thomas, Civic Centre and Swansea Central North, in advance of the relevant dialogue session.

<b>Meeting No.</b>	<b>Topic</b>
1	Dialogue Launch Meeting
2	Initial Response to St Thomas
3	Initial Response to Civic Centre
4	Initial Response to Swansea Central North
5	Delivery Approach and Implementation
6	Commercial
7	Partnership Agreement
8	Partnership Agreement Follow Up
9	Feedback on Draft Proposals

- 3.7 Although the dialogue topics were set by the Council, Bidders also had the opportunity to make amendments and suggest agendas beforehand to suit individual resourcing and recent progress.
- 3.8 As part of the Dialogue process, Planning, Highways, Nature Conservation and Community Benefits were consulted.
- 3.9 **Stage 3 – Final Tender & Evaluation**
- 3.10 Stage 3 commenced with the issue of the Invitation to Submit Final Tenders (ISFT), requested the submission of a tender on the basis of the solutions agreed in dialogue, which would be evaluated in accordance with the pre-disclosed evaluation criteria.

3.11 The following key areas formed the basis of the evaluation:

Main Criteria	Weighting
Section A - Delivery	25%
Section B - Concept & Quality	47.5%
Section C - Commerciality	27.5%

3.12 These were underpinned by a range of detailed criteria within a 'weighting' criteria for each area as follows:

Question	Question Heading	Weighting %
<b>Section A – Delivery</b>		
1	Delivery Approach and Implementation Across the Project	15%
2	Project Team and Management	10%
<b>Section B – Concept &amp; Quality</b>		
3	Scheme Proposals: <ul style="list-style-type: none"> <li>• Swansea Central North</li> <li>• St Thomas Site</li> <li>• Civic Centre Site</li> </ul>	15%
4	Scheme Delivery Strategies	15%
5	Scheme Financial Appraisals	7.5%
6	Well-being for Future Generations, the Environment and Biodiversity	5%
7	Community Benefits	5%
<b>Section C – Commerciality</b>		
8	Viability	7.5%
9	Pre-Development Funding	7.5%
10	Partnership Agreement	12.5%

### 3.13 Evaluation

3.14 Submissions were checked initially for compliance with the ITT and ISFT requirements and for completeness. The Final Tenders were scored by applying the pre-disclosed Evaluation Scoring Methodology.

3.15 The evaluation of Final Tender was carried out by the Council's Evaluation Team (comprising representatives from across the Council and external advisors).

3.16 The Evaluation Team produced and agreed a single scoring sheet and noted relevant reasons and commentary for scores awarded.

- 3.17 The Evaluation indicated that the preferred bidder recommended for award had a Weighted Score of 85.5%.

#### **4 Preferred Bidder's Indicative Responses**

- 4.1 As part of the final tender, the preferred bidder put forward indicative responses for three of the Strategic Sites, referred to as the Initial Sites. The responses included a delivery strategy and corresponding indicative appraisals to demonstrate the deliverability of the responses.
- 4.2 Given the indicative nature of the responses, it is recognised that these will be subject to change as further due diligence is carried out and the schemes are worked up in more detail.

#### **5 Next Stages with Shaping Swansea**

- 5.1 If Cabinet appoints the preferred bidder, the detail of the Strategic Partnership Agreement will be concluded and the Council will enter into the agreement with its chosen Partner. The SPA will act as an umbrella agreement between the Council and the Partner, setting out the governance and project approval process for the long term partnership.
- 5.2 The Council is keen to continue its regeneration programme expeditiously. All key terms of the SPA are already agreed, and outline proposals for the three Initial Sites were submitted by the Preferred Bidder at Final Tender stage, albeit with some further information required to enable Stage 1 of the two stage approval process outlined in the Heads of Terms to be concluded. It is therefore proposed that Cabinet approves a period of six months of exclusive discussions, solely with the preferred bidder, in respect of the Initial Sites from the point at which Stage 1 is reached. This will enable the Partner to progress their proposals for these three sites in parallel with concluding the SPA and progressing towards Stage 2 approval, which will require a further report to Cabinet. Work up costs for proposals will be funded entirely by the chosen Partner (at risk).
- 5.3 For all future sites, both Stage 1 (outline proposals) and Stage 2 (detailed proposals) will require formal Cabinet approval.
- 5.4 From the appointment of the Preferred Bidder the Council will need to consider how the Shaping Swansea initiative best relates to the Repurposing Study for the city centre, which the Council has commissioned, and which it is due to report to Cabinet in September. This will contain a variety of actions, including those which relate to the Swansea Central North site. Whilst flexibility is required on what is the most effective delivery strategy for this overall area, it is the current intention that responsibility for delivery of the Public Sector Hub would be transferred to the Shaping Swansea Partner, but subject to further consideration once the tenant requirements are known, including the scale of the Council's own occupational requirements.



5.5 Under the Environment (Wales) Act 2016, the Council is committed to enhancing biodiversity and ecosystems resilience through its policies, plans, programmes and projects. The Council and its preferred bidder will put in place a Sustainability Statement which will set out how Shaping Swansea will benefit from, and contribute to, the requirements of the Act.

## **6. Integrated Assessment Implications**

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

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

6.1.1 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

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

6.2 An Integrated Impact Assessment Screening has been undertaken please see Appendix G.

6.3 Going forward each site will be dealt with as separate projects and therefore we will be providing an IIA Screening Form for each along with if needed a full IIA Report. It will be then that we can provide information on individual site-specific consultations taken place, impacts identified including Socio Economic impacts, Well-being and Future Generations Act and risks identified.

- 6.4 This scheme with evolving projects is future proofing Swansea City Centre for generations to come with regards to enhancing the environment that they will be living in, providing a mix of land uses and increasing the economic position of the city.
- 6.5 The project team will ensure engagement with stakeholders at key points throughout the project by utilizing project website, target e-mails, letters, press release and social media.
- 6.6 Ongoing monitoring will be undertaken to ensure that the needs of groups identified in the IIA process are fully considered throughout the individual site projects.

## **7. Financial Implications**

- 7.1 There are no new capital funding requests being made at this stage. Future requests will form part of separate Cabinet reports linked to individual sites as the proposals develop. This is where the bulk of capital expenditure and funding will be decided upon if those reports are approved. The risks and funding package for each site will be considered entirely separately on own merits, but within the context of the overarching Shaping Swansea strategy
- 7.2 The costs associated with entering into the SPA are already identified within the existing Shaping Swansea budget.
- 7.3 Risk is mitigated through first entering into the SPA and then assessing risk on a site by site basis at the SPA Project Agreement stage. Each site proposal will be subject to future reports to Cabinet. There is also provision for financial assessments to be undertaken on the financial bidder and/or any affiliates and any third parties who would be involved in delivering the projects as part of the approval process.
- 7.4 The principle of the partner providing Parental Company guarantees and indemnities will be set out in the SPA and suitable obligations to guarantee performance and financial covenant will be required at the point of entering into the SPA Project Agreements.

## **8. Legal Implications**

- 8.1 The Council has undertaken a Competitive Dialogue procurement process in accordance with the Public Contracts Regulations 2015 and the Council's own Contract Procedure Rules. On award, the Council will enter into a Strategic Partnering Agreement based on the Heads of Terms. Those Heads of Terms set out the principles of the governance structure and project approval process for the term of the agreement, which is for a maximum of 20 years.

- 8.2 The Heads of Terms have been amended through the dialogue process and tender process and are commercially sensitive, but the main principles reflect the Council's preferred risk position which was issued at tender stage. Further detail is provided below:
- 8.3 The Heads provide the terms for a Strategic Partnership Agreement (SPA) which sets out the process by which the Parties will agree a series of Project Agreements enabling the regeneration of each of the Strategic Sites.
- 8.4 The Heads of Terms do not prescribe the structure and form of each Project Agreement and are sufficiently flexible to allow for all structures to be considered by the parties and approved by Cabinet as part of that process
- 8.5 The approval process for each Project Agreement involves 2 stages, outline and then detailed proposals. Each stage will require Cabinet approval. The proposals must include, amongst other aspects:
- the nature and use of the proposed development;
  - the structure of the transaction;
  - how it will meet the objectives and deliver the outputs stated in the SPA;
  - viability model and funding proposals;
  - a settled draft of the proposed SPA Project Agreement; and
  - construction contract terms.
- 8.6 Each Project Agreement will also be required to satisfy compliance with legislative requirements and relevant policies, including, but not limited to:
- The outputs sought under any grant, loan or other source of public sector financial support;
  - State aid compliance;
  - Delivering Best Consideration pursuant to section 123 of the Local Government Act 1972;
  - Compliance with the Council's policy for the well-being of future generations, the environment and bio-diversity;
  - Compliance with the Council's policy for delivering ethical employment in supply chains;
  - Compliance with the Council's policies for delivering Social Value (Community Benefits) in Swansea;
- 8.7 As described above, as part of the tender submission, outline proposals were received for the Initial Sites. The specific financial proposals included within the successful Partner's bid will be incorporated into the SPA, with any changes requiring supporting evidence by way of justification and Cabinet's further approval at its discretion.

- 8.8 The SPA will run for 20 years but includes conditional break clauses at 5 year intervals, provisions to terminate for insolvency of the Partner or after 5 years if Project Plans are not progressed for the Initial Sites in line with SPA terms.
- 8.9 On award, the Council will enter into a Strategic Partnership Agreement with the Preferred Bidder based on the Heads of Terms. No further legal agreements will be entered at this stage, specific proposals will be brought back to Cabinet in the 2 stage process outlined in paragraph 5.3 above and authority to enter into the necessary contractual arrangements will be sought at each stage.

**Background Papers:** None

**Appendices:**

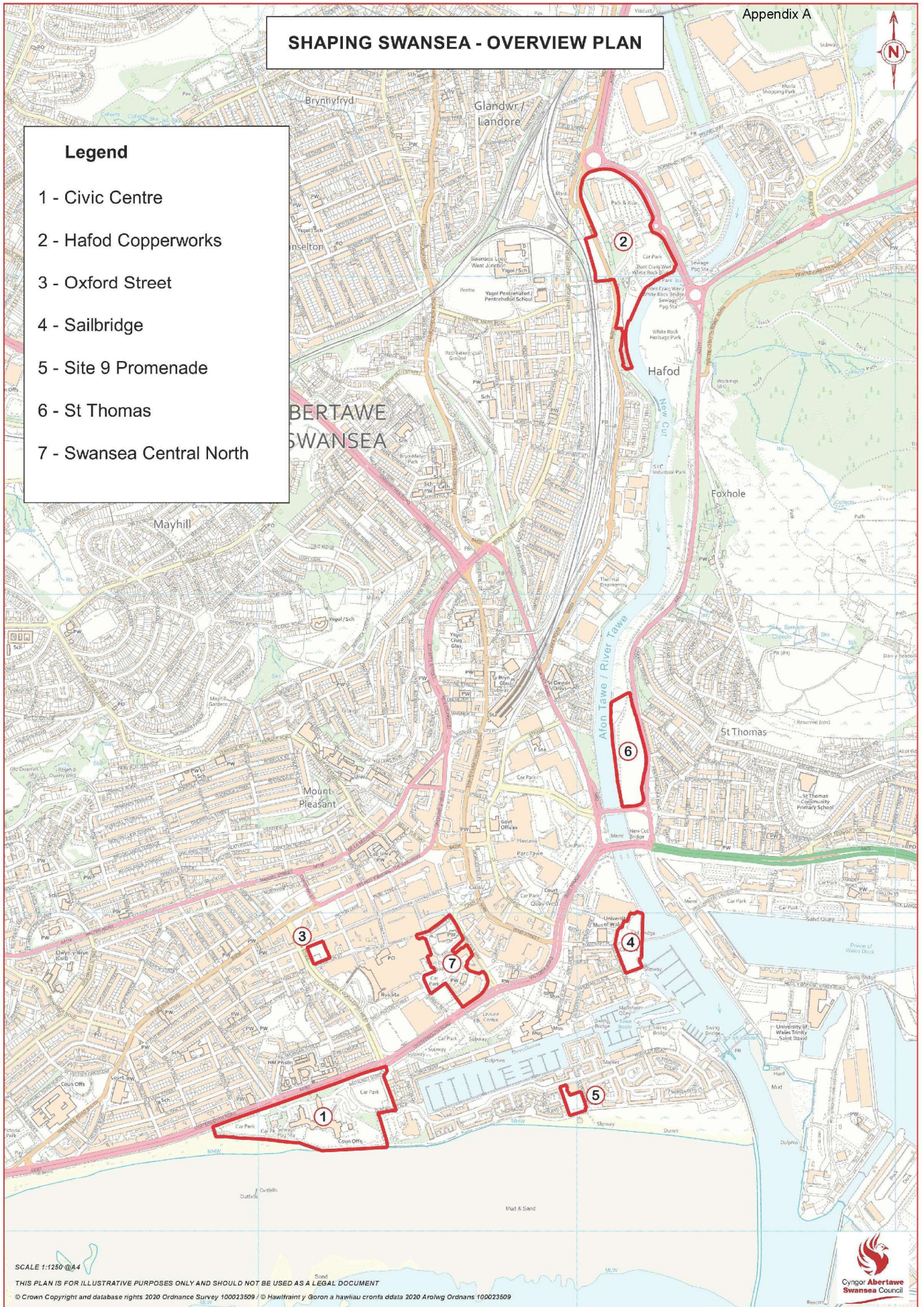
- Appendix A Location Plan of the Strategic Sites  
Appendix G Integrated Impact Assessment



# SHAPING SWANSEA - OVERVIEW PLAN

## Legend

- 1 - Civic Centre
- 2 - Hafod Copperworks
- 3 - Oxford Street
- 4 - Sailbridge
- 5 - Site 9 Promenade
- 6 - St Thomas
- 7 - Swansea Central North



SCALE 1:1250 @A4

THIS PLAN IS FOR ILLUSTRATIVE PURPOSES ONLY AND SHOULD NOT BE USED AS A LEGAL DOCUMENT

© Crown Copyright and database rights 2020 Ordnance Survey 100023509 / © Hawlfraint y Goron a hawliau cronfa ddata 2020 Aroing Ordnans 100023509





# Integrated Impact Assessment Screening Form – Appendix G

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

Which service area and directorate are you from?

Service Area: Planning and City Regeneration

Directorate: Place

## Q1 (a) What are you screening for relevance?

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

(b) Please name and fully describe initiative here:

### Shaping Swansea - Partnership

- Previously there was a Cabinet report 4<sup>th</sup> October 2020 and EIA Screening Form developed which was to set out future regeneration options to build on the catalytic effects of the projects currently in delivery including the marketing of sites to secure a JV partner together with implications of the delivery process. The next Cabinet report is to appoint the preferred partnership bidder following the procurement process carried out.
- 3 sites under this partnership have been identified as initial sites and proposals were submitted by the preferred bidder through the competitive dialogue process that are to be progressed alongside the Council.
- **St Thomas station site**

This is a significant, strategic prime residential led site fronting the river Tawe. The Council own the freehold and provided the existing storage use can be quickly relocated, a phased implementation to an agreed masterplan could occur in a reasonably short timescale, ie 6-12 months.

#### **The Civic Centre site**

The redevelopment of the existing Civic Centre clearly relates to the relocation of the Council (intended to be within Phase 2 of Swansea Central) but once this has occurred, scale and location of the site gives it the potential to transform how the city centre relates to the bay, and provide a scheme of 'transformational change' including a mix of uses.

# Integrated Impact Assessment Screening Form – Appendix G

## Swansea Central Phase 2

The Council are currently leading an initial marketing exercise aimed at establishing occupier requirements from a range of potential Public Sector Parties for an 'office hub'. This site has a clear occupier basis to its development proposition, vital to secure serious developer/funder interest. The aim here could be one or two initial phases of office led development, within an overall masterplan that included other uses, such as retail and leisure. A medium to long term site with the ability to provide a 'step change' in the city centre.

The other identified sites below will follow:-

### Site 9

This is a wholly owned Council site fronting the bay, within the established Marina area. It has no existing use/occupier to relocate. An adjoining scheme for the former Observatory opens this Summer, and there is a Council owned multi storey car park behind which provides an option for a larger scheme.

### Sailbridge Site

This waterfront site benefits from being adjacent to the Maritime Quarter Conservation Area and having pedestrian access crossing the site to connect to SA1 via the landmark Sail Bridge. The site would lend itself well to a mix of uses including high-quality residential development.

### Former Oxford Street School

The site lies within the core city centre and is envisaged to become an employment-led mixed-use development.

### Hafod Copper Works

This site is extremely important in terms of Swansea's industrial heritage and presents an opportunity to create a major leisure destination, building on two existing projects, which both have identified operators.

A concept masterplan and associated business plan has been produced to create a significant leisure destination to be delivered by the partnership. This illustrates the two leisure uses already identified alongside complementary leisure facilities and potential residential units, to be delivered by the partnership as a first phase, with additional future phases envisaged.

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

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Integrated Impact Assessment Screening Form – Appendix G

Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

Two approaches to the redevelopment of the seven sites were considered: either they were to be developed on a site by site basis, with a different private sector partner being selected for each one, or on a multi-sited basis, with a Strategic Development Partner being selected for all seven sites. Cushman & Wakefield (C&W) the Councils' Strategic Property advisors outlined the pros and cons of both approaches. The Council confirmed it wished to proceed with a multi sited approach, aimed at selecting a Strategic Development Partner.

A launch event was carried out March 2020 for the marketing of the Partnership opportunity. Once the Council's Strategic Development Partner has been selected, an engagement strategy for each of the sites will be created and agreed between the parties.

Each site will be treated in their own entity therefore will therefore have separate consultations on each.

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

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?  
Yes  No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
Yes  No
- c) Does the initiative apply each of the five ways of working?  
Yes  No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
Yes  No



## Integrated Impact Assessment Screening Form – Appendix G

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

High risk

Medium risk

Low risk

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

Yes

No

If yes, please provide details below

Finance, Legal, Procurement, Commercial, Scrutiny, City Planning and Regeneration,  
Highways and Transportation, Housing

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

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

This scheme with evolving projects is future proofing Swansea City Centre for generations to come with regards to enhancing the environment that they will be living in, providing a mix of land uses and increasing the economic position of the city.

Going forward each site will be dealt with as separate projects and therefore we will be providing an IIA Screening Form for each along with if needed a full IIA Report. It will be then that we can provide information on consultation taken place, impacts identified, WFG and risks identified.

### Outcome of Screening

**Q8** Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**
  - At this stage there are no impacts/mitigations on any particular protected characteristic groups in entering into a partnership.
- **Summary of involvement (Q3)**
  - Launch event for the marketing of the partnership was held March 2020.
  - As each site progresses consultation will be carried out and we will be providing an IIA Screening Form for each along with if needed a full IIA Report.
- **WFG considerations (Q4).**
  - This scheme with evolving projects is future proofing Swansea City Centre for generations to come with regards to enhancing the environment that they will be living in and increasing the economic position of the city.
- **Any risks identified (Q5)**

Partnership risks will be identified within the Cabinet Report. Site specific risks will be detailed in the site specific IIA process i.e. economic, environmental, financial risks.

## Integrated Impact Assessment Screening Form – Appendix G

- **Cumulative impact (Q7)**

This scheme with evolving projects is future proofing Swansea City Centre for generations to come with regards to enhancing the environment that they will be living in, providing a mix of land uses and increasing the economic position of the city.

Going forward each site will be dealt with as separate projects and therefore we will be providing an IIA Screening Form for each along with if needed a full IIA Report. It will be then that we can provide information on consultation taken place, impacts identified, WFG and risks identified.

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

Full IIA to be completed

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

A full IIA will not be required on the approval of the partnership, however site specific IIA processes will be carried out going forward.

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.

<b>Screening completed by:</b>
<b>Name:</b> Chantel Ellis
<b>Job title:</b> Project Officer
<b>Date:</b> 10/6/21
<b>Approval by Head of Service:</b>
<b>Name:</b> Phil Holmes
<b>Position:</b> HoS
<b>Date:</b> 15/6/21

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 15.



## Report of the Chief Legal Officer

Cabinet – 15 July 2021

### Exclusion of the Public

<b>Purpose:</b>	To consider whether the Public should be excluded from the following items of business.	
<b>Policy Framework:</b>	None.	
<b>Consultation:</b>	Legal.	
<b>Recommendation(s):</b>	It is recommended that:	
<b>1)</b>	The public be excluded from the meeting during consideration of the following item(s) of business on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs listed below of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 subject to the Public Interest Test (where appropriate) being applied.	
	<b>Item No.</b>	<b>Relevant Paragraphs in Schedule 12A</b>
	16 & 17	14
<b>Report Author:</b>	Democratic Services	
<b>Finance Officer:</b>	Not Applicable	
<b>Legal Officer:</b>	Tracey Meredith – Chief Legal Officer (Monitoring Officer)	

#### 1. Introduction

- 1.1 Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, allows a Principal Council to pass a resolution excluding the public from a meeting during an item of business.
- 1.2 Such a resolution is dependant on whether it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item there would be disclosure to them of exempt information, as defined in section 100I of the Local Government Act 1972.

#### 2. Exclusion of the Public / Public Interest Test

- 2.1 In order to comply with the above mentioned legislation, Cabinet will be requested to exclude the public from the meeting during consideration of the

item(s) of business identified in the recommendation(s) to the report on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Exclusion Paragraphs of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

- 2.2 Information which falls within paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.3 The specific Exclusion Paragraphs and the Public Interest Tests to be applied are listed in **Appendix A**.
- 2.4 Where paragraph 16 of the Schedule 12A applies there is no public interest test. Councillors are able to consider whether they wish to waive their legal privilege in the information, however, given that this may place the Council in a position of risk, it is not something that should be done as a matter of routine.

### **3. Financial Implications**

- 3.1 There are no financial implications associated with this report.

### **4. Legal Implications**

- 4.1 The legislative provisions are set out in the report.
- 4.2 Councillors must consider with regard to each item of business set out in paragraph 2 of this report the following matters:
  - 4.2.1 Whether in relation to that item of business the information is capable of being exempt information, because it falls into one of the paragraphs set out in Schedule 12A of the Local Government Act 1972 as amended and reproduced in Appendix A to this report.
  - 4.2.2 If the information does fall within one or more of paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended, the public interest test as set out in paragraph 2.2 of this report.
  - 4.2.3 If the information falls within paragraph 16 of Schedule 12A of the Local Government Act 1972 in considering whether to exclude the public members are not required to apply the public interest test but must consider whether they wish to waive their privilege in relation to that item for any reason.

**Background Papers:** None.

**Appendices:** Appendix A – Public Interest Test.

## Public Interest Test

No.	Relevant Paragraphs in Schedule 12A
<b>12</b>	<b>Information relating to a particular individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 12 should apply. Their view on the public interest test was that to make this information public would disclose personal data relating to an individual in contravention of the principles of the Data Protection Act. Because of this and since there did not appear to be an overwhelming public interest in requiring the disclosure of personal data they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>13</b>	<b>Information which is likely to reveal the identity of an individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 13 should apply. Their view on the public interest test was that the individual involved was entitled to privacy and that there was no overriding public interest which required the disclosure of the individual's identity. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>14</b>	<b>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 14 should apply. Their view on the public interest test was that:</p> <p><b>a)</b> Whilst they were mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or</p> <p><b>b)</b> Disclosure of the information would give an unfair advantage to tenderers for commercial contracts.</p> <p>This information is not affected by any other statutory provision which requires the information to be publicly registered.</p> <p>On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

No.	Relevant Paragraphs in Schedule 12A
15	<p><b>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 15 should apply. Their view on the public interest test was that whilst they are mindful of the need to ensure that transparency and accountability of public authority for decisions taken by them they were satisfied that in this case disclosure of the information would prejudice the discussion in relation to labour relations to the disadvantage of the authority and inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
16	<p><b>Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</b></p>
	<p>No public interest test.</p>
17	<p><b>Information which reveals that the authority proposes:</b></p> <p><b>(a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</b></p> <p><b>(b) To make an order or direction under any enactment.</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 17 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by the public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
18	<p><b>Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

# Agenda Item 16.

Yn rhinwedd paragraff(au) 14 Atodlen 12A  
o Ddeddf Llywodraeth Leol 1972  
fel y'i diwygiwyd gan Orchymyn Llywodraeth Leol (Mynediad at  
Wybodaeth) (Amrywiad) (Cymru) 2007.

Document is Restricted

# Agenda Item 17.

Yn rhinwedd paragraff(au) 14 Atodlen 12A  
o Ddeddf Llywodraeth Leol 1972  
fel y'i diwygiwyd gan Orchymyn Llywodraeth Leol (Mynediad at  
Wybodaeth) (Amrywiad) (Cymru) 2007.

Document is Restricted



Yn rhinwedd paragraff(au) 14 Atodlen 12A  
o Ddeddf Llywodraeth Leol 1972  
fel y'i diwygiwyd gan Orchymyn Llywodraeth Leol (Mynediad at  
Wybodaeth) (Amrywiad) (Cymru) 2007.

Document is Restricted

Yn rhinwedd paragraff(au) 14 Atodlen 12A  
o Ddeddf Llywodraeth Leol 1972  
fel y'i diwygiwyd gan Orchymyn Llywodraeth Leol (Mynediad at  
Wybodaeth) (Amrywiad) (Cymru) 2007.

Document is Restricted

Yn rhinwedd paragraff(au) 14 Atodlen 12A  
o Ddeddf Llywodraeth Leol 1972  
fel y'i diwygiwyd gan Orchymyn Llywodraeth Leol (Mynediad at  
Wybodaeth) (Amrywiad) (Cymru) 2007.

Document is Restricted