



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Cabinet

At: Remotely via Microsoft Teams

On: Thursday, 16 September 2021

Time: 10.00 am

Chair: Councillor Rob Stewart

Membership:

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

Also Invited: A Pugh

Watch Online: <https://bit.ly/3mzo12U>

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

You are welcome to speak Welsh in the meeting.

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

Agenda

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4. Announcements of the Leader of the Council.	
5. Public Question Time. Questions must be submitted in writing, no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.	

6.	Councillors' Question Time.	
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Next Meeting: Thursday, 21 October 2021 at 10.00 am



Huw Evans
Head of Democratic Services
Tuesday, 7 September 2021

Contact: Democratic Services - Tel: (01792) 636923

Agenda Item 3.



City and County of Swansea

Minutes of the **Cabinet**

Remotely via Microsoft Teams

Thursday, 15 July 2021 at 10.00 am

Present: Councillor R C Stewart (Chair) Presided

Councillor(s)

M C Child
D H Hopkins
R V Smith

Councillor(s)

R Francis-Davies
E J King
A H Stevens

Councillor(s)

L S Gibbard
A S Lewis
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): A Pugh

Apologies for Absence

None.

20. Disclosures of Personal and Prejudicial Interests.

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

Councillors D H Hopkins declared a Personal and Prejudicial Interest in Minute 25 “Local Authority Governor Appointments” and left prior to discussion.

Councillors R V Smith declared a Personal Interest in Minute 25 “Local Authority Governor Appointments” and stated that he had dispensation from the Standards Committee to Stay, Speak but Not Vote on matters relating to the Appointment of Local Authority Governors.

21. Minutes.

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

- 1) Cabinet held on 17 June 2021.

22. Announcements of the Leader of the Council.

The Leader of Council referred to the recent judicial review decision regarding the skate park in Blackpill. He outlined the authority had conceded the decision in order to avoid a lengthy and costly legal process.

He indicated that the Authority remains totally committed to providing a skate park facility for the residents of Swansea going forward, and stated that officers will now look to bring forward a new report for Cabinet to consider.

23. Public Question Time.

No questions were asked.

24. Councillors' Question Time.

No questions were asked.

25. Swansea Bay City Deal:- Skills and Talent Programme Business Case.

The Leader of the Council submitted a report which sought 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.

Resolved that:

- 1) 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 be approved.
- 2) Delegated authority be granted 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.

26. Shaping Swansea – Appointment of Development Partner.

The Cabinet Member for Economy, Finance & Strategy presented a report which sought approval to the appointment of the Preferred Development Partner following an OJEU competitive dialogue procurement process.

The Section 151 Officer gave advice and referred to the confidential and commercially sensitive information contained in the exempt report at Agenda Item 16.

Resolved that:

- 1) the appointment of the preferred bidder as the Strategic Sites Development Partner be approved.

- 2) 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 be approved.
- 3) Delegated authority be granted 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.
- 4) Delegated authority be granted 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.

27. 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:

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
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28. Annual Performance Monitoring Report 2020/21.

The Cabinet Member for Business Improvement & Performance presented a report which detailed 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*.

Resolved 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.

29. West Glamorgan Regional Carers Strategy.

The Cabinet Member for Adult Social Care & Community Health Services submitted a report which detailed the 5 year West Glamorgan Regional Carers Strategy and for Swansea Council to endorse as a part of the West Glamorgan Regional arrangements.

Resolved that:

- 1) the Five Year West Glamorgan Regional Carers Strategy and supporting Quick Reference Guide document (Appendix 1 and 2) be approved.

30. West Glamorgan Regional Co-production Framework.

The Cabinet Member for Adult Social Care & Community Health Services submitted a report which detailed the West Glamorgan Regional Co-production Framework for Swansea Council to endorse as a part of the West Glamorgan Regional arrangements.

Resolved that:

- 1) the West Glamorgan Regional Co-production Framework and supporting Charter and Toolkit (Appendix 1, 2 and 3) be approved.

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

The Cabinet Member for Climate Change & Service Transformation submitted a report which sought approval of the All Wales Frameworks for: Asbestos Surveying/Inspection Services; Testing/Analytical Services, and Removal of Asbestos Works.

Resolved that:

- 1) 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 be approved.
- 2) Delegated authority be granted 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) The Chief Legal Officer be authorised to enter into and execute the Framework Agreements and relevant call off contracts as necessary to protect the council's interests.

32. Economic Acceleration and Regeneration Through Innovation Project (EARTH).

The Cabinet Member for Economy, Finance & Strategy presented a report which sought approval and implementation of the EARTH Project. The 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.

Resolved that:

- 1) The ESF grant funding and implementation of the project together with the financial implications be approved.
- 2) Delegated authority be granted 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) The recruitment of staff to establish the local delivery team be approved.

33. 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)

34. Shaping Swansea – Appointment of Development Partner.

The Cabinet Member for Economy, Finance & Strategy submitted a “for information” report regarding the appointment of the Preferred Development Partner following an OJEU competitive dialogue procurement process.

The Section 151 Officer gave advice and information relating to the preferred bidder.

35. Proposed Appropriation of the Former Brondeg House, St. Johns Road, Manselton, Swansea.

The Cabinet Member for Delivery & Operations submitted a report which sought approval on whether the former Brondeg House, St. John’s Road, Manselton, Swansea should be appropriated under s122(1) Local Government Act 1972 for the purposes of Housing.

The land proposed to be appropriated is currently held by the Council as Education land and is considered to be surplus to requirements for those purposes.

Resolved that the recommendation, as detailed in the report, be approved.

The meeting ended at 10.49 am

Chair

Call In Procedure – Relevant Dates	
Minutes Published:	15 July 2021
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 20 July 2021
Decision Comes into force:	21 July 2021

Agenda Item 7.



Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 16 September 2021

Revenue and Capital Budget Monitoring 1st Quarter 2021/22

Purpose:	To report on financial monitoring of the 2021/22 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2021/22. Transformation and Future Council (Sustainable Swansea –fit for the future)
Consultation:	Cabinet Members, Corporate Management Team, Legal Services and Access to Services.
Recommendation(s):	It is recommended that Cabinet: 1) Notes the comments and variations, including the material uncertainties, set out in the report and the actions in hand to seek to address these. 2) Approves the virements set out in paragraphs 2.7 and 3.2. 3) Encourages Directors to continue to seek to minimise service overspending in year, recognising that the budget overall is currently balanced only by relying heavily on future likely (but far from assured) reimbursement from Welsh Government, centrally held contingency budgets and reserves, but equally recognising that the overspending is almost exclusively due to ongoing , broadly anticipated Covid pressures.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Background and Introduction

1.1 This report details forecast variations from the agreed budget for 2021/22.

1.2 In respect of Revenue Budgets, this report provides a consolidated forecast, which combines:

- projected variations in relation to budget savings agreed by Council in March 2021
- Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased service demand, price and pay inflation, increased, but most often unfunded, regulatory obligations and burdens from both UK and Welsh governments)

1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.

2. Revenue Outturn Forecast Based on 1st Quarter position

2.1 Appendix 'A' to this report details the approved Revenue Budget for 2021/22 and the forecast variation at this time.

2.2 Other than projected variations on Directorate expenditure, it is still too early to confidently forecast final variations that may arise on some significant Corporate items, including the level of Council Tax collection (which posted a deficit in 2020-21 of £2.4m and 2019-20 of £0.7m). However, given the ongoing impact of COVID and based on the 2020-21 final position on collection an optimistic forecast is that there will be a shortfall in the region of £2.0m in 2021-22. This may be subject to some form of grant underpin support in due course from the Welsh Government, but is far from assured.

2.3 The overall Directorate position is summarised below:-

DIRECTORATE

	FORECAST VARIATION 2021/22 £000	COVID VARIATION 2021/22 £000	OTHER VARIATION 2021/22 £000
RESOURCES	4,473	5,300	-827
PEOPLE - SOCIAL SERVICES	10,719	11,475	-756
PEOPLE - EDUCATION	5,905	4,957	948
PLACE	0	-365	365

NET DIRECTORATE EXPENDITURE

	21,097	21,367	-270
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2.4 Directors' comments on the above variations are shown at Appendix B.

2.5 Within the *Recovery Plan Service Transformation* Programme, work continues to develop service delivery plans linked to savings targets and prioritisation of services. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews.

2.6 The table above shows an estimated overspend for the year of £21.1million. Bar some small "Business as usual" fluctuations, this £21.1m is in effect entirely because of the COVID 19 pandemic and relevant increases in expenditure and reductions in income as a result. This figure does not include the Business Support Grants costs and Retail/Hospitality/Rates reductions resulting from Welsh

Government decisions and which are anticipated to be funded in their entirety. Any funding from WG as a result of grant claims actually received at this stage has been included in the figures above. Section 2.7 below shows the level of “service” expenditure that has been deemed as eligible and paid by WG to date.

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

Summary of claims submitted and payments received to date in 2021/22

	Claim £000's	Paid £000's	
Hardship : April to June	3,988	1,095	June submitted Mid July and WG reviewing various elements of claims primarily Adult Social Care and Free School meals
Loss of Income 1st Quarter	3,958	3,731	Submitted to WG mid-July. Initial response now received .

To ensure as accurate forecast position as possible these grants have been allocated to services as they are received and the impact included within the relevant service forecasts in section 2.3 and in APPENDIX A. Approval is sought for these and future Covid grant virements to budgets.

Welsh Government have amended the eligibility criteria for 2021-22 to reflect the relevant easing of restrictions during the financial year. Based on last year it is likely that the eligibility criteria will be further refined as the year progresses. As such, the monthly claims are amended to include only those elements of expenditure deemed eligible based on the most recent Welsh Government guidance.

Grant claims to Welsh Government in relation to TTP and the Welsh Vaccination Certificate Service (WVCS) are ongoing and are anticipated to cover all additional costs arising. The remaining additional cost forecast (after grants received) are included under Resources and currently amount to £6m in 2021/22. It remains unclear how much will be truly additional cost and therefore claimable. An assumption regarding 100% funding of this figure is included in the table below and in APPENDIX A.

In addition to the additional service costs (and grants) in relation to COVID the authority has once again continued to act as an “Agent” on behalf of the Welsh Government in relation to various elements of the Business Grant Support national scheme. All of these costs are anticipated to be funded 100% by the Welsh Government and as such costs incurred and grants received will be reported later in the year once the most recent announcements/schemes have been implemented.

2.8 Corporate Management Team has re-enforced the current arrangements for budget monitoring in particular:

- focus on a range of corrective actions;
- targeted immediate spend reduction and deferral action;
- spending control on all vacancies and contracts;

- a continued reminder that **no Responsible Officer is authorised to overspend their budget in line with Financial Procedure Rules;**
- and consequently that Directors must work closely with Cabinet Members and the Corporate Management Team to contain, reduce, defer and delay spending as far as possible, having due regard, to existing agreed budget and political priorities to nonetheless seek to limit service overspending
- but recognising that the overall spend pressures are near wholly Covid related and that reserves were bolstered to temporarily assist with pressures.

2.9 Offsetting opportunities do exist to temporarily ameliorate the currently identified service demand and price pressures as follows.

- £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year-end. Should the full allocation not be required then any saving will be proposed to be used to mitigate service pressures at year end.
- £3.25m was set aside to meet any specific and significant inflationary increases arising in year. Given the overall financial projection at this stage, it is proposed by the S151 officer that this be released as a compensating corporate saving.
- Use of the Contingency Fund as detailed below.

3. Contingency Fund Provision for 2021/22

3.1 The contingency fund budgeted contribution was set at £3.621m contribution for 2021/22 as set out in the budget report approved by Council in March 2021. As a result of the favourable outturn position, this was added to on a one off basis, to bring the total available in 2021/22 to £13.621m. This is an increased figure to the previous year reflecting additional mitigation against any repeated overspending as a result of COVID, one off costs or business as usual.

3.2 The current potential calls on the contingency fund for 2021/22 are:

Contingency Fund 2021/22	Prediction
	2021/22 (£m)
Budgeted contribution for year.	3.621
Increase from 2020/21 carry forward	10.000
Pay award 21/22 for 1.75% increase. Costs additional to 21/22 budget.	-2.300
Design Print	-0.250
Welsh Translation costs for social media	-0.035
Medical Surgeries	-0.040
TU facility – saving reversal	-0.069
Backfill for Learning & Development support	-0.070
Additional support Strategic Delivery Unit	-0.157
Cabinet and members support	-0.095
Performance Management System replacement	-0.037
Litigation Costs	-0.050
Used to reduce service overspending	-10.518
Balance 31st March 2022	0.000

The above table lists current potential calls on the budgeted contingency fund. All but the impact of the pay award over and above budgeted for in 2021-22 are anticipated to be one off costs. The final amounts will be dependent on a number of factors during the year including speed of implementation, actual costs/commitments incurred and final Directorate outturn position. Spend approvals will be deliberately limited to seek to maximise underspend here as part of mitigating budget savings action.

As at 1st April 2021 some £3m remained within the Restructure Reserve to contribute toward ER/VR or other cost risks that may arise in 2021-22. The S151 officer remains satisfied that this is sufficient for 2021-22 and that there should be no call on contingency this year to fund such costs. The final costs of ER/VR will only be known towards the end of the year once all management actions re savings proposals etc are implemented. At this stage it is assumed that all ER/VR costs will be able to be contained within the sum left in the Restructure Reserve.

Based on current forecast the S151 officer proposes to utilise the current year forecast underspend on the Contingency Fund of £10.518m to provide additional mitigation against the anticipated unfunded elements of cost/loss of income as a result of COVID19.

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

3.3 The current indication is that, for 2021-22, there needs to be continued targeted mitigating action and delivery of savings proposals to help reduce the overall service overspends. It looks inevitable as this early stage that substantial draws from contingency and earmarked reserves will be needed to achieve a fully balanced budget for the year but this was somewhat anticipated and led to the material bolstering of earmarked reserves at outturn. Any inroads to net spending will reduce the necessary draw from reserves and increase the amount of reserves available to carry into 2022-23.

3.4 The action being taken includes working through existing plans on an accelerated delivery basis:

- Management and Business Support Review: ongoing review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Managing the Pay Bill: review of options to contain or reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set.
- Progressing implementation of residual phases Commissioning Reviews and Cross Cutting Themes.
- Further implementation of the Social Services Saving Plan through which we have identified mechanisms for bringing down overall costs.
- On the basis that these are existing agreed actions fully set out in the agreed budget set by Council in March, whilst wholly recognising the ability to progress any of the above have been seriously impacted by Covid 19.

- Continuing the extant spending restrictions which have been agreed as necessary by Corporate Management Team.
- Directors detailed action plans as summarised in their Appendix B commentary.
- The Deputy Chief Executive leading the Recovery Plan implementation as agreed by Cabinet to agree alternative mitigating actions and future steps, taking into account post Covid 19 and Brexit.

3.5 It should be noted that at this time, although the Council continues to pursue a number of VAT related claims, some are more advanced than others, there is NO certainty of windfalls from VAT refunds or any other external source being received in the current year.

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position and shows a net £21.1m of shortfall in service revenue budgets, almost entirely in relation to anticipated costs/loss of income as a result of COVID19 which when combined with a forecast £2.0m shortfall in Council Tax collection leads to a total shortfall of £23.1m. To date, some £4.8m has actually been received from WG in relation to service additional costs/loss of income as per 2.7 above. It is assumed that all the TTP costs will also be recovered and for 2021/22 some additional grant is shown below in the overall summary table of £6m. It is also possible that Council tax losses, or part of them at least, will be met by future WG grant support, but this is yet to be assured. In addition as identified above further mitigation is anticipated from the Apprenticeship/Inflation provision of £3.25m and Contingency fund of £10.5m. Additional WG COVID Loss of Income grant for Quarter 1 has been received post writing the original report and is now reflected in the table below. Taking account all of these mitigations this results in a small net forecast underspend (excluding Council Tax) for the council of some £0.4m. Including council tax losses currently anticipated this results in an overspend of £1.6m

Summary

	£'m
Service Forecast overspend	21.1
Council Tax shortfall	2.0
Less Mitigating	
Assumed TTP/WVCS costs recovered	-6.0
Apprenticeship/Inflation	-3.3
Contingency Fund not utilised	-10.5
Late receipt of WG COVID Loss of Income grant for 1 st Quarter not reflected in 2.3 above.	-3.7
Net underspend forecast	-0.4

NB Further claims for re-imbursement of both expenditure and loss of income will be submitted to Welsh Government in accordance with their relevant announcements and terms and conditions. The Welsh Government is continuing to review eligibility and its own available resources in relation to both additional costs and Loss of Income claims across Wales. Any decision re the nature of and subsequent success or otherwise of any further claims to Welsh Government is unknown at that this stage.

- a. Currently, all revenue grant income from WG in relation to COVID claims for the services, including schools, has been allocated “back” to departments.
- b. Corporate Management Team have reinforced the expectation that both service and overall net expenditure **must** be, as far as practicable, contained within the relevant limits of the current year budget as set by Council, and certainly within any agreed level of tolerance set by Cabinet on the advice of the s151 Officer, recognising the extreme nature of the covid 19 impact.
- c. As previously mentioned, an early forecast as to the potential outturn on corporate items such as Council Tax collection is estimated to result in a shortfall in collection of £2m.
- d. Included in the projected budget for 2021/22 for other corporate items are capital finance charges. At this early stage an underspend variance of £5m is forecast, any underspending or overspending will be transferred at year end to or from the capital equalisation reserve, a strategy previously agreed by Council. This will be reviewed and updated during the year as various capital schemes/programmes progress.
- e. There continue to be risks around general inflationary pay and price pressures this year, including increases to the National Living Wage which will significantly impact contractors to the Council in some service areas. It will also put further pressure on the lower end of the current local government pay spine in future years. There is, as yet, no resolution to the national local government pay award offer (1% budgeted) although the latest offer is in the region of 1.75%. The above budgeted pay offer for teachers, also of 1.75%, is currently wholly unfunded by WG. Whilst all are entirely welcomed from a policy perspective, the Council simply cannot afford to fund them in isolation. Unless additional support is forthcoming from UK and Welsh Governments, savings will have to be made elsewhere to meet such pressures.
- f. Detailed monitoring of budgets will continue and will be reported to the monthly Departmental Performance and Financial Management meetings.
- g. It remains imperative that sustainable, but sensitive in the ongoing unusual circumstances of Covid 19, base budget savings are found to replace in year one off actions to stabilise the 2021-22 budget ahead of the finalisation of the 2022-23 budget round.

5. Capital Budget

5.1 Expenditure to 30th June 2021 is £28.908 million, summarised as follows:

Directorate	Budget 2021/22	Actual to 30/06/21	% spend
	£'000	£'000	
Resources	14,777	94	0.6%
Education	21,571	4,231	19.6%
Social Services	750	238	31.7%
Place (General Fund)	130,957	15,627	11.9%
Place (HRA)	60,009	8,718	14.5%
Total	228,064	28,908	12.7%

Expenditure on major capital schemes is detailed in Appendix C.

It should be noted that the actual spend to 30 June may only have 1 or 2 months costs relating to external invoices. The impact of COVID continues to have an impact on the timing and potential slippage of the original capital programme. Schemes will be reprofiled during the year as the impacts of timing / slippage become known. This will have an impact on the revenue Capital Financing Charges in 2021/22 and future years.

6. Housing Revenue Account

6.1 The economic impact of the Covid pandemic on rent collection rates is being closely monitored. During Quarter 1, collection rates have not been significantly affected however; it is difficult to forecast the longer-term impact. It is too early in the year to forecast the full impact on rent arrears and the budgeted Bad Debt Provision. Revenue repairs expenditure has increased as a result of the back log of repairs from 2020/21 caused by the pandemic and an overspend of £1.5m in 21/22 is forecast. Spend in this area will continue to be closely monitored. In addition, there are currently significant problems procuring materials for both revenue repairs and capital projects. This has led to a sharp increase in materials costs which may impact on the overall cost of delivering the Capital Programme.

7. Legal Issues

7.1 There are no legal issues contained within this report.

8. Integrated Assessment Implications

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

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

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

8.3 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.

8.4 The Revenue budget of the Council was approved following the application of the corporate Equality Impact Assessment (EIA) process throughout the Budget setting process (now replaced by IIA's). It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that the IIA process (alongside consultation and engagement as appropriate) is applied to ensure due regard is paid to the potential equality impacts of any proposals prior to decision making.

Background papers: - None

Appendices:

Appendix A – Revenue Budget forecast 2021/22

Appendix B – Directors comments on variances and action plans

Appendix C – Expenditure on major Capital Schemes

REVENUE BUDGET PROJECTION QUARTER 1 2021/22

<u>DIRECTORATE</u>	BUDGET 2021/22 £000	PROJECTED 2021/22 £000	VARIATION 2021/22 £000
RESOURCES	55,091	59,564	4,473
PEOPLE - SOCIAL SERVICES	129,494	140,213	10,719
PEOPLE – EDUCATION	188,384	194,289	5,905
PLACE	64,616	64,616	0
<i>NET DIRECTORATE EXPENDITURE</i>	437,585	458,682	21,097
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY/INFLATION	4,250	1,000	-3,250
CONTINGENCY FUND	12,818	2,300	-10,518
<i>Assumed additional TTP grant to cover costs</i>	0	-6,000	-6,000
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	88	88	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	14,120	14,120	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	16,368	13,868	-2,500
NET INTEREST CHARGES	20,010	17,510	-2,500
<i>NET REVENUE EXPENDITURE</i>	505,239	501,568	-3,671
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	-16,796	-15,125	1,671
<i>TOTAL BUDGET REQUIREMENT</i>	488,443	486,443	-2,000
DISCRETIONARY RATE RELIEF	418	418	0
<i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i>	488,861	486,861	-2,000
COMMUNITY COUNCIL PRECEPTS	1,641	1,641	0
<i>TOTAL REQUIREMENT</i>	590,502	488,502	-2,000
<i>FINANCING OF TOTAL REQUIREMENT</i>			
REVENUE SUPPORT GRANT	269,725	269,725	0
NATIONAL NON-DOMESTIC RATES	82,917	82,917	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	136,219	134,219	2,000
COUNCIL TAX - COMMUNITY COUNCILS	1,641	1,641	0
<i>TOTAL FINANCING</i>	490,502	488,502	2,000

Service related COVID19 funding already received from WG IS included above.

Director's comments on budget variances

Director of Resources

The budget position in the first quarter shows the resources directorate underspending in a number of areas. This is mainly due to employee recruitment which has been delayed due to COVID. A recruitment programme is underway. The TTP and WVCS programmes will both recover all costs.

Variance (under -)/over spend	£000	Explanation and Action
COVID-19 Variation:		
Test Trace & Protect Programme (TTP)/Wales Vaccination Certificate Service(WVCS)	6,000	Additional £14m funding has been awarded to the Region of which £6m is the forecast cost for Swansea Council. This forecast is based on the latest position which includes the extension to the WVCS service. The expenditure is expected to be fully recoverable from Welsh Government Grant.
Design Print	250	Loss of trading income which relates mainly to internal recharges to Council departments.
Council Tax Reduction Scheme (CTRS)	-950	The base budget reflects an increase of £2,346k for the year. This has resulted in an underspend based on the caseloads as at the 1st Quarter, however, this may change by the 2 nd Quarter as furlough is about to unwind which may lead to more demand and hence additional costs. There is no guarantee that it is going to be the same position at year end but it does seem to be favourable at the moment.
Net COVID-19 variation	5,300	
Other Variations:		
Net variations	-827	Net Employee, Supplies & Services underspends across the Directorate.
Total Other Variations	-877	
Total Forecast Variation	4,473	

Director of Social Services

Variance	£000s	Explanation and Action
Covid 19 Variation		
Projected Hardship Costs	9,613	This is the current estimated additional cost of actions taken in accordance with Welsh Government guidance around the Hardship Fund. This spend supports the commissioned sector and ensures we are best placed to support the national response to Covid-19. Such actions include <ul style="list-style-type: none"> • increasing capacity within the domiciliary care market • participating in a Welsh Government scheme to provide financial support to our private residential providers • providing support to supported living providers • providing additional respite capacity
Projected Income Loss	1,959	This loss of income relates to income that would have been received from citizens and partners were it not for the pandemic. It covers day services, respite services and the Gower Activity Centres.
Hardship Funding Received to date	-97	A first tranche of funding has been received and allocated to the Directorate
Other		
Internal Staffing and Services	-756	Several grants have been received that are able to support the overall financial position. Work to ensure services are designed in a way that enables the Council to access all funding sources continues. The Directorate continues to maintain a rigorous approach to cost management to ensure that our services are sustainable for the future.
Overall Variation	10,719	

Director's Comments

It is again expected that the Council's response to Covid-19 will dominate the financial outlook for the year. Our response is in line with Welsh Government Guidance and has seen significant resource directed at our services. Our alignment of process with Welsh Government guidance ensured we were successful in reclaiming almost all of our additional costs last year and we will continue with this approach this year.

Forecasts for Covid related expenditure and income loss are subject to the progression of the pandemic through the remainder of the financial year and further guidance around the use of the Hardship Fund.

Activity levels in several of the services we commission continue to be lower than they were before the Pandemic. In producing these financial forecasts, we have made assumptions around service activity increasing during the second half of the year. We will monitor these assumptions throughout the year and will revise our financial forecasts when the data support this.

Director of Education

Variance	£000	Explanation and Action
Covid 19 Variations		
Additional direct cost of maintaining provision of lunches / food bags / BACS payments for FSM eligible pupils	2,504	Reflects significant additional food costs, considerably greater coverage of eligible families (with transitional protection), and additional provision over holidays – including Y11 & Y13 costs for Summer Term Finishing
Additional cost of face masks in excess of funding provided by WG	180	Forecasted for Summer Term based on previous year expenditure. £180K per term.
Additional staffing costs over normal contracted hours (catering, cleaning and school support teams)	570	Continuing additional staffing costs of enhanced cleaning. Daytime cleaning regime continues to be required and will continue until WG grant ceases to support this.
Additional hours for teaching assistants outside of term	381	Claims from schools for those staff being paid for additional non-contracted hours
Additional transport, PPE, and utility costs.	80	Claims from Schools for continue for Covid related expenditure
Additional costs of licences to support Chromebooks and continuity of learning for pupils	24	Additional cost over and above core broadband and other IT infrastructure costs and available base budget after MTFP savings
Loss of paid School Meal Income	500	Based on 20/21 Q1 Claim of £790K when schools were closed totally - claims will continue until take up of paid meals can return to pre-Covid levels
Loss of other income such as from school clerking services and penalty notices	12	On the basis of comparison with previous year - Was reimbursed by WG at £6K/quarter last year.
Loss of income to schools for example from school lettings and breakfast and other clubs	706	Reflects detailed analysis of income lost across our maintained schools.
Total Covid 19 variations	4,957	
Non Covid Variations		
Continuing additional costs	335	Considerable increase in those entitled to

of FSM transitional protection		FSM with lockdown and transitional protection will maintain these numbers without any certainty of additional core funding from WG
Loss of additional paid meal income from previously proposed MTFP increased prices (April 20 and Sept 20)	80	£125k loss of income from political decision to remove increase from April and further £80k part year impact as unable to start to consult on an increase in September.
Home to School Transport - further underlying cost pressures and undeliverable savings target relating to creation of additional walking routes, allocated from Place Directorate	280	MTFP reflects robust management action to mitigate scale of demand and cost pressures but underlying pressures continue to grow. The overall shortfall in delivery of the MTFP savings targets transferred to Education would be greater again at £280,000 for 2021-22 and at least £186,550 for 2022-23 and £143,300 thereafter until the third walking route is delivered.
Home to School Transport - Additional cost pressures of additional transport requirements for Education from September 2021.	107	Additional costs for Ysgol Penybryn anticipated from September but savings from Clase bus being taken off. Additional bus needed for Y G Gwyr from September to deal with increased pupil numbers. Additional costs for YGG Tirdeunaw from September anticipated.
Implications of school decisions on SLA buy back on services	25	Reflects existing pressures on areas such as Music Service, as far as possible mitigate by robust management action
One-off additional contribution to Regional Improvement Partnership	28	PYE of ERW additional charge at £28K. Ongoing work with new partnership.
Difference in Teacher's Pay Award. 0.75 of a 1.75% increase is unfunded.	333	Lobbying of Welsh Government for funding to cover the additional percentage element of teachers pay award. Full year impact would be £571K if this is not met going forward.
Other continuing pressures (Primarily Historic Pension Costs, Maternity etc)	300	Will continue to mitigate as far as possible and contain such costs
One-off managed savings with delay to full implementation of new EOTAS model	-300	Further managed savings can be delivered whilst the new EOTAS model cannot be fully implemented
One-off managed savings identified in year in addition to those already reflected in MTFP	-240	Challenging to identify significant further savings in addition to MTFP requirements
Net non-Covid 19 projected overspend	948	Continuing robust management action will seek to identify further savings in addition to MTFP requirements but the remaining projected overspend reflects the scale of externally driven and uncontrollable cost pressures

TOTAL PROJECTED PRESSURES	5,905	Reflects impact of decisions preventing the delivery of current year MTFP savings assumptions and unrecovered additional Covid-19 costs
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The Council response to Covid-19 continues to dominate the financial outlook for the year. The Council's response is in line with Welsh Government Guidance and has required significant resource directed at Education.

Forecasts for Covid related expenditure and income loss are subject to the progression of the pandemic through the remainder of the financial year and further guidance around the use of the Hardship Fund. It is hoped that most costs considered Covid related will be recovered from available WG grant funding but there is clearly a risk that some costs may not be fully reclaimable.

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

There are other areas of identified demand and cost pressures, in spite of the continuing delivery of the Education strategy, but these are anticipated to be partially offset by further one-off managed savings in addition to those already reflected in the MTFP. However, the underlying base budget shortfall facing the Education portfolio budget, potentially at almost £948k, is clearly of concern even though almost £720k directly reflects the full year impact of national or local decisions.

Director of Place

The directorate is currently projecting a "break-even" position for the year ahead based on a number of assumptions. The main factors influencing this is contingency allocated to the directorate coupled with the fact the Welsh Government continue to provide funding for Covid expenditure and loss of income and the assumption is that this will continue for the full year ahead. The totality of these likely costs could be between £10m and £14m which is less than the actual costs for 20/21 but comparable as things start to return to normal. The main concern is the loss of income for core services, which include fees and charges and car park income, which if not fully funded will impact on the overall position significantly

As is the case with any large directorate there are some other "non Covid" projected overspends as is often the case early in the financial year but as in previous years the directorate would seek to achieve a balanced budget for these elements hence the net balanced budget projection.

Appendix C

Capital expenditure on major schemes to 30 June 2021 (where spend greater than £250k)	£000's
Education	
Bishopston Comprehensive School refurbishment	1,126
YG Gwyr extension	308
YGG Tan y Lan new build	668
YGG Tirdeunaw new build	1,814
Place	
City Deal Development Phase 1 (Arena schemes)	9,952
Hafod Copper Powerhouse scheme	839
Wind Street improvements	472
City Centre acquisition	1,823
Corporate Building Services (including schools)	783
Highways carriageway resurfacing including invest to save	451
Fabian Way	1,487
Disability Facility Grants	614
HRA	
HRA capital programme (More Homes schemes)	1,955
Wind and Weatherproofing Tan-y-Coed	352
External Facilities	1,296
Adaptations	360
Boiler and heating upgrades	307
HRA Kitchens & Bathrooms	2,626

Total scheme value where spend greater than £250k

27,233

Agenda Item 8.



Report of the Cabinet Member for Business Improvement & Performance

Cabinet – 16 September 2021

Quarter 1 2021/22 Performance Monitoring Report

Purpose:	To report corporate performance for Quarter 1 2021/22.
Policy Framework:	<i>Delivering a Successful & Sustainable Swansea Corporate Plan 2020/22</i> <i>Achieving Better Together Programme.</i>
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) Cabinet endorses the performance results for quarter 1 2021/22 and approves their use to inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1.0 Introduction

- 1.1 This report presents the performance results for the first quarter of 2021/22 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 2021/22 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 have not been set for 2021/22. This should also be considered when comparing performance to previous years.

2.3 This has been an unprecedented time 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 Q1 2021/22 should therefore be considered within this wider context, the ongoing pandemic 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 2021/22 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 2021/22 outturn shows that **17 out of 21 (81%)** comparable Corporate Plan performance indicators showed improvement or stayed the same compared to Q1 2020/21 although based on a smaller suite of collectable indicators as a result of the impact from Covid-19 on data collection and because of other matters detailed in this report.
- 2.10 The performance indicators are assessed each year to ensure that they remain appropriate; although the COVID-19 pandemic and lockdown disrupted this process in 2020/21 and during 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.
- 2.11 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 2020/21, 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 2021/22

4.0.1 The following overviews provided by responsible departments describe the context to the performance meeting the Council's key objectives as at Q1 2021/22.

4.1 Safeguarding people from harm

4.1.1 As anticipated the reporting of performance against the safeguarding priority has been disrupted this quarter. This is predominantly as a result of the local authority implementing the Welsh Community Care Information System and at the same time Welsh Government updating its performance framework with the introduction of new performance metrics. Work is ongoing to update the indicators that will now need to be incorporated into the corporate suite and ensuring that these can be reported through WCCIS. We anticipate that the new suite of indicators will be accurately reported at Quarter 2.

4.1.2 In the meantime, clearly our arrangements to ensure that individuals remain safeguarded have continued and we have put in place interim measures to ensure that operational performance continues to be robustly monitored.

4.1.3 As anticipated our services continue to be impacted by Covid. Demand remains high across adults and children services. That demand is both in terms of absolute numbers and complexity. Pressures on staff are high. They have worked under huge amounts of pressure over an extended period and it is important that we continue to support them to take a break as we move into the Summer period. Sickness absence rates remain a challenge as do the rates of staff having to isolate as rates of Covid transmission in the community again increase.

4.1.4 It is encouraging that the implementation of our early help hub arrangements, albeit compromised by Covid, do seem to be beginning to have an impact. This is helping ensure that statutory children services are able to concentrate on supporting the children and families with the highest level of need. There are early indications that our numbers of children in need, subject to children plan or looked after are beginning to decrease as a result. However the number of children with the most

complex needs and requiring residential care are increasing. This was one of the consequences of covid and the prolonged lockdown of society that we had anticipated. We are continuing to invest in our prevention work, particularly with adolescents, to bear down on recourse to residential care and arrangements to recruit more foster carers have been boosted by the launch of Foster Wales through which all 22 local authorities have come together to develop a collective brand for local authority fostering.

4.1.5 In relation to adults, demands across the health and social care system are extremely high. Acute hospitals are struggling to meet current demand, catch up on backlogs, manage Covid restrictions on capacity and manage the numbers of staff having to self isolate. Care homes are both impacted by the numbers of staff self-isolating but also having to close for admissions when staff test positive. However overall the care home sector is reasonably resilient within the region. The domiciliary care sector is under huge pressure. Significant numbers of staff are leaving the sector altogether compounding the usual summer holiday pressures linked to staff taking much needed leave. This is leading to a number of providers handing back care packages to the local authority thus compounding waiting lists to source packages of care for individuals leaving hospital or at home with no care in place. The council has expanded its in house residential intermediate care offer to offset pressures in the very short term whilst work continues to take place through the regional partnership board to create more sustainable health and care arrangements for our population.

4.2 *Improving education & skills*

4.2.1 During the first quarter, Swansea schools have faced less disruption as a result of Covid-19, with full operations returning in April 2021. The impact of Covid-19 on how schools operate remains high with the complete range of control measures expected throughout quarter one. The negative effect on school attendance and examination year groups remains significant.

4.2.2 Authority wide attainment measures at foundation phase, key stage 2 and key stage 3 are no longer collected by Welsh Government and in key stage 4 and A Level year groups the awarding of grades has been determined by schools themselves. Evidence gathering for school determined grades has been robust with lower levels of appeals than anticipated.

4.2.3 Evidence from two Estyn thematic reviews suggests that there is good support for continuity of learning as well as preparation for the new Curriculum for Wales. Where learners have been asked to self-isolate there is suitable provision in place. Learner voice, through national surveys, has been responded to comprehensively. Support for vulnerable learners has remained stable during the reporting period. Additional

counselling services have been actioned to support emotional wellbeing in school aged children and young people.

- 4.2.4 Greater access to Welsh medium schools is progressing well with two new buildings on track for occupancy in the next quarter. The groundwork for developing a new ten year strategic plan for Welsh is at a mature stage. Improvements to the school estate as part of the 21st Century Schools programme have developed well despite of Covid-19.
- 4.2.5 Attendance in Swansea remains lower than usual because of Covid-19. Schools in challenging contexts appear to have lower attendance compared to schools in less deprived areas of Swansea. Similar rates of lower attendance have been seen in local authorities across Wales. The numbers of learners being excluded is growing and requires precise monitoring.
- 4.2.6 The provision of free school meals during holidays has been successful. In addition a few schools have participated in the school holiday enrichment programme where eligibility for free school meals is above 16%. Digital capacity to support the skills agenda is improving through the schools infrastructure programme. Advice and guidance for vocational education and careers is developing well despite Covid-19. The work towards implementing a new legislative framework to help learners with additional learning needs is progressing well.

4.3 *Transforming our economy and infrastructure*

- 4.3.1 The majority of our targets have been met this quarter. However, the impacts of Covid on the construction sector are now becoming increasingly clear, with major shortages of construction materials likely to have an impact on programme and construction costs for the foreseeable future. All available countermeasures are being explored to mitigate the impacts of this issue. Despite this, during 1st quarter our major regeneration priorities have continued to make substantial progress on site.
- 4.3.2 The Copr Bay works have continued to make significant visible progress with the arena, bridge, residential block, MSCP, and church hall all well advanced. The 82 week construction programme will complete in 2021, but Covid-19 related delays are now inevitable. The Shaping Swansea procurement has resulted in a recommendation to Cabinet to select a private sector development partner for the delivery of the next phase of strategic sites. This marks an exciting new chapter in Swansea's regeneration journey, bringing new resources and development expertise to the City.
- 4.3.3 The Kingsway Employment Hub building procurement for a contractor has completed to construct a major new high-tech office development that will provide space for 600 jobs in Swansea city centre. Set for completion in early 2023, the five-storey development will include

114,000 square feet of commercial floorspace, providing flexible co-working and office opportunities for innovative tech, digital and creative businesses. The development will be carbon zero and worth £32.6 million a year to Swansea's economy. It will feature state-of-the-art digital connectivity, a roof terrace, greenery and balconies overlooking the city centre and Swansea Bay. Wind Street works continue to make progress on site. As does the Hafod Copperworks Powerhouse project. Procurement for a contractor to deliver the Place Theatre refurbishment works is underway.

- 4.3.4 The delivery of actions within the Swansea Economic Recovery Action Plan, that was prepared in partnership with key stakeholders, continues at pace. This is supported by deployment of the Council's economic recovery fund which has now commenced via a range of initiatives to stimulate economic activity and resilience within Swansea's local economy. The City Centre re-purposing study has identified a number of key interventions which will be reported to Cabinet for consideration. The Council has also been leading the production of the Regional Economic Delivery Plan in collaboration with other authorities in the region. This work is now advanced and will identify transformational project investment in the region, utilising funds from the UK government's Shared Prosperity Funding programme that is envisaged in future years. During the quarter detailed funding bids were submitted to the UK Levelling Up fund and the Community Renewal Fund. We await a decision on these applications.
- 4.3.5 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. The revised capital investment programme for 2021/22 has now been set at £46.875m, an element of £12m which is slippage from last year's Covid pandemic affected end of year financial outturn.
- 4.3.6 The investment aims and objectives remain the same as proceeding years; 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 this financial year, the Council intends to deliver planned repairs and improvements to the following number of dwellings:
- 700 new kitchens and bathrooms.
 - 456 external fabric envelope upgrades, which includes reroofing and insulation, weatherboards and rainwater goods, insulated render and replacement high performance windows.
 - 661 chimney removals or rebuilds.
 - 475 high performance combination boilers.
 - 3,700 garden upgrades to improve safety and security.

- Fire safety improvement work to high and medium rise blocks of flats and sheltered housing complexes including installation of sprinkler systems.
 - Installation of 2,000 remotely monitored smoke alarm systems in sheltered housing complexes.
 - 537 electrical re-wires to ensure installations comply with the prevailing regulations.
 - New passenger lifts at Jeffreys Court flats.
- 4.3.7 A further element of work, to help meet future decarbonisation targets of social housing, has been integrated in this year's programme. Solar PV panels and battery storage to generate energy for the benefit of 137 households has been included as part of external envelope upgrades. The above are just some of the headline work streams we intend to deliver as part of a much wider programme of repairs, maintenance and improvements which forms the WHQS Compliance Capital Programme. At the end of the financial year, the Council will have achieved WHQS compliance as is defined in statutory guidance.
- 4.3.8 From April 2022, the WHQS will pass from a compliance target phase to a maintenance phase of the WHQS. We await the revised guidance documents from Welsh Government but anticipate the maintenance phase will introduce new statutory decarbonisation and fire safety elements in addition to other maintenance refinements. The overall WHQS programme will continue to contribute significantly towards community benefits and employment opportunities. We will report at the end of the final quarter on the recruitment and training opportunities the programme provided during 2021/22.
- 4.3.9 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. Following the completion of 34 homes in 20/21, Work is continuing on 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. These scheme will be completed in Spring 2022.
- 4.3.10 The Council is also developing 8 one bedroom homes at a former Education site in Uplands. This scheme as part of Welsh Governments Phase 2 planning for homelessness, includes 4 passivhaus standard pods. The scheme is due for completion in Autumn 2021. This funding has also enabled the purchase of twenty 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. A further 20 acquisitions are planned for 21/22. Work has also started at West Cross, to develop 6 bungalows, which has also been awarded IHP funding to include the additional renewable technologies.

- 4.3.11 A former social services property in Gorseinon is also being converted into 2/3 bedroom homes. 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.
- 4.3.12 Quarter one saw restrictions easing again and the ability of many of our venues, sports and leisure facilities, along with tourism accommodation and hospitality, to reopen to the public, with systems and conditions in place to ensure the health and safety of all. This has been a great boost for the service staff and partners who are working hard to put together new offers and programmes to inspire and uplift our returning visitors. We have continued to liaise with Welsh Government on plans to reopen our performance venues and restart events and hosted a test event at the Liberty Stadium as part of this relationship. Community support has come forward in the form of recovery funding for fitness providers, sports clubs and small event organisers and community groups, to use our facilities free of charge as a means of restarting and recovering which has been greatly welcomed.
- 4.3.13 During this period we also continued to support the work for Copr Bay, liaising with colleagues to develop the means by which we can manage the various digital assets emerging, along with plans for the 'meanwhile' use on the Northside/ St David's area. To better facilitate our research and understanding into post-Covid behaviours and cultural partnership, we entered into a new partnership with Swansea University, by sponsoring a Ph.D. programme to research and develop new ways to engage visitors to the city centre with the new public realm. This work resulted in an application to Creative Wales for funding and status as a Creative Hub for the South West, primarily located at the former Cranes Music Store which was approved.
- 4.3.14 Within the wider community our community development team successfully applied for a grant to support community growing through allotments and support for Friends and community groups, and our Fusion programme (tackling poverty through culture) was extended for another year by Welsh Government. Similarly, Welsh Government via Sports Wales extended its funding for our health and wellbeing programme, active young people and regional sports programme, as a demonstration of their satisfaction with our performance despite Covid.
- 4.3.15 Work to fulfil the Diversity Pledge and Black Lives Matter Motion continues also, with Swansea agreeing to be one of ten cities to participate in the World Reimagined, a two year programme to explore contemporary British culture and the impact of the transatlantic slave

trade on our social norms and societies, through music, arts, and food. We also unveiled the long awaited Blue Plaque in honour of Jessie Donaldson, social justice campaigner and activist against the slave trade and its injustices.

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 **Continued 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 June 2021: 'A snapshot of poverty in spring 2021' Wales found that:

- **Incomes are still falling for some** – more than one in five households with a net income of less than £20,000 have seen their income drop since January 2021.
- **Many people are worried about losing their homes and their jobs** – one in 10 people are worried about the prospect of losing their job over the next three months with one in 20 worried about losing their home. 1 in 10 live in insecure housing and 6% of households have already been told that they will lose their home.
- There is a **growing personal debt** crisis in Wales: Since January 2021, 10% of Welsh households have fallen behind on a bill, 17% have borrowed money to pay a bill. For households already struggling these additional costs may be a significant challenge.
- **Living costs have increased:** 43% of households are spending more on heating, electricity and/or water; 38% of households are spending more on food; 20% of households are spending more on internet costs. Social renters and households with children appear to be disproportionately affected.

4.4.3 **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 and Workways Plus. There has been an increase in the number of people gaining employment through Employability Support in the first quarter of 2021/22 (130) compared to Quarter 1 20/21 (82).

- 4.4.4 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 during quarter 1 is £210,048 a 25% decrease on the same period last year. The requests for appeal representation has been lower this quarter, but is expected to pick up again once the DWP start undertaking reassessments. The reduction is also attributed to welfare reform reducing financial increases of additional benefits. The team have had a 100% success rate with appeals this quarter (8/8).
- 4.4.5 Council Tax Reduction.** The performance indicator of Council Tax Reduction (CTR) average time for processing new claims and processing notification of change in circumstances has improved compared to last year. The longer processing times last year was due to an increase in caseload and resources being diverted to respond to additional and new support e.g. Isolation payments.
- 4.4.6 Housing.** The Council, along with partners in the housing sector and support charities continued 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. This time last year there were less family homelessness presentations due to the suspension of evictions and a hold on move-on from Home Office accommodation. Compared to this time last year, there has been an increase in use of B&Bs due to domestic abuse and house first cases that require immediate assistance with no opportunity to plan alternative accommodation. The numbers are less than 19/20. There has been an improvement in speed of processing Housing Benefit new claims and change of circumstances compared to this time last year.
- 4.4.7 Skills and Qualifications.** The number of accredited qualifications achieved by adults with local Authority support has increased in the last quarter (182) compared to the same period last year (80) and the year before (86). More face to face training provision has been available due to the lifting of restrictions and where it is possible, online training has continued. Partnership working between Swansea Working, Lifelong Learning, Employability Programmes and partners has continued offer participants accredited training and qualifications to meet employment opportunities.
- 4.4.8 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. New grant schemes have been launched this quarter including Food Poverty, Period Dignity

and Men's Sheds. The Swansea Poverty Truth Commission development continues with the launch planned later in the year.

4.5 *Transformation & future Council development*

4.5.1 During quarter one, the Council continued to deliver steps towards achieving this well-being objective:

- Continuing to make progress on the recovery plan as part of the new Achieving Better Together programme. Examples include:
 - Tackling poverty: A partnership approach to the Community Calling Project to provide free refurbished smart phones with free credit via partner organisations to residents; 162 phones distributed so far this year. More partners already engaged to donate mobiles.
 - Use of automation: One example has saved over 600 hours of admin time for a service trying to go paperless.
- Completing the first draft of the Organisational Development Strategy, with input from the Corporate Management Team and Heads of Service. Further stakeholder engagement and benchmarking will continue over the next quarter.
- Online demand continues to grow from the public as can be seen in the performance indicators. Online payments are continually increasing (Cust 2a). Online applications and requests showed a decline compared with the same period last year due to the unusual spike at the height of the pandemic. Compared with the previous year (2019-20) applications and requests are significantly increasing (Cust 2b).
- Remote and new ways of working has continued for staff in line with Welsh Government guidelines. A review is underway to assess the impact of new ways of working however, the sickness indicator has shown a very positive trend over the past year including this quarter which is again within target (CHR002 / PAM001).
- In May, the Digital Inclusion Scrutiny Working Group received an update on progress, with examples where the Council had supported digitally excluded residents during the pandemic. Moving forward it is clear the digital inclusion landscape has changed significantly as a result of Covid-19, therefore the strategy and roadmap will be reviewed drawing on new evidence and data.
- The Council continues to implement actions to ensure compliance with the new Local Government Act, including the new joint committee structures.
- In June, the Council published its annual Welsh Language report with recommendations to strengthen Welsh language promotion and compliance across the Council. Good progress has been over the past

year despite the pandemic. However, further work is needed to grow the number of Welsh speakers across the Council.

- The Council was awarded a grant from Welsh Government to deliver its e-Democracy project. This will implement hybrid public meetings and therefore increase public participation in the democratic process. This project will complete in quarter two.

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

4.6.1 Increased awareness of the importance of maintaining and enhancing natural resources and biodiversity and tackling climate change has resulted in additional funding opportunities being made available this year. The Natural Environment Section has bid for over £1m of grants to deliver a variety of nature based projects, many of which are focused around tree planting for which there are grants available from multiple sources. However demand and expectation is currently outstripping supply in this regard in terms of suitable land for tree planting and availability of locally sourced native trees.

4.6.2 Another problem with grant funding focused primarily on capital costs is the lack of funding for the revenue/salary costs needed to employ additional staff for project delivery. This is particularly relevant for a number of the corporate objective targets which are linked to grant funded projects, delivery of which has not been progressed as expected due to delays with the award of grants and lack of staff resources rather than the effects of coronavirus. This includes proposals for mapping Green Infrastructure (GI) assets; undertaking a biodiversity audit of Council owned land; providing opportunities for schoolchildren to access and learn about their environment; programmes of wildflower planting; and encouraging GI volunteer projects within local communities. Initial indications are that the Welsh Government's Nature Emergency declaration in June 2021 may eventually lead to funding for the additional resources needed, but in the short term delivery of these projects will be a slower process than originally anticipated. As such an application to the Council's recovery fund to kick-start this work is being prepared pending future grant announcements.

4.6.3 Other objectives continue to be delivered but are not suitable for monitoring on a quarterly basis as they are long term commitments measured annually including acting in response to Climate Emergency, working towards creating a low carbon economy, participating in the Low Carbon Swansea Initiative, as well as actions to improve air and water quality, and tackling invasive non-native species.

4.6.4 Officers are developing updated proposals for a new suite of PIs to be included in the 2022/23 Corporate performance targets, which will be presented to cabinet in the Autumn for consideration prior to monitoring in the new financial year. The only current quarterly monitored target is for the percentage of municipal waste collected and reused and/or

recycled which was 62.9% (data relates to Q4 2020/21). The full year recycling performance for 20/21 was 64.49% which once again exceeded the Welsh Government target of 64%.

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.

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

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

5.2 An IIA accompanies this report. The report itself has no direct impact on the relevant groups considered within the IIA, however 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.

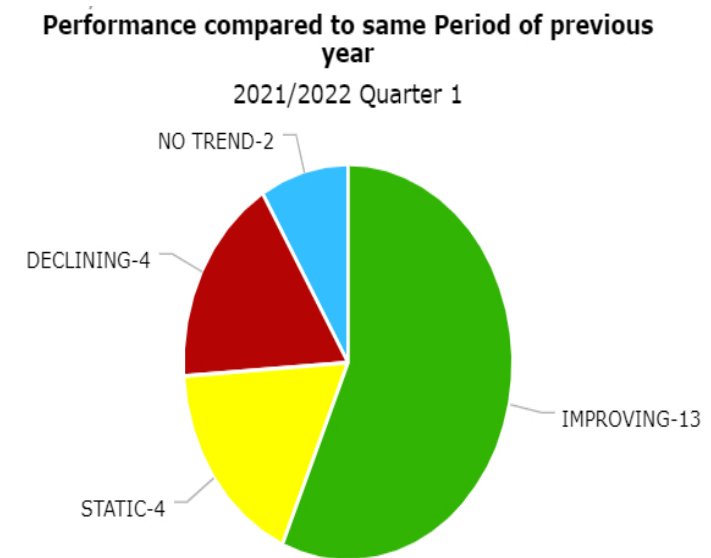
Background Papers: None.

Appendices:

Appendix A - Q1 2021/22 Performance Monitoring Report

Appendix B - IIA screening form

Corporate Performance Management Report Q1 2021/2022



Performance compared to the same period of the previous year:

- IMPROVING** Better performance
- STATIC** Same performance
- DECLINING** Worse performance
- NO TREND** New indicator - No historical comparison

As anticipated the reporting of performance against the safeguarding priority has been disrupted this quarter. This is predominantly as a result of the local authority implementing the Welsh Community Care Information System and at the same time Welsh Government updating its performance framework with the introduction of new performance metrics. Work is ongoing to update the indicators that will now need to be incorporated into the corporate suite and ensuring that these can be reported through WCCIS. We anticipate that the new suite of indicators will be accurately reported at quarter 2.

In the meantime, clearly our arrangements to ensure that individuals remain safeguarded have continued and we have put in place interim measures to ensure that operational performance continues to be robustly monitored.

As anticipated our services continue to be impacted by covid. Demand remains high across adults and children services. That demand is both in terms of absolute numbers and complexity. Pressures on staff are high. They have worked under huge amounts of pressure over an extended period and it is important that we continue to support them to take a break as we move into the Summer period. Sickness absence rates remain a challenge as do the rates of staff having to isolate as rates of covid transmission in the community again increase.

It is encouraging that the implementation of our early help hub arrangements, albeit compromised by covid, do seem to be beginning to have an impact. This is helping ensure that statutory children services are able to concentrate on supporting the children and families with the highest level of need. There are early indications that our numbers of children in need, subject to children plan or looked after are beginning to decrease as a result. However the number of children with the most complex needs and requiring residential care are increasing. This was one of the consequences of covid and the prolonged lockdown of society that we had anticipated. We are continuing to invest in our prevention work, particularly with adolescents, to bear down on recourse to residential care and arrangements to recruit more foster carers have been boosted by the launch of Foster Wales through which all 22 local authorities have come together to develop a collective brand for local authority fostering.

In relation to adults, demands across the health and social care system are extremely high. Acute hospitals are struggling to meet current demand, catch up on backlogs, manage covid restrictions on capacity and manage the numbers of staff having to self isolate. Care homes are both impacted by the numbers of staff self isolating but also having to close for admissions when staff test positive. However overall the care home sector is reasonably resilient within the region. The domiciliary care sector is under huge pressure. Significant numbers of staff are leaving the sector altogether compounding the usual summer holiday pressures linked to staff taking much needed leave. This is leading to a number of providers handing back care packages to the local authority thus compounding waiting lists to source packages of care for individuals leaving hospital or at home with no care in place. The council has expanded its in house residential intermediate care offer to offset pressures in the very short term whilst work continues to take place through the regional partnership board to create more sustainable health and care arrangements for our population.

During the first quarter, Swansea schools have faced less disruption as a result of Covid-19, with full operations returning in April 2021. The impact of Covid-19 on how schools operate remains high with the complete range of control measures expected throughout quarter one. The negative effect on school attendance and examination year groups remains significant.

Authority wide attainment measures at foundation phase, key stage 2 and key stage 3 are no longer collected by Welsh Government and in key stage 4 and A Level year groups the awarding of grades has been determined by schools themselves. Evidence gathering for school determined grades has been robust with lower levels of appeals than anticipated.

Evidence from two Estyn thematic reviews suggests that there is good support for continuity of learning as well as preparation for the new Curriculum for Wales. Where learners have been asked to self-isolate there is suitable provision in place. Learner voice, through national surveys, has been responded to comprehensively. Support for vulnerable learners has remained stable during the reporting period. Additional counselling services have been actioned to support emotional wellbeing in school aged children and young people.

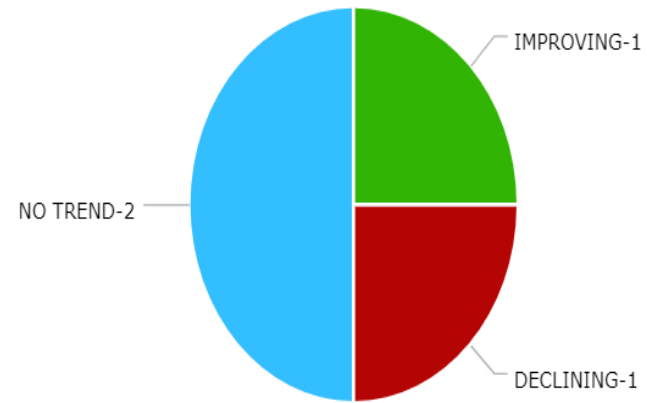
Greater access to Welsh medium schools is progressing well with two new buildings on track for occupancy in the next quarter. The groundwork for developing a new ten year strategic plan for Welsh is at a mature stage. Improvements to the school estate as part of the 21 Century Schools programme have developed well despite of Covid-19.



Attendance in Swansea remains lower than usual because of Covid-19. Schools in challenging contexts appear to have lower attendance compared to schools in less deprived areas of Swansea. Similar rates of lower attendance have been seen in local authorities across Wales. The numbers of learners being excluded is growing and requires precise monitoring.

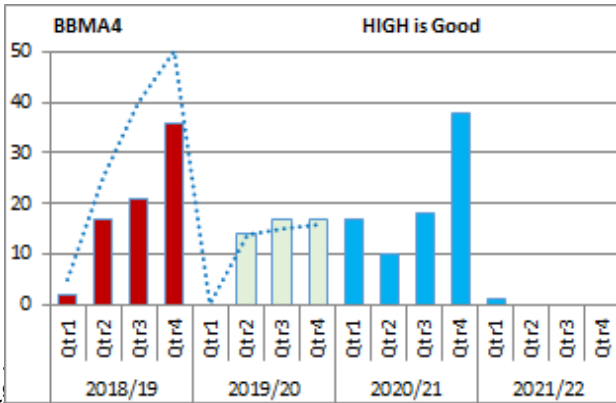
The provision of free school meals during holidays has been successful. In addition a few schools have participated in the school holiday enrichment programme where eligibility for free school meals is above 16%.

Digital capacity to support the skills agenda is improving through the schools infrastructure programme. Advice and guidance for vocational education and careers is developing well despite Covid-19. The work towards implementing a new legislative framework to help learners with additional learning needs is progressing well.

Performance compared to same Period of previous year
2021/2022 Quarter 1



Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
BBMA4  The number of apprenticeships or trainee starts in the Council	RAG	GREEN			These figures form part of a yearly target. Covid will impact how many apprentices are taken on. New in-take usually follows academic year - starting September 21.
	Result	0 	10	1	
	Target	0			
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	0.	10	1	
	Den				



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Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022																				
EDU015a ↑ The percentage of final statements of Special Education Need (SEN) issued within 26 weeks including exceptions	RAG	GREEN				The percentage of statements issued within 26 weeks continues to increase. The use of digital methods has supported an increase. Despite Covid-19, the completion of assessments to help children and young people with their additional needs in education is improving. As a result, the increase supports learner wellbeing. However, there can be delays in receiving advice from key delivery partners to inform the statutory assessment process. Swansea's additional learning needs strategic plan is committed to streamlining and simplifying assessment processes as part of a transformation of services to support additional learning needs. The new integrated digital system is developing well and will support the reduction of paper based processes that have slowed the issuing of plans in the past.																			
	Result	8.16%			59.38%																				
	Target	5.00%																							
	Trend	No Data	No Data	No Data																					
	Num	4		19																					
	Den	49		32																					
	<p>EDU015a HIGH is Good</p> <table border="1"> <caption>Data for EDU015a Chart</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>~10%</td> <td>~2%</td> <td>~10%</td> <td>~5%</td> </tr> <tr> <td>2020/21</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~10%</td> </tr> <tr> <td>2021/22</td> <td>~60%</td> <td>~0%</td> <td>~0%</td> <td>~0%</td> </tr> </tbody> </table>						Year	Qtr1	Qtr2	Qtr3	Qtr4	2019/20	~10%	~2%	~10%	~5%	2020/21	~2%	~2%	~2%	~10%	2021/22	~60%	~0%	~0%
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2019/20	~10%	~2%	~10%	~5%																					
2020/21	~2%	~2%	~2%	~10%																					
2021/22	~60%	~0%	~0%	~0%																					

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Education & Skills 17-22

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022																									
EDU015b ↑ The percentage of final statements of Special Education Need (SEN) issued within 26 weeks excluding exceptions	RAG	RED			same comment as above																									
	Result	8.16%		70.37%																										
	Target	10.00%																												
	Trend	No Data	No Data	No Data																										
	Num	4		19																										
	Den	49		27																										
<p>EDU015a HIGH is Good</p> <table border="1"> <caption>EDU015a 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>~8%</td> <td>~5%</td> <td>~10%</td> <td>~15%</td> </tr> <tr> <td>2020/21</td> <td>~8%</td> <td>~5%</td> <td>~10%</td> <td>~15%</td> </tr> <tr> <td>2021/22</td> <td>8.16%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2019/20	~8%	~5%	~10%	~15%	2020/21	~8%	~5%	~10%	~15%	2021/22	8.16%				RAG	RED			As a result of on-going regeneration, key projects due to end Autumn 21.					
Year	Qtr1	Qtr2	Qtr3	Qtr4																										
2019/20	~8%	~5%	~10%	~15%																										
2020/21	~8%	~5%	~10%	~15%																										
2021/22	8.16%																													
POV07 ↑ The number of training and employment person weeks created by BBM for unemployed and economically inactive.	Result	326	680	2163																										
	Target	450																												
	Trend	DECLINING	IMPROVING	IMPROVING																										
	Num	326	680	2163																										
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Year	Qtr1	Qtr2	Qtr3	Qtr4																										
2018/19	~500	~1000	~1500	~2000																										
2019/20	~500	~1000	~1500	~2000																										
2020/21	~500	~1500	~3500	~6500																										
2021/22	326																													

The majority of our targets have been met this quarter. However, the impacts of Covid on the construction sector are now becoming increasingly clear, with major shortages of construction materials likely to have an impact on programme and construction costs for the foreseeable future. All available countermeasures are being explored to mitigate the impacts of this issue. Despite this, during 1st quarter our major regeneration priorities have continued to make substantial progress on site. The Copr Bay works have continued to make significant visible progress with the arena, bridge, residential block, MSCP, and church hall all well advanced. The 82 week construction programme will complete in 2021, but Covid-19 related delays are now inevitable. The Shaping Swansea procurement has resulted in a recommendation to Cabinet to select a private sector development partner for the delivery of the next phase of strategic sites. This marks an exciting new chapter in Swansea's regeneration journey, bringing new resources and development expertise to the City.

The Kingsway Employment Hub building procurement for a contractor has completed to construct a major new high-tech office development that will provide space for 600 jobs in Swansea city centre. Set for completion in early 2023, the five-storey development will include 114,000 square feet of commercial floorspace, providing flexible co-working and office opportunities for innovative tech, digital and creative businesses. The development will be carbon zero and worth £32.6 million a year to Swansea's economy. It will feature state-of-the-art digital connectivity, a roof terrace, greenery and balconies overlooking the city centre and Swansea Bay. Wind Street works continue to make progress on site. As does the Hafod Copperworks Powerhouse project. Procurement for a contractor to deliver the Place Theatre refurbishment works is underway.

The delivery of actions within the Swansea Economic Recovery Action Plan, that was prepared in partnership with key stakeholders, continues at pace. This is supported by deployment of the Council's economic recovery fund which has now commenced via a range of initiatives to stimulate economic activity and resilience within Swansea's local economy. The City Centre re-purposing study has identified a number of key interventions which will be reported to Cabinet for consideration. The Council has also been leading the production of the Regional Economic Delivery Plan in collaboration with other authorities in the region. This work is now advanced and will identify transformational project investment in the region, utilising funds from the UK government's Shared Prosperity Funding programme that is envisaged in future years. During the quarter detailed funding bids were submitted to the UK Levelling Up fund and the Community Renewal Fund. We await a decision on these applications.

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. The revised capital investment programme for 2021/22 has now been set at £46.875m, an element of £12m which is slippage from last year's Covid pandemic affected end of year financial outturn. The investment aims and objectives remain the same as proceeding years; 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 this financial year, the Council intends to deliver planned repairs and improvements to the following number of dwellings:

- 700 new kitchens and bathrooms.
- 456 external fabric envelope upgrades, which includes reroofing and insulation, weatherboards and rainwater goods, insulated render and replacement high performance windows.
- 661 chimney removals or rebuilds
- 475 high performance combination boilers.
- 3,700 garden upgrades to improve safety and security
- Fire safety improvement work to high and medium rise blocks of flats and sheltered housing complexes including installation of sprinkler systems.
- Installation of 2,000 remotely monitored smoke alarm systems in sheltered housing complexes.
- 537 electrical re-wires to ensure installations comply with the prevailing regulations.
- New passenger lifts at Jeffreys Court flats

A further element of work, to help meet future decarbonisation targets of social housing, has been integrated in this year's programme. Solar PV panels and battery storage to generate energy for the benefit of 137 households has been included as part of external envelope upgrades. The above are just some of the headline work streams we intend to deliver as part of a much wider programme of repairs, maintenance and improvements which forms the WHQS Compliance Capital Programme. At the end of the financial year, the Council will have achieved WHQS compliance as is defined in statutory guidance. From April 2022, the WHQS will pass from a compliance target phase to a maintenance phase of the WHQS. We await the revised guidance documents from Welsh Government but anticipate the maintenance phase will introduce new statutory decarbonisation and fire safety elements in addition to other maintenance refinements. The overall WHQS programme will continue to contribute significantly towards community benefits and employment opportunities. We will report at the end of the final quarter on the recruitment and training opportunities the programme provided during 2021/22.

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. Following the completion of 34 homes in 20/21, Work is continuing on 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. These scheme will be completed in Spring 2022. The Council is also developing 8 one bedroom homes at a former Education site in Uplands. This scheme as part of Welsh Governments Phase 2 planning for homelessness, includes 4 passivhaus standard pods. The scheme is due for completion in Autumn 2021. This funding has also enabled the purchase of twenty 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. A further 20 acquisitions are planned for 21/22. Work has also started at West Cross, to develop 6 bungalows, which has also been awarded IHP funding to include the additional renewable technologies.

A former social services property in Gorseinon is also being converted into 2/3 bedroom homes. 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.

Quarter one saw restrictions easing again and the ability of many of our venues, sports and leisure facilities, along with tourism accommodation and hospitality, to reopen to the public, with systems and conditions in place to ensure the health and safety of all. This has been a great boost for the service staff and partners who are working hard to put together new offers and programmes to inspire and uplift our returning visitors. We have continued to liaise with Welsh Government on plans to reopen our performance venues and restart events and hosted a test event at the Liberty Stadium as part of this relationship. Community support has come forward in the form of recovery funding for fitness providers, sports clubs and small event organisers and community groups, to use our facilities free of charge as a means of restarting and recovering which has been greatly welcomed.

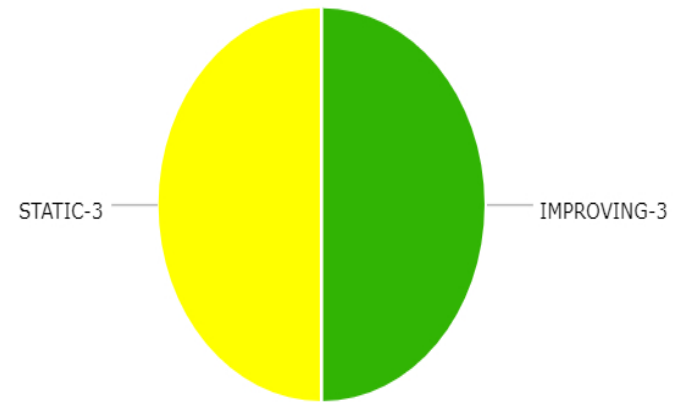
During this period we also continued to support the work for Copr Bay, liaising with colleagues to develop the means by which we can manage the various digital assets emerging, along with plans for the 'meanwhile' use on the northside/ st david's area. To better facilitate our research and understanding into post covid behaviours and cultural partnership, we entered into a new partnership with Swansea University, by sponsoring a Phd programme to research and develop new ways to engage visitors to the city centre with the new public realm. This work resulted in an application to Creative Wales for funding and status as a Creative Hub for the South West, primarily located at the former Cranes Music Store which was approved.

Within the wider community our community development team successfully applied for a grant to support community growing through allotments and support for Friends and community groups, and our Fusion programme (tackling poverty through culture) was extended for another year by Welsh Government. Similarly, Welsh Govt. via Sports Wales extended its funding for our health and wellbeing programme, active young people and regional sports programme, as a demonstration of their satisfaction with our performance despite Covid. Work to fulfil the Diversity Pledge and Black Lives Matter Motion continues also, with Swansea agreeing to be one of ten cities to participate in the World Reimagined, a two year programme to explore contemporary British culture and the impact of

the transatlantic slave trade on our social norms and societies, through music, arts, and food. We also unveiled the long awaited Blue Plaque in honour of Jessie Donaldson, social justice campaigner and activist against the slave trade and its injustices.

Performance compared to same Period of previous
year

2021/2022 Quarter 1



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0
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Economy & Infrastructure 17-22

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
BBMA1 The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG	GREEN			These figures form part of a yearly target, and are calculated once projects start on site.
	Result	5	5	6	
	Target	5			
	Trend	STATIC	STATIC	IMPROVING	
	Num	5	5	6	
	Den				
<p>BBMA1 HIGH is Good</p>					
EC2 The Percentage of all major applications with an economic imperative that are approved	RAG	RED			
	Result	60.00%	100.00%	100.00%	
	Target	90.00%			
	Trend	DECLINING	IMPROVING	STATIC	
	Num	3	3	3	
	Den	5	3	3	
<p>EC2 HIGH is Good</p>					

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
<p>EC5 </p> <p>Amount of commercial floorspace (measured by sq m) created within the TRI (Targeted Regeneration Investment) Programme target areas to accommodate job creation</p>	RAG	GREEN			A range of schemes are progressing on site in the City centre and Morriston district centre, and nearing completion. These will be ready to report in the next quarter.
Result	0	0	0		
Target	0				
Trend	STATIC	STATIC	STATIC		
Num	0	0	0		
Den					
<p>EC6 </p> <p>Number of new housing units created in TRI target areas as a result of Targeted Regeneration Investment (TRI) Programme funding.</p>	RAG	GREEN			A range of schemes are progressing on site in the City centre and Morriston district centre, and nearing completion. These will be ready to report in the next quarter.
Result	4	0	0		
Target	4				
Trend	IMPROVING	DECLINING	STATIC		
Num	4	0	0		
Den					

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
EC7 ↓ Average Turnaround Time for Land Charge Searches completed in the period	RAG	GREEN			Trends are expected to vary subject to the volume of enquiries received.
	Result	5.00	4.46	2.61	
	Target	10			
	Trend	No Data	IMPROVING	IMPROVING	
	Num	5.00	4.46	2.61	
	Den				
<p>EC7 Low is Good</p>	RAG	GREEN			There has been an increase in applications received of 50% compared to last year which inevitably has an impact on performance when compared last year. However, target of 80% still exceeded.
	Result	87.69%	76.49%	83.58%	
	Target	80.00%			
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	463	257	458	
	Den	528	336	548	
<p>EP28 HIGH is Good</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.

Continued 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 June 2021: 'A snapshot of poverty in spring 2021' Wales found that:

- **Incomes are still falling for some** - more than one in five households with a net income of less than £20,000 have seen their income drop since January 2021.
- **Many people are worried about losing their homes and their jobs** - one in 10 people are worried about the prospect of losing their job over the next three months with one in 20 worried about losing their home. 1 in 10 live in insecure housing and 6% of households have already been told that they will lose their home.
- There is a **growing personal debt** crisis in Wales: Since January 2021, 10% of Welsh households have fallen behind on a bill, 17% have borrowed money to pay a bill. For households already struggling these additional costs may be a significant challenge.

Living costs have increased: 43% of households are spending more on heating, electricity and/or water, 38% of households are spending more on food, 20% of households are spending more on internet costs. Social renters and households with children appear to be disproportionately affected.

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 and Workways Plus. There has been an increase in the number of people gaining employment through Employability Support in the first quarter of 2021/22 (130) compared to quarter 1 20/21 (82).

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 during quarter 1 is £210,048 a 25% decrease on the same period last year. The requests for appeal representation has been lower this quarter, but is expected to pick up again once the DWP start undertaking reassessments. The reduction is also attributed to welfare reform reducing financial increases of additional benefits. The team have had a 100% success rate with appeals this quarter (8/8).

Council Tax Reduction

The performance indicator of Council Tax Reduction (CTR) average time for processing new claims and processing notification of change in circumstances has

improved compared to last year. The longer processing times last year was due to an increase in caseload and resources being diverted to respond to additional and new support e.g. Isolation payments.

Housing

The Council, along with partners in the housing sector and support charities continued 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. This time last year there were less family homelessness presentations due to the suspension of evictions and a hold on move-on from Home Office accommodation. Compared to this time last year, there has been an increase in use of B&Bs due to domestic abuse and house first cases that require immediate assistance with no opportunity to plan alternative accommodation. The numbers are less than 19/20. There has been an improvement in speed of processing Housing Benefit new claims and change of circumstances compared to this time last year.

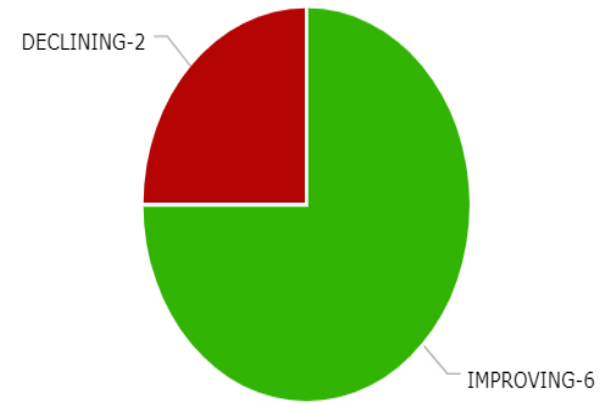
Skills and Qualifications

The number of accredited qualifications achieved by adults with local Authority support has increased in the last quarter (182) compared to the same period last year (80) and the year before (86). More face to face training provision has been available due to the lifting of restrictions and where it is possible, online training has continued. Partnership working between Swansea Working, Lifelong Learning, Employability Programmes and partners has continued offer participants accredited training and qualifications to meet employment opportunities.

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. New grant schemes have been launched this quarter including Food Poverty, Period Dignity and Men's Sheds. The Swansea Poverty Truth Commission development continues with the launch planned later in the year.

Performance compared to same Period of previous year
2021/2022 Quarter 1



Tackling Poverty 17-22

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
HBCT01a ↴ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG	GREEN			
	Result	14.18	24.69	20.01	
	Target	20			
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	6993	13802	8883	
	Den	493	559	444	
HBCT01b ↴ Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN			
	Result	4.92	4.58	4.26	
	Target	7			
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	37413	25379	21422	
	Den	7607	5547	5034	

Tackling Poverty 17-22

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
HBCT02a ↴ Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG	AMBER			
	Result	22.90	28.18	26.36	
	Target	22			
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	36381	65462	43782	
	Den	1588	2323	1661	
<p>HBCT02a LOW is Good</p>					
HBCT02b ↴ Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN			Performance has improved compared to last year and further measures to be implemented to continue the process.
	Result	4.84	8.36	8.10	
	Target	7.00			
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	77790	145151	167371	
	Den	16070	17361	20789	
<p>HBCT02b LOW is Good</p>					

Tackling Poverty 17-22

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
POV05 ↑ The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team (£)	RAG	GREEN			The number of requests for appeal representation have been lower this year, but it is expected to pick up again once the DWP start undertaking reassessments. The reduction in the amount of money raised is attributed to welfare reform which has reduced financial increases when receiving additional benefits.
	Result	296241.94	266842.28	211047.86	
	Target	175000			
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	296241.94	266842.28	211047.86	
	Den				
<p>POV05 HIGH is Good</p>					
POV06 ↓ The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG	GREEN			In Q1 20/21 we were in the height of the pandemic and saw less family homeless presentations due to the suspension of evictions, a hold on move-on from Home Office accommodation etc. This had a direct impact on our result. In this Quarter we have seen an increase in us of B&B due to domestic abuse and house fire cases that required immediate assistance with no opportunity to plan alternative accommodation.
	Result	4.50	0	3.80	
	Target	5			
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	27	0	19	
	Den	6	0	5	
<p>POV06 LOW is Good</p>					

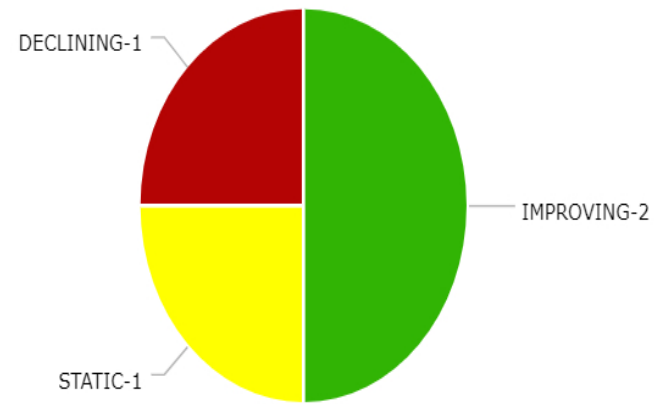
Tackling Poverty 17-22

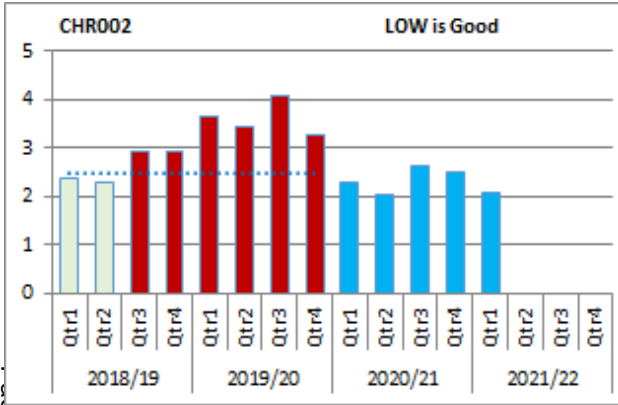
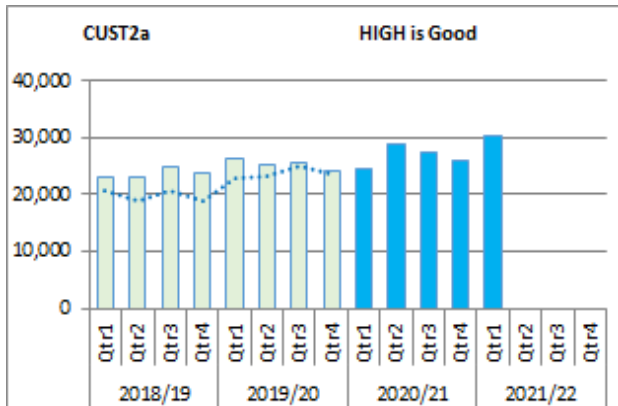
Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
POV10 <p>Number of people gaining employment through Employability Support</p>	RAG	RED			An improvement on this time time last financial year. Although during the last quarter there has been a reduction in the number of new participants, engagement activities are planned to address this.
Result	70	82	134		
Target	100				
Trend	DECLINING	IMPROVING	IMPROVING		
Num	70	82	134		
Den					
POV11 <p>Number of accredited qualifications achieved by adults with local Authority support</p>	RAG	RED			As we are slowly able to offer more training provision, the performance in this area has improved on the last quarter and improved on the same period from last financial year
Result	86	80	182		
Target	100				
Trend	DECLINING	DECLINING	IMPROVING		
Num	86	80	182		
Den					

During quarter one, the Council continued to deliver steps towards achieving this well-being objective:

1. Continuing to make progress on the recovery plan as part of the new Achieving Better Together programme. Examples include:
 - a. Tackling poverty: A partnership approach to the Community Calling Project to provide free refurbished smart phones with free credit via partner organisations to residents; 162 phones distributed so far this year. More partners already engaged to donate mobiles
 - b. Use of automation: One example has saved over 600 hours of admin time for a service trying to go paperless
2. Completing the first draft of the Organisational Development Strategy, with input from the Corporate Management Team and Heads of Service. Further stakeholder engagement and benchmarking will continue over the next quarter
3. Online demand continues to grow from the public as can be seen in the performance indicators. Online payments are continually increasing (Cust 2a). Online applications and requests showed a decline compared with the same period last year due to the unusual spike at the height of the pandemic. Compared with the previous year (2019-20) applications and requests are significantly increasing (Cust 2b)
4. Remote and new ways of working has continued for staff in line with Welsh Government guidelines. A review is underway to assess the impact of new ways of working however, the sickness indicator has shown a very positive trend over the past year including this quarter which is again within target (CHR002 / PAM001)
5. In May, the Digital Inclusion Scrutiny Working Group received an update on progress, with examples where the Council had supported digitally excluded residents during the pandemic. Moving forward it is clear the digital inclusion landscape has changed significantly as a result of Covid-19, therefore the strategy and roadmap will be reviewed drawing on new evidence and data
6. The Council continues to implement actions to ensure compliance with the new Local Government Act, including the new joint committee structures
7. In June, the Council published its annual Welsh Language report with recommendations to strengthen Welsh language promotion and compliance across the Council. Good progress has been over the past year despite the pandemic. However, further work is needed to grow the number of Welsh speakers across the Council
8. The Council was awarded a grant from Welsh Government to deliver its e-Democracy project. This will implement hybrid public meetings and therefore increase public participation in the democratic process. This project will complete in quarter two.

Performance compared to same Period of previous year
2021/2022 Quarter 1



Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
CHR002 (PAM001) ⬇ The number of working days/shifts per full time equivalent lost due to sickness absence	RAG	RED			Note from Corporate Performance Team - Data quality under review. Positive trend. HR&OD providing dedicated specific support to Social Services, which is now being extended to Education and Place Directorates.
	Result	3.64	2.31	2.09	
	Target	2.50			
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	32404.50	20415.25	19045.76	
	Den	8892.36	8844.79	9093.07	
					
CUST2a ⬆ Number of online payments received via City and County of Swansea websites	RAG	GREEN			
	Result	26390	23464	30406	
	Target	22950			
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	26390	24364	30406	
	Den				
					

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022																									
<p>CUST2b ↑</p> <p>Number of forms completed online for fully automated processes.</p> <p>CUST2b HIGH is Good</p> <table border="1"> <caption>Estimated Data for CUST2b Chart</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>4,500</td> <td>5,000</td> <td>7,000</td> <td>9,000</td> </tr> <tr> <td>2019/20</td> <td>7,000</td> <td>9,000</td> <td>8,000</td> <td>11,000</td> </tr> <tr> <td>2020/21</td> <td>17,000</td> <td>17,500</td> <td>14,000</td> <td>19,500</td> </tr> <tr> <td>2021/22</td> <td>12,000</td> <td>11,000</td> <td>10,000</td> <td>11,000</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2018/19	4,500	5,000	7,000	9,000	2019/20	7,000	9,000	8,000	11,000	2020/21	17,000	17,500	14,000	19,500	2021/22	12,000	11,000	10,000	11,000	RAG	GREEN			<p>Quarter one figures showed a downward trend compared to Q1 in 2020. This is due to the effect of the Covid pandemic causing online demand to increase last year for certain high volume areas in Waste, as pick-up points for bag requests and centres were closed. Also, this year parking permits have dropped slightly, so the overall effect is a downward trend.</p>
	Year	Q1	Q2	Q3	Q4																									
	2018/19	4,500	5,000	7,000	9,000																									
	2019/20	7,000	9,000	8,000	11,000																									
	2020/21	17,000	17,500	14,000	19,500																									
	2021/22	12,000	11,000	10,000	11,000																									
	Result	7502	17079	11987																										
Target	4700																													
Trend	IMPROVING	IMPROVING	DECLINING																											
Num	7502	17079	11987																											
Den																														
<p>PROC12 ↓</p> <p>Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)</p> <p>NO GRAPH DISPLAYED ALL RESULTS ARE ZERO</p>	RAG	GREEN																												
	Result	0	0	0																										
	Target	0																												
	Trend	STATIC	STATIC	STATIC																										
	Num	0	0	0																										
	Den																													

Increased awareness of the importance of maintaining and enhancing natural resources and biodiversity and tackling climate change has resulted in additional funding opportunities being made available this year. The Natural Environment Section has bid for over £1m of grants to deliver a variety of nature based projects, many of which are focused around tree planting for which there are grants available from multiple sources. However demand and expectation is currently outstripping supply in this regard in terms of suitable land for tree planting and availability of locally sourced native trees.

Another problem with grant funding focused primarily on capital costs is the lack of funding for the revenue/salary costs needed to employ additional staff for project delivery. This is particularly relevant for a number of the corporate objective targets which are linked to grant funded projects, delivery of which has not been progressed as expected due to delays with the award of grants and lack of staff resources rather than the effects of coronavirus. This includes proposals for mapping Green Infrastructure (GI) assets; undertaking a biodiversity audit of Council owned land; providing opportunities for schoolchildren to access and learn about their environment; programmes of wildflower planting; and encouraging GI volunteer projects within local communities. Initial indications are that the Welsh Government's Nature Emergency declaration in June 2021 may eventually lead to funding for the additional resources needed, but in the short term delivery of these projects will be a slower process than originally anticipated. As such an application to the Council's recovery fund to kick-start this work is being prepared pending future grant announcements.

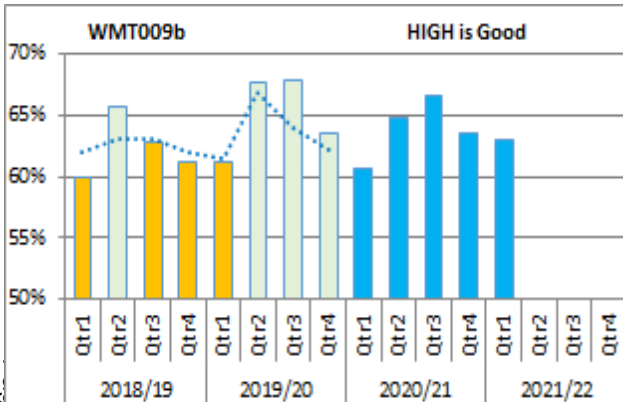
Other objectives continue to be delivered but are not suitable for monitoring on a quarterly basis as they are long term commitments measured annually including acting in response to Climate Emergency, working towards creating a low carbon economy, participating in the Low Carbon Swansea Initiative, as well as actions to improve air and water quality, and tackling invasive non-native species. Officers are developing updated proposals for a new suite of PIs to be included in the 2022/23 Corporate performance targets which will be presented to cabinet in the Autumn for consideration prior to monitoring in the new financial year. The only current quarterly monitored target is for the percentage of municipal waste collected and reused and/or recycled which was 62.9% (data relates to Q4 2020/21). The full year recycling performance for 20/21 was 64.49% which once again exceeded the WG target of 64%.

Performance compared to same Period of previous
year

2020/2021

No chart shown - only one performance indicator (improving) in Priority

Performance Indicator	KEY	2019/2020 Quarter 1	2020/2021 Quarter 1	2021/2022 Quarter 1	Comment-2021/2022
<p>WMT009b (PAM030) ↑</p> <p>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</p>	RAG	AMBER			Data relates to Q4 2020/21. Full year recycling performance of 64.49% again exceeded the WG target of 64%
	Result	61.24%	60.55%	62.90%	
	Target	61.41%			
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	15032.22	16053.99	17876.76	
	Den	24547.87	26511.54	28421.85	



6965

Integrated Impact Assessment Screening Form – Appendix B

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

Which service area and directorate are you from?

Service Area: Communications & Customer engagement

Directorate: Resources

Q1 (a) What are you screening for relevance?

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

(b) Please name and fully describe initiative here:

Quarterly corporate Performance Monitoring Report

This report presents the performance results for the first quarter of 2021/22 delivering the Council's Well-being Objectives (priorities) described in the Corporate Plan 2020/22 *Delivering a Successful & Sustainable 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Integrated Impact Assessment Screening Form – Appendix B

Marriage & civil partnership	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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

Consultation not applicable.

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.)

No impacts identified as this report only presents the performance results for the first quarter of 2021/22 delivering the Council’s Well-being Objectives (priorities) described in the Corporate Plan 2020/22 *Delivering a Successful & Sustainable Swansea*.

Integrated Impact Assessment Screening Form – Appendix B

Outcome of Screening

Q8 Please describe the outcome of your screening below:

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

This 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.

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

Full IIA to be completed

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

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

Screening completed by:
Name: Gordon Wright
Job title: Business Performance Officer
Date: 19/08/21

Approval by Head of Service:
Name: Lee Wenham
Position: Head of Service – Communications & Customer Engagement
Date: 18/08/21

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

Agenda Item 9.



Report of the Cabinet Member for Supporting Communities

Cabinet – 16 September 2021

Annual Equality Review 2020/21

Purpose:	To publish the Council's Annual Equality Review for 2020/21 in line with the Public Sector Equality Duty and reporting regulations for Wales.
Policy Framework:	Public Sector Equality Duty and reporting regulations for Wales.
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) Cabinet approve the report content for publication.
Report Authors:	Richard Rowlands / Joanne Portwood
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 The attached report is the tenth review under the Public Sector Equality Duty and reflects the annual reporting regulations for Wales introduced in 2011.

2. Content

- 2.1 The report at Appendix A summarises progress against the Strategic Equality Objectives contained within our Strategic Equality Plan 2020/24. Additional information (of relevance to the requirements of the Public Sector Equality Duty) has also been included.
- 2.2 The report is a retrospective review of progress against the actions to meet the Objectives during 2020/21, which is set out in more detail in Appendix B. Details on employment & training information is attached at Appendix C.

3. Integrated Assessment Implications

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

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

3.1.1 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'.

3.1.2 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.

3.2 There is no direct impact on the relevant groups considered within the IIA itself associated with this report. However, the report sets out progress during 2021/22 to deliver the actions to meet our Strategic Equality Objectives that are set out within the Strategic Equality Plan 2020/24, which was screened accordingly.

4. Financial Implications

4.1 There are no financial implications associated with this report.

5. Legal Implications

5.1 There are no legal implications associated with this report.

Background Papers: None

Appendices:

- Appendix A Annual Equality Review 2020/21
- Appendix B Equality Review – Action Plan 2020/24
- Appendix C Equalities Data Report 2020/21
- Appendix D Screening for Integrated Impact Assessment



**Equality Review Report
2020/21
(Year ending March 2021)**

Annual Review of Equality and Diversity 2020/21

1. Introduction

This is the City and County of Swansea's Annual Review of Equality and Diversity 2020-21. This is our tenth review under the Public Sector Equality Duty and reflects the reporting regulations for Wales, which were introduced in 2011. The Council adopted a new Strategic Equality Plan 2020-24 in April 2020 and this is the first year of reviewing this plan.

Our Strategic Equality Plan, Easy Read version, Screen Reader version, Engagement Report and Statistical Review are available [here](#)

The Annual Review of progress took place during April - May 2021 and all departments across the Council, were asked to provide details of the progress they have made in terms of delivering the steps in our Strategic Equality Plan 2020-24. Departments were also asked to define intended outcomes, measures of success, identify intended and planned actions for the next three years; 2021-22, 2022-23 and 2023-24 and to map steps in relation to their fit with the Council's well-being objectives, the Council's Tackling Poverty strategy priorities and the Well Being of Future Generations (Wales) Act 2015 goals. This information provides a framework and an action plan to monitor the delivery of our Strategic Equality Plan 2020-24 and our Equality Objectives. All of the information can be found in Appendix 1.

This report contains details on:

- The tenth review of progress for our Equality Objectives, and the first year of review for our Strategic Equality Plan 2020-24,
- a summary review of the emerging evidence of the impact of Covid-19 on Equalities and people with protected characteristics,
- our Corporate work on Equalities including work on our Integrated Impact Assessment (IIA), the implementation of the Socio-economic duty, Human Rights, Employment and Training data and information and a follow up to our Scrutiny Inquiry Panel into Equalities,
- our consultation and engagement work in relation to Equalities and with people with protected characteristics,
- a series of case studies to highlight our work on Equalities in relation to policy and practice,
- actions we have taken to ensure our information accessible.

2. The Covid-19 Pandemic

The Covid-19 Pandemic has placed significant and unprecedented pressure on Council services, staff and our citizens. A number of non-essential services were suspended in order to redeploy resources and refocus services to areas where they were most needed. The unprecedented nature of the Covid-19 pandemic has seen a re-evaluation of the role and functions of Local Authorities and how they deliver services. During the 1st wave of the Pandemic more than 4,500 Council staff moved to work from home using digital technology. More than 520 members of staff were re-deployed / repurposed into essential/support services. Work focused on the rapid re-resign of Council services, supporting the NHS, expanding social care, supporting key workers and vulnerable people, providing additional help to homeless people, the development of the Test, Trace and Protect (TTP) service and meeting the cost of Covid-19.

Although the Covid-19 pandemic caused unprecedented challenges for many people, the impact of the Covid-19 pandemic has resulted in disproportionate effects for some people with protected characteristics. Research conducted by the Equality and Human Rights Commission into the impact of the pandemic - How Coronavirus has affected Equality and Human Rights (2020) - demonstrated that disabled people, ethnic minorities, people living in poverty, older people, young people and women have experienced the most significant and disproportionate effects from the pandemic. Moreover, the report suggest that the impact of the pandemic has entrenched some existing inequalities and widening others.

Whilst our ability to gather information and data for this report has been hampered to some extent by the pandemic and the re-focusing of some services, we have made progress in terms of delivering our Equality Objectives. In addition, some of our unplanned actions in relation to responding to the Covid-19 pandemic have provided with alternative opportunities to work on and promote Equality issues. Moreover our commitment to embed Equality issues in our core business has been incorporated in the Council's recovery approach "Swansea - Achieving Better Together, Transformation Strategy and Programme Framework 2022-26 " in an attempt to ensure that no one is left behind as we move through the recovery process from the pandemic. .

3. The Covid-19 Pandemic and Equalities: Emerging Evidence

The full extent of the Covid-19 pandemic and its effects and implications on the economy, local communities, health and other aspects of people's lives, will not be known for some time. However, there is a range of emerging evidence which suggests that the effects of the pandemic have been disproportionate and unequal for some people with protected characteristics.

3.1 Disability

The Welsh Government commissioned an enquiry into disabled people's experience of the Covid-19 pandemic - *Locked Out: Liberating disabled people's lives and rights in Wales beyond Covid-19 (2020)*. A key stark finding from the review showed that 68% of all deaths from the Covid-19 pandemic were among disabled people in Wales. Moreover, the enquiry concluded that there was "nothing inevitable about this statistic" and that "social factors including discrimination, poor housing, poverty, employment status, institutionalisation, lack of PPE, poor and patchy services, inaccessible and confusing public information and personal circumstances, significantly contributed to this figure". Overall, the enquiry concluded that changes in legislation brought in as a result of the Covid-19 pandemic had a significant impact on the Human Rights of disabled people and the social model of disability was largely ignored. The enquiry drew on more than 300 pieces of evidence and found that despite the legislation and policy put in place to protect disabled people, some disabled people were unable to get access to all the medical help, public services and social support they needed. Many disabled people's physical and mental health deteriorated and many disabled people felt frightened, confused, isolated and alone.

3.2 BAME

Analysis recently published by the Office for National Statistics ONS shows that the risk of deaths involving COVID-19 among some ethnic groups, in England and Wales, is significantly higher than that of those of White ethnicity. Data for deaths in Wales involving COVID-19 between March and June 2020, accounted for a higher proportion of all deaths in BAME groups (35%) period compared with those in the White group (23%). The analysis suggests that the difference is partly explained socio-economic factors, geographical location and other circumstances, but part of the difference remains unexplained.

The First Minister commissioned a BAME Covid-19 advisory group chaired by Professor Emmanuel Ogbonna in light of the disproportionate numbers of BAME people in Wales contracting and dying from Covid-19. The research found that the poor quality of ethnicity data had resulted in poor health planning decisions and people from BAME communities faced a higher risk of catching and dying from the disease. The research also found that experiences of racism were exacerbated by the Covid-19 pandemic, the communication of health information to some BAME people was ineffective and many health and social care services were culturally unsuitable. The report

also suggested that low income and employment insecurity, overcrowded housing and a poor environment in addition to problems caused by migration status and domestic violence also contributed to structural and systemic racism and disadvantage.

3.3 Women

Research undertaken by Chwarae Teg – COVID-19, Women, Work and Wales (2021) – found that whilst there was no singular female experience during the pandemic – many women were disproportionately hit by the pandemic in terms of their employment status and caring responsibilities for children and adults. The research showed that women were more likely to be key workers, doing low paid work, employed on insecure contracts, or in shut down sectors of the economy. The research also revealed that women on average spent double the amount of time on home schooling than men and were also more like to take on the burden of the additional burden of supporting people who were “shielding” such as older parents.

3.4 Domestic Violence

Research conducted by Welsh Women’s Aid (2020) found that there was a significant increase in the number of people seeking help for domestic violence. Out of the 16 support organisations surveyed by Welsh Women’s Aid, 94% said that there had been an increase in the demand for one or more service. The number of referrals out of Wales’ VAWDASV helpline – Live Fear Free increased by 137% and there was a 150% increase in crisis calls where emergency services were required for the safety of the survivor and a 175% increase in safeguarding referrals made by the Helpline due to risks to vulnerable adults or children. During the first lockdown period, calls to national helpline rose by 49% and call times trebled with those making contact to the helpline often reporting more frequent abuse with shorter escalation periods. The research also highlighted some the key challenges providers encountered in relation to the continuity of key services such as refuges, difficulties in obtaining personal, protective equipment (PPE), unplanned additional operating costs, lost funding and staffing issues.

3.5 Children and Young People

The Welsh Parliament’s Children, Young People and Education Committee undertook an enquiry into the impact of Covid-19 on children and young people. Although their final report (March 2021) concluded that children and young people have been less susceptible to Covid-19 than adults, the report concluded that “there is little doubt that the wider effects of the pandemic and the measures taken to manage it, have impacted their lives and their rights significantly”. Moreover, the enquiry highlighted that the impact of the pandemic had not affected all children and young people equally with differing impacts experienced according to age group, economic background and health status.

The enquiry also found that there has been a substantial disruption to schooling and variability in both access to remote learning and the quality of remote learning. The enquiry also found that there was a growing concern about the impact of the ongoing pandemic on children and young people's mental health. A survey of almost 25,000 children and young people undertaken by the Children's Commissioner – Coronavirus and Me (2021) – found that almost half of all participants were worried about Covid-19 to some extent on the day that they took the survey. Almost a third of 12-18 yr olds reported that they were "worried most of the time".

3.6 Older people

Age Cymru, Cymru Older People's Alliance (COPA), Welsh Senate of Older People, Active Wales, National Pensioners Convention Wales, and Pensioners Forum Wales conducted some research into the experiences of Older People during the first Covid-19 lockdown. The research - Experiences of people aged 50 or over in Wales during the first Covid-19 lockdown and the road to recovery (2020) - found that more than 70% of participants had a negative experience of accessing health care during the lockdown. The research revealed that a fifth of Older People had a healthcare appointment cancelled and only 17% had a positive experience of accessing healthcare during the lockdown. The research also revealed that over a third of Older People said that they had felt lonely during the lockdown which increased to over 50% for those who lived by themselves, or had a disability. Over a third of Older People reported that they had difficulties with their physical health during the lockdown and 44% reported problems with their mental well being. The research also found that some Older People had reported problems with accessing food, picking up prescriptions, money and other support services the lockdown.

3.7 Poverty

Research undertaken by the Bevan Foundation (2021) - Different experiences of Poverty in Winter 2020' - found that the Covid-19 pandemic was having a significant impact on those already experiencing poverty and was increasing the risk of people falling into poverty. The report found that almost 1 in 4 households had seen their income drop and just over 1 in 3 households had seen their living costs increase. The research also showed that many households had experienced a drop in living standards and had to cut back on their spending. A relatively small but significant proportion of households reported that they had cut down on essentials such as food (15%) and utilities such as heating (14%). The report also highlighted growing levels of personal debt and borrowing with 1 in 10 households reporting that they had fallen behind with one or more bills since the pandemic and 15% of households reporting that they had borrowed money following the inception of the Covid-19 pandemic. The report concluded that the economic effects of the pandemic were not equal and that some groups of people such as disabled people, people with long term health conditions, people who rent their homes, lone parents and single parents were all disproportionately affected.

3.8 Local Data and Information

We are continuing to build upon our knowledge of people with protected characteristics living in Swansea and undertook a detailed Equalities Statistics Review in January 2020. This year we have reviewed and developed demographic information included on the Council's 'Statistics' web pages. This includes local social and demographic data from the Census and other official sources and a summary of recent ONS research containing intercensal estimates of Swansea's population by ethnicity, country of birth and nationality. The initial 2021 Census results are due to be published by ONS before March 2022, and this will provide a comprehensive update to our evidence base around protected characteristics.

We have also reviewed our local area profiles, which bring together a range of statistical and other information about local areas in Swansea, including data linked to aspects of equalities (where available). Profiles are currently available for the county, the 36 Wards, the local Constituency Areas, Community Areas (as defined in the 2017 Assessment of Local Well-being, as required by the Well-being of Future Generations Act) and Delivery Areas (former Communities First areas). We are also in the process of updating our evidence base by reviewing all the relevant data sources and key statistics for Swansea as part of our Well-being assessment for our Local Well-being plan

3.9 Conclusions

Although the full effects of the Covid-19 pandemic will not be known for some time, it is becoming increasingly clear that the effects of the pandemic have been disproportionate for some vulnerable groups of people with protected characteristics. It is also not clear about the effect of the pandemic on *all* groups of people with protected characteristics and the impact of intersectionality for people who share more than one protected characteristic. As we recover from the Covid-19 pandemic, we will endeavour to use national research and evidence – in addition to our local information and data, to ensure that we ensure that all our key decisions, plans and strategies embed the needs of people with protected characteristics on our road to recovery. How we worked to support people during the pandemic is set out in the pages that follow.

4. Our Corporate work on Equalities

This section of the report outlines some of the key developments we have undertaken in relation to our Corporate work on Equalities.

4.1 Integrated Impact Assessments (IIA)

We continue to use equality information to inform our key decision making and policy development process. This year we revised our Equality Impact Assessment (EIA) process and developed an Integrated Impact Assessment (IIA) process. The purpose of developing an Integrated Impact Assessment (IIA) process was to bring together a range of impact assessment duties into one single coherent framework, in order to reduce duplication and complexity. Our Integrated Impact Assessment was designed to meet the requirements of existing and new Welsh legislation such as the Public Sector Equality Duty, the Well Being Act of Future Generations Act (2015) and the new Socio-economic duty (2021). Our IIA process also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers and the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

Our IIA process has been systematically developed to examine whether any new or existing functions, services, policies, procedures, strategies, plans or projects affects any person or group of persons disproportionately. The process has been designed to help decision makers balance the needs of the long term against the immediate pressures of the short term and give decision makers better information about the likely impact of their decision on vulnerable groups. The purpose of our IIA process is to consider whether a proposal balances immediate needs with the well-being of future generations, analyse policies and practices to determine whether they are likely to discriminate or disadvantage people and assess whether proposals will result in any adverse impacts

IAs are an integral part of any decision making process and we aim to undertake them as early as possible during any initiative - ideally at its inception. Our IIA process includes an initial screening form and guidance for staff to use to assess the impact on equalities and a full report and guidance for staff to use when it is required. The Council's Access to Services Team co-ordinates dedicated IIA support by providing information, advice and quality assures all completed IAs.

4.2 Implementation of the Socio-economic duty

Our dedicated Access to Services Team have been leading on the implementation of the new Socio-economic duty (2021). A number of training and awareness raising sessions on the new duty have already been held with the Council's Corporate Management Team, Leadership Team, Cabinet, Councillors and staff from a cross-departmental Poverty Forum. E-learning

modules have been updated and a new module created on Equalities and IIAs for decision makers and managers. These training modules are mandatory. Work has also been completed on the development and application of a five stage process for implementing the Socio-economic duty and a checklist for decision makers and managers in relation to “strategic decisions” and how their decisions might help reduce the inequalities associated with socio-economic disadvantage. Work is currently underway in relation to reviewing the use of the IIA process with Leadership Team, monitoring the new duty, developing more specialised training on the Socio-economic duty and promoting the new duty through local partnerships such as Swansea’s Public Service Board (PSB). Future plans include embedding the new duty in all new strategic documents and within our approach to meeting the new requirements of the Local Government and Elections (Wales) Act (2021).

4.3 Human Rights

The Equality and Human Rights Commission conducted a reviewed into how Covid-19 has impacted upon Equalities and Human Rights. The review - How coronavirus has affected equality and human rights (2020) - found the impact of the pandemic to be unequal, entrenching existing inequalities and widening others. The review recommended that Equality and Human Rights are integrated into the Welsh policy response to the pandemic.

In June 2019 Swansea’s Public Services Board (PSB) agreed a Statement of Intent to work towards becoming a Human Rights City. Although progress on Swansea becoming a Human Rights City was temporarily put on hold because of the pandemic, Swansea’ Public Service Board have recently reconfirmed their commitment to becoming a Human Rights City. All core members of Swansea’s Public Service Board have agreed to sign a declaration of intent to work towards becoming a Human Rights City, agreed to the development of a body to oversee the work and commit a resource to lead on the development of a Human Rights City for their organisation and oversee the development of the Human Rights City approach through the Public Services Board. In addition, the Council have funded a dedicated post to support the co-ordination of activities to deliver the Council’s Strategic Equality Objectives and become a Human Rights City.

4.4 Employment and Training Information

In our role as a major employer in the local area, we are continuing to support and promote Equalities across our workforce by reviewing and developing new policies for staff and by improving the data and information we hold about staff, aiming to ensure we can effectively monitor the impact of policies on staff.

In relation to our Recruitment and Selection policy, we are building upon the work undertaken by Chwarae Teg in order to embed inclusive working practices and support the recruitment, retention and progression of working women. We have secured an agreement with Chwarae Teg to further support

our ongoing review of our Recruitment and Selection approach. Due to the Covid-19 pandemic that has been put on hold with the intention to take place in the Autumn 2021.

We have also established a Project Group to consider ways of better attracting candidates into roles from across all communities in Swansea and to help support the Council's "Employee Value Proposition. The group has improved the use of social media to advertise and promote jobs and careers in the Council and made improvements to the accessibility of the job application process. The Service Centre Workforce team have also developed an i-recruitment solution which has incorporated the monitoring of equalities data at the start of all job applications, encouraging all applicants to complete this section, before finalising their job application. Further work is ongoing in relation streamlining our approach to recruitment and we are planning to improve links with representatives from the BAME and disabled communities, aiming to identify the ways in which we can reach out and promote jobs and careers in the Council.

In terms of training we are reviewing all our training opportunities to ensure they are fit for purpose and monitoring the completion on equalities training. We have also issued reminders to managers to ensure that they are aware that equalities training is mandatory for all staff and that a 100% completion of mandatory training is a Council objective. Work is underway in relation to specific training to support the implementation of the Socio-economic duty.

During the Covid-19 pandemic we have put in place a range of measures to support staff and offered specific support to BAME workers by directly contacting them in confidence, offering support and advice. We have also worked with Trade Unions to develop a specific risk assessment for BAME workers which has been shared across all Welsh Local Authorities as an example of good practice.

We are continuing to report on the gender pay gap and plan to analyse other pay gaps such as disability and BAME, as well as gender, in future.

Please see Appendix 2 for a breakdown of our workforce by protected characteristics information. In addition, our gender pay gap report has been published. Our Gender Pay Gap report is available [here](#)

4.5 Accessible Information

This year we have continued to develop and improve the Council's website. Content has been transferred to the new site and reworded using the principles of clear English / Welsh. PDF usage has been reduced where possible by taking important information out of PDFs and adding it to webpages, to make it accessible and easier to find in search. Design elements and styling are being added with accessibility and ease of use in mind. The Web Manager worked with representatives from the Disability Liaison group in December and early 2020 to get advice and guidance in order to improve the accessibility of the Council's website. This year we

removed the content on Swansea's Grand Theatre from the Council site and built a stand-alone website to improve accessibility and ticket sales once COVID-19 restrictions were lifted. We continue to promote and use the Web Content Accessibility Guidelines (WCAG) 2.1 which explain how to make web content more accessible for people with disabilities, and user friendly for everyone.

We have continued to provide a co-ordinated approach to all interpretation and translation, including telephone and face-to-face provision through our memberships of the Wales Interpretation and Translation Service. This does not include in-house Welsh-English translation through our translation unit.

As a result of our membership of the WITS partnership, we have a co-ordinated approach to all interpretation and translation, including telephone and face-to-face provision. This does not include in-house Welsh-English translation through our translation unit. The top five languages requested in 2020 – 2021 were: Arabic, Polish, Kurdish (Sorani), Bengali, Romanian

Swansea Council remains committed to the Welsh Language Standards. Our Welsh Language Standards Report 2020-21 outlines how we have met these standards and contains examples and highlights of new projects and activities. This report also includes work or actions as a result of any feedback, investigations, or monitoring work by the Commissioner, or as a result of complaints received directly from the public. The report is available [here](#)

4.6 The Final stage of the Scrutiny Inquiry Panel into Equalities

The final stage of the Scrutiny Inquiry Panel into Equalities took place in January 2021. The purpose of the final stage of process was to assess the impact of the work in relation to implementing the recommendations from the inquiry. In responding to the inquiry, an action plan was drawn up showing what steps would be taken to implement all of the scrutiny recommendations agreed by Cabinet

Overall good progress has been made in relation to implementing some of the recommendations from the inquiry. Examples of the progress made includes;

- **High Level Strategic Equality Board.** We have established a High-Level cross Council Strategic Equality group and secured a resource to help co-ordinate and deliver the action plan of the board. We have appointed a Strategic Equality and Human Rights Co-ordinator to deliver our Strategic Equality Plan 2020-24, working with departments across the Council, as well as supporting the Equality & Future Generations Board. The focus of this post is to help embed equalities across the organisation by supporting the Board to enable the delivery of good quality and accessible services to all residents and contribute to the goal of Swansea becoming a Human Rights City.

- **Regional Carers Strategy and Co-production Strategy for Social Care.** Our Regional Carers Strategy and Co-production strategy for Social Care have both been co-produced. Carers have been fully involved in the Regional Strategy Development Group and our Regional Carers Strategy. The Co-production Strategy for Social Care has also been co-produced with many carers who are part of the Co-production Network. Although, the timing of the development of our Strategic Equality Plan 2020-24 meant that a fully co-productive approach to its development was not possible, significant consultation was undertaken before and after the development of the new Equality Objectives, which included face-to-face consultation as well as surveys; different languages and formats were also used where possible to help maximise involvement.

Although our work on a corporate approach to Co-production was temporarily halted as a result of the COVID pandemic and the re-prioritising of resources, work is now underway to implement our Corporate Co-production approach across the Council. Members of the Council's Recovery and Future Generations Policy Development Committee have played a key role in the development of our Strategic Corporate Co-production Framework and continue to monitor and make policy recommendations in relation to co-production and the Council's revised draft Consultation and Engagement strategy.

- **Recruitment policies and procedures.** We have undertaken a review of a number of staff policies in light of the Covid-19 pandemic, including a review of our Recruitment and Selection policy. Work is ongoing in relation to building on the recommendations made by Chwarae Teg an internal Project Group established to identify improvements to the process and ICT developments. The next steps will include further discussion with the internal staff equality group about developing links with representatives from the BAME communities and disabled people to seek their views, before engaging more widely on the policy to ensure that it is fit for purpose.
- **Council website and accessibility of information.** The Web Manager met with the Disability Liaison Group in January 2020 to discuss the new Council website and co-production opportunities. This was a very productive meeting, but unfortunately then COVID-19 workload impacted the Web Team's timescales around the new site and curtailed further meetings. However, the Disability Liaison Group meetings will be resuming online this year and the Web Manager will be attending to progress the co-production of the site. More guidance has been produced on Staffnet and existing content updated so it's suitable for all users. A series of news articles was promoted in January 2021 to raise awareness of accessibility across the Council, not just confined to the web contributors. Accessibility tests have been carried out on various new apps during November – January 2020, including the new Civica payment functionality. This will provide a

mobile responsive payment facility which will be going online in the near future.

Some progress has also been made with implementing some of the other recommendations from the Scrutiny Inquiry into Equalities, albeit more limited as a result of the Covid-19 pandemic and the refocusing and re-prioritising of resources. For example, the Leadership team held a discussion about the Equality Forums and were encouraged to engage with the Forums more in the future. An initial list of proposed areas that would be subject to engagement with the Forum was produced, however the Covid-19 pandemic means that this list now needs to be reviewed. Covid-19 has posed a significant challenge in the continuation of our Equality Forums, however we have adapted and our forums have begun meeting again. Ensuring we have good engagement mechanisms in place for priority groups has been highlighted as a key priority for the new Strategic Equality and Future Generations Board and going forward we can address this action with the support of the Board.

The Covid-19 pandemic has transformed the range of activity undertaken by departments and the Communications team to ensure the Council's response to the pandemic is properly promoted to staff and to the wider public. Many planned activities celebrating Swansea's diversity and zero tolerance for discrimination could not be commemorated as originally intended. However, we continued to provide support for on-line events such as the Holocaust Memorial Day, Black History Month, White Ribbon Day, the Change Makers' Festival and Interfaith Week. We also provided support to on-going activity by the Council to support those affected by Domestic Abuse during the pandemic. We have also supported a new helpline which was established to help BAME during through the pandemic. The was delivered by EYST, Women Connect First, Henna Foundation, ProMo Cymru and Wales TUC and aimed to to offer a first port of call to individuals from BAME backgrounds. The multi-lingual helpline provided support from staff who could speak 11 languages and arrange interpretation into other languages as required

Our communications activity has also focussed on highlighting to staff new Council services which have made a real difference in ensuring that the most vulnerable in our communities have access to the support they need during the pandemic.

The full report on the follow up to the Scrutiny Inquiry into Equalities can be viewed [here](#)

5. Consultation and Engagement

We are continuing to support our commitment to consultation by involving residents, other stakeholders and employees in our decision making processes. We have revised our approach to consultation and engagement and developed a draft Consultation and Engagement Strategy 2020-23. The aim of the strategy is to provide a framework for the meeting the Council's consultation and engagement requirements over the next three years and provides guidance and direction on when the Council should consult and

engage stakeholders, the level of consultation and engagement required, principles to consider when undertaking consultation and engagement and the use of consultation and engagement results. The strategy has been designed to support, (not to replace), existing statutory and regulatory consultation and engagement processes, long standing consultation and engagement arrangements within service areas, and existing partnership arrangements. The Covid-19 pandemic has resulted in the need to update the strategy to reflect the lessons learnt from the Council's response to Covid-19. The strategy is due to be considered by the Councils Corporate Management Team and the new Strategic Equalities and Future Generations Board, before wider consultation and proceeding to Cabinet.

This year, people have had the opportunity to give their views on a wide range of issues including the Council's Budget, their overall level of satisfaction with Council services, the Council's Climate Change Charter and the development of the Council's County wide Green Infrastructure strategy. People have also been invited to give their views on different aspects of the Council's Regeneration programme within the city centre including the development of the Copr Bay, the new city centre arena, proposals for Castle Square and the re-imagination of Swansea's Wind Street. Staff surveys have also been undertaken during the Covid-19 pandemic to examine the impact of working at home, to review the effectiveness of the Council's support to facilitate home working and to inform the future development of workforce policies as we recover from the pandemic.

Although many of our planned face to face engagement activities with our Equalities Forum, work with Children and Young People and work with Older people have not taken place as planned, as a result of the pandemic, we have continued to engage on-line whenever possible, or develop alternative approaches.

5.1 Children and Young People

During the Covid-19 pandemic it has not been possible to engage in face to faces groups with Children and Young People through mechanisms like the Big Conversation. Since 2014, the Big Conversation has offered opportunities for nearly 10,000 children and young people aged 5 - 25years to engage in accessible and meaningful opportunities to be heard. The pandemic meant that thought had to be given on how and where we engage with children and young people, in this new and unprecedented time of working. Reflecting upon the learning from engagement during the pandemic, a review and repurpose of the team with remit for the co-ordination of the Children and Young People's Rights Scheme was undertaken. A refined focus on partnership, rights-based policy and involvement of stakeholders was established and a Children and Young People's Partnership & Involvement Officer was recruited.

This year we drafted a Children and Young People's Rights Scheme (2021-2023), incorporating National Principles for a Rights Based Approach to Children, which takes account of previous consultation work with children,

young people and practitioners. Consultation on the revised Scheme is planned to take place in May 2021. The plan on a page Children's Rights Scheme has been developed and aligns to the Right Way principled approach that is being embedded nationally. Alignment to the National process means opportunity to provide clear guidance, and tangible benchmarks for Council departments to embed a whole council approach and evidence outcomes.

On the 20th of November 2020 (Universal Children's Day) we re-launched Swansea's Children's Rights Network. The Network comprises of over 80 organisations, and aims to facilitate a whole authority approach to embedding children's rights in County work, split into two elements; involvement and policy. The involvement strand focused on supporting structures to enable children & young people (0-25) to have their voice heard on issues that affect their lives, both locally & nationally and the policy strand focused on supporting the development and implementation of Swansea's Children and Young People's Rights Scheme and progressing actions within its action plan; An education working group has also been established to explore the most effective approaches to teaching and incorporating rights into the curriculum in Swansea. Work has included exploration of a Right of the Month approach, developing responses to Coronavirus and Me, and establishing a plan to support Challenge Advisors to incorporate the UNCRC in their thinking when developing new curricula with local schools.

5.2 Older People

As a result of the COVID-19 pandemic the Ageing Well Forum was re-focused into an on-line Ageing Well Information Network. The aim of the Network was to provide information and a continued opportunity for engagement. Although the COVID-19 pandemic has changed the way in which we engaged with Older People, we have continued to support the engagement of Older People through a regional engagement panel with the Older People's Commissioner, our Local Area Co-ordination service, our Lifelong Learning service, our Call Centre Hub (a point of contact for community responses through COVID-19), our Electronic Library service and our Home Delivery services.

This year we have also re-established the Aging Well Steering Group and appointed an Older Person's Partnership and Involvement Officer to ensure that we have effective and inclusive participation mechanisms in place to enable the participation and engagement of citizens aged 50+ yrs. Both the Aging Well Steering Group and the Older Person's Participation and Involvement Officer will have a key role to play in shaping our Aging Society Strategy in line with the recommendations within the Older Person's Commissioners "Leave No-one Behind" report (2021).

A plan on a page (mirroring the Children's Rights Scheme) has been developed for citizens 50+ and aligns to the Right Way principled approach that is being embedded nationally and noted in the Welsh Government draft strategy for an "Ageing Society". Alignment to the National process means opportunity to provide clear guidance, and tangible benchmarks for Council

departments to embed a whole council approach and evidence outcomes relating to the eight domains of the “Age Friendly City” criteria. In November 2020, the PSB met with the Older Person’s Commissioner for Wales and formally committed to work towards “Age Friendly City” status in Swansea. We are continuing to work closely with the Older Person’s Commissioner’s Office and CADR at Swansea University to ensure meaningful mechanisms for engagement of citizens 50+ within the “Live Well, Age Well Forum”. Similar to work on engagement with Children and Young People, we have reflected upon our learning from engagement during the pandemic and refined the focus of our work on partnerships, rights-based policy and involvement of stakeholders.

5.3 Hate Crime

The prevention and reduction of Hate Crime and Community Tension Monitoring is one of the five strategic priorities identified in our Safer Swansea Strategy 2018-21. In line with Welsh Government’s National Strategy on tackling Hate Crime, ‘WG Tackling Hate Crimes & Incidents – A Framework for Action’ the Safer Swansea Strategy 2018-21 aims to prevent Hate Crime, support victims and improve a multi-agency responses to the problem. Our Hate Crime Stakeholder Action Plan’ continues to be managed and monitored through the Hate Crime Stakeholder Group and the Safer Swansea Partnership Steering Group. A snapshot of recorded Hate Crime in Swansea between for 12 months up until April 2021 revealed that there were 339 incidents recorded in Swansea. Almost 70% of all recorded incidents were classified as ‘racial’ and just over 10% were related to disability and a further 10% were related to sexual orientation. A Community Cohesion (Brexit) survey (2020) conducted with local residents in Swansea revealed that 13% of respondents had been the Victim of a Hate Crime, but only 43% reported it.

This year we have continued to promote Hate Crime training opportunities for staff and e-learning package. In addition we have worked to raise awareness of Hate Crime and reporting pathways with our partners and in local communities. A snap shot of the Council staff training showed that 588 members of staff had completed the e-learning Hate crime training on the Council portal from January 2020 to the end of February 2021. More than 60 people attended the virtual Victim Support training in March 2021 which focused on an introduction to Hate Crime in Wales across all of the groups with protected characteristics and provided participants with a greater understanding of the challenges facing these groups when experiencing and reporting hate crime.

The Council continued to support Hate Crime awareness week in October 2020 and signed up to Victim Support’s Charter. The Charter sets out in detail the rights of victims, and the commitments of organisations such as the Council in tackling Hate Crime, providing support and information for victims, and raising awareness of Hate Crime. The Charter marks the Council’s commitment to ensuring that all staff and volunteers comply with the Charter’s promises whenever they come into contact with those affected by Hate Crime and work to build strong and inclusive communities.

5.4 Community Cohesion

We have continued to implement the Welsh Government Community Cohesion programme during 2020-21 through a range of regional and local community cohesion activities. Although many of our planned face to face engagement activities with our Equalities Forum, have not taken place as planned, as a result of the pandemic, we have continued to promote Community Cohesion through a range of on-line events such as National Hate Crime awareness week, Welsh Government Hate Crime campaigns, Interfaith week, LGBT+ History month, Black History month and the Holocaust Memorial day.

This year we also worked to promote awareness of the EU settlement scheme (EUSS) to encourage EU nationals and their family members to apply for “pre-settled” or “settled status” to ensure that they are eligible for access to public services. We have support the delivery of a number of EU Settlement Information sessions for Councillors, front line staff and key partners. Almost 8,000 people in Swansea have applied to “settled” or “pre-settled” status up to March 2021. We have also continued to work with our local partners including South Wales Police to monitor tensions and hot spots, co-ordinate a multi-agency response to reduce tensions, undertake preventative work and continue to work with communities to better understand the impacts of Brexit on communities, In May 2020 we published the results of a Community Cohesion (Brexit) survey with local residents. The survey aimed to establish a local evidence base on community cohesion and Brexit, explore the views of local residents on the impact of Brexit and to assess perceptions of safety and well-being in communities. The survey found that although almost 80% of respondents had felt welcomed by people from their local community in Swansea, over half of the respondents thought that the decision to leave the EU would have a negative effect on them personally, on their community and felt nervous about their own future prospects with the UK’s departure from the EU.

5.5 Domestic Violence

Prior to the COVID pandemic, the Swansea Violence against Women, Domestic Abuse & Sexual Violence (VAWDASV) governance structure, leadership group and subgroup was reviewed. Work was also carried out with key leads from Neath Port Talbot Council and Swansea Bay University Health Board to ensure that subgroups were regionalised where appropriate, and that the local strategies were aligned, with shared objectives. Following the onset of the Covid-19 pandemic hit, there were frequent reports in the media of heightened domestic abuse rates, however this was not reflected in number of police reports or referrals into specialist services. Domestic abuse helplines were seeing record numbers of contacts, but this was not reflected locally and there were concerns that victims of domestic abuse were ‘staying put’, or feared that the ‘stay at home’ messaging would prevent them from leaving. In response to this, we prioritised awareness raising campaigns with a strong

message that help was available and we developed multimedia campaigns linking to national campaigns and signposting to local support services. We also ensured that large scale posters were on display in supermarket car parks and other public areas. The VWASDV Practice Lead worked with Microsoft to develop the first domestic abuse Chatbot in Wales, which allowed professionals and members of the public to access round the clock information, advice and details of local support services in an interactive, anonymous way. We also secured funding to provide IT equipment and SMART phones to families affected by domestic abuse and additional target hardening equipment to reinforce the safety of the homes of high risk domestic abuse victims. We also worked closely with the with the Welsh Government, the Police and Crime Commissioner's office and other partners to identify funding opportunities and alternative ways to increase resilience of projects, including training wider staff to assist and opportunities to increase resource.

During the first lockdown we held weekly meetings with specialist VAWDASV providers across Swansea, to share data on any emerging trends, and to identify any gaps or barriers to accessing services and worked with Swansea University to secure some temporary emergency housing provision. As the first lockdown started to lift, there was a surge in referrals to the IDVA project (who support high risk victims of domestic abuse). During 2020-21, the IDVA Project recieved 1398 referrals for high risk Domestic Abuse victims and the Domestic Abuse Hub recieved 4,376 referrals for incidents of domestic abuse where a child was linked. Just over 2,200 of these already had an allocated lead worker or social worker and 2,121 were provided with information, advice or assistance by the Domestic Abuse Hub.

This year we have re-structured our early help offer in Swansea which includes representation from South Wales Police as part of the Early Action Together programme and representatives from Health and Education. The aim of our re-structured early help offer is to complete proportionate and timely assessments, in order to ensure that children and young people are able to access the right support at the right time, from the right service to prevent escalation of need. We have continued to offer Domestic Abuse training to our staff. More than 1,000 members of staff have completed our training on Domestic Abuse awareness training and we have also developed a new draft Special Leave policy for staff who have suffered from Domestic Abuse.

5.6 Poverty

Prior to the Covid-19 pandemic, we had been working with partners to develop a Swansea Poverty Truth Commission, which was the first Poverty Truth Commission in Wales. The aim of our Poverty Truth Commission is to place those affected by poverty at the heart of decision making about poverty. Although the Covid-19 pandemic has delayed the pace of delivery, a Commission has been established which includes a mix of Community Commissioners with lived experience of poverty and key decision makers,

known as Civic/Business Commissioners. The Facilitation Team has been recruited and is hosted by SCVS (Swansea Council for Voluntary Service). Work is currently under way to identify the themes which the Poverty Truth Commission will focus on.

Our Tackling Poverty service and other repurposed Council staff drawn from other Council service areas which were temporarily stopped or re-focused during lockdowns, have been instrumental in responding to the Covid-19 crisis and the distribution of food parcels to vulnerable and shielding people. Over 8,500 residents were identified as part of the Shielding programme and we delivered more than 500 food boxes to shielded and vulnerable people every week during the first wave of the pandemic. We established a food supply and distribution network and supported the expansion of the food bank network in Swansea. We expanded the Local Area co-ordination network to cover all areas of Swansea and responded to over 20,000 enquiries and requests for help. The Tackling Poverty Service administered more than 40 Food Poverty grants to support the network of food banks and food aid projects across Swansea. Building upon the impetus of partnership working and the new connections we made, we established the Swansea Food Poverty Network in October 2021 which aims to develop and sustain our collective approach to addressing food poverty and food insecurity in Wales. Members are currently considering the development of a Community Food Growing Policy and the ways in which the Council can help promote and support local residents and communities to grow local produce. This year we have also administered a series of grants to organisations in order to support our Period Dignity campaign and our Men's Shed project which aims to reduce the social isolation and increase the well-being of men.

This year we have also been working with Swansea Council for Voluntary Service to roll out a Community Calling campaign in Swansea in partnership with Hubbub and O2. The project aims to deliver around 700 donated phones distributed to people who are digitally excluded in Swansea with O2 providing 12 months of free data and unlimited calls and texts. So far, around 150 residents in Swansea have benefitted from the scheme. Phones have been requested for individuals by referral organisations for a number of reasons including; staying connected with friends and support services, help to look for jobs to get back into work, access to English language courses online, accessing services such as online banking and health appointments, contacting family abroad to feel less isolated and help to study online.

We have continued to implement our Poverty Strategy and ensure that tackling poverty is everybody's business through our Poverty Forum. The Swansea Council Poverty Forum is chaired by the Deputy Chief Executive and facilitates cross departmental working and development, through the sharing of information and best practice. Work is underway to co-produce the revised Tackling Poverty Strategy which will incorporate some of the lessons learnt from the Covid-19 pandemic and responding to emerging message about the effects of the pandemic from the wider evidence base.

5.7 Councillor Champions

The Cabinet Member for Supporting Communities has now taken on “Champions Liaison” as part of the portfolio and meets with Champions regularly to discuss the role, collaborative working and promotion. Councillor Champions are continuing to work with, advocate and promote equality issues for groups of people with protected characteristics. They cover a wide range of equality issues including; Disability and Access to Services, Diversity, LGBT (Lesbian, Gay, Bisexual and Transgender), Women, Domestic Abuse, Carers, Poverty, Vulnerable and Older People, Sanctuary and Inclusion, in addition to wider themes such as Health and Wellbeing. Councillors Champions work to provide a voice for traditionally under-represented groups or issues, which need to be kept at the forefront of Council business and to ensure that they are taken into account when Council policy is being developed and decisions are made. Following up one of the key recommendations from the Scrutiny Panel’s inquiry into Equalities, a role description for Councillor Champions is currently being developed to clarify responsibilities. Work is also underway to improve the alignment of Councillor Champions with consultative forums and the Strategic Equality and Future Generations Board.

For a full list of Councillor Champions see [here](#)

5.8 Internal Council Staff Group - Equality Representatives

Prior to the Covid-19 pandemic, we were beginning to revise the terms of reference of the group in relation to the development of the new Strategic Equality and Future Generations Board. Heads of Service were also asked to review membership from their area. The group had also met and were given information on the development of easy read/plan English resources and were in discussions about co-production. Work had also begun in February 2020 about how to directly involve Councillor Champions in our Disability Liason Forum. However, the Covid-19 pandemic meant that work in this area was temporarily halted as resources were directed to other areas. We are now currently revisiting the terms of reference for the group to take into account the implications of Covid-19 with a view to holding regular meetings as directed by the Strategic Equality and Future Generations Board.

6. Case Studies: Examples of our Equalities work

This section of the report outlines a number of case studies across Swansea which demonstrates the range of different ways in which we are embedding Equality issue across the Council in terms of both policy and practice.

Case Study 1: Black Lives Matter – Place Review

In July 2020, Swansea Council agreed a motion to “take action, where possible, to remove offending names or public realm items that have confirmed links to slavery or exploitation, commission a deeper review of place names and public realm items that may have links to slavery and exploitation and develop resources and accurate information on our links to the slave trade and exploitation”

An in-depth review was undertaken by the Council’s Cultural Services who had already completed a significant programme of work as part of its commitment to Agenda 21, Culture in Sustainable Cities, which resulted in the development of a Diversity Pledge. The review found that there were relatively few public statues in the city and none are known to be, or have any family links to the transatlantic slave trade or slave ownership. However, the review also found that there was a significant gap in the city’s representation of diversity in its public realm ‘honours’. For example, there is no statue celebrating any woman or disabled person in Swansea, or a member of any minority ethnic or LGBT+ community. The Review also found that during Swansea’s greatest period of expansion in the nineteenth century, Swansea named many of its new streets after prominent local industrialists, significant members of the local gentry, and Welsh and British military heroes. Coincidentally, some of these figures had direct or indirect involvement with the British slave trade, owned slave plantations or were connected with slave-owning families.

The Review concluded that there was a need to undertake further research and work to contextualise some of Swansea’s street names with potential links to slavery and to identify other individuals in Swansea’s history who have not previously been recognised to present a more balanced and full picture of Swansea’s history. The report also recommended working with a range of community representatives to identify a range of individuals - including those with protected characteristics - who have made a positive contribution to Swansea to be considered as a reference tool for current and future opportunities in destination / street naming in Swansea’s regeneration programme and to help inform the Council’s future arts strategy, events and creative programmes, blue plaque and other cultural activities.

A full copy of the Review at the Cabinet meeting March 2021 can be found [here](#)

Case Study 2: LGBT+ History Month

Despite the COVID-19 pandemic the Council continued to celebrate LGBT+ history month by lighting Civic Buildings in the colour of the rainbow on the 25th February 2021 and hosting a series of on-line events. The events included a series of podcasts and films by local artist and activists such as Joan Jones who performed a poetic journey along the streets and byways of

Mayhill called 'Gloomy Mayhill Walk' and Roy Efrat and Catrin Webster who talked about their recent exhibition exploring the word 'Pansy' and associated meanings and themes. Former Swansea East MP Sian James also talked about the Miners' Strike in 1984/85 when the people of the Dulais Valley were supported in their fight by LGBT+ activists from London and was the inspiration behind the Bafta Award winning 2014 comedy-drama 'Pride.' The celebrations included a series of Change Makers videos which recounted some of the personal stories and experiences of lesbian, gay, bisexual and transgender people in the local area who felt compelled to make local communities a fairer and more equal for everyone.

Robert Francis-Davies, Cabinet Member for Investment, Regeneration and Tourism said he was proud of Swansea's commitment to celebrating the contribution made by local communities to the life of the city. He said:

"Swansea is a place of equality and diversity. It's essential that our cultural venues support diversity and that we increase the visibility of lesbian, gay, bisexual and transgender people, their history, lives, experiences and contribution to society. Swansea has a vibrant and growing LGBT+ community and usually we'd normally be putting on a range of events and performances as part of the celebrations. Unfortunately, due to the pandemic that's not been possible this year, but in the meantime we've put a whole host of events online for people to enjoy."

Case Study 3: Us Girls

US Girls is a programme for girls aged 8 to 14 yrs which aims to increase the number of young females participating in sports and physical activity. The programme runs as a series of Girl Camps in Penlan, Penyrheol and Cefn Hengoed across the City and County Swansea. The camps take place during school holidays between 9am to 4pm, offering a mixture of sports, physical activity and emotional health workshops along with opportunities for the girls aged 8 to 14 to socialise and give feedback about their experiences. Some of the most popular activities from the camps include swimming, mountain boarding, rebound sessions, weightlifting and zumba.

Participants are encouraged to try a wide range of activities, although no one is forced to do any activity they don't want to and girls are welcome to just turn up and watch, or help set up equipment. This provides continuity for the girls who have been introduced to the venue through the camp, have got to know the instructors, and have become familiar with what to expect from the sport or activity. This gives them access to an opportunity in a safe comfortable environment where they can maintain their activity levels.

The sessions go beyond the provision of sport and physical activity and included educational and emotional support. For example, the programme

provides the girls with opportunities to discuss issues with the staff and to participate in workshops focused on mental health, and how physical activity can combat stress and nervous energy. The programme also provides girls with the opportunity to try something new and entertaining motivating them to be active – without highlighting sport and physical activity as the focus and goal of the day.

Prior to the COVID-19 pandemic, an average of around 115 girls attended the clubs on a weekly basis. Demand to participate in the programme was particularly high at Penlan Leisure centre and was often over prescribed with more than 100 girls expressing an interest to participate. Around 50% of the girls who attended were not involved in clubs outside of camp, so there was limited duplication or displacement of activity – showing some success in reaching new participants and not simply providing more for those who are not already active elsewhere. As the COVID-19 restrictions have been lifted, the programme has been re-structured to provide more outside opportunities and targeted at specific age groups and focusing on the most popular sports and activities.

Case Study 4: Domestic Abuse: You are Not Alone campaign

During the early weeks of the COVID-19 pandemic, there were frequent reports in the media of heightened domestic abuse rates, however this was not reflected in number of police reports or referrals into specialist services. Domestic Abuse helplines were recording record numbers of contacts, but this was not reflected locally. The concern was that victims of Domestic Abuse were 'staying put', or feared that the 'stay at home' messaging would prevent them from leaving. In response to this, Swansea Council prioritised awareness raising campaigns with a strong message that help is still available. We developed multimedia campaigns involving staff from Child and Family services, supporting national messaging such as #youarenotalone, and ensured that local information on support services was regularly promoted. In recognition that not everyone can access social media, the Community Safety team ensured that large scale posters were on display in supermarket car parks and other public areas. As part of its You Are Not Alone campaign, we developed a chatbot using AI which is now live on the service's website [here](#). It is a way of ensuring that people at risk of domestic abuse have access 24/7 to assistance and the reassurance that they are not alone, and help is available. The bot asks the user a series of questions to help direct them to the most appropriate support a pilot which we are looking to extend and promote wider.

Case Study 5: Case Study – Dylan Thomas Centre Literature and Trauma

Swansea Council's Dylan Thomas Centre was awarded a national UK award by the Museums Association's Museums Change Lives programme in 2020.

The award was given for the Best Small Museum and its works with asylum seekers and refugees to promote a positive social impact. The Literature and Trauma was a writing project for refugees and asylum seekers in Swansea, which enabled people to tell their unique stories through poetry and prose. The aim of the project was to create a sense of place and belonging, working to counteract poverty of access to culture, and promote wellbeing and community cohesion. The project involved a series of workshops which were led by Cameroonian writer Eric Ngalle Charles, whose personal experience of displacement and asylum provided a safe space for participants to express themselves, a Learning Space which enabled participants to experience the exhibition and a dedicated safe play space for their children.

Robert Francis-Davies, the Council's Cabinet member for Investment, Regeneration and Tourism said:

"Our arts and culture team develop projects on a number of themes for visitors and residents throughout the year. They are enjoyed inside and outside of our venues and I welcome this latest much deserved recognition of the work's community benefits. Outreach projects help reduce perceived barriers to participating in our artistic and cultural offer. They help residents become more familiar with the work that takes place across the city. With this particular project I was pleased that we could work with newcomers to our city, people who may have faced great difficulties and continue to need support. The project helps them to link in with one another, share a cultural understanding and establish themselves as part of a wider community. We're delighted that this work has earned the service a national UK award."

Case Study 6: Swansea's Cultural and Digital Hub

Swansea Council have a long standing collaboration with Race Council Cymru following extensive research that high-lighted under representation across cultural venues in Swansea and nationally. Creating the Culture and Digital Hub addresses ambitions for co-production and collaboration with the voluntary sector, but also contributes to the implementation of the National Arts Policy, based on research that shows that the arts across Wales (and the UK) are not reaching and involving enough people with protected characteristics. The gap is particularly apparent in the very low number of disabled people and those from BAME backgrounds. In response, Arts Council of Wales is developing specific initiatives to address these gaps. The Cultural and Digital hub whilst recognising the separate needs of some groups specifically will actively support and promote cross sectional engagement in which all members of the community will be encouraged to participate. This includes recognising the interconnected, interdependent nature of social categories whereby individuals and groups do not experience their diversity/protected characteristics in isolation, but as a set of interrelated situations and conditions.

Case Study 7: Big Build Surfing Facility

The crew of the BBC DIY SOS and dozens of local volunteers were welcomed to Swansea for the official start of their latest Children in Need Big Build. Swansea Council Leader Rob Stewart and Cllr Robert Francis Davies formally welcomed Nick Knowles and the rest of the production team to the latest development site at Caswell Bay where a state of the art adaptive surfing facility was created for people with disabilities. The new building was built with skill and speed in just nine days, replacing an ageing storage unit currently used by charity - Surfability UK, who have operated an adaptive surf school from the unit for the last seven years.

Rob Stewart, Swansea Council Leader, said: *"We're very pleased to be able to support the DIY SOS team with their plans to create a brand new surfing facility for people with disabilities. We've already carried out lots of improvements at our beaches to make them more accessible, including the creation of new sections of coastal paths between beaches along our coast line. This new facility will further enhance what we offer to residents and visitors to our wonderful coastline and will make a huge difference for those that need extra support to go surfing."*

Nick Knowles, said: *"Surfability UK is becoming a world renowned in terms of adaptive surfing - working with charities across the globe including Australia and the US. They are looking after around 500 people who get support to go surfing. The new facility will be something that Swansea and the rest of Wales can be extremely proud of and with the support of the Council, they're going to have a much better facility - and a world beating facility."*

Robert Francis Davies, Cabinet Member for Investment, Regeneration & Tourism, said: *"It's great to have DIY SOS back in Swansea to do this project which will make surfing accessible to everybody. Caswell Bay is a beautiful bay and it's extremely important for people with disabilities to be able to access this beach and take part in sports that more able bodied people do freely."*

Ben Clifford runs the adaptive surfing facility in Caswell Bay. Ben said:

"Adaptive surfing provides the opportunity for people with mobility problems - wheelchair users, with the chance to experience surfing and have a lot of fun. I'm so excited about the plans for the new facility. Our existing building is literally a storage facility which floods regularly. We run a very special service which requires a building that has more room than we currently have so that we can make it more comfortable for the people coming here. As far as I know, this will be the first custom built adaptive surf centre in the UK."

Case Study 8: Hate Crime Charter

Swansea Council signed up to the Victim Support Hate Crime Charter in October 2020 which reaffirmed its commitment to support and promote the rights of victims and communities when hate incidences and crimes take place. The Charter sets out in detail the rights of victims, and the commitments of organisations such as the Council in playing a part in tackling Hate Crime, providing support and information for victims, and to raise awareness of hate crime among Council staff and the communities the council works with. Hate Crimes are crimes perceived by the victim or other people to be motivated by prejudice or hate, whether it's because of age, disability, sexual orientation, religion, ethnicity, or gender identity. Victim Support's charter has been compiled with the experiences of service users and what matters to them the seven points are aimed to ensure that victims of Hate Crime and communities have: the right to be heard, the right to report Hate Crime, the right to be treated with respect, the right to information, the right to free and confidential support, the right to make a complaint and the right to privacy. Organisations that adopt the charter are committing to ensuring that staff and volunteers are all expected to abide by the charter's promises whenever they come into contact with those affected by hate crime and work to build strong and inclusive communities.

Cllr Alyson Pugh, Swansea Council's Cabinet Member for Supporting Communities, said: *"Swansea was the first City of Sanctuary in the UK and I'm very proud Swansea Council played its part in this. "Swansea is a multi-cultural, vibrant city where everyone is welcome - regardless of their age, race, sexuality, gender identity or disability. "While the number of hate crimes in Swansea is small in comparison with other cities across the UK, any incident of hate crime here is one too many and as a Council we fully support Victim Support's Hate Crime Charter."*

Case Study 9: Interfaith Week

Our annual event normally sees hundreds of people from many different faiths and beliefs getting together in each other's meeting places to build relationships and stage discussions and events. Due to the pandemic this year's occasion was rather different with most events taking place online.

Swansea Interfaith Forum is an informal group and is made up of people who come from many different faiths and cultures. The forum works together for to share and build knowledge of each other's faiths and beliefs and arrange events to celebrate and promote inter-faith dialogue. The purpose of Interfaith Week is to build good relationships and working partnerships between people of different faiths and beliefs and to welcome of no particular faith who want to find out more. On-line activities this year included; an Interfaith photo competition, simple cooking, Interfaith stories, morning prayers & meditation,

lectures and discussions, an LGBT+ faith gathering, a Remembrance service and social quizzes.

Cllr Alyson Pugh, Swansea Council's Cabinet member for Better Communities, said:

"We're proud to be working with our faith communities and supporting the various activities planned by the Swansea Faith forum which will be delivered throughout the week. "Our partnership with the Interfaith Forum will strengthen our community fabric and will provide the opportunity to people from different backgrounds, faiths and non-faith to work together towards a strong Swansea. I am grateful to all those who made this happen."

Case Study 10: International Women's Day and Women's History Month

On Monday (March 8) the Guildhall was lit purple during the evening to mark International Women's Day. During the month of March 2021, the Council's Cultural Services team undertook a range of themed online activities to celebrate Women's History Month. The Dylan Thomas Service used its collection to explore female writers, artists and photographers and it is also posting a series of blogs looking at Dylan's mother Florence Thomas. The Glynn Vivian Art Gallery presented a month-long programme of social media posts featuring artworks, film, and audio from female artists that have previously shown at the gallery as well as highlighting of two current exhibitions featuring Welsh female artists Kathryn Ashill and Anya Paintsil. Swansea Museum presented online material from its 2018 exhibition looking at the passing of the 1918 Representation of the People Act, which gave votes to women over 30 and is also posting vignettes of women associated with the museum's own history. Swansea's Library Service used its social media accounts to showcase 10 must-read books from female writers or about inspirational women, plus it was posting daily on influential Swansea and Welsh women and related books from collections. The Council's Sport & Health team also profiled female winners from last year's Swansea Sports Awards; highlighting the Us Girls programme; and celebrating historic achievements of Swansea's women in sport and physical activity. Cultural services also posted a blog about inspirational Swansea women including Amy Dillwyn, Emily Phipps, Clara Neal, Jessie Donaldson, the Ace Sisters and Val Feld.

Swansea Council's Cabinet Member for Better Communities, Louise Gibbard, said:

"The theme of this year's International Women's Day is Choose To Challenge and there are many women in Swansea who have done just that. "As a Council we are committed to honouring and continuing their work. Through the work of Domestic Hub we will always challenge domestic abuse and violence against woman and during the pandemic we became the first council in Wales to develop a hi-tech chatbot so that support is available 24/7. We are

also challenging period poverty in Swansea by providing grants to foodbanks and community groups who are getting pads, tampons and reusable options to those who need them so that no one has to suffer the indignity of going without these essential items. We are also unveiling a blue plaque in the city centre in honour of Swansea woman Jessie Donaldson who travelled to America 170 years ago where she bravely fought and challenged slavery."

6. Concluding comments

Overall, despite the challenges presented by the Covid-19 pandemic we have started to make some good progress in relation to implementing our new Strategic Equality Plan 2020-24. Whilst some of our services were stopped or temporarily halted as a result of the pandemic and the re-focusing of services and repurposing of staff, our response to the pandemic has resulted in a number of unplanned ways in which we could continue our Equalities work in both policy and practice. Although some good progress has been made, we will need to fully embed Equalities in our approach to recovery and take on board the key messages from the emerging evidence as we begin to more fully understand the impact of Covid-19 and the disproportionate impact of Covid-19 on people with protected characteristics to make sure that "no one is left behind."

Strategic Equality Objective	Officer	Anticipated Completion Date	Intended outcomes - What are we seeking to achieve?	Measures of Success - How will we know we have been successful?	Progress to date (2020/21)	Intended actions to be undertaken this year (2021/22)	Planned actions for next year (2022/23)	Long Term Plans (2023/24 onwards)	Corporate Priority							
									Safeguarding people from harm	Improving education and skills	Transforming our economy and infrastructure	Tackling poverty	Maintaining and enhancing Swansea's natural resources and biodiversity	Transformation and future council development		
Fairness, dignity and respect: Ensure that people and communities have their rights respected and feel safe from violence and abuse.																
Continue to ensure that safeguarding is 'everyone's business' across the Council, within schools, with partners, and through West Glamorgan Safeguarding Board. Undertake a range of work focused on hate crime, modern slavery, protection of vulnerable people, radicalisation and extremism and wider, emerging issues, such as County Lines, Modern Slavery, Human Trafficking, Bullying in Schools, Hate Crimes, and the Prevent strategy.	Simon Jones / Jane Whitmore	By end March 2022	Safeguarding our most vulnerable people from harm (Corporate Plan - strategic priority)	Annual Review of Performance (2021/22)	Safeguarding is seen as 'everyone's business', and our entire workforce has a duty to report any concerns they may come across affecting vulnerable adults or children. Swansea's Corporate Safeguarding policy and approach addresses a wider range of issues and potential safety concerns. Such concerns include domestic violence, financial abuse, street homelessness, bullying in schools, hate crimes, child sexual exploitation, modern slavery, County Lines, and radicalisation. By applying the updated Corporate Safeguarding Policy, we can ensure that the Council continues to strengthen all areas of safeguarding with a new work programme, which is overseen by the Council's Corporate Safeguarding Group jointly chaired by the Director of Social Services and Cabinet Member.	See Corporate Plan 2021/22 Next Steps	TBC following Annual Review of Performance (2021/22)	Safeguarding vulnerable people is likely to remain top corporate priority	Yes							
Work with partners to raise awareness around Violence Against Women, Domestic Abuse and Sexual Violence (VAWDA) and put in place effective and timely interventions and support.	Megan Stephens		To deliver on the objectives of the Swansea VAWDASV Strategy in collaboration with SBUHB and partners from across statutory and non-statutory organisations.	The VAWDASV Action plan is updated quarterly and shared with the Leadership Group. 6 monthly monitoring takes place across the sector to measure referral numbers and trends. This is analysed for performance measures.	IDVA Project received 1398 referrals for high risk DA victims. DA Hub received 4,376 referrals for incidents of domestic abuse where a child was linked. 1064 local authority staff completed Group1 VAWDASV Training. 86 completed Group 2. A new special leave policy for DA and SV victims was developed. Swansea Council became the first in Wales to develop a Chatbot with Microsoft providing information and support to those at risk of VAWDASV.	Continue to work towards the objectives of the Swansea VAWDASV Strategy, with consideration of the new WG National Strategy objectives	Coproduction of a new local VAWDASV Strategy, utilising the new National Strategy Objectives, and monitoring, needs assessment and gap analysis of previous years.	Continue to adapt strategic planning and service delivery to meet the needs of our population, taking learning from previous years, and with information and research from WG and DA Commissioners office.	Yes							
Support our most vulnerable adults to remain safe and independent at home, by implementing the Adult Service model and rebalancing our service offer to focus on prevention, reablement, and recovery.	Simon Jones	end March 2022	People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities	We will help people to keep safe and protected from harm and give opportunities to exercise voice, choice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce.	The Covid pandemic presented Adult Services with unprecedented challenges Adult Services, and the success of our response continues to inform our Transformation agenda for the years ahead.	• Better Prevention & Better Early Help • Keeping People Safe • Enabling & Promoting Independence • Integrated Services • Financial efficacy. All objectives/priorities delivery supported by a focus on Quality Assurance and review to support ongoing improvement	As set out within Adult Services Transformation programme and linked to Regional Programme	As set out within Adult Services Transformation programme and linked to Regional Programme	Yes							
Continue to implement a Hate Crime Strategy and increase understanding of hate crime and awareness of how to report it amongst staff and key partners	Paul Thomas	Dynamic	Promote HC training opportunities for staff and continue to promote the e learning package. Raise awareness & signposting within communities of reporting pathway and support available. Develop Community Resilience to Hate Crime	Good representation of staff participating across all Service areas and demand for further awareness sessions.	588 members of staff completed the e-learning Hate crime training on the council portal from Jan 2020 to end Feb 2021. 62 people attended the virtual Victim Support training in March 2021. Swansea Council signed up to the Victim Support Charter in October 2020 and the Race Council Cymru 'Zero Racism Wales' Policy in February 2021.	Further 2 awareness training sessions arranged for July 2021. Council will be involved in and support Hate Crime Awareness week in October 2021	Arrange further awareness training sessions and support Hate Crime Awareness week in October 2022.	Arrange further awareness training sessions and support Hate Crime Awareness week in October 2023.	Yes							
Lead positive campaigns celebrating Swansea's diversity and zero tolerance for discrimination.	Tracey McNulty	Ongoing	Greater participation in cultural programming and governance by diverse communities.	Increased audiences from protected groups, inclusive, sustainable offer with employment and governance reflecting our communities.	Diversity Pledge adopted. Delivery initiatives include progressing Cultural and Digital Hub, Dylan Thomas and GVA's projects for Refugees and Asylum Seekers. City of Sanctuary Awards for Fusion and Gallery teams.	Complete the terms of the Digital and Cultural Hub at the Grand theatre; open a new Creative Hub as part of Copr Bay; finalise the plans for the new Community Hub in Oxford St; Develop a legacy programme for Black Lives Matter; recruit new festival and community development support; Review physical access issues around events on the seafront; deliver a programme of community events and recovery planning for cultural sector; scope out an inclusive framework for cultural dev't in Swansea.	Delivery of the World Reimagined; Festival '22 and inclusive arts/events programme from our recovery plan; new cultural strategy and policy for culture and placemaking in collaboration with the Universities.	Adoption of new strategies and policies and sustainable management plans for the Community and Cultural Hubs.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Education: Ensure an inclusive learning experience and that gaps in levels of attainment and other post-education outcomes are narrowed.																
Work with our Health partners to ensure that, through our Early Years Strategy and Flying Start, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.	Jane Whitmore	Ongoing	Equity & parity across the Early years through amalgamation of systems and systems thinking. Keeping child at the centre	Good representation across all key areas, e.g. Health, Local Authority & 3rd Sector	Addressing regional approach through the Pathfinder programme (Early Years Integration Programme). Evaluation of project activity in year one has been completed. Recommendations have been incorporated into the development plan.	Engaging in Vanguard approach to introduce and develop systems thinking. Development of thematic groups around key areas of work to explore integrated ways of working	TBC	TBC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Continue to narrow the gaps in attainment and well-being for all children and young people particularly for those on FSM, children and young people with ALN, LAC, from some BME groups and boys.	Kate Phillips		When new national comparable data sets are available, the performance of vulnerable groups of learners in Swansea is well above national average for similar groups.	New headline indicators will demonstrate better performance than national averages.	Waiting for performance indicators	Engage with emerging accountability and evaluation measures in order to understand gaps.	Share new data sets with schools.	Monitor schools performance.		Yes						

Raise vocational aspirations and skill levels in the workplace, contributing to the development of ambitious, skilled young people and adults by providing apprenticeships.	Elliott Williams	Ongoing	Volunteering, Paid work opportunities and traineeships created within the Authority to support young people and adults to gain work experience and develop employability skills.	A reduction in the number of young people who are NEET and adults who at Long Term Unemployed or Economically Inactive	Paid work opportunities and placements first established within Council departments via Workways+ and Kickstart	Expand roll out of Paid work opportunities and 6-month Kickstart paid placements across the Council	TBC	TBC		Yes							
Identify those young people who are most at risk of becoming NEET (not in employment, education or training) and provide them (and their families) with the personal support they require to remain engaged with education, employment and training.	Gavin Evans and Ryland Phillips	On going	Support NEET young people in to Education Training and Employment and improved wellbeing	A reduction in the number of young people who are NEET	School leaver transition figure was 1.4%, a reduction from 2% in 19/20.	New NEET Prevention Partnership established to give strategic oversight. Vanguard review of systems for identification and support of NEETS.	Embed actions from the WG Engagement and Progression Review due to conclude in 2021.	Continue to lower NEET rates in all NEET age groups	Yes	Yes	Yes	Yes					
Develop independent learning skills for lifelong learning to reflect the changing nature of work and to support well-being, creativity and reduce social isolation.	Kay Piper, Jason Williams		Individuals supported to become learners, engaging in Lifelong Learning and regular interacting with tutor and fellow learners.	Class numbers will indicate learner engagement. Class based activities and assignments will be completed by learners independently. Employability and Digital Literacy courses delivered. Accreditations achieved by learners.	2,789 course enrolments (including 114 Essential Skills, 541 Digital Literacy, 1854 ACL) 114 courses and 73 accreditations complete during year.	Increase in Essential Skills (ES) and Digital Literacy (DL) provision with blended provision to engage less digitally engaged.	Ongoing review of service provision with developments around progression pathways.	Continued development of accreditation model, ES and DL.				Yes					
Continue to encourage schools to support the UNICEF Rights Respecting Schools initiative as part of our commitment to the UNCRC. Develop young citizens to respect rights, understand responsibilities and to be globally aware and responsible citizens.	Julie Goanney	On-going	children's rights are an integral part of the curriculum within Swansea Schools	A smooth transition from RRSa to rights in the curriculum is made.	Education working group established to consider the most effective ways of embedding rights into new curriculum.	Work is currently taking place to equip challenge advisors with the information and resources to support schools to incorporate existing rights-based practice into the development of new curricula. Specific support from challenge advisors, in relation to rights-based practice in the new curriculum, will commence in the Autumn Term 2021.	UNCRC evidence in individual curricula and robust monitoring process developed for measuring the impact of this.	Ongoing, consistent approach to rights-based workforce and governing bodies have a plan to challenge advisors and schools to embed the UNCRC in to their work and teaching.	Yes	Yes		Yes					
Work with teachers and learners to tackle issues around gender stereotyping in schools, particularly in relation to sporting activities.	Kate Phillips		Enhance participation across all areas of sport within the curriculum and extra curricular activities. Identify and reduce barriers to participation.	Increased uptake in range of sporting activities and involvement from all genders. School leaders and governors to monitor participation and address gaps.	Very limited by Covid and school closures	Audit provision available across secondary schools and identify barriers to participation in order to formulate a plan to address	Address key barriers to participation to increase uptake.	Ensure sporting activities are engaging and relevant to all learners and uptake is monitored to allow for gaps to be identified and addressed		Yes							
Support schools and other learning environments to promote a greater awareness of equality and diversity issues in schools.	Helen Morgan-Rees		Ensure that all governing bodies have an equality plan which is relevant, reviewed regularly and addresses emerging issues and trends	By monitoring governing body minutes and via school improvement visits and reports	Ongoing training offer in relation to Additional Learning Needs, EAL and Looked After Children	Link with Education Senior Officer for Equalities and School Improvement. Teams to consider mapping guidance / information / activities at school level	Consider best approach to support schools to monitor strategically. Consideration with governing bodies.	To ensure all school senior leaders and governing bodies have a plan to enhance equality and diversity across both the curriculum and wider school life.		Yes							
Transform the schools' estate to meet demand and respond to the developments set out within the local development plan (LDP) whilst ensuring community benefits from contracts, carbon reduction and progressive improvement to access to infrastructure in schools.	Brian Roles		Further transformation of accommodation & facilities for pupils	Effective planning of places & enhanced accommodation & facilities	Education needs re LDP sites clearly recognised	Further detail in light of LDP progress	Further detail in light of LDP progress	Phased delivery of agreed investment in line with LDP timescales		Yes	Yes						
Living standards: Tackle poverty and help support independent living																	
Continue to implement the revised Poverty Strategy and ensure that tackling poverty is everybody's business. To focus on utilising data to target support, employability and financial inclusion.	Anthony Richards		Further embed Tackling Poverty as Everyone's Business approach. Target support that addresses needs and meets demand. Reduce barriers so that people can reach their potential.	Swansea Council Poverty Forum facilitates cross departmental working and development. The targeting of services is informed by data and coproduced where possible to ensure services are accessible, meet the need and are utilised successfully. Services empower people to achieve their potential.	May 2021 - Process planning and resourcing underway.	Coproduction of strategy revision. Draft strategy developed. Revised strategy approved and published.	Progress driven to achieve priority actions inline with revised strategy priorities.	Continue to understand the learning from the delivery of the strategy to inform service improvements for and with our residents.					Yes				
Create employment & training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.	Phillip Holmes	Ongoing activity	Creating employment and training opportunities for economically inactive and long term unemployed	Corporate PIs in place (POV07 and BBMA1)	POV07 - 6380 targeted recruitment and training weeks created, BBMA1 - social benefit clauses in 23 contracts	Ongoing activity - social benefit clauses in contracts, targeted recruitment and training weeks created	Ongoing activity	Ongoing activity					Yes				
Support individuals to overcome their barriers to employment through co-ordinated person-centred employability support.	Andrew Chapman	Ongoing	To enable individuals to overcome barriers and enter sustainable employment. To support individuals move forward towards sustainable employment.	Reported numbers enrolled/engaged on programmes, numbers into work, numbers access employability related training. Quality - Client case studies	The team have supported 197 people into work and enrolled 490 people in programme activity from 01.04.20 - 31.03.21.	To enrol over 800 people in programme activity and support over 250 into employment.	To maintain performance of previous year and build in line with target audience and labour market	Move towards a dual support service of helping people maintain employment whilst continuing to support those out of work					Yes				
Support our most vulnerable adults to remain safe and independent at home, by implementing the Adult Service model and rebalancing our service offer to focus on prevention, reablement, and recovery.	Simon Jones	end March 2022	People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities	We will help people to keep safe and protected from harm and give opportunities to exercise choice, voice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce.	The Covid pandemic presented Adult Services with unprecedented challenges Adult Services, and the success of our response continues to inform our Transformation agenda for the years ahead.	- Better Prevention & Better Early Help - Keeping People Safe - Enabling & Promoting Independence - Integrated Services - Financial efficacy All objectives/priorities delivery supported by a focus on Quality Assurance and review to support ongoing improvement	As set out within Adult Services Transformation programme and linked to Regional Programme	As set out within Adult Services Transformation programme and linked to Regional Programme	Yes								

Through a Getting it Right for Every Child programme, implement a new whole system, integrated approach to focus early help and prevention services to improve well-being for children and young people, and support to families.	Simon Jones	By end March 2022	By 'Getting it Right for Every Child', we will be doing what matters to make things better for children, young people and families	Better outcomes for children Safe LAC Reduction strategy	Through the Covid-19 pandemic, Child and Family Services has implemented emergency measures to ensure the safety of vulnerable children, our staff, and the community with whom we work. Our focus was to meet statutory duties under the Social Services and Wellbeing Act, 2014 (Wales), and delivery of core business to children and families at risk in Swansea. That is the safety and wellbeing of children and young people, including those children who are on the child protection register, those who are care experienced and care leavers. With children whose needs required a Care and Support Plan receiving a proportionate response through our range of early help and preventative services.	Working closely in partnership to focus on prevention and early help. The Council is implementing an Early Help Hub, a new Edge of Care Service and more integrated front door arrangements involving a wide range of professionals.	As set out within Child & Family Improvement Programme and linked to Regional Programme	As set out within Child & Family Improvement Programme and linked to Regional Programme	Yes						
Invest to improve housing and build more energy efficient Council homes and support the building of affordable housing to help meet housing need, reduce fuel bills, regenerate estates and bring wider well-being and economic and employment benefits.	Jane Harries		Complete the Compliance phase of WHQS by 31/12/21 to satisfy each equality objective for existing housing stock. Develop 1000 new energy efficient affordable homes over the next 10 years, as part of an overall target to deliver 5000 affordable homes with RSL partners.	Compliance of 40 elements of WHQS are reported to Welsh Gov. Statistical Team to monitor outcomes of all social housing providers. Completion and handover of energy efficient homes.	At end 2020, total compliance of 57% of stock with 43% categorised as Acceptable Falls on 1 or more of the 40 elements. 54 homes completed to date and a further 39 are currently on site and will be completed by the end of 2021.	Continue compliance programme to achieve 70% or greater complete compliance. This percentage is in line with other social housing providers out comes. Completion of 39 new homes by the end of 2021. Monitoring of specifications to monitor the performance of the homes.	Commence maintenance phase of WHQS which will contribute to further total compliance. Continue to develop energy efficient homes in line with the Council's development plan, and look for opportunities to acquire buildings to convert to affordable housing.	WHQS Maintenance phase will introduce further statutory requirements relating to fire safety and decarbonisation of existing housing stock by 2030/31. Look at a range of delivery methods to increase delivery of affordable housing, by working with development partners and RSLs.	Yes	Yes	Yes	Yes			
Prevent homelessness and support people to maintain their tenancies to help provide stability and security for families and communities by implementing the Council's homelessness Strategy 2018-22.	Steve Porter		Aims to provide everyone with access to good quality advice, accommodation, and support at the earliest opportunity to prevent homelessness	Key indicators will continue to be measured in relation to Homelessness Prevention, Tenancy Support, Rents and Estate and Tenancy Management	Homelessness Strategy reviewed in 2020, Estate Management Strategy reviewed and updated	Continued monitoring of key strategies/action plans and performance indicators. Rent Strategy review to be completed	Continued monitoring of key strategies/action plans and performance indicators. Homelessness Strategy to be reviewed in conjunction with the Housing Support Grant strategy	continued monitoring of key strategies/action plans and performance indicators. Review of estate management and rents strategy	Yes				Yes		
Explore creating our own energy venture to provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty.	Martin Nicholls				This project has been out on hold but could possibly align with the future Lagoon project									Yes	
Support tackling climate change and help eradicate fuel poverty and boost economic development through energy efficiency measures in social housing.	Jane Harries		WHQS programme 2003-2021 has improved thermal performance of properties to reduce fuel poverty. It has also invested £0.5 billion to the local economy	The SAP rating in council owned homes has increased to an average of 68, which is above the WHQS target of 65	HRA Capital programme spent £33m in stock, much of the investment being targeted at improving thermal performance	Further investment of circa £50m plus on further fabric upgrades and introduction of renewable technologies, to improve thermal efficiency and reduce carbon	Continued investment in maintaining WHQS and roll out of pending decarbonisation regulations to provide low carbon heating and power solutions to reduce carbon emissions in council housing	Continued investment in maintaining WHQS and roll out of pending decarbonisation regulations to provide low carbon heating and power solutions to reduce carbon emissions in council housing to achieve zero carbon by 2030.		Yes	Yes	Yes	Yes	Yes	
Work with others to provide sustainable, accessible and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility.	Martin Nicholls	Ongoing Activity	Help develop the South West Wales Metro concept; Continue to seek improvements in infrastructure (roads, lighting and EV) and traffic management; Continued development of active travel routes.	The Metro will be a visible product; More efficient street lighting; Increased EV infrastructure; An increase in both the number and patronage of active travel routes.	The Metro concept is being worked up on a Regional basis with Welsh Gov / T/W assistance; tbd; Ongoing (CL)	Further studies re: rail opportunities and business case development; Sustainable Transport Strategy to be developed; Continued investment in Active Travel		Metro development will be a long term programme of works which will contribute towards other 'wins' each year as it develops (e.g. when we consider transport hubs and facilities provided, which in turn supports and promotes active travel).					Yes	Yes	Yes
Implement the local development plan (LDP) that supports the regeneration of Swansea and promotes sustainable communities.	Phillip Holmes	Ongoing activity	Balanced development of the county												Yes
Promote Digital Inclusion and access online services by providing citizens with lifelong learning opportunities to undertake free computer courses and training.	Sarah Lackenby	Ongoing activity	Digital inclusion is high in Swansea, this aims to meet the needs of those residents that are not currently online or would like to develop their confidence using digital channels	Take-up of online channels, numbers of residents supported, feedback	541 enrolled to access digital literacy learning, including 87 who received over the phone IT support to get online during Covid shielding period, plus Lifelong Learning provided access to equipment, resources and support (Apr20-Mar21). Strong referral networks set up to and from services and groups like Swansea Working, Financial Inclusion Officer etc. Promotion of wider support e.g. Digital Communities Wales courses to promote digital inclusion especially during the pandemic. Training provided to upskill Lifelong Learning staff to deliver online learning including videos, resources and live sessions and ensure they could support learners to access the online and blended learning opportunities. Upskilling courses also provided to wider staff and external partners who work with families across Swansea, to ensure that they had the skills to deliver interactive sessions via Zoom and Teams during lockdowns to maintain support.	Ongoing IT support provision to get people connected is available directly and by referral. Basic IT courses and learning opportunities in Digital Literacy scheduled for whole year. IT workshops and accredited IT learning will also be delivered.	Expand and develop our online learning and blended learning provision in Digital Literacy, offering acceleration and learning pathways for absolute beginners to more advanced Digital Literacy learners.	Ongoing provision will be dependent on funding from WG and local authority. Aim to expand on progress, including enhancing our IT support service as a wider council provision.	Yes				Yes		
Help to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income and promote access to affordable credit.	Jane Storer		Maintain and increase benefit entitlement to claimants	Number of successful tribunals; the number of enquiries dealt with; money raised and the amount of debt addressed	Responded to 62 enquiries; represented at 3 successful appeals; Raised £66,759.10	To develop on line training courses	To deliver more online training courses to staff of the Local Authority to increase their knowledge and capacity	For Welfare Rights to be a mandatory training course for staff of the Local authority	Yes	Yes	Yes	Yes			
Review the Council's approach to procurement to secure local economic and community benefits, in line with sustainable development principles.	Chris Williams	By end March 2022	Deliver additional value through inserting and mapping of social, economic, cultural and environmental benefits achieved.	Tracking and monitoring system will provide data	CMT have agreed focus on contracts £1m+, Officer development group created	Finalise new model with Cabinet	Implementation of model with review and adapt as appropriate	Consider value gained / review, and expansion of model					Yes	Yes	
(a) Provide a range of preventative and family support services, such as the Families First programme.	Simon Jones	By end March 2022	Doing what matters to make things better for children, young people, and families. Better Prevention & Better Early Help	Less children and young people to require statutory intervention from Social Services by receiving the right help when they need it. More children and young people are supported to live safely where their needs are best met	Covid-19 pandemic, and subsequent lockdown requirements resulted in Child and Family Services implementing a number of emergency measures in line with local corporate and national guidance. The Early Help Hubs are working closely with schools and a range of professionals since their launch in April 2020 to ensure children in need of care and support and their families get the right support at the right time.	Working together to achieve what matters and supporting our service users to be safe and well. Helping children to remain living safely at home with their families and be the best that they can be. Providing the right services at the right time	Focusing on quality and outcomes. Further developing and improving our pathways and processes with partners at a local and regional level with a continued focus on family support, prevention and early help.	As set out within Child and Family Improvement programme and linked to Regional Programme							
(b) Provide a range of preventative and family support services, such as the Families First programme.	Mark Gosney	Ongoing	Deliver a range of services to improve outcomes for our vulnerable families in a variety of areas. This would improve family support, lead working, ALN, early year, etc.	Families report their situation has improved due to our interventions in a number of areas.	5874 individuals supported via FF funded projects. 672 distance travelled evaluations showed forward movement. 566 families reported an improvement in family resilience. 430 families feel they can contribute to changes in their lifestyle or behaviours. 565 parents are more able to support their child's learning and development. 708 individuals improved their emotional wellbeing.	Provide a delivery plan for Families First to Welsh Government. This will highlight the implementation for 21/22 going forward including any adaptations or development. We are also introducing a new contract monitoring system which includes a Performance Measurement system to ensure compliance and services are effective and making an impact for families.	Continue to review and improve the programme via the Commissioning cycle.		Yes	Yes			Yes	Yes	
Raise awareness of the availability of Disabled Facilities Grants (DFGs) particularly in terms of disabled children and young people.	Jane Harries		Ensure individuals receive the disabled adaptations they need to help them remain living independently at home.	Monitoring numbers of DFG enquiries / child enquiries compared to previous years to confirm demand remains constant.	DFG enquiries down slightly in 2021 due to Covid pandemic restrictions.	Ongoing monitoring.	Ongoing monitoring of demand - current demand is being delivered within current capital budget provision, so care needs to be taken not to oversubscribe demand if additional awareness campaigns are planned.	Yes					Yes		

<p>Develop an internal communications rolling programme led by the Equalities and Future Generations Policy Development Committee / Strategic Equality Group to promote training, challenge negative views or attitudes and provide positive messages to staff and Members.</p>	<p>Catherine Window / Rhian Miller</p>	<p>Internal rolling programme start Autumn 2021. On-going thereafter</p>	<p>Staff and members feel well informed about how to access information about equality issues. 2 All advice about equality issues</p>	<p>Staff more informed about where to access information about equality issues. 2 All members know where to access information about equality issues.</p>	<p>A significant number of internal communications initiatives have already taken place this year, including:</p> <ul style="list-style-type: none"> Swansea Council and Swansea 50 major sponsor to Swansea Pride Council LGBT+ Staff Group coordinated large council presence and participation at Pride Pride flags flown from civic buildings for LGBT History Month, during Pride and for IDAHOT (International Day Against Homophobia, Transphobia and Biphobia) Internal LGBT+ staff campaign – profiles of members and their stories. Swansea Icons poll encourages people to vote for Swansea's greatest icon. Features a wide range of people representative of the city's diversity. Royal visit as part of Swansea 50 meet and greet learning disabilities service clients who work at the Victoria Park kiosk. Profile on Hanif Mah – owner of Patti Pavilion as part of Royal visit. Street Party in St Helens Road for Swansea 50 celebrating the area's cultural diversity Holocaust Memorial events (school based) Well-being strategy consultation promotion Dementia friends training for staff and promotion of the scheme High 5 Awards, celebrating success of Young people who have succeeded against the odds to make things better for those around them. Winners this year (as in previous years) have included a number of ethnic minorities and those with disabilities. Welsh Veterans Awards – council awards success World Social Work Day – videos and feature articles for staff Hearing Loop System for meetings – communications to raise awareness and encourage staff to use this facility Local Area Co-ordination – promotion of the work of the local area coordination team within the community (staff and external) International Woman's Day staff events and profiles. (staff and external) Safeguarding Week – videos and feature articles for staff to raise awareness of the issues and encourage staff to take training 	<p>1. Develop and deliver programme of internal comms when finalised with board and equalities officer</p>	<p>To be agreed with board and equalities officer based on their programme</p>	<p>Continue with rolling programme</p>						<p>Yes</p>
<p>Health: Seek to promote good physical and mental health and reduce health inequalities through the provision of sport, culture and leisure opportunities and a healthy built and natural environment.</p>														
<p>Address social isolation and enhance quality of life of older people, within supportive communities by extending local area coordination and the range of support and preventative opportunities.</p>	<p>Jon Franklin</p>	<p>Long term ongoing</p>	<p>All people live in welcoming communities that provide friendship, mutual support, equity and opportunities for everyone.</p>	<p>Evaluations, Qualitative feedback, reduced demand for services</p>	<p>Team has grown to 19 Coordinators</p>	<p>expansion across whole county, new evaluation. Continued partnership working</p>			<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>		<p>Yes</p>
<p>Progress the Ageing Well Forum and focus on priorities identified for exploration and discussion as matters that are important to those ageing well within Swansea.</p>	<p>Julie Gosney</p>	<p>On-going</p>	<p>In Swansea, the "Ageing Well Forum" is a mechanism for Citizen 50+ to be heard in decisions that affect them. The "Ageing Well Forum" and "Ageing Well Information Network" are mechanisms where issues around health & well-being have been explored and sign posting for services, physical activities and support groups communicated.</p>	<p>Active and inclusive engagement of citizens 50+ decisions that impact on their lives at a Local, Regional, National level. Influencing decision making at a strategic and service delivery level in relation to "Active Ageing" & well-being to ensure that developments that impact on the lives of citizens 50+ are fit for purpose and where possible co-produced.</p>	<p>Prior to the pandemic the "Ageing Well Forum" in Swansea moved around communities in order to improve accessibility and encourage new participation from local residents and groups. Topics previously covered within "Ageing Well" sessions and events had been initiated and voted on by community members from a wide range of groups, forums and also individuals. The following "Ageing Well" community sessions and events took place post pandemic and these included Health and Well Being, Transport/Getting around and Staying Safe. Although engagement work has had to change over the past year due to the pandemic, there has been opportunities for new ways of working and new subjects to be explored. Examples of continued provision within the community include: On-line "Ageing Well Information Network", Regional citizen engagement panel with the Older Person's Commissioner, Local Area Co-ordination - Community Initiatives & Lifelong Learning Service (Digital inclusion support, telephone 121 support & Digital Café Initiative) Sports & Physical Health Dept. - On-line well-being & fitness.</p>	<p>The "Partnerships & Involvement Team" have worked closely with the Health & Physical Well-being Team to communicate the consultation on "Active Ageing". Results of the consultation and action planning for service delivery will form part of the "Ageing Society Strategy" work & be explored & reported via the "Ageing Well Steering Group".</p>	<p>Engage citizens 50+ in Swansea's recovery plan following the pandemic, future commissioning of services and working co-productively to achieve the PSB commitment of an "Age Friendly City" status where health & well-being is a work theme and features throughout.</p>	<p>Developments will start in late 2021 to establish a local "Ageing Society Strategy" with implementation and action planning in line with WG & Older Person's Commissioner for Wales to work to ensure an "Age Friendly Wales". The strategy and action plan will inc citizen engagement and opportunities for co-production in relation to active ageing, health & well-being.</p>	<p>Yes</p>			<p>Yes</p>		<p>Yes</p>
<p>Improve, expand and diversify leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism to improve health and well-being, promote community cohesion and provide economic benefits.</p>	<p>Tracey McNulty</p>				<p>Partnership with Race Council Cymru to develop Cultural and Digital Hub at Arts Wing, Swansea Grand Theatre. Swansea Central Arts Strategy producing arts and regeneration activities in the city centre.</p>						<p>Yes</p>			
<p>Manage and protect Swansea's green spaces, coastline, beaches and parks for recreation and play, to encourage tourism, protect the environment and support health and well-being.</p>	<p>Tracey McNulty</p>	<p>ongoing</p>	<p>Accessible and well maintained attractions and destinations, offering a range of physical and recreational opportunities for visitors and residents; sustaining the local and city economy.</p>	<p>Clean and well maintained facilities with active volunteering and participation in local community activity e.g. beach cleans, delivery of the park (play strategy offering a more equal distribution of play and recreation facilities; adoption of the new five year Destination Management Plan in partnership with Trade; continued improvements in young people's health and wellbeing as captured with the universities and schools; continued and in some situations, increased participation in our ParkLives; Active Young People and Us Girls programmes; renewal of the regional delivery programme on behalf of Sport Wales;</p>	<p>New Destination Plan priorities agreed; new Changing Places facility opened in Caswell Bay, new 'Visit later' campaigns launched, sustaining and increasing our reach via social media, marketing package agreements to support the hospitality industry to keep their profile live during the pandemic; hospitality industry supported throughout the pandemic to trade outdoors, Sport Wales funding for Active Young People renewed; Parklives renewed;</p>	<p>To deliver agreed Recovery Plan for Tourism including support for the sector and marketing campaigns; recruit for and deliver the new community volunteering and parks development roles; adopt the new Destination Management Plan; contribute to the Toilet Strategy; develop the plan for Copr Bay and City Centre Arts Strategy at the new Coastal Park; support the food defense work and collaborate on enhancement schemes with Mumbles Community Council; new campaigns for tourism agreed.</p>	<p>Delivery of agreed plans in 21/22 including new tourism campaigns; cultural programming and new outdoor facilities and public spaces in the city centre, mumbles and SA1.</p>	<p>To deliver the vision for Swansea as a premier coastal destination, with a wide offer for residents and tourists, embedded in a sustainability strategy for the natural resources.</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>
<p>Build on the legacy of Swansea's bid to be UK City of Culture by active participation in Culture 21 Pilot programme. This will include using culture to promote intercultural dialogue and respect for cultural diversity and help address key challenges.</p>	<p>2021 and ongoing</p>	<p>to embed cultural policy as one of the key principles for a sustainable city, alongside economic and environmental considerations.</p>	<p>Adoption of the nine policy commitments for culture in sustainable cities;</p>	<p>Pilot completed; Diversity Pledge adopted and new partnerships with communities of interest and protected characteristics agreed; programmes reviewed and amended to reflect the Pledge;</p>	<p>Expand on the pledge for other services in the authority, reprogramme and fully reopen venues reflecting the learning of the Pilot programme; deliver the city centre Arts Strategy; Develop the brief for a new Cultural Strategy with Stakeholders and partners;</p>	<p>Deliver the research programme in and around the "Experience Centre" Creative Hub in partnership with Swansea University; develop an inclusive programme for the city centre in partnership with businesses and local organisations; deliver the recovery plan for events; commissioning arts and programming for Copr Bay;</p>	<p>Deliver a new cultural strategy where the city's assets are engaging and inclusive; generating and increasing footfall in the city centre and sustaining and growing participation from hard to reach groups in our venues and public events;</p>	<p>Yes</p>			<p>Yes</p>		<p>Yes</p>	
<p>Provide art, culture and heritage opportunities in order to boost skills, confidence, self-esteem, aspiration and health and well-being</p>	<p>Tracey McNulty</p>	<p>ongoing</p>	<p>An inclusive programme of partnership work, with community groups, schools, colleges and universities that supports participation and progression in a structured way.</p>	<p>Well attended and supported exhibitions, projects and programmes in our communities; good new stories with our schools and colleges; delivery of our commitments to the Corporate Parenting and Tackling Poverty strategies; increased measurements of fitness and participation in our Active programmes.</p>	<p>renewal of the WC Fusion programme delivered by Cultural Services, for children, young people and adults providing acquisition of soft and hard skills for participants and volunteers; renewal of WG funding for the sports development, ParkLives and Active Young People programmes; transfer of our cultural activities and programmes online during the pandemic; supply of arts and cultural packs of activities and YouTube channels, podcasts and lectures;</p>	<p>Resume face to face working with our communities where possible; source funding for libraries as community hubs and integrate strategies for participation and measuring outcomes with the universities' support;</p>	<p>full programme delivered following the pandemic, with an engagement programme for the city centre in place in partnership with Creative Wales, local businesses and the university to support participation through experience and shape cultural policy.</p>	<p>Integrated cultural policies and a new cultural strategy across the sector in place;</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>		<p>Yes</p>

Support initiatives that will increase Swansea's urban tree cover, improve awareness and understanding of our natural environment (including opportunities for schoolchildren) to improve access and learning about the natural environment in order to promote health and well-being.	Phillip Holmes		Adoption of Tree Strategy for the protection and good management of trees on Council owned land along with targets for new and replacement planting. School biodiversity awareness raising events/projects Delivery of a programme of public environmental events and activities all of which will improve access to and engagement with Swansea's natural environment with its associated health and well-being benefits	Tree Canopy coverage increase across the County (excluding A&H side back). Biodiversity events rolled out across all schools and included as part of the curriculum. Increased no of volunteers committed to improving and maintaining our local natural environment	Tree Strategy drafted. Trees and Development Supplementary Planning Guidance (SPG) drafted. 230 heavy standard trees and 2800 whips planted. Environmental management projects undertaken Biodiversity awareness raising projects at 15 schools. Environmental literature published. Events restricted due to Covid 19	Tree Strategy & Trees and Development SPG adopted/implemented. Continued roll-out of tree planting projects. Reconnection programme of biodiversity and environmental education training within and outside schools and provision of additional resources. Continuation of environmental enhancement projects including access improvements working in partnership with other organisations and volunteers	Continuation of tree planting, training, awareness raising, practical environmental improvements and enhancements across the County	As for 22/23 indefinitely							Yes
Improve access to and maintain the quality of our parks and greenspaces. Continue with the delivery of wildflower planting and management and engage with local communities to encourage volunteering and to support them with enhancing and maintaining their local greenspaces and wildlife sites to improve health and well-being.	Tracey McNulty	ongoing	active communities taking pride in their local areas.	Sustainable Friends groups; active campaigns and engagement with volunteers in the community.	Communication and dialogue maintained with our community groups, committees and volunteers and Friends of Parks during the pandemic; Partnership with Keep Wales Tidy increasing opportunities for beach and parks clean ups. All community centres supported during the pandemic with help and advice on funding and regulations, reopening and restarting activities.	Resume active face to face support for the community, new community support officer in post to facilitate Community Action. Strategy agreed for delivering a county wide play park scheme with Members; community coordinator role for volunteering and parks development agreed as part of the Recovery Plan.	Deliver the parks and playground projects and rescope the parks development and volunteering remit for the service; support community centres to work alongside other facilities in the districts as 'hubs' for their community.	Sustainable community volunteering and resilience.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Develop policies and plans to improve green infrastructure in deprived areas as a health equality action.	Phillip Holmes		Multifunctional GI, adapted for climate change, providing a healthier and more diverse environment through smart sustainable solutions	Increase in GI and tree canopy coverage	GI strategy adopted for city centre and targets identified	Preparation of draft County wide GI Strategy together with GI Supplementary Planning Guidance (SPG) in support of LDP. Ward by ward mapping of GI coverage and identification of potential improvements commencing with more deprived areas	Continuation of ward mapping and delivery of GI improvements. Adoption of GI Strategy and SPG	Continual delivery of GI improvements across the County. Monitoring and review of performance indicators in relation to 2030 and 2044 targets							Yes
Continue with Active Young People Interventions across all schools/communities in order to increase participation in sport and physical activity, included targeted interventions to those in areas of deprivation.	David R Jones	On-going	Every child has sport and Physical activity as part of their lifestyle. Improve physical literacy for all school age children and pre school children in readiness for school entry Ensure access to a wide variety of affordable and accessible high quality competitive and recreational opportunities for all.	Extensive external auditing and statistical reporting by sport Wales on a bi-annual basis. Comprehensive outcome based reporting and recording against Sustainable Swansea and WBGFA goals via "snapshots" External audit by Sport Wales and Welsh Gov against agreed targets	Free access participation opportunities within communities, parks and after school through externally funded programmes (Active People/Park/Lives/Walking projects).	Capacity building with community clubs and associations to support structures and sustainability. Prioritise programmes of activity for communities with lower than average participation rates. Facilitate grants application from clubs and organisations within communities in targeted areas. Deliver a range of afterschool and community activities	Develop programmes based on joint research with Sport Wales following survey and research reports and insight derived from local projects and those in partnership with the wider South West Wales region.	It is likely that the service will be part of a regional Sports Partnership due to funder (Sport Wales) strategic reorganisation plans Ensure target communities within Swansea are identified and included as a priority within regional plans.		Yes		Yes			
Undertake a range of equality-focused activities at the Glynn Vivian Art Gallery, Swansea Museum, Dylan Thomas Centre and Swansea's libraries working with groups such as children & young people, disabled people, BME and LGBT communities.	Tracey McNulty	ongoing	As above objectives - a welcoming provision of community arts and cultural facilities where our all our communities feel included and where our activities reflects their own lived experiences and cultural heritage communities and needs.	Sustainable audience development and delivery plans; audience participation data capture demonstrating diversity is growing; customer/organisational feedback from partners;	Most programming was switched online during the Pandemic; when possible, the services offered a range of free access targeted workshops delivered across venues for schools, children, young people etc. NETS, older people, people with disabilities, BAME and LGBT communities and free drop-in activities for families. Activities include grant funded projects at OVA6 and DT Service.	Increased opening and capacity, delivery of grant funded and recently agreed inclusive programmes; agree the '22 calendar for rescheduling events such as Pride and Festival '22 activity.	Deliver a full programme based on our rescheduling and reworking our communities back to the venues, alongside the education and outreach plans to be shaped for audience development and delivery of the city centre arts strategy and new cultural strategy.	Long term sustainable cultural programming for all our communities.	Yes	Yes	Yes	Yes	Yes		
Continue with The Passport to leisure scheme, which allows for discounted entry/tickets at our venues (including the Freedom Leisure sites and Plantasia) and some external ones too. Raise awareness of Cultural Services and identify any barriers to participation via engagement with key equality groups, such as the BME Sports Forum.	Tracey McNulty	ongoing	Opportunities for shared governance and consultation to ensure our strategies, projects and future policies reflect the needs of those we are seeking to engage with.	projects developed in partnership with community groups; structured, accessible formats for feedback and input to future planning.	Progress with the cultural hub and community hub in the city centre; establishing a range of Sports Development fora to discuss specific issues and develop operational plans with key areas of work including BAME/Disability/Gender.	Formalise a way of working with the communities in the cultural and community hubs in the grand theatre and oxford st.; deliver the Experience Centre in the city centre to capture response and experience through arts and culture in order to develop 'human centred' public spaces, where digital and cultural assets create a better sense of place and use.	Develop a strategy for culture in collaboration with partnership, through understanding barriers and responses; shared governance structures for key initiatives and strategies; deliver year one of the PhD research programme for cultural policy.	Cultural Policies and strategies fully informed by understanding the needs of our communities and visitors to the city.				Yes			
Support improvements to access public transport by bus for disabled and older people, as well as families with young children.	Cath Swain	ongoing	Improved information in formats accessible to all. Bus stop infrastructure improvements. Vehicles to comply with the Voluntary Welsh Bus Quality standards	Annual review of number of bus stops that have raised kerbs. Audit of all bus services and operators to ensure compliance with vehicle quality standards.		Annual review of number of bus stops that have raised kerbs. Audit of all bus services and operators to ensure compliance with vehicle quality standards.	Working with Transport for Wales on national standards for bus stop shelter infrastructure and electronic information / real time information.	Implementing proposed new legislation regarding the provision of public bus services by Welsh Government and Transport for Wales. Working on a regional basis through C.JCs.					Yes		
Improve access to the infrastructure around pavements, roads and parking provision for disabled and older people, as well as families with young children. Review current consultation with local access groups to improve physical access to buildings and services. Suggested change to: Improve the highway to encourage use by disabled, older people and families with young children. To encourage environmentally friendly modes of transport and improve participation: improve how we engage with and involve people and communities in matters that are important to them and decisions that we make	Stuart Davies / Lee Davies	ongoing	Improved access to highway infrastructure for disabled, older people and families with children.	Satisfaction by access groups and residents.	Gorsionin to Groswend Safer Routes Scheme completed	Successful completion of Safer Routes in Communities and Active Travel Schemes. Comply with best practice guidance on safety maintenance of highways. Accessibility dropped kerbs are installed in all footway maintenance schemes.	Successful application for WG grants to complete further schemes.		Yes		Yes				
Continue to implement a whole Council approach to the United Nations Convention on the Rights of the Child (UNCRC), to meet our commitments contained within the Children and Young People's Rights Scheme	Julie Gosney	On-going	The Children and Young People's Rights Scheme seeks to put children's rights at the heart of Council decision making processes that affect children and young people.	Annual Report on progress made in relation to Scheme produced for 2019/20 and a Bridging report complete with recommendations for 2020/21.	Children and Young People's Rights Scheme redeveloped based on work with cyp, practitioners and national organisations. Consultation on the draft Scheme and mechanisms for listening launched June 2021	Based on findings of consultation, CR Scheme to be launched, implemented and an associated action plan produced for the Children's Rights Network. Mechanisms for listening to cyp to be developed, pilot and launched.	New CR Scheme in place with implementation plan driving developments. Inclusive engagement and co-production with cyp to inform and direct all areas of work.	Children's Rights remain embedded in Council infrastructure and all departments are able to demonstrate rights based practice. Mechanisms for listening to cyp are embedded and meaningful engagement with this group becomes part of the fabric of Council decision making processes.	Yes	Yes		Yes		Yes	Yes

Review work with communities, organisations and 'friends' groups to encourage and enable greater community ownership of assets and services and to ensure their long-term sustainability. Support the establishment of a Poverty Truth Commission to bring together key decision makers with people who have direct lived experience of poverty to work together to bring about change.	Geoff Bacon Anthony Richards		Review of CAT policy The Swanseae Poverty Truth Commission puts those with lived experience of poverty at the heart of decision making. The Commission will identify its own priorities to work on during the life of the Commission.	Updated policy, revised constitution Commission launched. Priorities identified. Outcomes achieved. Evaluation complete.	Sufficient funding secured. Host organisation in place (SCVS). Facilitation Team recruited. Commissioner recruitment underway.	Internal and political consultation 15 Community Commissioners & 15 Civic & Business Commissioners recruited. Priorities identified. Swanseae Poverty Truth Commission launched with public launch event.	Communication of revised policy Commission facilitated to work on identified priorities. Outcomes achieved. Closing event. Evaluation complete.	Resource required in community services to support Potential to run a 2nd Swanseae Poverty Truth Commission to be explored.					Yes
Continue to modernise public engagement in local democracy and Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.	Huw Evans	Ongoing	Increased public participat	Public Participation	Work on hybrid policy and constitutional changes is being undertaken following LGEWA. Electronic voting has been utilised in Council and Cabinet meetings. Work on e-petitions to be finalised.	Hybrid policy and constitutional changes	Continued amendments to constitution	Continued amendments/review of Constitution					Yes
Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.	Sarah Lackentby	Ongoing activity	Increase in the number of Welsh speakers	Annual Review of Performance (2021/22)	A Welsh Language Training Group has been established to identify training needs in support of the Welsh language. This has included the development of a mentoring scheme to support Welsh learners. Courses have been run at Myrnedad Level 1 (years 1 and 2) and Sylfaen level 2 (year 1). Due to Covid restrictions, it has not been possible to run 'face to face' courses for non-IT User front-line staff.	An introductory "Taster" session has been run to encourage future participation. The Welsh Language Training Support Group will revisit the potential for 'face to face' courses for non-IT User front-line staff. It is intended to run further Courses at Myrnedad Level 1 (years 1 and 2) and Sylfaen Level 1 (Years 1 and 2) commencing in September 2021.							Yes
Make community budgets available so that local people can decide together with their representatives what their local priorities are.	Geoff Bacon	Annual budgets	To ensure full spend whilst allowing ward members to meet the needs of their areas	Delivery of internal schemes and effective budget management for other uses e.g. donations, activities	On target to meet full spend	Full spends on community budgets plus an additional £1m for Highways projects and £1m for play projects	To continue to support budget management by building good relationships with ward members and help delivery of internal schemes						Yes
Provide the opportunity for local citizens to influence how policies are written and services are delivered through a revised Consultation & Engagement Strategy, ensuring that consultation and engagement is inclusive and undertake awareness raising activities.	Rhian Millar	Dec 2021	Consistent approach to consultation and engagement across the Authority	Clear process for consultation and engagement throughout the Council and greater involvement of citizens in the decisions we make.	Draft strategy developed, however needs to be updated to reflect the lesson learnt from COVID - the strategy is going to CMT on the 9th of July and then will be discussed at the new Strategic Equalities and Future Generations Board so they can agree what changes (if any) need to be made. The board is yet to have agreed dates as it only in its infancy.	Formal approval of the Strategy by Council following formal consultation	Wide promotion of the Strategy throughout the Council to ensure its embedded	Continued review of the Strategy					Yes
Build upon the development of a Corporate Co-production Strategy with inclusion of a Toolkit for use by staff across the Authority.	Lee Wenham	March 2022	Increase in coproduction across the Council and clear guidance for staff to undertake coproductive activity	Greater awareness of staff and an increase in coproductive activity	Co-production Strategic Framework developed	Work with the Strategic Equality Group to further develop the framework and draft action plan. Develop e-learning materials and a toolkit for staff and teams looking to use co-production in service design, development and changes	Continue to review coproduction activity across the Council	Coproduction embedded within the Council					Yes
Progress the Ageing Well Forum and focus on priorities identified for exploration and discussion as matters that are important to those ageing well within Swanseae.	Julie Gosney	On-going	In Swanseae, the "Ageing Well Forum" is about meaningful and inclusive opportunities for Citizens 50+ to be heard in decisions that affect them. The "Ageing Well Forum" and "Ageing Well Information Network", both aims to encourage the widest possible engagement of citizens 50+ in Swanseae and broader who and how we engage citizens and ensure inclusion of individuals, community groups, special interest groups, forums and engage older citizens that may be living in residential or supported living and others who have not traditionally engaged.	Active and inclusive engagement of citizens 50+ decisions that impact on their lives at a Local, Regional and National level. Influencing decision making at a strategic and service delivery level to ensure that developments that impact on the lives of citizens 50+ are fit for purpose and where possible co-produced.	Prior to the pandemic the "Ageing Well Forum" in Swanseae moved around communities in order to improve accessibility and encourage new participation from local residents and groups. Topics previously covered within "Ageing Well" sessions and events had been initiated and voted on by community members from a wide range of groups, forums and also individuals. The following "Ageing Well" community sessions and events took place post pandemic and these included Digital Inclusion, Communication, Health and Well Being, Transport/Getting around and Staying Safe. Although engagement work has had to change over the past year due to the pandemic, there has been opportunities for new ways of working and new subjects to be explored. Examples of continued provision within the community include: On-line "Ageing Well Information Network", Regional citizen engagement panel with the Older Person's Commissioner, Citizens 50+ on-line recruitment panels, Local Area Co-ordination - Community initiatives & Lifelong Learning Service (Digital inclusion support, telephone 121 support & Digital Café initiative)	The "Partnership & Involvement Team" have recently recruited a dedicated "Older Person's Partnership & Involvement Officer" who's remit and purpose is to embed the LIN Principles for Older Persons and ensure effective and inclusive mechanisms are in place to enable the participation and engagement of citizens aged 50+ yrs, in all decisions that affect their lives and ensure their views are heard and listened to. The newly appointed officer will work with citizens to consult on and co-produce a renewed forum/mechanisms to ensure the widest involvement of citizens in decisions that impact on their lives and bring decision makers and citizens together to work coproductively on fit for purpose service delivery in Swanseae.	Engage citizens 50+ in Swanseae's recovery plan following the pandemic, future commissioning of services and ensure effective and inclusive mechanisms are in place to achieve the PSB commitment of an "Age Friendly Wales". The strategy and action plan will inc citizen engagement and opportunities for co-production identified.	Developments will start in late 2021 to establish a local "Ageing Society Strategy" with implementation and action planning in line with WG & Older Person's Commissioner for Wales to rolled to ensure an "Age Friendly Wales". The strategy and action plan will inc citizen engagement and opportunities for co-production identified.	Yes	Yes	Yes	Yes	
Promote "SMART" working with our equality forums, ensuring they all have clear terms of reference, work plans and schedules. Ensure better engagement with Council departments and Councillor Champions. Facilitate the establishing of Women's and Inter-Faith Consultative Forums.	Rhian Millar / Catherine Window	TBC 2022	Better engagement with equality forums	Terms of reference agreed, work plan and schedules in place	Leadership held a discussion about the Equality forums and were encouraged to engage with the forums more in the future. An initial list of proposed areas that would be subject to engagement with the forum was produced, however the Covid pandemic means that this list now needs to be reviewed. Covid has posed a significant challenge in the continuation of our equality forums, however we have adapted and our forums have begun meeting again. Ensuring we have good engagement mechanisms in place for priority groups has been highlighted as a key priority for the new Strategic Board and going forward we can address this action with the support of the board.	Strategic board to review the role of equality forum and workplan and initial schedule produced	Rolling schedule of activity do be undertaken	Continued roll out					Yes
Clarify and further promote the role of Councillor Champions, ensure better engagement with consultative forums and establish links with the Strategic Equality Group.	Rhian Millar / Catherine Window	TBC 2022	Better alignment of Council Champions with consultative forums and Strategic Equality and Future Generations Board	Councillor champions fully informed and involved with the groups and board		Develop a role description for Councillor Champions so responsibilities are clear Communicate work of the Strategic Equality Group so Councillor Champions can easily engage with the group	Review of Councillor Champion involvement in light of the work plans and schedules across Equality Forums	Continued involvement of Council Champions					Yes
Clarify the Equality Staff Representative role, including the expectations of them in their role, ensuring those nominated are able to regularly take part in co-ordinating meetings and training and that they are linked to a wider knowledge base/support network for advice, evidence and support.	Rhian Millar / Catherine Window	Dec 2021	A well functioning group which ensures that Equalities is being embedded through the Council.	Regular group meetings, workplan produced and group linked in to the Strategic Equality and Future Generations Board	Group established and terms of reference agreed. Head of Service tasked with reviewing membership from their areas	Terms of reference revisited to take into account COVID, regular meetings established following the successful implementation of the Strategic Equality and Future Generations Board	Workplan produced arising from the work of the board	Continued involvement of the Staff Representatives					Yes
Support the continued development of community hubs across the Council area ensure that all staff involved have full equalities training	Geoff Bacon		Opening of City Centre Community Hub	Successful completion of Physical renovation of former BHS. Working Community Hub model in place to be rolled out to wider communities	Purchase of BHS complete. MDT mobilised	Planning consent achieved. Contractors appointed. Operational model agreed.	Complete refurbishment and open.	Roll out model to communities					Yes
Address the significant issues with the Council website, key aspects should be developed co-productively. Consider use of more 'hover over' facilities for key words where pictures are shown. Be mindful of problems with PDFs/tables for screen readers.	Liz Shellard	01/08/21	The upgrade of our website is a key priority within the Digital Strategy and Achieving Better Together, the Councils Recovery and Transformation Strategy, as the council moves into autumn 2021 with improved accessibility. It aims to meet AA standard using WCAG 2.1 guidance using principles of co-production to improve accessibility for a wide range of user needs.	User testing, site feedback, analytics software, use of accessibility software to monitor content added to the website, monitoring and assessment by external groups and organisations e.g. Disability Liaison Group	Content has been transferred to the new site and reworded using the principles of clear English / Welsh. PDF usage has been reduced where possible by taking important information out of PDFs and adding it to webpages, to make it accessible and easier to find in search. Design elements and styling are being added with accessibility and ease of use in mind. One significant development was to take the Grand Theatre content of the current council site and to build a stand-alone website to improve accessibility and ticket sales once COVID-19 restrictions are lifted.	The sites will go live and the new booking system will follow. Future-proofing the site for accessibility changes has been done by updating the website templates and framework, allowing easy future changes. Accessibility tools are already used by the Web Team, but more options are being explored to provide training and troubleshooting for web contributors and wider staff members. Promotion of equality matters is continuing on Staffnet, and many new areas of content are being developed with services, e.g. climate change and sustainability.	Apply the same principles to the staff intranet to improve accessibility and efficiency for staff members on the new Staffnet site. Continue to act on feedback to make improvements to the site, online forms and processes. Monitor third party portals and applications to ensure they are as accessible as possible.	As WCAG guidance is altered, upgrade the website and its templates to keep up with the changes. Explore translation tools to provide more languages beyond English and Welsh especially third party portals. Expand more digital services on the website and further develop the customer account				Yes	

Develop more easy read and plain English resources.	Rhian Miliar / Catherine Window	TBC 2022	More easy read versions of Council documents available and a greater use of easy read across the authority	An increase in Easy Read documents	<ul style="list-style-type: none"> • Departmental Equality Representatives facilitated a session with Swansea People First on Easy Read/Plain English • Public Service Board funding has trained a number of officers in producing Easy Read documents • A new Consultation and Engagement Strategy is being developed which clarifies responsibility around easy read and other alternative formats • Social Services are working co-productively with Swansea People first in developing Easy Read/Plain English formats 	<ul style="list-style-type: none"> • Raise awareness with staff on the importance of producing Easy Read and Plain English documents • Share best practice internally from areas within the authority who are at the forefront of developing Easy read and Plain English documents • Consult with users to understand where people would benefit from more Easy Read and plain English resources 	Key documents produced in easy Read	Key documents produced in easy Read							Yes
Continue steps towards Swansea becoming a Human Rights City; explore how we could embed the UN Convention on the Rights of Persons with Disabilities and the UN Convention on the Elimination of Discrimination Against Women in the same way as with the UN Convention on the Rights of the Child	Rhian Miliar / Catherine Window	TBC	Swansea to become a Human Rights City	Human City Status achieved	PSB has agreed to sign a Statement of Intent to Swansea becoming a Human Rights City	<ul style="list-style-type: none"> • Establish a board to drive and shape the workplan to achieve Human City Status. This will need to be shaped by engagement with the community 	Embed Human rights in everything we do, actions to achieve this will be confirmed by the board	Continue to work under a Human Rights framework					Yes		

Equalities Data report – Year end 31 March 2021 – Appendix C

The Council is continuing to work with our employees and unions to improve workforce data and we continue to work on our systems to collect such data. The system used to collect employment and training data continues to be updated to close gaps and provide more detailed and relevant information. In addition, employees are not required to provide information and many choose not to do so; however, work is ongoing to encourage employees to update their details.

Note: Data includes all school staff including teachers (Headcount 10723)

WORKFORCE PROFILE

Workforce Profile - Working pattern by Gender

Employment category	Female	Male	Total
Permanent - full time	2057	2348	4405
Permanent - job share	62	*	66
Permanent - part time	2760	348	3108
Temporary - full time	685	373	1058
Temporary - job share	5	*	5
Temporary - part time	1861	220	2081
Grand Total	7430	3293	10723

Workforce Profile - Age Profile by Gender

Age	Female	Male	Total
16	*	*	*
17	*	6	9
18	8	*	11
19	15	11	26
20	20	7	27
21	31	18	49
22	40	21	61
23	62	41	103
24	52	35	87
25	92	29	121
26	91	47	138
27	104	57	161
28	116	51	167
29	122	51	173
30	149	60	209
31	127	64	191
32	142	62	204
33	177	71	248
34	174	68	242
35	177	68	245
36	184	72	256
37	175	65	240
38	188	59	247

39	201	72	273
40	213	71	284
41	201	87	288
42	226	63	289
43	210	64	274
44	184	79	263
45	206	84	290
46	218	98	316
47	227	68	295
48	224	93	317
49	243	102	345
50	216	82	298
51	240	117	357
52	249	112	361
53	205	109	314
54	224	114	338
55	265	107	372
56	208	127	335
57	183	99	282
58	170	83	253
59	155	82	237
60	149	74	223
61	126	75	201
62	106	56	162
63	94	52	146
64	72	59	131
65	55	33	88
66	34	21	55
67	20	10	30
68	11	7	18
69	15	5	20
70	*	*	5
71	8	*	11
72	*	*	6
73	5	*	7
74	*	*	5
75		*	*
76	*	*	5
78	*	*	*
79	*		*
80	*	*	*
81		*	*
84		*	*
87	*		*
Grand Total	7430	3293	10723

Workforce Profile - Grade by Gender

Grade Name	Female	Male	Total
Chief Executive 12		*	*
Chief Officer 1-5 01-05	*		*
Chief Officer 5-9 05-09		*	*

Deputy Chief Executive 1-3		*	*
Director 001-007	*	*	*
GRADE_01 01	*	*	8
GRADE_02 03	466	91	557
GRADE_02A 03A	318	*	320
GRADE_03 04	230	179	409
GRADE_03A 04A	8	*	9
GRADE_04 05-06	1310	346	1656
GRADE_04A 05A-06A	87	*	88
GRADE_05 07-09	1057	425	1482
GRADE_05A 07A-09A	14		14
GRADE_06 11-17	888	379	1267
GRADE_07 19-24	566	652	1218
GRADE_08 25-29	324	251	575
GRADE_09 30-34	284	166	450
GRADE_10 35-39	90	85	175
GRADE_10A 35-37	70	13	83
GRADE_10B 38-39	52	6	58
GRADE_11 40-44	66	50	116
GRADE_12 45-49	36	35	71
Head Deputy and Assistant Teachers 001-043 H00	140	92	232
HOS Band_1 07-13	*	*	8
HOS Band_2 03-09		6	6
HOS Band_3 01-05	*	*	*
Minimum Wage 025 025	*	5	8
MInimum Wage APP APP	5	18	23
Minimum Wage 016-022	*	12	15
Soulbury Advisor Inspectors 001-007	*		*
Soulbury Advisor Inspectors 002-011	6	*	7
Soulbury Advisor Inspectors 006-009	*		*
Soulbury Advisor Inspectors 007-012		*	*
Soulbury Advisor Inspectors 008-011	*		*
Soulbury Advisor Inspectors 013-016	*	*	*
Soulbury Advisor Inspectors 013-019		*	*
Soulbury Advisor Inspectors 019-022	*		*
Soulbury Advisor Inspectors 022-024	*	*	*
Soulbury Advisor Inspectors 024-027	*		*
Soulbury Advisor Inspectors 028-034		*	*
Soulbury Advisor Inspectors 2 -8	*		*
Soulbury Ed Psychologist 001-009	5	*	6
Soulbury Ed Psychologist 001-015	*	*	*
Soulbury Ed Psychologist 002-010	*		*
Soulbury SNR Ed Psychologist 001-007	*		*
Soulbury SNR Ed Psychologist 004-009	*		*
Soulbury SNR Ed Psychologist 016-018	*		*
Teacher 001-006 W00	331	131	462
Threshold Teacher 001-003 P00	1014	309	1323
Unqualified Teacher 001-006	26	14	40
Unqualified Teacher 001-010	*		*
Grand Total	7430	3293	10723

Workforce Profile - Ethnicity Declaration

Ethnicity	Total	% Workforce
Not declared	8536	79.6%
Asian or Asian British - Any Other	6	0.1%
Asian or Asian British - Bangladeshi	7	0.1%
Asian or Asian British - Chinese	*	*
Asian or Asian British - Indian	*	*
Asian or Asian British - Pakistani	*	*
Black or Black British - African	8	0.1%
Black or Black British - Any Other	*	*
Black or Black British - Caribbean	*	*
Mixed - Any Other	*	*
Mixed - White and Asian	*	*
Mixed - White and Black African	*	*
Mixed - White and Black Caribbean	*	*
Other Ethnic Group	*	*
Prefer not to say	*	*
White - Any Other	61	0.6%
White – British	2075	19.4%
Grand Total	10723	

Workforce Profile - Sexual Orientation

Sexual Orientation	Total	% Workforce
Bisexual	10	0.1%
Gay/Lesbian	37	0.3%
Heterosexual/Straight	1504	14.0%
Not declared	9124	85.1%
Other	*	*
Prefer not to say	46	0.4%
Grand Total	10723	

Workforce Profile - Religion

Religion	Total	% Workforce
Buddhist	13	0.1%
Christian	846	7.9%
Hindu	*	*
Muslim	9	0.1%
No Religion or belief	745	6.9%
Not declared	8989	83.8%
Other	54	0.5%
Prefer not to say	65	0.6%
Sikh	*	*
Grand Total	10723	

Workforce Profile - Disability Declaration

Disabled?	Total	% Workforce
Not declared	10088	94.1%
No	588	5.5%
Yes	47	0.4%
Grand Total	10723	

Workforce Profile - Marital Status

Marital Status	Total	% Workforce
Civil Partnership	43	0.4%
Divorced	408	3.8%
Formally in Civil Partnership now legally dissolved	*	*
Legally Separated	22	0.2%
Living with Partner (not married or in civil partnership)	258	2.4%
Married	4927	45.9%
Not declared	1069	10.0%
Partner	75	0.7%
Prefer not to say	19	0.2%
Separated – but still legally in Civil Partnership	*	*
Separated – but still legally married	43	0.4%
Single	3807	35.5%
Widowed	46	0.4%
Grand Total	10723	

Workforce Profile - Gender Reassignment

Gender same as birth?	Total	% Workforce
Yes	1668	15.6%
Not declared	9048	84.4%
No	7	0.1%
Grand Total	10723	

Workforce Profile - Maternity and Pregnancy

Maternity = 1.6% workforce

Pregnancy = data unavailable

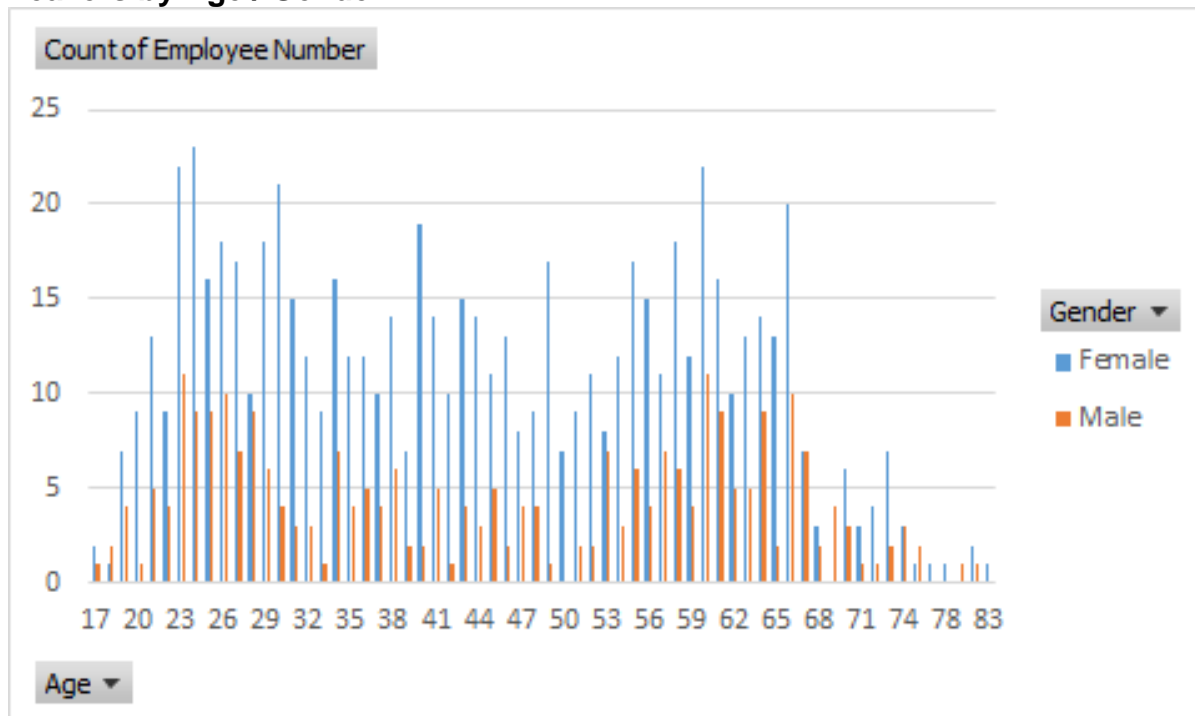
LEAVERS

Leavers by Gender

Leaver Reason	Female	Male	Total
Apprenticeship terminated	*	*	*
Deceased	5	7	12
Dismissed – Gross Misconduct	*	*	5
Dismissed – Health Capability	14	8	22

Dismissed – Probation	*	5	7
Employee Transfer	*		*
End of Apprenticeship		*	*
End of Fixed-Term Contract	40	12	52
End of Service Level Agreement	*		*
ERVR – Early Retirement/Voluntary Redundancy	12	5	17
NULL	15	6	21
Other	80	28	108
Promotion	*		*
Redundancy	5	*	6
Redundancy – Compulsory	*	*	*
Resigned	263	105	368
Resigned 55+	40	27	67
Resigned 60+	15	*	19
Retirement	6		6
Retirement – AAB (Teachers)	*		*
Retirement – ER/VR (Teachers)	*		*
Retirement – Ill Health	19	10	29
Retirement 65+	11	*	15
Voluntary Redundancy	6	*	8
Grand Total	690	267	957

Leavers by Age / Gender



Leavers by Ethnicity

Ethnic Origin	Leavers
Not declared	508
White - British	424
Black or Black British - African	6
White - Any Other	13
Black or Black British - Caribbean	*
Mixed - White and Asian	*
Grand Total	957

Leavers by Sexual Orientation

Sexual Orientation	Leavers
Bisexual	*
Gay/Lesbian	*
Heterosexual/Straight	94
Not declared	852
Prefer not to say	9
Grand Total	957

Leavers by Religion

Religion/Belief	Leavers
Buddhist	*
Christian	50
No Religion or belief	53
Not declared	850
Other	*
Prefer not to say	*
Grand Total	957

Leavers by Disability

Disabled?	Leavers
No	34
Not declared	914
Prefer not to say	*
Yes	6
Grand Total	957

GRIEVANCES

Grievance by Gender

Gender	Grievances
Female	*
Male	*

Grand Total	7
--------------------	----------

Grievance by Ethnicity

Ethnicity	Grievances
White - British	*
Not declared	*
Grand Total	7

Grievance by Sexual Orientation

Sexual Orientation	Grievances
Heterosexual	*
Not declared	5
Grand Total	7

Grievance by Religion

Religion/Belief	Grievances
Christian	*
None	*
Not declared	5
Grand Total	7

Grievance by Disability

Disabled?	Grievances
Not declared	7
Grand Total	7

DISCIPLINARY

Disciplinary by Gender

Gender	Disciplinaries
Female	54
Male	33
Grand Total	87

Disciplinary by Ethnicity

Ethnic Origin	Disciplinaries
Asian or Asian British - Indian	*
Not declared	74
White - British	12
Grand Total	87

Disciplinary by Sexual Orientation

Sexual Orientation	Disciplinaries
Not declared	82
Bisexual	*
Heterosexual	*
Grand Total	87

Disciplinary by Religion

Religion	Disciplinaries
Not declared	77
No Religion	5
Christian	5
Grand Total	87

Disciplinary by Disability

Disabled?	Disciplinaries
Not declared	87
Grand Total	87

APPLICANTS

Applicants by Gender

Gender	Applicants
Male	2703
Female	2623
Transgender	9
Not declared	29
Grand Total	5364

Applicants by Sexual Orientation

Sexual Orientation	Applicants
Heterosexual	4635
Bisexual	176
Gay Man	72
Gay Woman- Lesbian	66
Prefer Not to say	193
Other	128
Not declared	94
Grand Total	5364

Applicants by Religion

Religion/Belief	Applicants
Agnostic	*
Atheist	*
Bahai	*
Buddhist	15
Christian	1581
Hindu	37
Humanist	*
Jehovah's Witness	*
Jewish	*
Muslim	108
No Religion	3315
Orthodox	*
Other	40
Mormon	*
Prefer not to say	156
Sikh	5
Not declared	94
Grand Total	5364

Applicants by Disability

Disabled?	Applicants
Yes	29
Not declared	5335
Grand Total	5364

Applicants by Age

Age	Applicants
17	*
18	10
19	14
20	14
21	19
22	29
23	55
24	64
25	61
26	63
27	52
28	54
29	38
30	54
31	34
32	38
33	33
34	43
35	39

36	35
37	30
38	29
39	35
40	27
41	25
42	23
43	18
44	23
45	15
46	19
47	27
48	17
49	16
50	17
51	29
52	13
53	22
54	18
55	17
56	13
57	11
58	14
59	17
60	13
61	*
62	8
63	*
64	5
65	*
66	*
67	*
70	*
72	*
88	*

Integrated Impact Assessment Screening Form – Appendix D

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

Which service area and directorate are you from?

Service Area: Communications, Consultation and Engagement

Directorate: Resources

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- X 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:

Annual Review of Equality and Diversity 2020-21

A summary or progress against the Strategic Equality Objectives contained within our Strategic Equality Plan 2020-24. Additional information (of relevance to the requirements of the Public Sector Equality Duty) has also been included.

The report is a retrospective review of progress against the actions to meet the Objectives during 2020-21

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

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	X <input 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"/>	X <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"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	X <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"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	X <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"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	X <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Integrated Impact Assessment Screening Form – Appendix D

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

**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**

A comprehensive consultation and engagement process was undertaken for the development of the Council’s Strategic Equality Plan 2020-24. This report is a review of the progress made in terms of meeting the equality objectives and the steps and actions taken to deliver the objectives. Many of the steps and actions to the equality objectives have involved consultation and engagement with the public, including people with protected characteristics. For example, the implementation of a whole Council approach to the United Nations Convention on the Rights of the Child (UNCRC), to meet our commitments contained within the Children and Young People’s Rights Scheme has entailed extensive consultation and will have been subject to an IIA (formerly EIA) process.

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

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

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

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

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

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

High risk

Medium risk

Low risk

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

Yes No If yes, please provide details below

Integrated Impact Assessment Screening Form – Appendix D

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

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

The main purpose of this report is to assess the progress which has been made during 2020 – 21 in relation to delivering the Council’s Strategic Equality Plan 2020-24. The report outlines areas of good progress and areas for development. The Council’s Strategic Equality and Future Generations Board will review areas for development and identify appropriate remedial actions and ensure momentum is maintained in terms of delivery where good progress has been made. The cumulative impact of the Strategic Equality Plan 2020-24 is to ensure that the Council has met its duties in relation to the Public Sector Equality Duty and Equality Act (2010) and to ensure that people with protected characteristics and experiencing people socio-economic disadvantage do not face discrimination and have equal access to our services, resources

Outcome of Screening

Q8 Please describe the outcome of your screening below:

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

This report is a review of progress in terms of delivering the Council’s Strategic Equality Plan 2020-24. A medium impact has been identified because although review itself does not have a high impact on vulnerable people and people with protected characteristics, the successful delivery of the SEP 2020-24 will have a significant impact.

No new consultation or engagement was undertaken for the review itself, however many of the steps and activities assessed have undertaken significant consultation and engagement.

All the considerations of the Well Being of Future Generations Act (2014) have been addressed through the structure, content and process of developing the Strategic Equality plan 2020-24.

No risk and have been identified with the review.

The main cumulative impact of the report is to provide assurance that the Council is delivering the SEP 2020-24 effectively and that people with protected characteristics and experiencing people socio-economic disadvantage, do not face discrimination and have equal access to our services, resources.

(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

Integrated Impact Assessment Screening Form – Appendix D

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

Screening completed by:
Name: Joanne Portwood
Job title: Policy and Strategy Officer
Date: 19/08/21
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications and Marketing
Date: 19/08/21

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

Agenda Item 10.



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

Cabinet – 16 September 2021

Increased Planned Places at Ysgol Pen-y-Bryn

Purpose:	To report on the outcome of the Statutory Notice period and to seek approval on the proposal to increase the planned places at Ysgol Penybryn Special School. No objections were received.
Policy Framework:	Corporate priorities: <ul style="list-style-type: none">• Improving pupil attainment• Safeguarding vulnerable people
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: <ol style="list-style-type: none">1) Cabinet approve the increase the planned places at Ysgol Pen-y-Bryn by 31, taking it to 195 places in total, on 1 January 2022;2) The additional delegated revenue funding to support the establishment of these increased planned places within Ysgol Pen-y-Bryn and associated potential additional transport costs can both be accommodated within existing and future education overall revenue budget allocations
Report Author:	Kelly Small
Finance Officer:	Peter Keys
Legal Officer:	Stephanie Williams
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 Special school places in Swansea are running at maximum capacity, and increasing demand for places is projected for the future. The significant demand for places is leading the local authority to have no other option than to place pupils into independent and out-of-county schools.
- 1.2 In mainstream schools, the specialist teaching facilities (STFs) supporting pupils with moderate/severe autistic spectrum disorder (ASD) have very few surplus spaces.

- 1.3 Increasing planned places at Ysgol Pen-y-Bryn would enable the authority to better meet the needs of more pupils in local provision. Pupils requiring special school ASD places could be offered places at Ysgol Pen-y-Bryn, as opposed to provision in the independent sector or out of county. This would also alleviate pressure on mainstream schools and STFs that are struggling to cope with the demands of managing pupils with more severe learning difficulties.

2. Consultation and Statutory Notice Period

- 2.1 Cabinet agreed at a meeting held on 18 March 2021 that consultation should take place on increasing the number of planned places at Ysgol Pen-y-Bryn by 31 from January 2022. Consultation took place, as per the requirements of the School Organisation Code, between 24 March and 10 May. The consultation paper can be found here: <https://www.swansea.gov.uk/penybrynproposal2021>

- 2.2 Following this consultation period, Cabinet considered the responses received at their meeting on 17 June 2021 and approved the publication of a statutory notice, inviting any formal objections to the proposal. The statutory notice period ran from 18 June 2021 until 16 July 2021. No objections were received to the notice.

- 2.3 In accordance with the School Organisation Code, Cabinet must now approve the proposal. Following approval, a decision letter must be sent to consultees outlining the reason for the decision, as follows:

- Enhances the quality and standards of education
- Supports the predicted demand for places for those with complex needs
- Provides cost-effective provision
- Improves accessibility and positively contributes to the equality agenda for our most vulnerable learners
- Offers a positive impact on all other services provided in the area for pupils with disabilities and/or SEN
- There have been no objections and the proposal process has been conducted in accordance with the School Organisation Code

3. Integrated Assessment Implications

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

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

- Treat the Welsh language no less favourably than English
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs

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

Since the consultation, the Council's Equality Impact Assessment (EIA) process, that ensures that we have paid due regard to the above, has been updated to an Integrated Impact Assessment to reflect the Future Generations impact of our proposals. The EIA was commenced prior to this change, however we have included detail below on how this scheme impact on future generation and socio-economic disadvantage. The EIA report (Appendix A) formed part of the consultation papers and has been updated to reflect the findings of the consultation. No further findings were raised during the statutory notice period.

- 3.2 The impact of the scheme on the Children and Young People (0-18), Other Age Group and Disability will be positive in providing learners with moderate or severe Autistic Spectrum Disorder (ASD) aged 3-19 with a designated space for their education, whilst also ensuring that more learners can access this specialist provision within the boundaries of the City and County of Swansea.
- 3.3 A Welsh-medium Impact Assessment is not needed under the School Organisation Code; however, the demand for Welsh-medium additional learning needs continues to be considered and reflected in our WESP (Welsh Education Strategic Plan) and review of STF provision.
- 3.4 Swansea Council acts in accordance with the Well-being of Future Generations (Wales) Act in all it does. Sustainable development has been a central organising principle since 2012 and each year the council aims to further embed and build on sustainable practice. An assessment against the Act was included in the consultation papers. The proposal fits within the expectations and considerations of the Well-being of Future Generations Act, with no risk in the introduction of this proposal. The cumulative impact is seen as very positive.
- 3.5 Due regard should be paid to the United Nations Convention on the Rights of the Child at all times when developing proposals, and particularly in relation to proposals which directly impact upon young people.
- 3.6 The proposal has a positive impact on socio-economic disadvantage, particularly as more planned places within the county will provide increased jobs.

4. Financial Implications

Capital

- 4.1 No capital funding is being sought for the additional 31 planned places. Capital funding has already been approved for the Arfryn annexe to the school.

Revenue

- 4.2 The annual revenue costs for the 31 additional planned places at Ysgol Pen-y-Bryn i.e. 15 Band E places and 16 Band G places, is £504,104 per annum once fully established (based on FY2020-2021 planned place funding). This should be considered in the context that a single pupil placed into the independent sector is costing the local authority in excess of £100,000 per annum.
- 4.3 The revenue funding would be delegated to Ysgol Pen-y-Bryn each year. The school will then manage the staff and pupils accordingly. Initially this will be a transfer of funding for each place from the independent/out-of-county Education budget to the school, until all places are filled.
- 4.4 There could be some additional associated transport costs for the learners to attend the school, as per the Home to School Transport Policy; however, these will be lower costs than providing out of county placements in other specialist provision, as well as potential for reduced associated Social Services costs.
- 4.5 The additional delegated revenue funding to support the establishment of these increased planned places within Ysgol Pen-y-Bryn and associated potential additional transport costs can both be accommodated within existing and future education overall revenue budgets allocations

5. Legal Implications

- 5.1 The increasing of special school planned places above the current level at Ysgol Pen-y-Bryn constitutes a Regulated Alteration which requires consultation and the publication of statutory notices in accordance with s44 and Schedule 2, Part 4, Paragraph 19 of the School Standards and Organisation (Wales) Act 2013 ("the Act") and the Welsh Government's School Organisation Code (the Code).
- 5.2 The Code provides statutory guidance a local authority must follow when seeking to making Regulated Alterations to education provision within a local authority area. The Code provides that:

Local authorities must ensure there are sufficient schools providing primary and secondary education for their area. Schools are regarded as sufficient if they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. In order to fulfil these duties, local authorities must ensure that they plan thoroughly and engage fully with relevant partners, including the appropriate religious bodies for schools serving their area which have a designated religious character.'

- 5.3 Additional considerations are applicable when SEN provision is being considered:

Standards of provision

In addition to the usual considerations in relation to standards of provision, relevant bodies should consider:

- Whether proposals will improve standards of accommodation for pupils with SEN, including building accessibility;
- How proposals will address any health, safety and welfare issues;
- How proposals, where appropriate, will support increased inclusion; and
- The impact of proposals on other SEN provision within the immediate and wider local authority area including out of county where appropriate.

Need for places and the impact on accessibility of schools

In addition, relevant bodies should consider:

- Whether there is a need for a particular type of SEN provision in the area;
- Whether there is a surplus SEN provision within the area;
- Whether SEN provision would be more effective or efficient if regional provision were made; and
- The impact of proposals on the transportation of learners with SEN.

Other factors

Relevant bodies should consider:

- How changes to SEN provision in schools are likely to impact on all other services provided in an area for pupils with disabilities and/or SEN.

- 5.4 Before publishing any proposals the local authority (Proposer/s) is under a duty, by virtue of s48 of the Act, to consult on such proposals. The Code states that:

- a. At the start of the consultation period Proposers must provide the consultees listed in the Code with a detailed consultation document following the requirements listed in the Code, and give them at least 42 days in which to respond, with at least 20 of these being school days.
- b. Where proposals involve specialist resource bases attached to mainstream schools the following information must be included in the consultation document:
 - the impact on SEN provision;
 - how proposals will contribute more generally to enhancing the quality of education and support for children with SEN.
- c. Consultation comments must be collated and summarised by Proposers. This summary together with the responses to the comments must be published in a consultation report within three months of the end of the consultation period.
- d. A decision must be made by Proposers whether to proceed with changes within 6 months of the end of the consultation period.
- e. If a decision is made to proceed, a statutory notice is published providing a 28-day notice period for objections. The notice must be published on a school day and with 15 school days (not including the day of publication) in the notice period.
- f. If objections are received, an objection report must be published providing a summary of the objections with responses to them before the end of 7 days beginning with the day of the Proposers determination of the proposals.

- g. The proposer must determine under s53 whether the proposals are to be implemented. Proposals must receive final determination within 16 weeks of the end of the objection period. Local determination is a requirement of the School Organisation Code, and The Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) (Amendment) Regulations 2013 allow for this local determination. The Welsh Ministers and Governing Bodies are to be notified of the decision within 7 days of the decision.
- h. If the Proposer determines to implement proposals, they should be implemented in accordance with the date given in the statutory notice, or any subsequent modified date.

5.5 Failure to comply with the statutory consultation requirements in the Act and Code will leave the Authority open to Judicial Review and the decision could be quashed by the Courts.

Case law has established that the consultation process should:

- be undertaken when proposals are still at a formative stage;
- include sufficient reasons and information for particular proposals to enable intelligent consideration and response;
- provide adequate time for consideration and response; and
- ensure that the product of consultation is conscientiously taken into account when the ultimate decision is taken.

Background papers:

- [School Organisation Code](#)
- [Report to Cabinet 18 March 2021](#)
- [Report to Cabinet 17 June 2021](#)

Appendices:

Appendix A Equality Impact Assessment

Equality Impact Assessment (EIA) Report – Appendix A

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to equality.

Please refer to the ‘EIA Report Form Guidance’ while completing this form. If you need further support please contact acesstoservices@swansea.gov.uk.

Where do you work?
Service Area: Planning and Resources
Directorate: Education

(a) This EIA is being completed for a:

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

(b) Please name and describe here:

Increased Planned Places at Ysgol Pen-y-Bryn

Special school places in Swansea are running at maximum capacity, and increasing demand for places is projected for the future. The significant demand for places is leading the local authority to have no other option than to place pupils into independent and out-of-county schools.

Ysgol Pen-y-Bryn has recently been given approval to take over the vacated Arfryn Pupil Referral Unit building that is approximately a mile away from their main site, to provide additional space and facilities. 14 additional planned places will be funded at the school from April 2021 to help to ease the pressure outlined in section 1 of this report. These places can be added without the need for a statutory proposal, as the additional places do not breach the 10% increase threshold that is specified in regulations.

School organisation regulations require a statutory proposal to take place if a special school increases their planned places by more than 10% (or 20 places, whichever is the lesser). Assessments indicate that the Arfryn site can accommodate a maximum of 45 special school places, taking the total number of places at Ysgol Pen-y-Bryn to 190 places, and this increase triggers the need for a statutory proposal if we are to fully utilise the Arfryn site. Therefore a statutory proposal would be needed to add 31 extra planned places to the school (as 14 of the 45 extra places can be added without a proposal).

Increasing planned places at Ysgol Pen-y-Bryn would alleviate pressure on the moderate ASD STFs. The pupils with the more severe needs (i.e. high ASD symptomatology) could transfer to Ysgol Pen-y-Bryn, allowing the authority to place pupils with moderate ASD into the appropriate STFs. It would also alleviate pressure on mainstream schools and STFs that are struggling to cope with the demands of managing pupils with more severe learning difficulties.

(c) It was initially screened for relevance to Equality and Diversity on: 02/02/2021

(d) It was found to be relevant to...

Children/young people (0-18).....	<input checked="" type="checkbox"/>	Sexual orientation.....	<input type="checkbox"/>
Older people (50+).....	<input checked="" type="checkbox"/>	Gender reassignment.....	<input type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	Welsh language.....	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Poverty/social exclusion	<input type="checkbox"/>

- | | | | |
|---------------------------------|--------------------------|--------------------------------------|-------------------------------------|
| Race (including refugees) | <input type="checkbox"/> | Carers (including young carers)..... | <input type="checkbox"/> |
| Asylum seekers..... | <input type="checkbox"/> | Community cohesion | <input checked="" type="checkbox"/> |
| Gypsies & Travellers..... | <input type="checkbox"/> | Marriage & civil partnership | <input type="checkbox"/> |
| Religion or (non-)belief..... | <input type="checkbox"/> | Pregnancy and maternity..... | <input type="checkbox"/> |
| Sex..... | <input type="checkbox"/> | | |

(e) Lead Officer

Name: Rhodri Jones

Job title: Head of Performance

Date: 16/03/2021

(f) Approved by Head of Service

Name: Brian Roles

Date: 16/03/2021

*Reviewed on 21/05/2021 after the completion of the consultation

*Reviewed on 19/08/2021 after the completion of the statutory notice period (no objections received)

Section 1 – Aims (See guidance):

Briefly describe the aims of the initiative:

What are the aims?

Increasing planned places at Ysgol Pen-y-Bryn would enable the authority to better meet the needs of more pupils in local provision. Pupils requiring special school ASD places could be offered places at Ysgol Pen-y-Bryn, as opposed to provision in the independent sector or out of county, and would also alleviate pressure on mainstream schools and STFs that are struggling to cope with the demands of managing pupils with more severe learning difficulties.

Who has responsibility?

If approved, the overall responsibility would be with Swansea Council's Education Directorate.

Who are the stakeholders?

Each stakeholder group requires a specific method of communication to promote key messages during the project. A broad approach for communications methods is outlined below. It draws on corporate methods of communicating to staff in general as well as some established meeting structures within the project.

Audience	Methods
Pupils	Face to face school visits, social media
Parents	Letters, media, social media, website
Governors	Face to face briefing, emails
Head and Management Team	Face to face briefing, emails,
School Staff	Face to face, letter, Newsletter, media, social media, website
All other schools	Face to face, letter, email, newsletter
CMT	Face to face briefing, newsletter, email
Cabinet	Face to face briefing, newsletter, email
Group Leaders	Face to face briefing, newsletter, email
Ward Members	Email, phone call
Trade Unions	Face to face briefing, email
Press/Media	Face to face briefing, press release
Welsh Government	Letter, local media, email

Estyn	email
AMs/MPs	letter, email
Education SLB/EDSLT/DMT	email, newsletter, face to face
O and S Chairs and V Chairs	Email, letter
Community groups	Letter and liaison with Community Regen, social media, website
All Council staff	Staffnet, website, social media
Swansea residents	Media, website, social media
Local businesses	Media, letters, website, social media

Section 2 - Information about Service Users (See guidance):

Please tick which areas you have information on, in terms of service users:

Children/young people (0-18).....	<input checked="" type="checkbox"/>	Sexual orientation.....	<input type="checkbox"/>
Older people (50+).....	<input checked="" type="checkbox"/>	Gender reassignment.....	<input type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	Welsh language.....	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Poverty/social exclusion	<input type="checkbox"/>
Race (including refugees)	<input checked="" type="checkbox"/>	Carers (including young carers).....	<input type="checkbox"/>
Asylum seekers.....	<input type="checkbox"/>	Community cohesion	<input type="checkbox"/>
Gypsies & Travellers.....	<input type="checkbox"/>	Marriage & civil partnership	<input type="checkbox"/>
Religion or (non-)belief.....	<input type="checkbox"/>	Pregnancy and maternity.....	<input type="checkbox"/>
Sex.....	<input checked="" type="checkbox"/>		

Please provide a snapshot of the information you hold in relation to the protected groups above:

The following information is collated as part of the annual pupil census that is carried out in January of each year. The below is from the January 2020 PLASC:

Number of pupils on roll:

School	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Total
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YGG Pen-y-Bryn	1	7	4	6	3	1	20	12	17	20	14	15	15	11	146
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	2017-2018	2018-2019	2019-2020
Percentage of total pupils on roll living in areas classed in Welsh Index of Multiple Deprivation (WIMD) as being in the most deprived 30% of all areas	48.1%	49.6%	47.9%
Percentage claiming Free School Meals	40.2%	44.6%	41.0%
Percentage with Special Educational Needs (SEN)	100%	100%	100%

In January 2020 the breakdown for SEN was as follows:

Need	School Action	School Action Plus	Statement	Total
Attention Deficit Hyperactivity Disorder	0	0	7	7
Autistic Spectrum Disorders	0	0	85	85
Behavioural, Emotional & Social Difficulties	0	0	3	3
Dyscalculia	0	0	0	0
Dyslexia	0	0	0	0
Dyspraxia	0	0	1	1
General Learning Difficulties	0	0	29	29
Hearing Impairment	0	0	6	6
Moderate Learning Difficulties	0	0	59	59
Multi-Sensory Impairment	0	0	1	1
Physical and Medical Difficulties	0	0	34	34
Profound & Multiple Learning Difficulties	0	0	2	2
Severe Learning Difficulties	0	0	43	43
Speech, Language and Communication Difficulties	0	0	20	20
Visual Impairment	0	0	6	6
Total	0	0	296	296

Ethnic Background

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Total
Not English/Welsh	0	1	0	0	0	0	1	0	0	3	1	2	3	0	11

Any actions required, e.g. to fill information gaps?

Staff Headcount and Full-time Equivalent

Headcount of Staff							Full Time Equivalent of Staff (1 FTE = 32.5 hrs/wk)						
Teachers			Support Staff			Overall	Teachers			Support Staff			Overall
Male	Female	Total	Male	Female	Total	Total	Male	Female	Total	Male	Female	Total	Total
5	18	23	11	68	79	102	5.0	15.6	20.6	8.7	49.6	58.3	78.9

Section 3 - Impact on Protected Characteristics (See guidance):

Please consider the possible impact on the different protected characteristics.

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

Thinking about your answers above, please explain in detail why this is the case.

(0-18) – Increasing planned places at Ysgol Pen-y-Bryn would enable the authority to better meet the needs of more pupils in local provision. Pupils requiring special school ASD places could be offered places at Ysgol Pen-y-Bryn, as opposed to provision in the independent sector or out of county. Remaining in their home City would allow them to be closer to their families and wider support network.

(Older People 50+/Any other age group/Carers) – The staff, parents, carers and wider school community will benefit greatly from increasing the number of places. It would ensure that more parents have their child closer to home rather than travelling sometimes great distances to access a specialist provision out of county.

Disability – The design, delivery and implementation of this project will take full consideration of the social model of disability, which recognises that people are disabled by the barriers of society (e.g. physical, environmental, organisational, and attitudinal, communication, etc.) rather than by any physical condition. The re-modelling and the running of the school will continue to ensure that more pupils can make the most of their improved environment.

Section 4 - Engagement:

Please consider all of your engagement activities here, e.g. participation, consultation, involvement, co-productive approaches, etc.

What engagement has been undertaken to support your view? How did you ensure this was accessible to all?

In order to create a further 31 planned places at Ysgol Pen-y-Bryn (with the use of Arfryn), a statutory consultation was held. A summary of the consultation results is as follows:

Children and Young People

A consultation document was shared with all learners at the school and discussed with staff during lessons. The paper explained the proposal and included a reply slip for learners to respond. 28 learners responded (19% of learners at the school).

The majority of pupils supported the proposal and gave positive comments around welcoming new pupils and having more friends. Six pupils stated they did not know how they would feel having more pupils attend the school. One stated that they felt nervous about meeting new people, and one commented they felt the school already had enough pupils. This is an understandable response from learners with complex needs, which include severe and complex learning difficulties and associated social anxieties. However, school staff are skilled in managing transitions and change, and understand learners' concerns. Also the additional places will not change routines that are already well established.

Staff, Governors, Parents and Other Interested Parties

During the consultation period 10 responses were received to the online survey. 100% of the responses were supportive of the proposal. The main comments raised on the survey were:

- Support for the proposal and an acknowledgment of the need to increase special school places due to increasing demand
- Support for the increase in local provision rather than out of county, which is also a more efficient use of the education budget in Swansea
- The need for the school to be funded for the additional places and staffing (with no increase to existing class sizes, as this would disadvantage existing pupils)
- Highlighting the need for the local authority to continue to review all special school provision (including STFs) in order to meet future demands

A response was also received from Estyn that stated *that this proposal is likely to have a positive impact on the standard of education provision in the area.*

A report is now being taken to Cabinet seeking authorisation to go to Statutory Notice for this proposal. This gives all stakeholders a further opportunity to support or object to the proposal.

What did your engagement activities tell you? What feedback have you received?

Please see above.

How have you changed your initiative as a result?

Given that nearly all responses were supportive of the proposal no major changes have been actioned. However, school staff will work with the children and young people to manage any transitions and changes, and understand learners' concerns.

Any actions required (e.g. further engagement activities, mitigation to address any adverse impact, etc.):

Further work with the children and young people on the above.

Section 5 – Other impacts:

Please consider how the initiative might address the following issues - see the specific Section 5 Guidance

Foster good relations between different groups	Advance equality of opportunity between different groups
Elimination of discrimination, harassment and victimisation	Reduction of social exclusion and poverty

Please explain any possible impact on each of the above.

Impact on...
Foster good relations between different groups
This increase to the provision would allow the wider support network of families to grow by bringing them in as part of the Pen-y-Bryn family.
Advance equality of opportunity between different groups
This would provide greater access to a local school for more local families.
Elimination of discrimination, harassment and victimisation
This would mean that less families have to seek a specialist provision outside of the borders of the city and county of Swansea.

What work have you already done to improve any of the above?

The school has already increased its capacity to provide places for another 14 learners.

Is the initiative likely to impact on Community Cohesion? Please provide details.

No direct impact is envisaged at this time.

How does the initiative support Welsh speakers and encourage use of Welsh?

Pen-y-Bryn, like all other schools in Swansea provides Welsh as part of its curriculum offer. With more students staying in Swansea (and Wales) this will provide more learners with an opportunity to learn about the language.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

Section 6 - United Nations Convention on the Rights of the Child (UNCRC):

Many initiatives have an indirect impact on children and you need to consider whether the impact is positive or negative in relation to both children's rights and their best interests. Please read the UNCRC guidance before completing this section.

Will the initiative have any impact (direct or indirect) on children and young people (think about this age group holistically e.g. disabled children, those living in poverty or from BME communities)? If not, please briefly explain your answer here and proceed to Section 7.

The impact will have a direct impact on children and young people.

All initiatives must be designed / planned in the best interests of children and young people.

Best interests of the child (Article 3): The best interests of children must be the primary concern in making decisions that may affect them. All adults should do what is best for

children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers.

Please explain how you meet this requirement:

The initiative is planned to increase the number of places available in our local specialist provision thus giving children and young people the best opportunity of achieving to their full potential locally. The proposal relates to the following articles:

Article 3 - All organisations concerned with children should work towards what is best for each child.

Article 12 - Respect for the views of the child

Article 18 - Both parents share responsibility for bringing up their children. We should help parents by providing services to support them.

Article 28 - Children have a right to an education. Discipline in schools should respect children's human dignity.

Article 29 - Education should develop each child's personality and talents to the full.

Article 30 - Children have a right to learn and use the language and customs of their families.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

Section 7 - Monitoring arrangements:

Please explain the monitoring arrangements for this initiative:

Monitoring arrangements: The initiative will be closely monitored by the Education Directorate and the school by using well established project and programme management boards.

Actions:

Section 8 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to the guidance for further information on this section).

Outcome 1: Continue the initiative – no concern

Outcome 2: Adjust the initiative – low level of concern

Outcome 3: Justify the initiative – moderate level of concern

Outcome 4: Stop and refer the initiative – high level of concern.

For outcome 3, please provide the justification below:

For outcome 4, detail the next steps / areas of concern below and refer to your Head of Service / Director

for further advice:

Section 9 - Publication arrangements:

On completion, please follow this 3-step procedure:

1. Send this EIA report and action plan to the Access to Services Team for feedback and approval – acesstoservices@swansea.gov.uk
2. Make any necessary amendments/additions.
3. Provide the final version of this report to the team for publication, including email approval of the EIA from your Head of Service. The EIA will be published on the Council's website - this is a legal requirement.

EIA Action Plan:

Objective - What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome - How will we know we have achieved our objective?	Progress
Report to Cabinet to seeking approval to consult on the proposal	Head of Service	18 March 2021	Cabinet approval to consult	Approved
Statutory consultation – to give all interested parties an opportunity to share their views	Head of Service	10 May 2021	Consultation completed	Completed
Report to Cabinet to decide if to go out to Statutory Notice	Head of Service	17 June 2021	Statutory Notice publication approved	
Report to Cabinet following the statutory notice period seeking approval, as no objections received	Head of Service	16 September 2021	Increase in planned places approved for January 2022	

* Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely).

Agenda Item 11.



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

Cabinet – 16 September 2021

Welsh in Education Strategic Plan 2022-2032

Purpose:	To seek approval to consult on the draft statutory Welsh in Education Strategic Plan (WESP) 2022-2032.
Policy Framework:	Section 84 of The School Standards and Organisation (Wales) Act 2013 requires a local authority to prepare a Welsh in Education Strategic Plan
Consultation:	Access to Services, Finance, Legal, Partneriaeth Addysg Gymraeg Abertawe (PAGA)
Recommendation(s):	It is recommended that: 1) Cabinet approves consultation on the draft Welsh in Education Strategic Plan 2022-2032
Report Author:	Rhodri Jones
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

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

- 1.3 A copy of the draft WESP can be found at Appendix A and subject to Cabinet approval a statutory consultation period will commence on Monday 27 September 2021 and close on Monday 22 November 2021.

2. Statutory Requirements

- 2.1 As well as the requirement to prepare a WESP, Section 84 also sets out with whom a local authority is required to consult in preparing or revising its Plan and provides the Welsh Ministers with a power to prescribe other persons with which the local authority must consult. Section 85 of the 2013 Act requires each local authority to submit its Plan to Welsh Ministers for approval. The Welsh Ministers may approve the Plan as submitted, approve the Plan with modifications, or reject the Plan and prepare another Plan which is to be treated as the authority's approved Plan. Subsection (6) of Section 85 places a duty on a local authority to take all reasonable steps to implement its approved Plan.
- 2.2 The Welsh in Education Strategic Plans and Assessing the Demand (Wales) Regulations 2013 were the first regulations made under the section 87 powers. The Welsh in Education Strategic Plans (Wales) Regulations 2019 replace those regulations and make provision for a local authority to prepare a ten-year Plan, the first to have effect from 1 September 2022, subject to the Welsh Ministers' approval.
- 2.3 They also make provision for the form and content of a Plan (regulation 3), the duration of the Plan (regulation 4), the date by which the Plan must be submitted to the Welsh Ministers for approval (regulation 5), the approval of a Plan (regulation 6), timescales for submitting a review report (regulation 7), arrangements for revising a Plan (regulation 8), the persons and bodies that a local authority must consult on the draft Plan (regulation 9), the date by which the Plan must be published (regulation 10), the manner of publication of a Plan (regulation 11), the revocation, with savings, of the Welsh in Education Strategic Plans and Assessing Demand for Welsh Medium Education (Wales) Regulations 2013 (regulation 12).
- 2.4 The purpose of these regulations is to improve opportunities for local authorities to plan Welsh-medium education provision in order to support the current and future expectation for growth in Welsh-medium education. Improving the planning of Welsh-medium education will also support the long-term national ambition for the Welsh language as set out in the Cymraeg 2050: A Million Welsh speakers strategy, our strategy for promoting the Welsh language and also the introduction of a new curriculum for Wales.
- 2.5 In response to the COVID-19 pandemic the Welsh in Education Strategic Plans (Wales) Regulations 2019 were amended. The Welsh in Education Strategic Plans (Wales) (Amendment) (Coronavirus) Regulations 2020 came into force on 1 December 2020 and make changes to the start date of the next WESP cycle being moved from 1 September 2021 to a year later (to September 2022).

3. Strategic Context

- 3.1 The Well-being of Future Generations (Wales) Act 2015 requires public bodies across Wales named in the Act to work towards achieving seven well-being goals, including 'A Wales of Vibrant Culture and Thriving Welsh Language'. We have a duty to promote and facilitate the use of the Welsh language and to work towards the achievement of the well-being goals.
- 3.2 Prosperity for All: the national strategy and the programme for Government, Taking Wales forward 2016-2021 aims to drive forward improvements to the Welsh economy and public services in order to create a Wales which is prosperous and secure, healthy and active, ambitious and learning, and united and connected. One of the priorities is to develop a transformational approach to the learning, teaching and assessment of Welsh with the aim of ensuring that, in future, all learners will be able to use the Welsh language when they leave school.
- 3.3 Our national Welsh language strategy Cymraeg 2050: A million Welsh speakers was published in August 2017. Our ambition for reaching a million Welsh speakers by 2050 and to continue to encourage more people to use and speak Welsh in their everyday lives is incorporated in the aims and values of the Future Generations (Wales) Act 2015 and also Prosperity for all: the national strategy.
- 3.4 Education in Wales: Our National Mission, Action Plan 2017-2110 sets out how the school system in Wales, including sixth forms, will move forward in the period until 2021 to ensure that the new curriculum is implemented effectively. The intentions for learners include a 'desire for learners to become increasingly bilingual with a strong grasp of other languages'. In 2018, the First Minister and Education Minister reaffirmed their commitment to the 2016 Progressive Agreement¹¹, updating the Common and Education priorities to include, amongst others, commitments to encourage teachers with some ability to speak Welsh to further develop their skills to teach through the medium of Welsh as well as continue to work with Coleg Cymraeg Cenedlaethol and other partners to enhance skills provision, vocational courses, and promotion of Welsh-medium courses and teacher recruitment and retention, in line with our Cymraeg 2050 strategy.
- 3.5 The Welsh in Education, Action Plan 2017-2021 sets the direction for the development of Welsh-medium education and Welsh in line with the vision in Cymraeg 2050: A million Welsh speakers and Education in Wales: Our National Mission, Action Plan 2017–2021.

4. Consultation Requirements

- 4.1 We are expected to consult for no less than 8 weeks with a prescribed list of persons as listed in the draft WESP (Appendix A).

5. Approval Process and Annual Monitoring

- 5.1 Following the completion of the consultation, a report will be prepared for Cabinet seeking final approval of the draft Plan before its submission to the Minister for Education and the Welsh Language for approval by 31 January 2022.
- 5.2 The Minister may approve the Plan as submitted, approve the Plan with modifications, or reject the Plan and prepare another Plan which is to be treated as the authority's approved Plan.
- 5.3 We are required to submit a review report to the Welsh Ministers, commencing in 2023, outlining the progress made to meet the targets contained in our Plan and the steps taken as a result of the statements in our Plan. The first review report must be submitted to the Welsh Ministers no later than 31 July 2023 and will outline the progress made and the steps taken by the local authority in the period since the first ten year Plan has effect.
- 5.4 Subsequent review reports must be submitted to the Welsh Ministers at intervals not exceeding 12 calendar months from the submission of the previous report.

6. Integrated Assessment Implications

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

- 6.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 6.4 An IIA screening has been undertaken and it has been determined that the plan is not relevant for a full IIA report at this time.
- 6.5 This Plan will have a positive impact on children and young people and on all Swansea citizens as the benefits of being bilingual/multilingual citizens are realised.
- 6.6 All schools will be kept engaged to ensure that the benefits are realised across all our schools. All the recommendations fit within the expectations and considerations of the Well-being of Future Generations (Wales) Act with no risk in their implementation. The cumulative impact is seen as very positive.
- 6.7 Once the final Plan is approved by Cabinet, and subsequently the Minister, a full IIA will be completed to support our annual action plan to ensure that the impact of all actions are fully assessed and that the WESP has a positive impact on ALL children and young people in Swansea.

7. Financial Implications

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

8. Legal Implications

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

Background Papers:

Guidance on Welsh in Education Strategic Plans

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

Swansea WESP 2017-2020

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

Appendices:

- Appendix A Draft Welsh in Education Strategic Plan (WESP)
September 2022 – August 2032
- Appendix B Integrated Impact Assessment Screening

Swansea Council

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

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

Contents

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

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

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

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

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

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

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

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

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

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

1. Providing equal opportunities for all learners to learn Welsh and speak the language confidently and to promote the benefits of bilingualism
2. To increase the percentage of pupils opting for Welsh-medium education and to ensure that it is available and accessible to all learners, within reasonable travelling distance from their homes
3. That learners who have attended a Welsh-medium setting in the primary phase will be encouraged and expected to continue with this when transferring to subsequent key stages in the secondary phase
4. To ensure significant growth in Welsh-medium education, to increase the number of people of all ages who become fluent in Welsh, English and other languages and who can use their languages confidently with their families, friends, neighbours and in the workplace
5. To aspire that, through this plan, Swansea contributes significantly to the national goal of a million Welsh speakers by 2050

Consultation arrangements

Consultees

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

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

Education workforce training providers:

Swansea University
University of Wales Trinity St David

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

Mudiad Meithrin
Yr Urdd
Menter Iaith
SNAP Cymru

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

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

The consultation period

This consultation period will commence on Monday 27 September and close on 22 November 2021.

During this period, you can express your views by writing to the Director of Education by using any of the following methods:

Letter to: Mrs Helen Morgan-Rees c/o education@swansea.gov.uk or
Director of Education

Civic Centre
Swansea
SA1 3SN

Response Form See the back of this document

Online: TBC

Please note that all correspondence should be received by no later than 22
November 2021.

Your questions

The content of this document is likely to provide answers to the most common
questions that will arise. However, should you have any questions not covered,
please contact us at education@swansea.gov.uk.

Background information

Population and Linguistic Characteristics

Pupil Population Trend and Forecasts

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

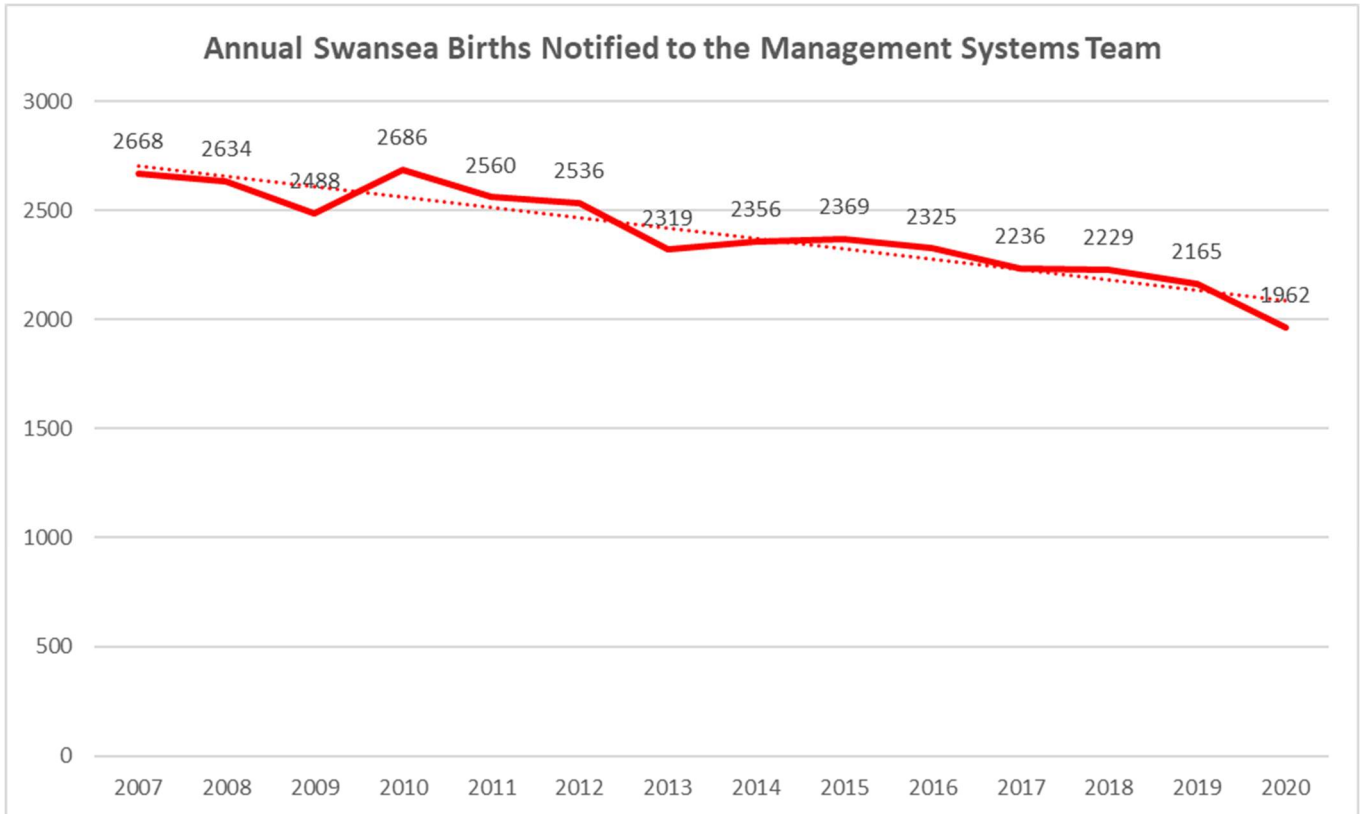
School Rolls	Total Welsh and English streams	Number of students in Welsh medium provision	Percentage of students in Welsh language streams
Primary	18362	2703	14.72%
Y7-11	12776	1671	13.08%
Y12-Y13	1473	313	21.25%
Total	32611	4687	14.37%

Numbers of Births Registered in Swansea 2007-2020

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

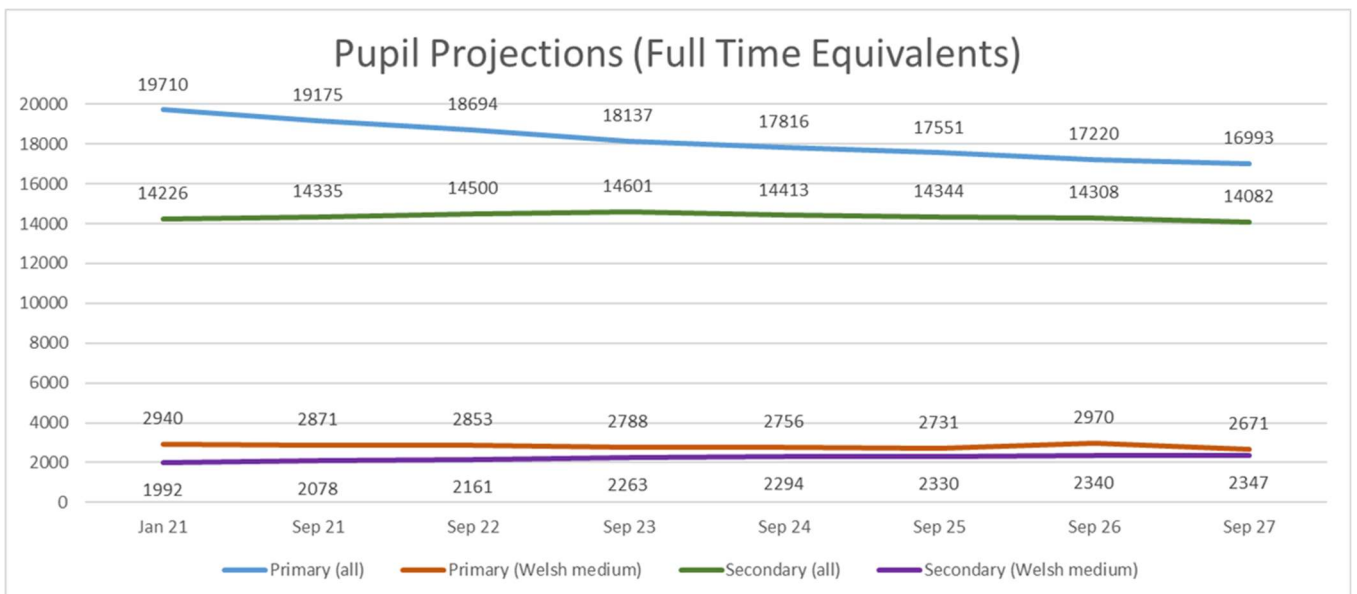
There was a further significant drop in 2020, however given the Covid-19 pandemic we will treat this data with caution as it is such a marked drop from previous figures and trend line.

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



Pupil projections

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



Ability to speak Welsh

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

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

Current Welsh Provision

Early Years

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

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

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

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

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

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

Mudiad Meithrin Provision

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

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

Cylchoedd Ti a Fi (unattached to a Chylch Meithrin)

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

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

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

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

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

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

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

Secondary Welsh medium provision

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

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

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

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

Post 16 Welsh Medium provision

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

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

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

Welsh in the new curriculum

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

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

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

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

The Workforce

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

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

School Workforce Census 2020 : Ability in Welsh						
All schools	Headcount			Percentage of Headcount		
Level	Teachers	Support Staff	Total	Teachers	Support Staff	Total
Proficient Level	364	213	577	18.2%	8.9%	13.2%
Advanced Level	77	37	114	3.9%	1.5%	2.6%
Intermediate Level	176	58	234	9.1%	2.1%	5.4%
Foundation Level	416	192	608	21.1%	7.7%	13.9%
Entry Level	509	750	1259	26.0%	31.3%	28.9%
No language skills	424	1139	1563	21.5%	48.3%	35.9%
Information not yet obtained	2	5	7	0.1%	0.2%	0.2%
Grand Total	1968	2394	4362	100.0%	100.0%	100.0%
English medium only	Headcount			Percentage of Headcount		
Level	Teachers	Support Staff	Total	Teachers	Support Staff	Total
Proficient Level	109	38	147	6.4%	1.7%	3.8%
Advanced Level	70	20	90	4.1%	0.9%	2.3%
Intermediate Level	176	52	228	10.3%	2.4%	5.8%
Foundation Level	416	192	608	24.4%	8.8%	15.6%
Entry Level	509	750	1259	29.8%	34.2%	32.3%
No language skills	424	1135	1559	24.9%	51.8%	40.0%
Information not yet obtained	2	5	7	0.1%	0.2%	0.2%
Grand Total	1706	2192	3898	100.0%	100.0%	100.0%

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

Provision for latecomers

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

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

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

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

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

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

School Transport

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

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

Post 16 students

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

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

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

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

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

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

Group 3: Between 14% and 19% of Year 1 children in these local authorities were being taught through the medium of Welsh in 2019/20. It may be that Welsh-medium community education is the norm in one/a very small number of areas, but this is the exception not the rule. There is usually a choice between Welsh-medium education and English-medium education.

Swansea Target

	2019/2020		2030/31 Target			
			Lower Range		Upper Range	
Swansea	Number	Percent	Number	Percent	Number	Percent
	390	15.4%	590	23%	695	27%

The lower range has been set so that the national target of 30% of Year 1 learners being taught through the medium of Welsh by 2030/31 is achieved. The upper range should not be seen as an upper limit – we are encouraged to exceed the targets where possible.

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

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

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

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

- Increase the number of Year 1 pupils being taught through the medium of Welsh by between 200 to 400 pupils (based on the current cohort figures). In view of the location and linguistic make-up of our schools currently, we have the following complementary strategies to achieve the target increase in Year 1 children taught through the medium of Welsh:
 - Increase the Welsh-medium pre-school offer as part of a wider marketing strategy to promote the benefits of being bilingual. This could include at least one Cylch Meithrin linked to every Welsh-medium primary school and/or areas within their catchment and looking at opportunities to increase the Flying Start Welsh offer within our current settings
 - Fill the approx. 120 additional Year 1 Welsh-medium places already available in our schools
 - Monitor the increase in demand and map future provision required during the life of the Strategy
 - Establish new Welsh medium school(s)/increase capacity in areas where there is high demand and/or identifying areas where Welsh-medium education is currently less easily accessible. In such cases, it may be necessary to include projects in a future capital programme.
 - Monitor and review the transport offer based on any future changes to the Travel Measure and the requirements of Swansea's Climate Change agenda

Key outcomes

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

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

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

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

Nursery	January 2017		January 2018		January 2019		January 2020		April 2021	
Swansea	522	16.0%	507	15.4%	514	15.6%	512	16.2%	541	15.4%

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

Nursery	January 2017		January 2018		January 2019		January 2020		April 2021	
Swansea	2751	84.0%	2778	84.6%	2777	84.4%	2649	83.8%	2982	84.6%

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

What we are required to do...

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

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

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

What we will do...

Provision

Develop/maintain a Welsh-language pre-school provision in each Welsh-medium Primary School catchment area by 2025. We will continue to work closely with Mudiad Meithrin and other partners to develop services in areas where there is currently no provision.

Provide a Welsh-medium offer in all our Flying Start settings and explore opportunities to increase the number of Welsh-language settings. There is currently one specific Welsh-language Flying Start in Swansea.

Promotion

Develop an appropriate digital platform on the Council's website which will provide parents and prospective parents with the necessary information about the benefits of being bilingual and the Welsh-medium pre-school and education offer in Swansea to support them in making informed decisions about the future of their children. The focus on parents of early years children is particularly important and will include signposting and resources to help parents to support their children.

Work with our partners to develop and deliver a clear marketing strategy around the benefits of being bilingual.

Admissions

Undertake a full review of the application process in order to ensure that there are opportunities at several points during the process to provide information about the Welsh-medium provision options in Swansea. This will include linking in with the online platform and further detail on the provision available in individual schools. This review will be extended to our annual 'Information for Parents' publication.

Training

Use Child Sufficiency Data to audit the current provision and identify training needs of practitioners across the sector. This data will allow us to plan relevant training and support the sector in promoting the benefits of being bilingual and signposting to the Welsh-medium offer.

Secondary schools to work with Mudiad Meithrin and Gower College Swansea to offer the childcare qualification and promote local career opportunities in the sector.

Transport

Review the current Transport situation for nursery pupils and, subject to any changes in the Welsh Transport Measure, review what can be done to further promote access to the Welsh-medium offer. This will be considered alongside the Swansea Climate Change agenda.

Childcare

Use data from the annual Self-Assessment Service Statement (SASS) completed by all Care Inspectorate for Wales (CIW) settings to map the current Welsh language offer.

Develop a Swansea benchmark to identify and promote the Welsh language offer across all childcare settings.

Encourage and promote an Active Offer across all pre-school and childcare providers.

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

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

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

What we are required to do...

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

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

What we will do...

Our target will be in line with our overall target of increasing the number of Year 1 pupils being taught through the medium of Welsh by between 200 to 400 pupils (based on the current cohort figures) during the life of the Plan.

Increase numbers in Reception

Work with Mudiad Meithrin, Flying Start settings and partners within Swansea to inform parents/carers of the benefits of Welsh-medium education and bilingualism. Information will continue to be provided via leaflets, websites and social media including the digital platform set out in Outcome 1.

Work with Mudiad Meithrin to ensure that individual Cylchoedd Meithrin work closely with their local Welsh-medium schools and Swansea Council to ensure a high percentage of children transfer to Welsh-medium schools.

Continue to monitor spare capacity in Swansea Schools on a regular basis and ensure plans are put in place to address any issues/opportunities identified.

We will consider housing and economic developments and impact on school places and review/expand provision as required.

Grant Funding

The Council will continue to seek to maximise opportunities for grant funding from the Welsh Ministers to increase Welsh medium provision in our schools. We are currently working on bids for the current Funding tranche and will communicate further on these as they develop and decisions are made.

Provision for Latecomers

We are currently carrying out a detailed review of our current provision to ensure that it is fit-for-purpose to support the needs of all learners and their families. The findings of this review will be reported back to the Education Strategic Leads Board and, if required, a business case on future provision considered.

As the demand for Welsh medium education increases across Swansea, the local authority is committed to providing opportunities for pupils to access the appropriate linguistic support. Consideration would also be given for bespoke provision and support for pupils regardless of the language of the school they attend.

We will also review the need for a secondary provision to support learners who want to make the transition later in their Education journey and also to support current pupils in our schools who are at risk of leaving Welsh-medium education.

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

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

Welsh Medium Transition Numbers

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

What we are required to do...

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

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

What we will do...

Retention

Support schools to ensure that learners who have attended a Welsh-medium setting in the primary phase are encouraged and expected to continue with this when transferring to subsequent key stages in the secondary phase.

Explore opportunities within our latecomers' provision to provide lessons for latecomers from both the primary and secondary sector, offer language refresher (improving/enhancing language) to latecomers and native learners at essential transition points such as the end of the Foundation Phase and at the key stage 2/3 interface and deliver catch-up programmes for pupils in Year 6/7 where language skills need to be improved to ensure a smooth transition into Welsh-medium secondary education.

Provision

Support all learners to become multilingual, able to use Welsh, English and at least one international language, and develop an openness to and curiosity about all languages and cultures of the world.

Develop and deliver a Language Plan template for all schools to support every child's linguistic progressions in Welsh across all our schools. Utilise School Improvement Advisers to support schools in formulating robust language plans for improving Welsh with a clear focus on individual schools' Estyn recommendations and the linguistic journey set out in the new curriculum.

We aspire for at least one member of staff from each Early Years/Foundation Phase English-medium primary school to attend the national sabbatical course.

Collaboration

Work with our regional partners to provide support and resources to schools, including:

- Provide individual and cluster support to improve standards of Welsh-medium education across the primary sector
- Provide professional learning and support to improve standards of teaching Welsh in primary schools. Work with school leaders and the wider system to deepen understanding of effective language pedagogy
- Sharing good practice and developing new resources to support the learning and teaching of Welsh

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

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

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

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

What we are required to do...

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

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

What we will do...

Pupils studying and being assessed through the medium of Welsh.

Work with our Welsh-medium schools to ensure that the high percentage of learners

currently studying and being assessed through the medium of Welsh continues.

Work in partnership with Gower College Swansea to support an increase in the Welsh-medium offer of vocational courses and priority sectors such as public services, health and childcare.

Explore opportunities offered by e-sgol, a blended learning initiative to deliver online teaching and learning opportunities using direct; real-time and interactive learning approaches, to further enhance our Welsh-medium offer.

Support and promote bilingualism and multilingualism as skills for local, regional and global career opportunities as well as linking in with the City Deal.

Monitor the growth in numbers going into Welsh-medium primary schools to ensure sufficient provision available in the secondary sector going forward.

Pupils studying Welsh as a subject.

Support our Welsh-medium secondary schools to recruit more young people to study A Level/AS Level Welsh.

Support the Welsh Government campaign to encourage more young people to consider Welsh at A Level.

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

What we are required to do...

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

What we will do...

Working with partners across agencies locally in Swansea and beyond is key to the success of our strategy. The council works in partnership with community organisations that promote the Welsh language, namely Mudiad Meithrin, the Urdd, Menter Iaith, Rhagoriaith, Swansea University, University of Wales Trinity St Davids and Welsh for Children. By working with these partners and our schools we want to:

Develop and launch an annual Shwmae Awards with the aim of celebrating the contributions of individuals and groups in promoting the Welsh language and culture within schools and communities as well as the achievements of Welsh learners.

Continue to maintain and develop the Siarter Iaith in our primary schools ensuring that schools are supported along the way with appropriate resources and guidance.

Establish a programme of support for secondary schools to establish the use of the Siarter Iaith framework.

The Council will continue to work with partners such as the Urdd and Menter Iaith Abertawe as a lead partner on the social use of Welsh by our young people through a variety of activities

We will strengthen our partnership with partners to target out-of-school-hours activities through the medium of Welsh by identifying key areas through the use of Siarter Iaith data.

We will also address the targeting of extra-curricular activities for pupils in English-medium schools so that more Welsh is used.

We will work with partners in PAGA and other youth services to map and promote the provision available through the medium of Welsh.

Continue to work with the Urdd to promote its excellent range of extra-curricular activities and residential opportunities to promote the use of Welsh by our children and young people.

Establish a bank of online resources to assist schools to introduce Welsh as part of the new curriculum as well as resources to fulfil the Siarter Iaith Framework.

Make resources available to further promote the value and benefits of bilingualism in order to strengthen pupils' motivation to become confident speakers of both official languages in Wales.

As part of the schools' Language Plans identify and action a wide range of opportunities to use Welsh outside the classroom.

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

What we are required to do...

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

What we will do...

The local authority reviews the level of demand and additional learning provision (ALP) available in the medium of Welsh on an annual basis. The current model of building capacity within our mainstream schools is in line with the inclusive vision of the ALNET Act. Over the next 5 years we aim to develop the knowledge of our schools in identifying ALN and providing ALP at a local level, in the language of their choice. This will be achieved through ongoing cluster work, advice and support from specialist, Welsh speaking staff and links with regional / national bilingual resources. Pooling resources and establishing national networks will be vital in order to ensure that Welsh medium ALP can be accessed, particularly in authorities where the number of learners requiring this provision is very low.

If, in the future, the local authority considers that the availability of ALP in Welsh is not sufficient then links with wider strategic duties including those under the School Standards and Organisation (Wales) Act 2013, and this plan (Welsh in Education Strategic Plans) will be utilised to demonstrate how the local authority will aim to achieve the outcomes and targets for Welsh-medium provision for learners with ALN.

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

What we are required to do...

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

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

What we will do...

Continue to use the Schools Workforce Census to identify the Welsh skill levels of all staff and plan accordingly to increase the language skill set of the entire workforce. We will ensure that this also includes pre-school and childcare staff.

Continue to develop the skills and confidence of the current school workforce by working with partners regionally and nationally to help deliver training programmes with a specific focus on teaching through the medium of Welsh.

Continue to work with partners on the future recruitment, development and training of the schools' workforce in order to be able to deliver this Plan and the Welsh Government's 'A million Welsh speakers by 2050' aspiration.

Target teachers and support staff in each of the county's primary English-medium settings to attend occasional bilingual/language courses. In addition we will aspire to have one member of staff from each school attending the sabbatical course during the life of the Plan.

The Council will continue to support non-subject staff to improve their knowledge and skills through regional training and support.

Our Welsh in Education Development Officers for Welsh will provide post-course support to practitioners who have participated in the Sabbatical Scheme. We will also implement a Language Champions mentoring programme where, after completing the Sabbatical Scheme, these practitioners become Language Champions and mentor other practitioners to increase their confidence to speak

Welsh, teach through the medium of Welsh, or teach Welsh as a subject in English-medium schools and share good practice.

We will ensure that schools target Welsh language skills development in school development plans in the context of improving standards to ensure that there is a strong focus on prioritizing continuing professional development which includes improving language skills.

School improvement advisers (SIAs) monitor School Development Plans and New Language Schemes to ensure leaders plan to improve the linguistic skills of the workforce. Outcomes for the workforce will also be shared with SIAs to assist with monitoring.

Increase opportunities for Welsh speakers and learners in Swansea to use Welsh in their everyday working environment.

Encourage the governors of each school to include a report on the Welsh language in their annual report to parents and hold training sessions for school governors.

Support and provide advice to governors and school leaders on staff appointments and development.

Identify teachers and support staff who have attended sabbatical courses and support them in training colleagues to develop group led reading and bilingualism in school by setting clear targets.

Summary

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

Integrated Impact Assessment Screening Form – Appendix B

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

Which service area and directorate are you from?

Service Area: Planning and Resources

Directorate: Education

Q1 (a) What are you screening for relevance?

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

(b) Please name and fully describe initiative here:

Welsh in Education Strategic Plan 2022-2032

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

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

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

1. Providing equal opportunities for all learners to learn Welsh and speak the language confidently and to promote the benefits of bilingualism
2. To increase the percentage of pupils opting for Welsh-medium education and to ensure that it is available and accessible to all learners, within reasonable travelling distance from their homes
3. That learners who have attended a Welsh-medium setting in the primary phase will be encouraged and expected to continue with this when transferring to subsequent key stages in the secondary phase
4. To ensure significant growth in Welsh-medium education, to increase the number of people of all ages who become fluent in Welsh, English and other languages and who can use their languages confidently with their families, friends, neighbours and in the workplace
5. To aspire that, through this plan, Swansea contributes significantly to the national goal of a million Welsh speakers by 2050

Integrated Impact Assessment Screening Form – Appendix B

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

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

- Increase the number of Year 1 pupils being taught through the medium of Welsh by between 200 to 400 pupils (based on the current cohort figures). In view of the location and linguistic make-up of our schools currently, we have the following complementary strategies to achieve the target increase in Year 1 children taught through the medium of Welsh:
 - Increase the Welsh-medium pre-school offer as part of a wider marketing strategy to promote the benefits of being bilingual. This could include at least one Cylch Meithrin linked to every Welsh-medium primary school and/or areas within their catchment and looking at opportunities to increase the Flying Start Welsh offer within our current settings
 - Fill the approx. 120 additional Year 1 Welsh-medium places already available in our schools
 - Monitor the increase in demand and map future provision required during the life of the Strategy
 - Establish new Welsh medium school(s)/increase capacity in areas where there is high demand and/or identifying areas where Welsh-medium education is currently less easily accessible. In such cases, it may be necessary to include projects in a future capital programme.
 - Monitor and review the transport offer based on any future changes to the Travel Measure and the requirements of Swansea's Climate Change agenda

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

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

Integrated Impact Assessment Screening Form – Appendix B

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

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

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

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

Subject to Cabinet approval we will now embark on a full statutory consultation with all interested parties.

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 B

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

Outcome of Screening

Q8 Please describe the outcome of your screening below:

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

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

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

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

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

Full IIA to be completed

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

Integrated Impact Assessment Screening Form – Appendix B

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

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

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

Agenda Item 12.



Report of the Local Authority Governor Appointment Group

Cabinet – 16 September 2021

Local Authority Governor Appointments

Purpose:	To approve the nominations submitted to fill Local Authority Governor vacancies in School Governing Bodies
Policy Framework:	Local Authority (LA) Governor Appointments Procedure (Adopted by Council on 26 October 2017)
Consultation:	Access to Services, Finance, Legal
Recommendation(s):	It is recommended that: 1) The nominations recommended by the Director of Education in conjunction with the Cabinet Member for Education Improvement, Learning and Skills be approved.
Report Author:	Gemma Wynne
Finance Officer:	Peter Keys
Legal Officers:	Stephen Holland/Stephanie Williams
Access to Services Officer:	Catherine Window

1.0 The nominations referred for approval

1.1 The nominations are recommended for approval as follows:

1. Brynmill Primary School	Cllr Peter May
2. Danygraig Primary School	Cllr Joe Hale
3. Gendros Primary School	Cllr Mike Durke
4. Gors Primary School	Mrs Teresa Phipps Mr Ceri Powe
5. Pen Y Fro Primary School	Cllr Louise Gibbard

6. Penclawdd Primary School	Mrs Susan Phillips
7. St Joseph's Cathedral Primary	Mr Joseph Blackburn
8. Trallwn Primary School	Cllr Yvonne Jardine Mrs Helen May
9. Waunarwydd Primary School	Cllr Wendy Lewis
10. Birchgrove Comprehensive School	Mr Nigel Morris Mr Simon Bott

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.

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

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

Agenda Item 13.



Report of the Cabinet Member for Economy, Finance & Strategy (Leader)

Cabinet – 16 September 2021

Swansea Bay City Deal – Life Sciences, Well-being and Sports Campuses Business Case

Purpose:	To seek Cabinet approval of the Swansea Bay City Deal Life Sciences, Well-being and Sports Campuses business case and to authorise its' formal submission in accordance with the City Deal Implementation Plan to secure City Deal funding approval.
Policy Framework:	Swansea Bay City Deal Implementation Plan
Consultation:	Access to Services, Finance, Legal
Recommendation(s):	It is recommended that Cabinet: 1) Approves the Swansea Bay City Deal Life Sciences, Well-being and Sports Campuses Business Case (Appendix 1) and its formal submission, in accordance with the City Deal Implementation Plan to Welsh and UK governments; 2) Delegates authority to the Director of Place in consultation with the Cabinet Member for Economy, Finance and Strategy to approve any amendments to the business case that may be required to obtain approval at local, regional and national level; 3) Approves the financial implications associated with the Council providing advanced funding to the project pending receipt of city deal monies at marginal cost of recovery only and grants delegated authority to the section 151 officer to finalise any relevant funding or financial agreements.
Report Author:	Martin Nicholls
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Purpose

- 1.1 To seek Cabinet approval of the Swansea Bay City Deal Life Sciences, Well-being and Sports Campuses 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 Life Science, Wellbeing and Sports Campuses project is a phased project based on two sites at Singleton and Morriston.
- 2.3 The vision is to integrate life sciences, med tech, sport and well-being to transform services provided from the Morriston and Singleton sites, to drive economic growth and job creation, and to attract significant inward investment into the region.

3. Main Issues

- 3.1 The project will link into the wider ecosystem of provision for the benefit of the local population, and for the development of regional and national excellence in sports and life sciences. As a result, the Morriston site will become the leading specialist tertiary services, clinical research and trials centre and the Singleton site will focus on the provision of sport and well-being - including prevention of ill-health and rehab provision.
- 3.2 The ambition is for the project to create 1,000 – 1,120 jobs, attract significant inward and private sector investment, and contribute an additional £150m - £153m to regional GVA.
- 3.3 The £15m City Deal investment will support the delivery of phase 1 of the project and specifically:
 - Establishment of ~700sqm ILS space at the Morriston Regional Hospital site, co-locating commercial and academic collaboration alongside clinical research and development, fostering technology development in areas of regional excellence;
 - Planning for new road access from the M4 directly to a 55-acre site already in NHS ownership adjacent to the north of the hospital, unlocking the site's investment potential;

- Creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park, establishing an environment that supports the development, testing and evaluation of medical, health, well-being, and sport technologies, as well as commercial collaborations.

3.4 Swansea University are the lead organisation for the project in partnership with a number of organisations including Swansea Council, Swansea Bay University Health Board, Hywel Dda University Health Board, ARCH Partnership (A Regional Collaboration for Health) and key private sector partners.

4. Financial Impact

4.1 The total project cost for all phases is £131.9m with Phase 1 totalling £17.1m and Phase 2 totalling £114.8m.

4.2 Phase 1 of the project is funded through the £15m City Deal Funding together with other public and private sector funding totalling £2.1m.

4.3 Phase 2 of the project is funded through public sector investment of £57.4m and private sector of £57.4m.

	Singleton New Build	Morrison Refurbishment	Road Planning Contribution	Quarterly Total	Cumulative spend
Jan-Mar 22	£100,000	£50,000		£150,000	£150,000
Apr-Jun 22	£200,000	£100,000	£100,000	£400,000	£550,000
July-Sept 22	£300,000	£500,000	£250,000	£1,050,000	£1,600,000
Oct-Dec 22	£400,000	£500,000	£350,000	£1,250,000	£2,850,000
Jan-Mar 23	£2,250,000	£100,000	£200,000	£2,550,000	£5,400,000
Apr-Jun 23	£2,500,000		£100,000	£2,600,000	£8,000,000
July-Sept 23	£2,250,000			£2,250,000	£10,250,000
Oct-Dec 23	£2,500,000			£2,500,000	£12,750,000
Jan-Mar 24	£1,000,000			£1,000,000	£13,750,000
Apr-Jun 24	£500,000			£500,000	£14,250,000
July-Sept 24	£250,000			£250,000	£14,500,000
Oct-Dec 24	£250,000			£250,000	£14,750,000
Jan-Mar 25	£250,000			£250,000	£15,000,000
Total	£12,750,000	£1,250,000	£1,000,000	£15,000,000	

4.4 Public sector investment consists of investment from local authorities and other public funded and public service organisations such as health boards. Public sector investment will also consist of specific Welsh Government, UK Government and European funding secured through research grant awards. There is currently no direct funding from Swansea Council into the project and any such future requirement would be subject to a further report to cabinet.

- 4.5 Private sector investment includes regional investment from local and national private sector partners as well as local healthcare and sports providers. The project will lever in private sector funding directly from the supply chain development and indirectly from private research and development partnerships.

5. Financial Implications

- 5.1 There are no additional financial implications falling on the authority by approving this business case beyond the accelerated cash flow for the City deal element only, as set out below
- 5.2 If the council is in receipt of any city deal monies then 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.
- 5.3 In order to assist the cash flow as indicated in the section 4, the Council have agreed to accelerate and advance the City Deal contribution of £15M and recover only the marginal interest and revenue provision costs incurred in the interests of true partnership working. A funding agreement will have to be agreed with Swansea University to ensure full protection and clawback provisions.

6. Legal Implications

- 6.1 There are no additional legal implications associated with the submission of the business case.

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 primarily as this a Swansea University lead scheme with the Council's involvement limited to being the lead authority as it receives and then transfers the relevant City Deal funding
- 7.3 Finally, the scheme is unlikely to impact on the Council's obligations under the Welsh Language Standard Regulations 2015.

Background Papers: None

Appendices:

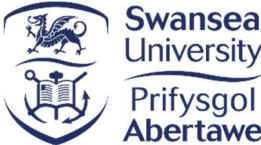
Appendix 1 Swansea Bay City Deal Life Sciences, Well-being and Sports
Campuses Business Case

Appendix 2 IIA



Swansea Bay City Deal Life Science, Well-being and Sport Campuses

Outline Business Case



Document control

Version	Date	Author	Comments
1	December 2020	N Joyce	First draft for review
2	14 th May 2021	C Marshall	Revised draft of Strategic Case, addressing feedback received.
3	21 st May 2021	C Marshall	Updated draft of OBC for review
4	16 th June 2021	C Marshall	Updated to address further comments from PoMo and revised Financial Case, for submission to ESB
5	21 st July 2021	C Marshall	Updated draft addressing feedback from ESB and further comments from POMO, for submission to Programme Board.

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	A7	Full options framework as appraised
		A7b (PDF): Assessing shortlisted options (Singleton Workshop, 03 July 2020)
	A8	Masterplans, cost reports and detailed site appraisal (PDF)
	A9	Financial Case supporting documents
	A10	Project Board terms of reference
	A11	Project Manager job description
	A12	Letters of support

Introduction

1.1 Ambition

The project harnesses unique capabilities and the thriving Institute of Life Science (ILS) and health (NHS) ecosystem in the Swansea Bay City Region to establish an international centre for innovation in life science, well-being and sport, supporting interventions in healthcare and medicine and driving the growth of a globally significant Sports Tech industry. As part of the South Wales Health and Life Sciences Corridor, the project will contribute complementary and unique capabilities to enhance regional and UK sector-leading presence.

The project builds on the impact and credibility of the Institute of Life Science, and the proven ecosystem fostered by the partners to deliver academic, industry and NHS-led innovation and economic growth. To date, ILS has created 30 companies and 800 jobs, attracting £36 million in inward investment, and delivering a return of £3 for every £1 in public money received.

The project will deliver R&D, trials and testing facilities, enabling co-location of research and industry alongside clinical infrastructure and investment opportunities. An emphasis on digital and data-driven innovation at the intersection of life sciences, health, well-being and sport is a key differentiator for this project within the South Wales health and life sciences innovation corridor described.

1.2 Vision

The vision is to integrate life sciences, med tech, sport and well-being to transform services provided in Swansea to drive economic growth and job creation, and to attract significant inward investment into the region. The project will link into the wider ecosystem of provision for the benefit of the local population, and for the development of regional and national excellence in sports and life sciences. As a result, the Morriston site will become the leading specialist tertiary services, clinical research and trials centre and the Singleton site will focus on the provision of sport and well-being - including prevention of ill-health and rehab provision. The ambition is for the project to create 1,000 – 1,120 jobs, attract significant inward and private sector investment, and contribute an additional £150m - £153m to regional GVA.

1.3 Rationale

The link between sport and population well-being is well documented. The opportunity is to create the conditions that enable technology innovation that supports population health and sporting endeavour, across the life course and inclusive of disadvantaged communities and able/disabled people. The project spans preventative health and public participation in sport through to personalised medicine and elite performance and will lead the growth of the UK Sports Tech sector.

MedTech and Sports Tech are synergistic industries. Devices and sensors developed for use in sport (e.g. for gait analysis) can find application in healthcare (e.g. for physiotherapy). “Smart clothing” (e.g. printed, heated garments) are being developed for elite sport but have application in healthcare settings. Wearables that monitor heart rate, oxygen saturation, cadence, balance and impact from falls/collisions have clear value for both medical and sport/well-being purposes. Technologies developed to help athletes recover after training are relevant to patient rehabilitation, while innovations in wound care and reablement can help elite athletes monitor healing from injury, enabling them to return to competition sooner.

The project is a partnership between Swansea Council, Swansea Bay University Health Board, and Swansea University alongside Hywel Dda University Health Board and supported by the ARCH (A Regional Collaboration for Health) Partnership. It benefits from the close engagement of three project delivery partners, representing the technology, health and sport sectors.

The project builds on the impact and credibility of the Institute of Life Science, and the proven ecosystem fostered by the partners to deliver academic, industry and NHS-led innovation and economic growth aligned with planned development of the major regional hospital at Morriston. At its core, this project seeks to

1. Expand the current infrastructure to support a widening of the ecosystem into new, targeted areas (including digital innovation in sensors, devices and materials, with applications in health, well-being and sports settings), and
2. Attract private investment into the Swansea Bay City Region from multinational companies and SMEs in the MedTech and Sports Tech sector.

1.4 Approach

The City Deal investment will support:

1. Establishment of ~700sqm ILS space at the Morriston Regional Hospital site, co-locating commercial and academic collaboration alongside clinical research and development, fostering technology development in areas of regional excellence;
2. Planning for new road access from the M4 directly to a 55-acre site already in NHS ownership adjacent to the north of the hospital, unlocking the site's investment potential, and
3. Creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park, establishing an environment that supports the development, testing and evaluation of medical, health, well-being, and sport technologies, as well as commercial collaborations.

The investment required to deliver the whole Life Science, Wellbeing and Sport Campuses project will be £161m. Through direct investment of £15m from SBCD, the Life Science, Wellbeing and Sport Campuses project is projected to generate an additional investment of c. £146m over the 15-year period to 2032/33. This is delivered through c.£31m from Phase 1 (£16m Public investment and £15m Private investment) and enables a c.£115m Phase 2 capital inward investment from private sector partners and developers for:

1. Development of a 55-acre Innovation Park, which will include provision for SMEs and larger companies in the Sports Tech and Med Tech sectors to establish a presence and access research, clinical and test bed facilities co-located with further developments of the Region's major hospital and laboratories, and to integrate within the life sciences, well-being and sport innovation ecosystem.
2. A national centre of excellence with performance sport infrastructure, attracting Sports Tech and related companies and establishing Swansea as a sport and well-being innovation test bed that aligns world-class facilities with elite teams, national governing bodies, community sport, and technology and research.

The result is an unique testbed, aligned around a digital axis, that drives innovation and entrepreneurship in MedTech and Sports Tech, and which attracts commercial, intellectual and sporting talent.

2. Executive Summary

This business case should be considered in the context of the Swansea Bay City Deal Portfolio in terms of its objectives and how it will help the City Deal to meet its targets and outcomes, including its ambition to improve the health and well-being of the region's communities. It has been structured in line with the Welsh Government's best practice Five Case Model (Better Business Cases). This section offers a summary of the five cases and will provide a thorough overview of the project.

2.1 Strategic Case

The Strategic Case notes that the Life Sciences, Well-being & Sport Campuses Project has been developed in equal partnership between Swansea Council, Swansea University (also the lead project delivery partner) and Swansea Bay University Health Board alongside Hywel Dda University Health Board and supported by the ARCH (A Regional Collaboration for Health) partnership. The key strengths, track records, roles and responsibilities of each partner are clearly identified. Discussions are ongoing with three project delivery partners – Vodafone, Novo-Nordisk and Sport Wales - who will represent the Technology, Healthcare and Sport sectors and will play a key role in shaping the delivery of the project. Ongoing engagement with other stakeholders and industry bodies and associations will contribute to the wider project environment.

The project seeks to harness innovations in Life Science, MedTech and Sports Tech to enable the population to be fit and active – thereby improving quality of life and mental well-being, contributing to GVA, jobs and economic performance, and reducing the economic burden on the National Health Service. As such, the project's three, primary organisational drivers are:

- Growing the regional economy.
- Improving the nation's health.
- Growing the sport economy in Wales.

The project is demonstrably aligned to the UK, national (Wales) and regional strategic and policy context, particularly:

- The ambition for the UK to be the world's most innovative economy, with emphasis on research-led life sciences, digital innovation and the AI revolution.
- Support to enable a healthier, active and productive population, harnessing digital technology and innovation across the life course, and from general population health to targeted interventions.
- The creation of high quality jobs, skills and training opportunities to strengthen the regional economic base and enhance the competitiveness of the regional economy.
- The need to create opportunities to foster innovation and entrepreneurship in high-value research, development and innovation initiatives.

The project is also a key component in the SBCD portfolio, and the differentiating and synergistic characteristics with the Pentre Awel initiative are described.

The case for change sets out how the project builds on the distinct ecosystem and partners' track record of success to create a unique testbed within the Swansea Bay City Region, driving innovation and entrepreneurship and attracting commercial investment. The project spending objectives are:

- **Employment:** To support the growth of high value employment within the sector by creating in excess of 1000 jobs across the region by 2033.
- **High Growth Facilities:** To expand the specialist facilities and pipeline of new enterprises in the sector through the creation of 12,000m² of mixed laboratory, office and test-bed space within the region over the 15 year period.
- **Regionalisation:** To enhance the regional Innovation ecosystem by expanding the ILS infrastructure to include two further sites by 2025.
- **Ecosystem:** Enhance the region and UK sector profile by capturing major international opportunities through capturing 4 major inward investment opportunities and developing a cluster of 300 firms within the cluster by 2033.
- **Commercialisation:** To expand the pipeline of innovation opportunities to include the supporting in excess of 100 new innovation and commercialisation opportunities during the project period with a £48m co-investment into enterprise partnerships by 2033.

The project responds to unmet need to deliver key outputs across two phases. Supported by the City Deal, the first phase encompasses establishment of ILS activities (~700sqm) at the Morriston Regional Hospital site, design, planning, submission of planning permission, and procurement framework for new road access to unlock the site's investment potential, and creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park. The second phase (not funded by the City Deal) will deliver the development of a 55-acre Innovation Park and a national centre of excellence with performance sport infrastructure.

The project targets 1,000 - 1,120 jobs created and a Gross Value Added of £150m - £153m. It will further enable 100+ new commercialisation opportunities, four significant inward investments and the development of a related cluster of 300 enterprises.

The Case shows there is an industry demand for

- **Facilities:** The ILS ecosystem is oversubscribed, with trend lines showing a current shortfall of physical space (~2,800 square metres) and capacity to develop industry collaborations.
- **Scale:** Expanded facilities and a new focus on Sports Tech will ensure that the region's research remains globally competitive to attract further investment and collaborations.
- **Skills:** The need to ensure a sustained pipeline of talent coming into the life sciences, well-being and sport innovation sector at every level, from school leaver through to industry professional.

By addressing these three imperatives, the project will contribute to the City Deal's core objectives to grow GVA and create jobs.

The potential project scope is therefore to establish an ILS footprint at Morriston and to expand the ILS infrastructure at Singleton to create a novel focus on technology/data-led innovation in sport, well-being and life science research and skills, and to harness this regional infrastructure to leverage

investment that supports the development of a larger life science park at Morriston in addition to investment in the Sketty Lane Sports Village.

The project benefits, risks, constraints and dependencies are described and a Benefits Register and Risk Assessment are included in the appendices. The benefits, risks, constraints and dependencies are summarised as follows:

Benefits	Risks
<ul style="list-style-type: none"> • Contribution to GVA growth • Job creation • Inward investment • New RD&I facilities • Growth of 300 strong industry cluster • Establishing a Sports Tech economy in Wales • Improved community health and well-being • Skills development • Attraction and retention of students 	<p>The primary risks are identified for the project's development, implementation and operational phases and relate to:</p> <ul style="list-style-type: none"> • the timescales involved • ongoing engagement with stakeholders, procurement and co-investment • sustainability to deliver long-term benefits. <p>A risk assessment is included.</p>
Constraints	Dependencies
<ul style="list-style-type: none"> • Total funding package: the budget has been based on the portfolio's fixed funding agreement between the region and Welsh and UK Governments • Capital Funding: The budget is predicated on capital investment • Term of the City Deal: The timeframe for the delivery cannot exceed the term of the City Deal set at 15 years • Resources: Resources available to establish and implement the portfolio and associated programmes and projects • State Aid: Growth Deal projects must comply with relevant State Aid rules 	<ul style="list-style-type: none"> • Continued partner and stakeholder commitment and approval • Availability of land/infrastructure • Availability of City Deal investment • Availability of public/private sector match co-investment • Planning and associated permissions • Availability of activity revenue funding streams • Support from wider life science ecosystem • Market demand • Commercialisation of innovation • Adoption of innovation by end users

Table 2.1: Summary of benefits, risks, constraints and dependencies

2.2 Economic Case

The Economic Case sets out how the project has been developed through the appraisal of options considered against the Spending Objectives and the Critical Success Factors:

- Strategic Fit
- Business Needs
- ARCH Integration
- Internet Coast Integration
- Potential Value for Money
- Potential Achievability
- Supply-side Capacity
- Potential Affordability

A long-list Options Filter exercise was undertaken to appraise a number of approaches including focused development of existing site(s), potential longer-term/mixed site fund and combination thereof. These were appraised against standard and project-specific Critical Success Factors to identify the Preferred Dual-site Phased Approach.

The Case identifies the preferred approach, namely the re-development of Management Centre at Morriston and development of new facility at Sketty Lane (Phase 1, funded by the City Deal), followed by 'new land' development at Morriston and wider Sketty Lane/Singleton development (Phase 2) through external investment. The short-list appraisal (including the Baseline Do Minimum and Alternatives) present the following BCR and NPV over the 15-year time horizon (GB standard 10-year horizon included for completeness):

Option	10 Year BCR	15 Year BCR	15 Year NPV
Do Minimum	1.01	1.70	£3.3m
Preferred Approach	2.22	2.33	£18.8m
Alternative Approach (1)	0.85	1.87	£12.3m
Alternative Approach (2)	0.33	0.76	- £3.4m

Table 2.2: Summary of short-list appraisal

Additional benefits are described in terms of the potential value of benefits generated through Quality Adjusted Life Years (QALYs), estimated at £16 million to £32 million over 15 years. The Economic Case also includes a risk analysis and sensitivity analysis.

	Do Minimum	Option 1 (Preferred)	Option 2 (Alternate)
Net Present Social Value	£3.3m	£18.8m	£12.3m
Public Sector Cost*	£4.181m	£14.15m	£14.15m
BCR	1.70	2.33	1.87
Significant non-monetisable** benefits	N/A	5-10,000 QALYs (range of values including in assessment)	5-7,500 QALYs (noting delivery timescales for option against core assessment)
Significant unquantifiable benefits	N/A	Indirect regeneration and transport benefits	Indirect regeneration and transport benefits
Risk costs by type[^] and residual optimism bias	Delivery risk - £1.06m 20% OB	Delivery Risk - £2.97m 20% OB	Delivery Risk - £4.47m 20% OB
Switching values		8yr Delay ~37% benefit reduction	
Time horizon and reason	15yr – to align with infrastructure nature of development, and SBCR Economic Strategy. This reflects the nature of the benefits sought and activity for each of the appraised options. Guidance on relevant benefits from DCLG, HMT and other sources (both academic and governmental).		

Table 2.3: Appraisal summary table

*discounted

** captured as part of aligned health economics assessment

[^]see also sensitivity analysis section

2.3 Commercial Case

This commercial case has been developed to optimise deliverability and value in line with the Preferred Approach and Option. It includes a differentiated strategy for the two sites and sets out the scope for each development. The project aligns to the five Swansea Bay City Deal (SBCD) Procurement Principles (to be innovative, to have an open, fair and legally compliant procurement process, to maximise community benefits from each contract, to use ethical employment practices, and to promote the City Deal).

The Sketty Lane/Singleton development is expected to be procured through the *South West Wales Regional Contractors Framework (SWWRCF)* via a Works commission where the University is the Contracting Authority. The procurement approach for the Morriston development will be to appoint a Supply Chain Contractor and design team from SBUHB's Local Contractor and Consultant Framework. Note that SBUHB's Capital Planning Team will manage the operational/change process and will endeavour to mitigate any risk of disruption to Health Board services and performance.

The strategy has been underpinned by pre-development options and feasibility studies, which further supported the specification for both procurement exercises. Specifically, in addition to an affordability and cost exercise, the brief for the pre-development options study encompassed high level viability of developing a suitable building/s in Singleton and the refurbishment of Management Centre at Morriston Hospital. The functional content for each facility has been developed as follows:

	Sketty Lane	Morriston
Size	~2,000sqm	~700sqm
Skills development space	35%	0%
Innovation/incubation space	50%	50%
Office/development space	10%	20%
General (meeting, collaboration, etc)	5%	30%

Table 2.3: Description of functional content

The proposed contractual arrangements for the development at Sketty Lane/Singleton would include Swansea University appointing a project manager through existing framework agreements, in compliance with the SBCD Procurement principles and alongside the University's estates team.

A design team will be appointed through open market tender or an existing framework in compliance with policy and the SBCD Procurement principles to develop the design to RIBA stage 3 (Developed Design). The client-side consultation team and design team will be appointed on an NEC3 or NEC4 professional services contract, and it is proposed that the University will procure a contractor on a Two Stage NEC4 Design & Build Contract utilising Option A (Priced Contract with Activity Schedule).

For the Morriston development, SBUHB will appoint a supply chain contractor and design team from its Local Contractor and Consultant Framework to deliver refurbishment of existing accommodation. Contractors and consultants will be appointed according to the works value of the scheme either directly on a rotational basis or via a mini-competition, as appropriate ensuring compliance with policy and alignment with the SBCD procurement principles.

Plans are in progress to secure the £115 million investment required for the longer-term developments at Sketty Lane and Morriston. This strategy will need to emerge and evolve to support market opportunities and the post-Covid renewal. Catalysed by the award of the City Deal funding, the project team work on more specific proposals with private and public sector partners to scope the opportunities and options available for the Phase 2 investment, and to conduct a post-Covid market analysis on the recommended approach. The Swansea Bay University Health Board is already master planning for the Phase 2 development while the University is developing its plan to deliver the Phase 2 development at Sketty Lane, and is preparing to undertake a full feasibility study (including potential joint venture, investment and funding arrangements). Funding is being sought to support this work.

The Project Team is already engaging with the Investment Directorate of the Department for International Trade (DIT) to develop an investment offering that DIT can promote to its global network of investors and venture capitalists.

2.4 Financial Case

The Financial Case sets out the funding requirements for the preferred option and demonstrates overall Programme affordability. It highlights how the overall investment comprises the City Deal investment, public sector investment and private sector investment. The Case identifies the investment summary as follows:

Land allocation	Project Phase	Funding	Gross Internal Area (m ²)	Estimated investment costs £m
Sketty Lane	Phase 1	City Deal/Public/Private	2,000	32.33
Sketty Lane Land Value	Phase 1	Public	-	0.66
Morriston Refurbishment	Phase 1	City Deal/Public/Private	700	10.54
Morriston Refurbishment Land Value	Phase 1	Public	-	1.03
Road Planning and Design	Phase 1	City Deal/Public	-	1.39
Swansea Bay Sports Park	Phase 2	Private/Public	9,650	65.86
Morriston Life Science Park	Phase 2	Private/Public	6,000	49.00
			18,350	160.80

Table 2.5: Total capital requirements and associated leverage

The investment comprises

- The **City Deal investment** component consists of the government grants awarded by UK and Welsh government totalling £15m. City Deal Grant is awarded to projects / programmes of the fifteen-year term up to a maximum of the allocated value.
- **Public sector investment** consists of investment from local authorities and other public funded and public service organisations such as health boards. Public sector investment will also consist of specific Welsh Government, UK Government and European funding secured through research grant awards.
- **Private sector investment** includes regional investment from local and national private sector partners as well as local healthcare and sports providers. The project will lever in private sector funding directly from the supply chain development and indirectly from private research and development partnerships.

The Case sets out the revenue and expenditure assumptions made, provides an expenditure and funding profile, and highlights the project's revenue projections and long-term sustainability.

2.5 Management Case

The Management Case sets out the project's governance and delivery structures within the context of the overarching SBCD governance arrangements and aligning to each of the project partners' organisational structures. The project's governance structure is headed by the Project Board, which will ensure the project is managed effectively, to approved timescales and in line with the governance structures laid out in this Business Case. The Board's responsibilities are set out in the Case.

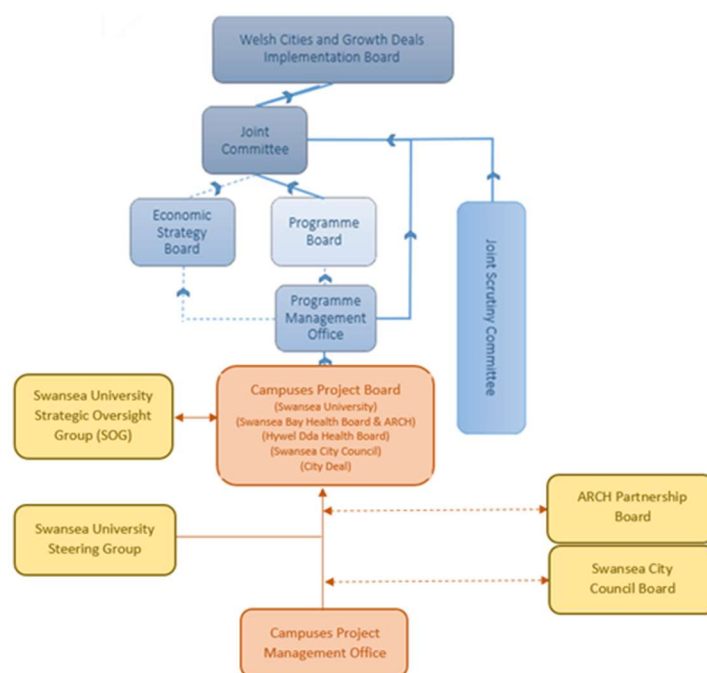


Figure 2.1: Project governance structure

The Project Management Office (PMO) has been established to lead the development and overall delivery of the project on behalf of the region, in liaison with UK Government, Welsh Government, the private sector and all other partners and stakeholders. It is led by Professor Keith Lloyd, Pro-Vice Chancellor and Executive Dean, Faculty of Health and Life Science. Professor Lloyd is also the project's Senior Responsible Owner and chairs the Project Board. The PMO is hosted by Swansea University (the named Project Lead) and is accountable to the Project Board, SBCD Programme Board and SBCD Joint Committee as required. It will work closely with key partners including, but not limited to, Swansea Bay University Health Board, Swansea Council (the lead local authority for this project), and anchor partners. Staffing arrangements are described and a project management plan provided.

Note that the Management Case also details arrangements for Monitoring and Evaluation, Benefits Realisation, Risk and Issues Management, Change Control, and Project Assurance.

Strategic Case

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3. Strategic Case

Part 1: Strategic context

3.1. Organisational overview

3.1.1 Context

The Swansea Bay City Region 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 creation of the SBCR in July 2013 was based on evidence that shows City Regions of more than 500,000 people are in a better combined position than individual local authority areas to stimulate economic growth through attracting investment and generating high-value job opportunities. The population has grown by just over 1.1% (7,651) over the last five years and is expected to grow by a further 1.1% (7,850) over the next five years from 2020.

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 SBCD partners are:

- Carmarthenshire County Council
- City and County of Swansea Council
- Neath Port Talbot Council
- Pembrokeshire County Council
- Swansea University
- University of Wales Trinity Saint David
- Hywel Dda University Health Board
- Swansea Bay University Health Board

Carmarthenshire County Council is the SBCD Accountable Body. Representatives from each of the eight partner organisations are members of the SBCD Joint Committee and Programme (Portfolio) Board, which are the two formal governance groups that report to the regional stakeholders, UKG and WG. Regional advisers from the business community form the basis for the SBCD Economic Strategy Board, with each board and committee supported by the SBCD Portfolio Management Office (PoMO).

The Life Sciences, Well-being & Sport Campuses Project ('The Project') has been developed in equal partnership between Swansea Council, Swansea University and Swansea Bay University Health Board alongside Hywel Dda University Health Board and supported by the ARCH (A Regional Collaboration for Health) partnership. Swansea University will be responsible for the project management and delivery of the project.

The project partner roles and responsibilities are as follows:

Organisation	Key role
Swansea Council	Contracting authority (funding agreement) Planning authority Land owner (Singleton/Phase 2)
Swansea Bay University Health Board	Phase 1 Morriston Delivery Lead and Phase 2 Morriston Site Development Lead Operational lead: Morriston Funding partner
Swansea University	Phase 1 Project Lead, Phase 1 Singleton Delivery Lead and Phase 2 Singleton Site Development Lead Operational lead: Singleton/Sketty Lane Land owner (Singleton, phases 1 and 2) Funding
Hywel Dda University Health Board	Leading the spread and adoption of project outputs and skills opportunities into the HDUHB region.
ARCH Partnership	University Health Board Programme Integration
Vodafone	Technology Delivery Partner
Novo Nordisk	Health Delivery Partner
Sport Wales	Sports Delivery Partner

Table 3.1: Organisation overview

3.1.2 Swansea Council

Swansea Council is the sole and lead local authority in the project partnership. With a population of 247,000 (2019), the City & County of Swansea is the second largest unitary authority in Wales, with a population density of 650 people per square kilometre. Swansea Council has a proven track record in delivering large scale regeneration projects since it was formed in 1996 after local government reorganisation:

- Projects funded and delivered by the Council include construction of the Liberty Stadium for Swansea City Football Club & Ospreys Rugby Club and a £32m Leisure Centre in the city centre.
- Joint ventures have been progressed with Welsh Government (and formerly the Welsh Development Agency) to deliver the Swansea Vale Mixed Use Development and Felindre Strategic Business Park. More than £120m of projects were facilitated during the EU Objective 1 2000-2006 programme, including landmark schemes such as the National Waterfront Museum (£28m total cost).
- During the Convergence 2007-2013 period, large-scale initiatives successfully delivered including the Quadrant Bus Station (£10m) and Waterfront City, which invested circa £30m in a range of improvements to the fabric of the City Centre, including major public realm and property façade improvements.
- The Council is currently delivering a transformational city centre regeneration programme that includes the creation of a new Digital Arena through the Copr Bay phase 1 development (part funded by the City Deal), 100,000 sq ft of office space in the Digital Village development at 71-72 Kingsway (also part funded by City Deal), Copr Bay Phase 2 public sector hub and regeneration of the historic Palace Theatre.

3.1.3 Swansea Bay University Health Board (SBUHB)

SBUHB is the region's largest employer and a major contributor to the foundational economy. The Health Board commissions and provides health care services to meet the needs of the local population across three local authority areas within the Swansea Bay City Region. SBUHB delivers whole health care from prevention and primary care through to tertiary care across this area and provides selected tertiary services across South West Wales region, beyond and in some cases to patients in England.

The Health Board has a successful record of accomplishment of delivering improvement across its remit by working in partnership with communities and organisations. SBUHB also have strong and long-standing relationships with local University partners and have invested in research, innovation, and skills development activities to improve care and continue to develop areas of excellence. Through partnerships such as ARCH and collaborations with Swansea University, SBUHB is committed to modernising the workforce to ensure an appropriate skilled workforce and pipeline is developed fit for future needs.

SBUHB has described an ambition to redevelop both the Singleton and Morriston Hospital sites through transforming clinical service provision, embedding research and innovation activity alongside clinical practice and forward planning a collaborative skills development agenda to provide a prudent health and well-being provision fit for future needs. SBUHB have developed their Clinical Services Plan 2019-2024 which clearly sets out the role of the health system as a whole, from self-care and prevention, through to the roles of each of the hospitals working as part of a network.

3.1.4 Swansea University

Swansea University is a UK top 25 University¹ and ranks among the UK's top 10 universities for balancing excellent teaching with excellent research, demonstrated by its Teaching Excellence Framework Gold Award and UK Top 30 performance in REF2014. The University was founded by industry to serve the needs of the regional industrial economy, and its research continues to have economic and societal impact. The University is recognised as one of the UK's leading industry-intensive universities² (HE-BCI 2018) and ranks 8th in the UK's top origin universities by total number of spinout companies created.³ The University has a significant track record of developing and delivering major infrastructure and collaborative research and development projects, including:

- The £250 million Bay Campus, which opened on schedule and on budget in 2015. (Financially supported by Welsh Government, UK Government, European Investment Bank and others).
- Part funded by the Welsh European Funding Office (WEFO), the Institute of Life Science (2008-2012) is a £100+ million investment in infrastructure supporting RD&I in life sciences and health. ILS is Wales' premier, purpose-built medical research and business incubation facility.
- The £32.5 million Computational Foundry (part funded by the Welsh European Funding Office).

¹ Guardian University Guide 2021

² Higher Education – Business Community Interaction survey, 2018

³ Royal Academy of Engineering *Spotlight on Spinouts* report, 2021

The University also partners with Swansea Council in the provision of sports facilities at the Sketty Lane site (including the Wales National Pool), and with Swansea City Football Club, Ospreys Rugby and Scarlets Rugby on shared training facilities, sports science research projects and data science. In particular, the University has worked in collaboration with Swansea City FC to develop its Fairwood site by contributing an £11 million investment since 2012 to create a world-class training facility. The site is shared by the club and the University, with student sports teams training at the grounds on a regular basis. The University worked with Disability Sport Wales in the delivery of the International Paralympic Committee Championships, held in Swansea in 2014.

The University leads the “South Wales Industrial Transition from Carbon Hub” (SWITCH) project within the SBCD Supporting Innovation for Low Carbon Growth (SILCG) Programme, and is collaborating with the Offshore Renewable Energy Catapult on a Marine Energy Engineering Centre of Excellence within the Pembroke Dock Marine initiative.

3.1.5 Hywel Dda University Health Board (HDUHB)

HDUHB are a strategic partner in the West Wales region, providing health services across Carmarthenshire, Ceredigion and Pembrokeshire to over 385,000 people. The Health Board provides Acute, Primary, Community, Mental Health and Learning Disabilities services via General and Community Hospitals, Health Centres, GPs, Dentists, Pharmacists and Optometrists and other sites. HDUHB work closely with SBUHB to provide a range of services on a regional basis to improve patient access to care. A number of regional services are provided at the Morriston site and the planned transformation of this site presents an opportunity to provide improved health service delivery and efficiency for the regional population. In addition to clinical service delivery, the partnership between SBUHB, Swansea University and HDUHB is long established and there are several collaborations within skills development and research and innovation between the partners that support efforts to improve the health, wealth and wellbeing of the population that HDUHB serves.

3.1.6 ARCH Partnership

The ARCH (A Regional Collaboration for Health) partnership operates across the Swansea Bay City region, encompassing the two University health boards and Swansea University. It brings together expertise and experience from across the three partner organisations and wider stakeholders to tackle health and well-being challenges within the region through collaborative project driven approaches to four themes of Skills & Workforce, Research, Enterprise & Innovation (RE&I), Service Transformation and Well-being. ARCH has been instrumental in supporting the partners to collaborate in the development of this business case, and has supported associated engagement events and workshops. This project was identified as an ‘ARCH project’ in the ARCH Portfolio Development Plan that was submitted to and agreed by Welsh Government in 2017.

ARCH has played an instrumental role in the development of health and life science innovation activity across the region including the AgorIP commercialisation initiative harnessing ideas from HNS partners. The vibrant RE&I group is continually developing a pipeline of projects with public and private sector partners. ARCH will continue to act as a vehicle for collaboration and will draw on the partnership’s track record of cooperation and collaboration to enable and strengthen project delivery.

3.1.7 Project delivery partners

The project benefits from the close engagement of three stakeholder partners, representing the technology, health and sport sectors. Letters of support are included as Appendix 12. The project's three delivery partners are:

- **Vodafone**, the multinational technology company that is supporting the roll out of 5G in Swansea, and which is delivering a range of services and technologies to support augmented reality for research, innovation and training. Vodafone have committed to working with the project to provide technologies to deliver world leading capabilities.
- **Novo Nordisk**, a multinational pharmaceutical company committed to defeating diabetes and other chronic diseases through partnerships and collaboration, with a focus on digital health, technology, and population-based impact. Novo Nordisk has committed to working with the project to identify areas of partnership; to connect the team with other technology partners and/or the Team Novo Nordisk elite cycling team, and to work to identify mutual areas of interest in research at the population level.
- **Sport Wales**, the national organisation responsible for developing and promoting sport and physical activity in Wales, from community and grassroots to performance sport. Sport Wales works alongside all sports governing bodies and local authorities in Wales and will help to extend the project's reach.

These project delivery partners will support the shaping of the Project's full business case, planned facilities and engagements, and will help to drive the enabling environment will attract further interest in the project from other multinational companies, investors and the SME community.

3.1.8 Stakeholder engagement

The project team continues to engage with public and private-sector stakeholders across the life science, health, well-being and sport sectors. Stakeholder engagement is ongoing and will continue to inform the development of the Business Case. Activities to date include:

Individual interviews: led by an external consultant, interviews were held with senior representatives from the project's partner organisations with the aim of developing deeper insights into each partner's understanding and expectations of the project. The resulting report has helped to strengthen the partnership and this business case.

Stakeholder workshops: led by an external consultant, these workshops followed on from the individual interviews with the aim of ensuring that the vision for the project is shared and remains valid. The workshop objectives were to generate a discussion about the proposed key strategic aims, benefits, opportunities and challenges for the project over its lifetime, and to fully capture all stakeholder views. We wish to ensure that stakeholder views are fully captured, and the benefits of the Project are understood. The report demonstrated partners' ongoing commitment to the initiative.

The project team has engaged with a range of organisations with reach across the life sciences and sports sectors in Wales. Organisations consulted include: MediWales, the Life Sciences Hub Wales, and Sport Wales. The team is engaging with the Welsh Government Relationship Management Team

and the UK Government Department of International Trade to promote understanding of the project and to highlight the potential inward investment opportunities.

An **industry stakeholder survey** is in development. This will be distributed to businesses across Wales with a view to understanding companies' future requirements in terms of access to incubation, innovation and research development facilities, and to better understand their requirements of such facilities. The findings of this survey will be used to further enhance the project's potential scope and offer. (The survey will be distributed to Wales-wide and UK networks through (e.g.) the Healthcare Technology Centre, ILS, AgorIP, MediWales, Business Wales, Life Sciences Hub Wales, 4theregion and Swansea University's business marketing team. Finally, a formal **stakeholder engagement strategy** is in development to support wider promotional and outreach activities throughout the project development phase as well as during implementation and delivery. This strategy will integrate with and echo the approach of the Portfolio Management Office Engagement Strategy. (See also Appendix A1: Engagement log.)

3.1.9 Associated collaborations

The partnership benefits from several existing collaborations and planned initiatives that will contribute to the ecosystem being developed through the project.

Company	Contribution
Pfizer	The planned establishment of the Pfizer Innovation Hub at Swansea University will bring together skills and expertise from across the sector to improve health outcomes for patients and develop new ways of supporting healthcare provision. Pfizer have so far invested over £650k into the partnership to fund joint appointments and research programmes around value-based healthcare.
Digital Healthcare Technology Centre	Establishing an end-to-end solution in an open innovation environment for the development, pilot testing and validation of digital and digitally enabled technologies. The Centre will provide an integrated platform to support growing enterprise.
Accelerate	A £24m programme supported by European Regional Development Fund (ERDF), Welsh Universities, Welsh NHS, Welsh Government and industry to drive the acceleration of new health and well-being products and services to the marketplace. The programme will realise over 80 collaborative projects with industry, employment increases exceeding 100 new jobs within Welsh enterprise and the leverage of over £1m private sector investment.
AGORIP	Supporting both 'technology-push' and 'spin-in', the AgorIP intellectual property commercialisation platform provides support to new and existing enterprise, including multinationals in developing medical technologies. The activity supported by AGORIP has already supported over 200 opportunities, helping to create jobs, protect intellectual property and commercialise innovations. The project has recently attracted further investment of £7m to enable Pan-Wales operation in addition to the original £13.5m investment by Welsh Government and the ERDF, Swansea University and Industry collaborators.

INSERT	A new initiative at the intersection of Sport and Exercise Sciences, Human and Health Sciences, Medicine and Engineering. INSERT will support innovation in sport, exercise rehabilitation and enablement technologies working across in elite, professional and recreational sporting bodies, the fitness and physical therapies industries.
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Table 3.2: Associated collaborations

3.2 Strategic alignment

3.2.1 Organisational strategic drivers

The project responds to three primary strategic drivers:

- **Organisational strategic driver 1:** Growing the regional economy – targeting job creation and increased GVA through establishing RD&I facilities that drive innovation and investment in life sciences, well-being, health and sport.
- **Organisational strategic driver 2:** Improving the nation’s health - harnessing innovations in Life Science, MedTech and Sports Tech to enable the population to be fit and active, and to maintain a healthy weight – thereby improving quality of life and mental well-being, contributing to GVA, jobs and economic performance, and reducing the economic burden on the National Health Service.
- **Organisational strategic driver 3:** Growing the sport economy in Wales - developing an internationally significant Sports Tech sector in South Wales, delivering benefits to population health and well-being in addition to contributing to GVA, jobs and economic performance.

3.2.2 Organisational strategic driver 1: Growing the regional economy

The Swansea Bay City Region is a significant driver of the economy in Wales, supporting circa 20,000 businesses and around 300,000 jobs. However, the region underperforms economically. Gross Added Value (GVA) growth has been “consistently below that of the UK and Wales over the last two decades. In 2010, GVA per employee was 77 percent of the UK average (compared with 90% in 1990). Meanwhile, the region’s productivity has fallen to only 94% of the Welsh level in the same period.⁴ The project responds to the Swansea Bay City Deal ambition to create jobs, increase GVA to the national average and achieve 90% of UK productivity levels by 2033.

3.2.3 Organisational strategic driver 2: Improving the nation’s health

The project responds to the imperative to improve population health in Wales, helping people to be more economically active and communities to become more productive - and reducing the economic burden on the NHS while doing so.

⁴ [Swansea Bay City Region Economic Regeneration Strategy.pdf](#)

A 2020 Public Health Wales reports showed that, in Wales, life expectancy (an indication of the overall health status of a population) has improved little since 2011.⁵

The report highlights that improvements in circulatory disease mortality rates have slowed, while mortality from dementia and Alzheimer's disease have increased sharply. The *Case for Action on Obesity in Wales*⁶ estimates that illnesses associated with obesity cost the Welsh NHS more than £73m a year.

The report notes that:

- 1 in 8 children aged four to five is obese (more than 4,000 children)
- c.1 in 4 adults aged 16+ (600,000 people) are obese, with 10,000 adults becoming obese each year.
- 1 in 5 boys, 1 in 10 girls and 1 in 2 adults does not do the recommended amount of weekly exercise.
- By 2050, the cost of obesity to the Welsh NHS is estimated to be £465 million, and the cost to the Welsh society and economy £2.4 billion.

The report also argues that “there is no other single intervention that can treat and prevent more long term conditions and diseases than physical activity” (p.50), while also noting that Abertawe Bro Morgannwg University Health Board (now SBUHB) has the lowest percentage of 11 to 16 year olds years achieving 7 days of 60 minutes physical activity (p54).

The impact on health is evident:

- Having a higher BMI is the leading risk factor for having a long term illness.
- More than 100,000 case of Type 2 diabetes are estimated to be associated with obesity.
- Obesity is the second biggest preventable cause of cancer in the UK.
- Those who are obese are 1.5 times more likely to have a musculoskeletal illness.

Research estimates that between £1.4 million and £1.65 million was spent **each week** treating diseases resulting from obesity (£25 to £29 per person, equating to between 1.3% and 1.5% of total healthcare expenditure in Wales).⁷

A significant proportion can be attributed to physical inactivity:

Health Board	Diabetes	Cerebrovascular disease	Coronary Heart Disease	Total
Betsi Cadwaladr	3.76	3.65	4.35	11.66
Powys	4.77	6.04	4.41	15.22
Hywel Dda	4.59	3.16	4.01	11.77
Abertawe Bro Morgannwg*	4.27	3.58	3.83	11.68
Cardiff and Vale	3.82	2.52	3.01	9.35

⁵ <https://phw.nhs.wales/services-and-teams/observatory/data-and-analysis/life-expectancy-and-mortality-in-wales-2020/>

⁶ <https://phw.nhs.wales/topics/overweight-and-obesity/the-case-for-action-on-obesity-in-wales/>

⁷ Phillips CJ et al. Assessing the costs to the NHS associated with alcohol and obesity in Wales. Social research. Number 20. Cardiff : Welsh Assembly Government; 2011.

Cym Taf	4.55	3.61	4.28	12.44
Aneurin Bevan	4.08	2.33	3.84	10.26
Wales	4.14	3.25	3.89	11.28

*Now Swansea Bay University Health Board

Table 3.3: Per capita expenditure (£) attributable to physical inactivity for selected health conditions, 2014/15⁸

Finally, Public Health Wales' *Placing health equity at the heart of the COVID-19 sustainable response and recovery: Building prosperous lives for all in Wales* (2021)⁹ highlights the impact of the Covid-19 pandemic on health services in Wales, including:

- Limited access to prevention, diagnosis, treatment, and rehabilitation for chronic conditions, such as cancer and mental health
- Significant reduction in hospital admissions in 2020 by 55% for elective surgery; and by 30% for emergency treatments, compared to 2019
- Reduction in attendances for conditions, such as heart problems and in people seeking help for possible cancer symptoms.

3.2.4 Strategic driver 3: Establishing the Sports Tech economy in Wales

The project responds to the ambition to grow the regional economy and create jobs through its emphasis on driving the establishment of a vibrant Sports Tech sector in South Wales, supporting health, well-being and economic performance. The intersection of health, well-being and sport yields opportunities for life sciences innovation to drive growth in MedTech and Sports Tech, for example:

- Preventing injuries: using data to analyse and monitor patient/player performance and to recommend interventions and strategies.
- Connected fitness and health: developing sensors, devices, clothing and wearables that monitor (e.g.) stress load, physiological data and performance in real time.
- Prevention and protection: smart clothing, headgear, mouthguards, etc.
- Rehabilitation and recover: technologies such as gait analysis, anti-gravity treadmills¹⁰ and exoskeletons can help with orthopaedic recovery, weight loss and neurological conditions.
- Portable assessment tools to assist physical therapists and trainers

The home/connected fitness and well-being market has strengthened during the Covid-19 pandemic with greater visibility of on-demand coaching that include engaging content and immersive experiences. It is also expected that the integration of data intelligence and sports technologies related to recovery, sleep and mental wellness will see the largest growth, with devices such as skin sensors and glucose, hydration and nutrition monitors.¹¹

⁸ <https://phw.nhs.wales/topics/overweight-and-obesity/the-case-for-action-on-obesity-in-wales/>

⁹ <https://phw.nhs.wales/publications/publications1/placing-health-equity-at-the-heart-of-the-covid-19-sustainable-response-and-recovery-building-prosperous-lives-for-all-in-wales/>

¹⁰ <https://summitphysio.co.uk/7-rehab-technologies-revolutionising-industry/>

¹¹ <https://www.sportspromedia.com/from-the-magazine/sports-tech-investment-business-advice-startups-vr-ai-5g-2021>

In 2018, a Sport Wales commissioned a report to better understand the social and economic value of sport in Wales.¹² The social impact of sport considered the value of sport on outcomes related to health (reduced risk of heart disease, stroke, some cancers, Type 2 diabetes, dementia, clinical depression, etc) and subjective well-being. It also considered other social impacts, and revealed that

- For every £1 invested in sport in Wales there is a return of £2.88.
- More than £3.4 billion of benefits was generated for Welsh communities from participating and volunteering in sport in 2016/17. Of this:
 - the **social value of improved health is £295.17 million**, of which £102m and £97m of savings were made in preventing dementia and heart disease respectively.
 - the social value of enhanced social capital was £651.47m; enhanced education was £91.15m; and reduced crime was £2.17m.
 - subjective well-being accounts for 60.6% of the social value generated in Wales.

The report found that the sport industry in Wales was valued at c.£1.2 billion in 2016/17, outperforming the pharmaceuticals, travel, accommodation and textiles industries in Wales. In the same year, the sporting economy contributed £1.18 billion in consumer expenditure on sport, and supported 29,700 sport-related jobs. The Global Sports Tech market is worth nearly \$10 billion, with 30% of the market in Europe. Growth is shared between fan-base, stadia developments, wearables, and analytics and online betting. The data indicate a rapidly expanding market for sport and exercise technologies that are not currently captured in medical, biotech and pharmaceutical data from the UK. For example, between 2015 and 2020 there have been 4.6 and 3.75-fold respective increases in Health Apps and Wearables.

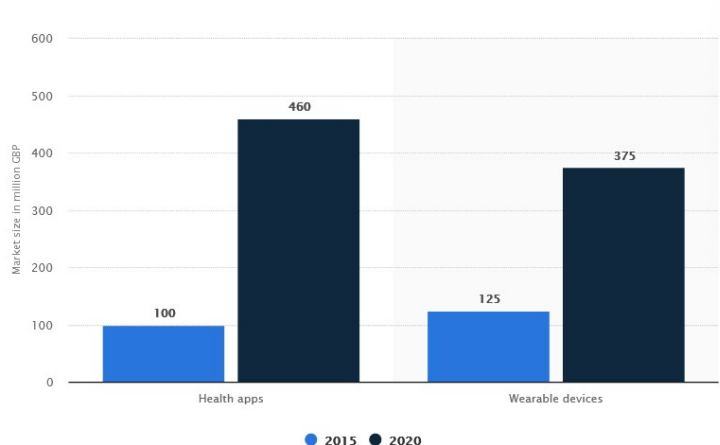


Figure 3.1: Growth in Health Apps and Wearables in the UK (2015-2020), Statista 2016

Unlike other countries and regions the UK does not have a formal Sports Tech Network (though the UK Sport Technology Partnership was developed solely to support GB sport in its pursuit of Olympic and Elite Athletic Success). The only Sports Tech hub supporting start ups in the UK is in London.

3.2.5 Strategy and Policy drivers

¹² <https://www.sport.wales/content-vault/social-return-on-investment-in-sport/>

The project is directly aligned to, and will contribute to, the following UK, national (Wales) and regional/local strategies and policies.

Table 3.4: UK strategies and policies

Strategy/policy	Imperative	Relevance
Industrial Strategy	<p>Five foundations:</p> <ul style="list-style-type: none"> • Ideas • People • Infrastructure • Business environment • Places <p>Grand Challenges</p> <ul style="list-style-type: none"> • AI and Data • Ageing Society 	<ul style="list-style-type: none"> • Supporting the UK to be the world's most innovative economy. • Creating good jobs, enhancing earning power • Creating the facilities and environment to deliver a transformation in R&D targeted at life sciences, well-being and sports innovation. • Contributing to the UK being the best place to start and grow a business. • Focus on data and digital innovation aligns with the ambition to put the UK at the forefront of the AI and data revolution. • As an ageing population creates demands for technologies, products and services, including new care technologies, this project contributes to ensuring that older citizens can lead independent, fulfilled lives and continue to contribute to society.
UK Digital Strategy (2017) (Including the Assisted Digital Strategy)	<ul style="list-style-type: none"> • Building world-class digital infrastructure • Giving everyone access to digital skills • Making the UK the best place to start and grow a digital business • Helping every British business become a digital business • Unlocking the power of data in the UK economy and improving public confidence in its use 	<ul style="list-style-type: none"> • Project delivers infrastructure for R&D, education and training, supporting innovation and start-ups, and with a key focus on data innovation. • Ensuring equality of access to and engagement with technologies, particularly for disabled users, those with protected characteristics, and those in disadvantaged communities. • The Digital Strategy aligns to the Industrial Strategy, and is headed by the Secretary of State for Culture, Media and Sport. • Project therefore aligns to DCMS' aims to promote the UK globally, grow the economy, champion digital connectivity and maximise participation in sport.
Life Sciences Industrial Strategy	<ul style="list-style-type: none"> • Ambition for the UK to be the best place for Life Sciences businesses to thrive 	<ul style="list-style-type: none"> • Cohesive, integrated environment drawing on industry, academia and health services. • Underpinned by UK/local sector strengths in industrial capacity and academic research. • Supports regional efforts to drive regeneration in deprived areas. • Alignment with HE/FE and wider skills development and global investors supports delivery of skills and talent.
Life Sciences Sector Deal	<ul style="list-style-type: none"> • Strengthening the UK's environment for clinical research. 	<ul style="list-style-type: none"> • Focus on data-driven R&D is a fit with the Sector Deal's aligns with the ambition to make the UK the home of data-driven life sciences

	<ul style="list-style-type: none"> • Raising the intensity of R&D in the UK. • Growing life sciences manufacturing. • Supporting innovation in the NHS. • Upgrading infrastructure. 	research, innovation and development, and to improve outcomes for patients and the NHS.
Artificial Intelligence sector deal	<ul style="list-style-type: none"> • Ambition to create an economy harnessing AI and the opportunities enabled by Big Data through productive collaborations between academia, industries and the public sector. 	<ul style="list-style-type: none"> • Draws on regional infrastructure and expertise supporting AI and machine learning research (e.g. <i>Data Science at Swansea, Computational Foundry, IMPACT Advanced Manufacturing Institute</i>) • Project will ensure Wales is well-placed to respond to opportunities and initiatives supported by the sector deal, particularly in terms of the application of AI and machine learning to innovation in life sciences, health and well-being.
Building Digital UK and 5G Strategy	<ul style="list-style-type: none"> • Ambition to exploit 5G's potential and to create a world-leading digital economy 	<ul style="list-style-type: none"> • Embedding innovation activity within an integrated data, healthcare and life sciences environment, placing citizens at the centre of innovation • Also accords with the Swansea Bay City Region focus on digital infrastructure to harness the emerging digital capabilities to drive technology development. • NB: it is recognised that full broadband coverage has not yet been achieved in all parts of West Wales
Sporting Future: a new strategy for an active nation (2015)	<ul style="list-style-type: none"> • Highlights economic impact of sport (inc. from grassroots sports) to the UK as £39 billion in 2015. • Aspiration to ensure that the conditions are there to enable sport-related software and hardware to flourish. 	<ul style="list-style-type: none"> • Project targets the development of an internationally significant SportsTech sector in South Wales. • Project will attract investment in sports facilities from grassroot to elite sport.

Table 3.5: Welsh strategies and policies

Strategy/policy	Imperative	Relevance
Well-being of Future Generations (Wales) Act 2015	<ul style="list-style-type: none"> • A prosperous Wales • A resilient Wales • A healthier Wales • A Wales of vibrant culture and Welsh language • A more equal Wales. 	<ul style="list-style-type: none"> • Development of an innovative, productive and low-carbon society, and of a skilled population in an economy that generates wealth. • Provides the infrastructure for research and development and which fosters economic resilience. • Focus on innovation in life sciences, well-being and sport.

	<ul style="list-style-type: none"> • A Wales of cohesive communities • A responsible Wales. 	<ul style="list-style-type: none"> • A distinctive R&D environment rooted in region's culture and values. • Supporting access to healthcare (e.g. through digital services) and to promote research and innovation that supports the development of devices and techniques that will support preventative health interventions • Creating an infrastructure that supports innovation to improve health and social well-being in Wales, the UK and internationally.
<p>Taking Wales Forward 2016-2021</p> <p>Provides the foundation for <i>Prosperity for all</i>, the <i>Parliamentary Review of Health and Social Care in Wales</i> and <i>A Healthier Wales</i></p>	<ul style="list-style-type: none"> • Deliver more and better jobs • A stronger, fairer economy • Improve public services • Build a united, connected and sustainable Wales. • Embed healthy living. 	<ul style="list-style-type: none"> • The project's intended benefits are aligned to the strategy, and particularly to the aspiration to promote "tech hubs, especially in towns and cities where there are colleges and universities."
<p>The Parliamentary Review of Health and Social Care in Wales</p>	<p>Quadruple aim:</p> <ul style="list-style-type: none"> • Health and care staff, volunteers and citizens should work together. • Improved health and well-being. • A cared for work force. • Better value for money 	<ul style="list-style-type: none"> • This initiative will support the delivery of the report's ten recommendations, and particularly the quadruple aim. • This project will also significantly contribute to harnessing innovation and accelerating technology and infrastructure developments, as outlined in recommendation seven. • The review concludes that while Wales is in prime position to further develop technology and innovation as a key strength in pursuit of the quadruple aim, current capacity and capability hinder the ability to deliver at pace. The project will provide both the capacity and capability for technology development and innovation within the region.
<p>A Healthier Wales: Long Term Plan for Health & Social Care</p> <p><i>Note that the Re-balancing Care and Support White Paper is consulting on improving social care arrangements and strengthening partnership working to better support people's well-being</i></p>	<ul style="list-style-type: none"> • A person-centred approach to health and social care. • More services to be provided outside hospitals, closer to home, or at home. • To invest in new technology which will make a real difference to keeping people well. 	<ul style="list-style-type: none"> • Focus on digital innovation to support health and well-being is directly aligned to these aspirations. • The project supports technology development for rehabilitation, pre-abling, and personalised interventions.
<p>Prosperity for all</p>	<ul style="list-style-type: none"> • Prosperous and Secure • Healthy and Active • Ambitious and Learning 	<ul style="list-style-type: none"> • Project supports economic development and opportunity. It provides the environment to

	<ul style="list-style-type: none"> • United and Connected 	<p>enable research and innovation that supports people and businesses to drive prosperity</p> <ul style="list-style-type: none"> • Shifting the approach from treatment to prevention, inspiring people to be the fittest and healthiest they can be, and building the vital links that make it easier for people to come together and for the economy to grow. • As a testbed for innovation in data-driven life sciences, health, well-being and sport, it is the project's intention to offer access to training that will support skills acquisition, adaptability and creative thinking. • Supports community resilience through its emphasis on preventative health and well-being.
Economic Action Plan	<ul style="list-style-type: none"> • An economy that increases both wealth and well-being through inclusive growth and equitable distribution of benefits across Wales, delivering better jobs closer to home. 	<ul style="list-style-type: none"> • Project responds directly four of the Plan's seven "Calls to Action". • Expands capacity and capability to allow investment into training provision through expansion of apprenticeships, foundation, undergraduate, postgraduate training and continued professional development. • Enables the enhancement of vocational and innovative learning programmes and engagement with employers to ensure a true and sustainable pipeline of talent. • Digital capabilities will be incorporated into all aspects of the project. • Supports people and drives prosperity, through fostering technology innovation that delivers sustainable growth. • Harnesses the connected infrastructure. • Development of an ecosystem that supports the acquisition of skills for a changing world. • Ensures that Wales has a stronger regional voice and a reputation for digital innovation.
Economic resilience and reconstruction mission	<ul style="list-style-type: none"> • Shaping Welsh Government's approach to recovery post Covid-19. 	<ul style="list-style-type: none"> • Closely aligned to the vision for a well-being economy that drives prosperity and which promotes health and economic well-being across Wales.
Science Strategy for Wales, Innovation Wales and Smart Specialisation	<ul style="list-style-type: none"> • Life Sciences and Health as a Grand Challenge area. • Recognition of the links between the research and science skills base, and the processes of innovation, 	<ul style="list-style-type: none"> • Supports the ambition for technology to be an enabler of innovation and economic and societal impact, rather than simply a driver of change. • The project supports open innovation with research users in line with the <i>Innovation Wales</i> aspirations to create critical mass and support the continued development of the Welsh research base.

	<p>development and commercialisation.</p> <ul style="list-style-type: none"> • Digital technology: the single biggest lever for productivity and competitiveness across every sector. 	<ul style="list-style-type: none"> • Project leverages core research strengths and a proven life sciences innovation ecosystem to create a genuinely unique smart capability for Wales.
South Wales Crucible - Science and Innovation Audit (SIA)	<ul style="list-style-type: none"> • Developments within data driven life-long health and mental health will be accelerated by the creation of an interconnected test bed for innovative developments in healthcare. 	<ul style="list-style-type: none"> • Project aligns with the SIA's Health Innovation thematic focus. • Emphasis on enabling competency in digital technologies. • Drawing on a breadth of expertise and skills ranging from clinical and laboratory-based research through to applied health and social care, and from preventative health and public participation in sport
Digital Strategy for Wales (2021)	<p>Six core "missions"</p> <ul style="list-style-type: none"> • Digital services • Digital inclusion • Digital skills • Digital economy • Digital connectivity • Data and collaboration 	<ul style="list-style-type: none"> • Project will deliver innovative digital products and services to support health and well-being, and to address issues of inequality and inclusion. • The project also supports skills acquisition and will contribute to regional economic prosperity. • The project will work with other projects in the City Deal portfolio to maximise the opportunities for fast and reliable digital infrastructure.
Prudent Healthcare	<ul style="list-style-type: none"> • Achieve health and well-being with the public, patients and professionals as equal partners through co-production. • Care for those with the greatest health need first, making most effective use of all skills and resources. • Do only what is needed – no more, no less – and do no harm. • Reduce inappropriate variation using evidence-based practices consistently and transparently. 	<ul style="list-style-type: none"> • The project takes a partnership approach to understanding health and well-being needs. • Interventions and new technologies will impact on access to healthcare and enable preventative health measures.
National Action Plan - Value in Health	<p>Key pillars:</p>	<ul style="list-style-type: none"> • The project aligns with the Action Plan's focus on the measurement of health outcomes and

(Aim: to improve the health outcomes that matter most to the people in Wales)	<ul style="list-style-type: none"> • Clinical and patient reported outcomes • Understanding costs • Health informatics 	<p>person reported outcomes (using digital tools, wearables and over devices).</p> <ul style="list-style-type: none"> • Not also that Swansea University hosts the Welsh Government-funded Value Based Health and Care Intensive Learning Academy and that Wales has been designated a Global innovator Hub for VBHC by World Economic Forum
The Social Services and Well-being (Wales) Act (2014)	<ul style="list-style-type: none"> • Support people who have care and support needs to achieve well-being. • Put people at the heart of the new system. • Shape and drive delivery through partnership and co-operation. • promote prevention of escalating need and the provision of the right help at the right time. • 	<ul style="list-style-type: none"> • Creating an environment that enables the development of technologies to support health and well-being. • An ecosystem underpinned by effective partnerships with health boards, councils, academia, industry and sports teams. • Key focus on preventative health and early health/well-being interventions
Sport Wales	<ul style="list-style-type: none"> • To transform Wales into an Active Nation where everyone can have a lifetime enjoyment of sport, no matter what level they participate at. 	<ul style="list-style-type: none"> • The project's focus on innovation that supports preventative health aligns with the vision for sport in Wales, which highlights the value of sport to good mental health, including the reduced risk of dementia.

Table 3.6: Local strategies and policies

Strategy/policy	Imperative	Relevance
Local strategies and policies		
Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030	<ul style="list-style-type: none"> • Business growth, retention and specialisation. • Skilled & Ambitious for long-term success. • Maximising job creation. • Knowledge economy and innovation. • Distinctive places and competitive infrastructure. 	<ul style="list-style-type: none"> • Project supports the development of a vibrant and specialised business base and specialist infrastructure to maximise job creation and to expand the regional knowledge economy. • Strengthens regional economic base and contributes to SBCR's ambition to grow GVA and the region's reputation as a distinctive location supporting investment in innovation. • Enhances competitiveness of regional economy by creating a knowledge ecosystem with suitable infrastructure to drive growth.
City & County of Swansea's Corporate Plan 2017/22 –	<p>Well-being objectives:</p> <ul style="list-style-type: none"> • Economic prosperity and regeneration. 	<ul style="list-style-type: none"> • The project will secure and create sustainable employment, shifting the approach from treatment to prevention, inspiring people to be

<p>Delivering a Successful & Sustainable Swansea</p> <p>And</p> <p>City and County of Swansea Sustainable Development Policy</p>	<ul style="list-style-type: none"> • Environmental challenges. • Health, social care and well-being. • Cultural, social and community cohesion. • Public services and involvement in decision-making. 	<p>the best they can be and building the vital links that make it easier for people to come together and for the economy to grow and addressing population and economic changes.</p> <ul style="list-style-type: none"> • Embeds digital technology and engages with stakeholders to support life science and sport innovation, alongside workforce skills and talent. • Also aligns to the ambition for Swansea to be “a great place to live now and in the future. Somewhere that is inclusive and safe and provides an excellent start to life. A county that supports a prosperous and resilient economy, recognises and benefits fully from its exceptional environment and promotes good health.”
<p>City & County of Swansea’s Digital Strategy – Aspiring to a Digital Business 2020</p>	<ul style="list-style-type: none"> • Harnessing the emerging digital capabilities (e.g. ultra-fast broadband and 5G mobile connectivity) to drive technology development and innovation. 	<ul style="list-style-type: none"> • The Digital Healthcare Technology Centre ambition will feed into the project and will create a platform supported by industrial, academic and clinical expertise to enable the development, testing and validation of digital technologies within the health, sport and life sciences sectors.
<p>Swansea Bay University Health Board</p> <p>Organisational Strategy, Clinical Services Plan, and three-year plan</p>	<ul style="list-style-type: none"> • Maximising potential for digital transformation, improving value and efficiency, research development and innovation, and improving outcomes for patients. • Integrating with partners in support of the regional health and care economy, and improving health and well-being. • Improving population health, meeting the needs of patients close to or in their homes, supporting self-care, delivering integrated physical and mental health services, and maximizing well-being. 	<ul style="list-style-type: none"> • The project will support SBUHB’s aim to enable whole populations to develop healthy lifestyles, through preventative programmes, self-care and out of hospital care. • It will increase SBUHB’s capacity and capability to work across industry, academia, NHS and third sector to develop health and well-being innovation from diagnostics to data, built upon the research strengths of the University and focused around the health needs of the population.
<p>Hywel Dda University Health Board –</p>	<p>Three interconnected phases across the life-course:</p>	<ul style="list-style-type: none"> • Project supports the ambition to deliver integrated health and social care that will improve people’s health outcomes and well-

Healthier Mid and West Wales	<ul style="list-style-type: none"> • Starting and developing well. • Living and working well. • Growing older well. 	being, and has a focus on wellness and prevention of ill-health by using local strengths and resources.
Swansea University: Our Strategic Vision and Purpose	<p>Key commitments include:</p> <ul style="list-style-type: none"> • To work with partners to make the Swansea Bay City Region the sporting and well-being capital of Wales. • To strengthen SU's position as one of the UK's leading, impact-driven, research-intensive institutions. • Highlights SU's priority to promote Wales as a location that stimulates collaborative research and innovation, attracting international inward investment. 	<ul style="list-style-type: none"> • The project is a key strategic priority for the University.
Swansea University - Sport Swansea:Active University Strategic Framework 2020-2023	<ul style="list-style-type: none"> • Commitment to contribute to the health and well-being of the wider community. • Supporting income diversification and growth through partnerships, relationships and opportunities. 	<ul style="list-style-type: none"> • The project is aligned to the Strategy's commitments to support positive mental health, well-being and inclusivity, and to utilise technology to encourage participation. • These ambitions are matched by the Department of Sports and Exercise Science's strategic driver to expand engagement with the physical, engineering and data sciences to develop applied technological innovations (e.g. analytics, materials development) that have measurable impact in industrial, sport, health and clinical settings.
ARCH: A Regional Collaboration for Health	<ul style="list-style-type: none"> • To improve the health, wealth and well-being of the people of South West Wales. • Create a healthcare system fit for the 21st Century. • Drive investment and create jobs • Upskill the next generation of clinicians, researchers, academics, innovators and leaders. 	<ul style="list-style-type: none"> • The project supports ARCH's ambitions, and particularly through its aims of bringing together industry, innovation, academic research and all health sectors, and using technology and Big Data to deliver innovative services and new technologies and treatments. • The project will support health and well-being challenges within the region through collaborative approaches, specifically around Skills & Workforce, Research, Enterprise & Innovation, Service Transformation and Well-being.

Regional Learning Skills Partnership	<ul style="list-style-type: none"> Improving education and skills is integral to efforts to reduce poverty and to improve the city and economy. 	<ul style="list-style-type: none"> The project will provide a pipeline of healthcare innovations benefitting communities during the development phase (locally) and from commercialisation (UK and further afield). This will deliver both local economic uplift through improved health and well-being and subsequent productivity along with wider societal benefit and skills uplift. Expanding ILS capacity and capability will allow investment to equip existing and prospective workforces across the Region with the relevant skills for employment, addressing skill gaps. The project will enable the enhancement of vocational and innovative learning programmes, engaging with employers from the public and private sectors.
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The project also aligns to **the Swansea Public Services Board Local Well-being Plan – Working Together to Build a Better Future**, which seeks to ensure Swansea is a great place to live well and age well, and which reflects the ambitions and principles of *the Regional Learning Skills Partnership* and the *Economic Regeneration Strategy*. The project also fits with the **West Wales and West Glamorgan Regional Partnership Boards**, who are responsible for ensuring health and care integration.

3.2.6 Summary of strategic alignment

The project is demonstrably aligned to the UK, national (Wales) and regional strategic and policy context. In particular, the project addresses:

- The ambition for the UK to be the world’s most innovative economy, with emphasis on life sciences, digital innovation and the AI revolution.
- Support to enable a healthier, active population, harnessing digital technology and innovation across the life course, and from general population health to targeted interventions.
- The creation of high-quality jobs, skills and training opportunities to strengthen the regional economic base and enhance the competitiveness of the regional economy.
- The need to create opportunities to foster innovation and entrepreneurship in high-value research, development and innovation initiatives.

3.2.7 Swansea Bay City Deal Portfolio

The project is a key component in the Life Science & Well-being theme of the Swansea Bay City Deal portfolio but also contributes to the Digital Infrastructure programme (through its emphasis on using data and technology within the 5G testbed) and the Skills and Talent programme (see 3.6.4 below).

The project adds value to the regional life sciences ecosystem and the Pentre Awel project, contributing a unique focus and specialist infrastructure. While both the project and Pentre Awel focus on slightly different parts of the system, both ultimately aim to improve population health. Both aim to lever the benefits associated with co-locating service delivery alongside educational activity,

research, and life science businesses, and both seek to offer sporting facilities and associated leisure opportunities to address the wider determinants of good health and well-being.

Pentre Awel’s service delivery is predicated on its Primary and Community Care Focus (keeping people well and avoiding admissions to acute sites), with new, patient facing facilities created as an integral part of the scheme, involving the integration of NHS activities with wider aspects of social care. The scheme also provides for new sports and leisure facilities for local community use and development of partnerships with local sport clubs.

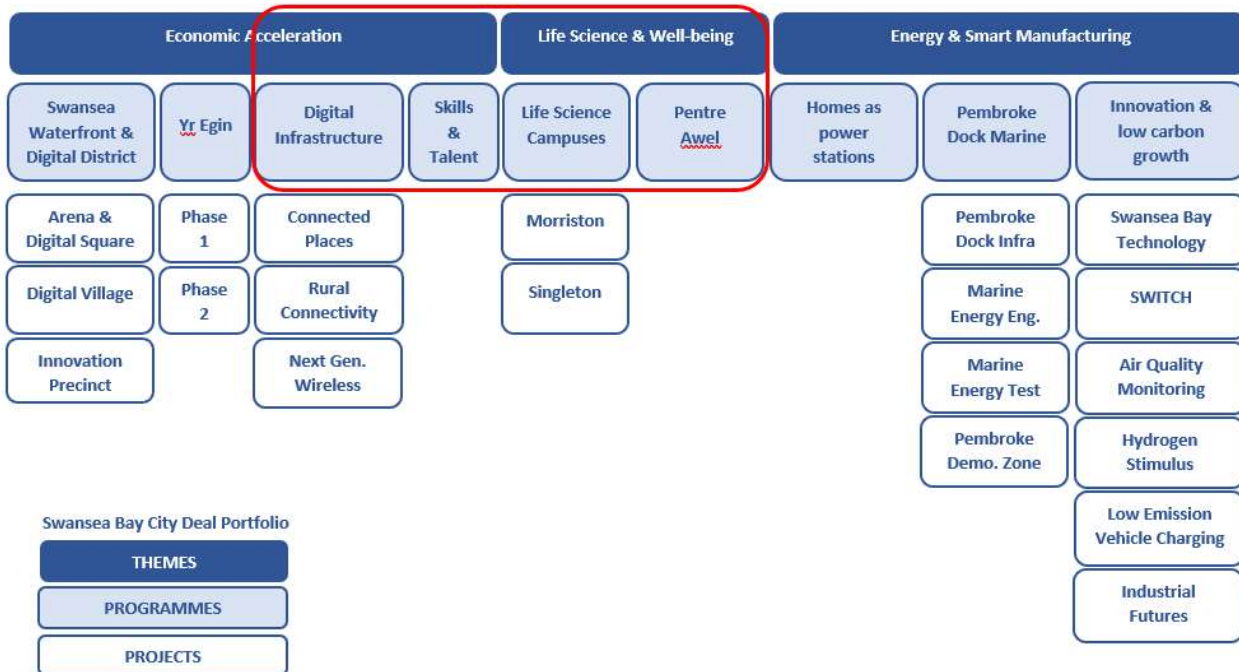


Figure 3.2: Swansea Bay City Deal Portfolio

The Campuses project has a focus on specialist care (though not excluding primary and community care), improving outcomes and getting people home sooner. The scheme will be adjacent to or located at existing secondary care sites, and no new patient facing facilities will be created.

The project will establish new sports research, development and technology innovation facilities (at Singleton), with the potential to establish performance and elite sports facilities in partnership with sports clubs and national governing bodies to complement longer-term delivery.

Appendix A2 sets out the common and differentiating characteristics of each scheme.

Part 2: Case for change

3.3 Spending objectives

The project aligns with complementary projects across the region, contributing to the overall Swansea Bay City Deal investment objective to close the gap between regional and UK average productivity levels, helping recover much of the region's lost GVA over the course of the 15-year programme. The project will contribute significantly to regional, national and UK-wide GVA and further benefits such as indirect economic benefit and growth regionally.

The core project objectives have been developed through a partnership approach and in consultation with key stakeholders. Externally facilitated workshops have helped shape the project. The project's spending objectives are:

3.3.1 SO1 - Employment: To support the growth of high value employment in the sector

Maintaining ILS-supported levels of growth throughout the SBCR programme period, delivering over 1,000 jobs based upon Life Sciences & Well-being innovation across the regional cluster by 2031 (across both R&D and wider industry).

Aligned to the SBCR Internet Coast ambition, the project supports emphasis on high-value (GVA contribution) employment creation. The ILS track-record demonstrates the potential for significant job creation with high levels of additionality, targeting export-led opportunities, including medical devices, Sports devices and eHealth. As presented in the Strategic Case, the global growth of this sector, including SIA-identified smart specialisations, shows this to be a strong area of potential.

This objective requires aligned delivery in skills pipeline (new and existing workforce) in order to support this growth. As noted in the Strategic Case, the alignment with Sports and Exercise Science research, innovation and education adds significant potential in working towards this objective.

It also requires focus upon the role of Swansea University as the region's research-led university wider skills partners, including through the South West and Mid Wales Regional Learning & Skills Partnership.

3.3.2 SO2: High Growth Facilities : To expand the pipeline of new enterprises in the sector

Responding to existing unmet needs of 2,800s.m. infrastructure and projected ~850s.m. p.a. growth over the next 7 years. This requires 12,000s.m. of mixed office, laboratory and testbed (50:20:30) to be realised during the period.

ILS activity to date has developed a mix of indigenous and inward-investing enterprise within the cluster. The baseline and growth trend identified through ongoing research and project development has defined existing to longer-term requirements.

Working closely with partners across Wales/UK has allowed many opportunities to flourish, though pent-up demand remains for facilities proximate to research and clinical strengths, for both start-up

and large-firm partners. This is evidenced through activities such as Accelerate HTC (see brochure included as Appendix A6).

3.3.3 SO3: Regionalisation: To enhance the regional innovation ecosystem through expansion across two further sites by 2025

During the project period, the region will engage with Welsh Government and wider stakeholders to create the SBCR living lab/testbed environment. This will be achieved through ILS and Joint Clinical Research Facility (J-CRF) engagement and activity across the region, expanding the reach of ILS/J-CRF to two further sites by 2025.

Strong engagement across the industry ecosystem and with University Health Boards, Local Authorities and Third sector provides a unique testbed opportunity to progress from initial concept to proof of business. J-CRF and ILS activities have demonstrated that such assets can be effectively orchestrated to support innovation, using levels of co-ordination unavailable in other contexts.

3.3.4 SO4: Ecosystem: To enhance the region and UK sector profile by capturing major international opportunities

During the period, the region will utilise its RD&I assets to attract 4 significant inward investments to support balanced cluster growth and opportunity for wider UK sector. This would also involve realising a network of 300 cluster firms within the project period.

Recent major inward-investments aligned to the Internet Coast demonstrate the potential for developing this innovation approach within SBCR, to benefit the UK as a whole. ILS has shown how major partner initiatives attract and catalyse further innovation. The ambition defined reflects growth (not baseline) achieved during the previous ILS phases^{13 14}.

3.3.5 SO5: Commercialisation: To expand the pipeline of innovation opportunities engaged and realised with SBCR RD&I assets

Expanding technology and knowledge transfer activities between industry, academia and health service. This will involve development in excess of 100 new commercialisation opportunities during the project period, with £48m co-investment and numerous enterprise partnerships.

Initiatives including the Joint-Clinical Research Facility, AgorIP (IP Commercialisation Platform) and Accelerate provide mechanisms to identify, capture and develop opportunities across the region¹⁵.

Extensive review of the sector by the Life Sciences Hub Wales provides comprehensive insight into the regional opportunity. Built upon smart specialisations identified by Welsh Government/EU, and

¹³ A sub-regional innovation ecosystem Life sciences and health in the Swansea Bay City Region. *International Journal of Innovation and Regional Development*, 8(4), 306-321

¹⁴ A Sub-regional Innovation Ecosystem. *Entrepreneurial Learning City Regions* (pp. 267-292). Springer

¹⁵ *Future-proofing the University's relevance through participating in a region's Knowledge Economy*. The University of the Future, 2020, ISBN 978-1912764655

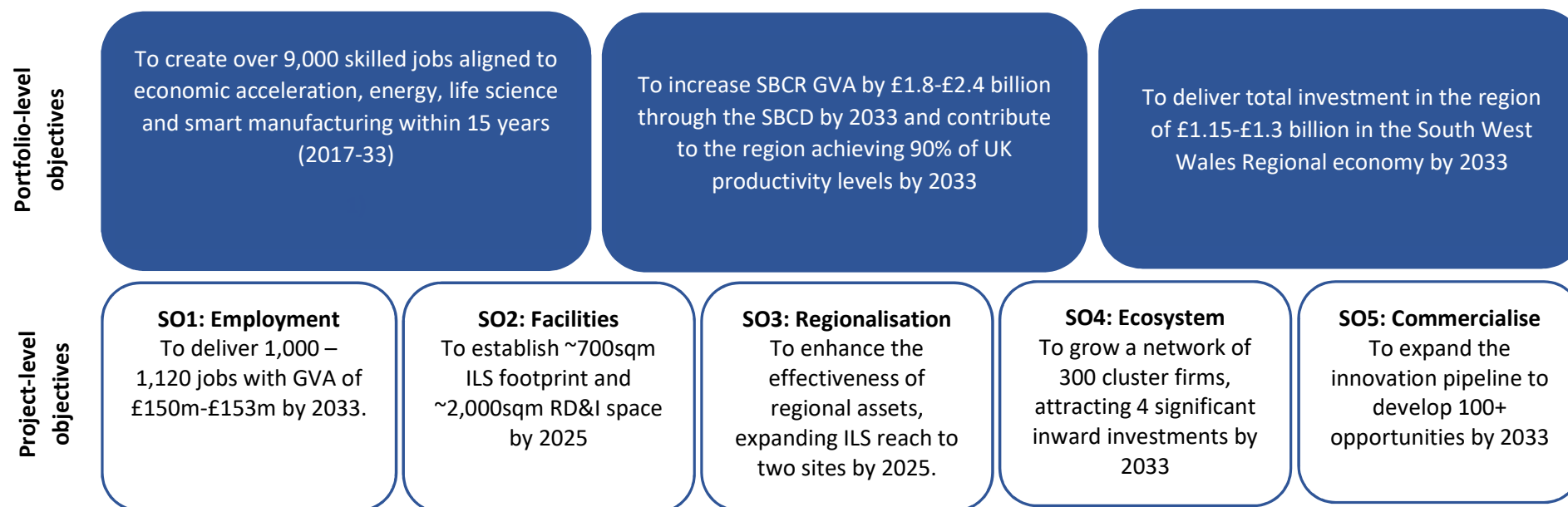
currently incorporated within the South Wales Crucible Science & Innovation Audit¹⁶, this presents strong additionality for the Life Sciences & Health sector.

The Critical Success Factors (CSFs) to support achievement of these objectives included *Strategic Fit, Business Needs, Potential Value for Money, Potential Achievability, Supply-side Capacity* and *Potential Affordability*.

Table 3.3. below sets out the project-level Spending Objectives against the Swansea Bay City Deal portfolio-level objectives.

¹⁶ <https://www.southwalescrucible.co.uk/>

Figure 3.3: Project links to the SBCD portfolio objectives



The project's outcomes and impacts are summarised below, with SMART measures of success identified.

Table 3.7: Spending objectives, outcomes and impacts

Spending objectives
<ul style="list-style-type: none"> • SO1: Employment: To support the growth of high value employment within the sector by creating in excess of 1000 jobs across the region by 2033. • SO2: High Growth Facilities: To expand the specialist facilities and pipeline of new enterprises in the sector through the creation of 12,000m² of mixed laboratory, office and test-bed space within the region over the 15 year period. • SO3: Regionalisation: To enhance the regional Innovation ecosystem by expanding the ILS infrastructure to include two further sites by 2025. • SO4: Ecosystem: Engage the region and UK sector profile by capturing major international opportunities through capturing 4 major inward investment opportunities and developing a cluster of 300 firms within the region by 2033. • SO5: Commercialisation: To expand the pipeline of innovation opportunities to include the supporting in excess of 100 new innovation and commercialisation opportunities during the project period with a £48m co-investment into enterprise partnerships by 2033.
Outputs
<p>The project responds to unmet need to deliver key outputs across two phases. The project encompasses:</p> <ul style="list-style-type: none"> • Establishment of ILS activities (~700sqm) at the Morriston Regional Hospital site, co-locating commercial and academic collaboration alongside clinical research and development, fostering technology development in areas of regional excellence such as burns and plastic surgery, surgical oncology, pathology, data science, orthopaedics, and cardiac care • Design, planning, submission and procurement framework for new road access from the M4 to a 55-acre site already in NHs ownership adjacent to the north of the hospital, unlocking the site's investment potential, and delivering a major portion of the long-term benefits alongside; • Creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park. This will include multifunctional laboratories, teaching/skills space; "The Academy" (providing opportunities for industry in the delivery of health; well-being, and sports services); an Institute for Innovation in Sport Exercise and Rehabilitation Technologies (INSERT) following the ILS/Healthcare Technology Centre model for the development, testing and evaluation of medical, health, well-being, and sport technologies, and an innovation centre to support commercial collaborations. The facility will also nurture links with Data Science for data analytics, forecasting and insights.
Outcomes
<p>The project will create lasting and sustainable economic growth within the region, and significant reputational benefits. By 2033 its outcomes will include:</p> <ul style="list-style-type: none"> • New jobs: over the period, the project will deliver between 1,000 - 1,120 jobs with a Gross Value Added of £150m - £153m. • Retention of skills and staff in the region, in addition to attracting leading professionals and academics, so that South West Wales becomes a destination of choice. • More than 100 new commercialisation opportunities. • Enterprise growth: developing a related cluster of 300 enterprises. • At least four significant inward investment. • Leveraging additional investment in sports facilities and infrastructure (est.£60m).

- A 55-acre site where SMEs and larger companies in the Sports Tech and Med Tech sectors can establish a presence and access research, clinical and test bed facilities co-located with further developments of the Region's major hospital and laboratories, and be integrated within the life sciences, well-being and sport innovation ecosystem.
- A national centre of excellence with performance sport infrastructure, attracting Sports Tech and related companies and establishing Swansea as a sport and well-being innovation test bed that aligns world-class facilities with elite teams, national governing bodies, community sport, and technology and research.

Impacts

The longer-term impacts arising from the project include:

- Expanded infrastructure aligned to regional assets and activities, enabling the region to remain competitive, attract innovative enterprise to the region and avoid the migration of business away from the region.
- Co-location of research excellence alongside clinical specialisms, health service delivery, and sport-related organisations, catalysing the region as an internationally significant environment for innovation in Life Science, Well-being and Sport.
- Infrastructure and an ecosystem that promotes the region as a transformative testbed and as an internationally significant destination for sport, and sports innovation.
- Data science and intelligent systems driving research, innovation and improvements across health, sport and academia.

3.4 Existing arrangements

The challenges and opportunities faced by the South West Wales Region, including the spatial divergence of economic performance and how this related to wider socio-economic context have been well-documented (SQW 2014, OECD 2020). The dual challenges of restructuring the region's economy towards higher GVA sectors and alleviating population health problems converge around the Life Sciences, Health and Well-being sectors, noted as a regional strength (SU 2018).

The project builds on the distinct ecosystem and track record of success delivered by the partners over a fifteen-year period and which has proven its ability to attract investment and talent, grow businesses and nurture start-ups. It therefore benefits from the University/Health Board/industrial collaborations driving life science research and innovation, creating a unique testbed within the Swansea Bay City Region, driving innovation and entrepreneurship and attracting commercial investment.

3.4.1 Life Science ecosystem

The Institute of Life Science (ILS) is the research and innovation arm of Swansea University Medical School, which works with Health Boards and the public and private sectors to deliver innovation in life science research, contributing to economic gain whilst improving patient and citizen quality of life.

ILS has already supported **the creation of over 30 new companies and 800 new jobs**, together with 49 collaborative projects with industry, and **attracted over £36m in further inward investment**. The social and economic impact of the ILS venture, which is now fully sustainable, cannot be overstated, to date delivering more than £3 back to the economy for every £1 in public money received. During the period 2004 to 2013 alone, ILS worked with 279 enterprises active in the Life Sciences, Health & Well-being sectors across the South West Wales region, with 243 enterprises (87%) qualifying as small

and medium sized enterprises (SME). This grouping is comparable in scale with the Scottish cluster at the turn of the century (Cooke 2001) though with a different nature to its 'core'.

ILS is home to a wide range of internationally recognised and celebrated academic research and teaching activities. The Medical School is ranked as the 3rd overall in the UK, behind Oxford and Cambridge and has been ranked 1st in the UK for research environment and 2nd in the UK for research quality (REF2014). Adjacent to the Medical School, the College of Human & Health Sciences has been ranked 2nd in the UK for Nursing training.

As Wales's premier purpose-built medical research facility, ILS houses wet and technical laboratories, clinical research, innovation and delivery facilities, co-located with significant and expansive academic expertise, business support and incubation space to enable commercialisation of research and innovation outputs.

The ILS ecosystem houses the **Joint Clinical Research Facility (JCRF)** with a state-of-the art clinical trial and imaging suite to support both NHS and commercial product and medicines development. JCRF hosts ~50 collaborations, ranging from development of medical devices through to pharmaceutical trials, including projects with companies such as AstraZeneca, Eli Lilly, Novo Nordisk, Merck, and Boehringer.

The **Clinical Imaging Facility** at the Singleton site boasts MRI and CT scanning capabilities to support clinical and non-clinical research studies. JCRF at the Morriston Hospital site links with tertiary services and provides a valuable resource for clinical trial research.

The £22 million **Centre for Nanohealth (CNH)** works across academia and industry to test, develop and evaluate devices, sensors and processes for diagnostics, regenerative medicine and therapies through the application of nanomedicine and has leveraged a further £15m since initial investment. CNH, believed to be the first of its type in Europe, brings together academic expertise from Engineering, Science, Health with the NHS and industry in a 1600sqm purpose-built facility, equipped with state-of-the-art technology and facilities. In addition to attracting £10m+ in inward investment, the Centre has already assisted over 250 enterprises, supporting the creation of over 100 jobs, 14 new businesses and the creation (or improvement) of more than 180 products, processes or services.

The **Healthcare Technology Centre**, as a part of the wider £24m Accelerate programme, is supporting collaborative innovation projects with industry to further the economic development across the region, increasing employment and opportunities for graduates and supporting the development of new products, processes and services to enable the latest technologies to be adopted by the NHS and ultimately to support the health, wealth and well-being of the population of Wales. The Centre has dedicated commercial laboratories and has invested c.£1m in equipment. (Accelerate is a Pan-Wales initiative to drive the acceleration of new health and wellbeing products and services to the marketplace. The programme will realise over 80 collaborative projects with industry, employment increases exceeding 100 new jobs within Welsh enterprise and the leverage of over £1m private sector investment.) See also Appendix A6 for further information and examples of companies supported through the Healthcare Technology Centre and ILS ecosystem.

The **Data Science** facility was funded by the Medical Research Council (MRC), Economic and Social Research Council (ESRC) and Welsh Government and opened in 2015. The facility houses the Secure Anonymised Data Linkage (SAIL) databank enabling collaborative research to unleash the potential for the use of large-scale data and population research to support medical practice, policy design and patient well-being. It is supported by the MRC led Health Data Research UK and the ESRC funded Administrative Data Research Centre Wales.

Alongside the ongoing research to inform well-being policy and practice, the **Health & Well-being Academy** at the College of Human and Health Sciences, offers a range of flexible services which are complementary to those provided by the NHS, allowing people to make informed and positive lifestyle choices to improve their health and well-being. All together, they create a seamless life science innovation ecosystem across industry, health sector and academia. With an aim to support patients to live healthier lives whilst training the next generation of healthcare professionals and engaging with industrial partners, the health and well-being academy was launched in 2017. Since then, the Health and Well-being Academy has been widely praised for reducing waiting lists and pressure on NHS service providers whilst empowering people to take control of their own health; this includes being shortlisted in the 2018 Guardian University Awards in the Social and Community Impact category.

At the **Morriston Hospital** site, the project benefits from regional excellence in wound care, burns and plastic surgery, oncology, trauma and orthopaedics, and cardiac care. There are a number of established and existing fields of research and innovation activity built upon the immediate access to patients and their environment in the tertiary setting. The ARCH vision to transform both hospital sites into integrated Life Science, Well-being & Sport Campuses would see a step-change in innovation demonstrated through the previous investment and outcomes at Singleton.

At the Morriston Hospital site, there are a number of established and existing fields of research and innovation activity built upon the immediate access to patients and their environment in the tertiary setting. The ARCH vision would see the transformation of services to align with the evolution of the Singleton site as a leading site for ambulatory care and the development of regional specialist services at Morriston Hospital.

3.4.2 Sporting infrastructure

The Life Sciences extends into the field of sports and exercise science, where the University's **School of Sport and Exercise Science** undertakes world-leading research and innovation relates to health and well-being, children's physical activity and exercise physiology.

In addition to the grassroots, community sports and leisure centre facilities operated by the local authorities, the regional sports infrastructure includes the Sketty Lane Sports Park, which includes the University's Gym, Athletics and Hockey Centre, the Swansea Tennis and Squash Club, and the Wales National Pool (home to the Swim Wales Elite Performance Centre). Elite sport is also supported at the Liberty Stadium, Swansea (Swansea City FC, Ospreys Rugby), Parc y Scarlets, Llanelli (Scarlets Rugby), and the Fairwood training ground, Swansea, which includes six Premier League quality pitches, cryotherapy, performance analysis and sports medicine facilities following £6 million development by Swansea City Football Club and the University.

The natural environment around the Swansea Bay City Region creates further opportunities for sport, health and well-being pursuits, including watersports, walking, cycling, mountain biking and climbing. The region also hosts popular mass participation events, including marathons, Iron Man Wales, half marathons and 10ks.

3.4.3 Sports and Exercise Science

The University's School of Sports and Exercise Science is ranked in the UK Top 10 for the quality of its research, and 5th for the impact of its research (REF2014). The School has notable strengths in key areas of direct relevance to this business case: elite and performance sport, and exercise medicine and health.

Elite and performance sport encompasses work with professional athletes, including high level performance science support in partnership with all elite teams in Wales. The team has worked with Team Wales athletes in the 2014 and 2018 Commonwealth Games, the English Institute of Sport, (Winter Olympic games in 2014 and 2018), Summer Olympic games (Rio 2016) and Rugby World cups (England 2015, Japan 2019). The School's work is supporting Team GB preparation for the upcoming Olympic Games in Tokyo (2021) and Beijing (2022). Members of the team founded the Welsh Institute for Performance Sport, in collaboration with Sport Wales and industry partners.

Examples of the School's engagement with collaborative partners in the Sports Tech field include the partnership with Sport and Well-being Analytics that led to the development of the PROTECHT intelligent mouthguard system used in concussion prevention research, and a £1.8 million SMARTExpertise grant to produce heated garments for Olympic athletes.

Exercise medicine and health expertise focuses on physical activity and public health, clinical exercise science and engineering, and analytical approaches to quantifying human movement with a particular focus on physical activity and health of children, and exercise and diabetes. In partnership with Sport Wales and Public Health Wales, researchers founded The Welsh Institute of Physical Activity, Health & Sport, a network of academics and stakeholders from community, sport, public health, third sector and industry to develop solutions to physical inactivity.

Key initiatives include diabetes prevention work within the €8.9 million, European Commission PREVIEW consortium and have worked with the pharmaceutical industry for studies related to exercise and Type 1 diabetes, for example to support the Novo-Nordisk professional road cycling team

The School also contributes to the Cystic Fibrosis and Physical Activity Strategic Partnership, the National Centre for Public Health Research Wales, the UK Asthma Research Centre, Centre for Aging and Dementia Research and Diabetes Research Unit-Wales, as well as conducting international work to develop a school physical activity, obesity and health research network.

3.4.4 Sports-related research infrastructure

Swansea University has invested c.£3 million in c.1,000sqm of Applied Sports Technology, Exercise and Medicine (A-STEM) research facilities, including biomechanics, physiology and psychology laboratories with specialist facilities for biochemistry, body composition testing, an environmental chamber, a special populations laboratory, and nutrition preparation areas.

Sports and Exercise Science researchers also have access to other facilities and infrastructure across the University, including a wind tunnel (which has been used in partnership with GB Cycling and GB Bobsleigh), and specialist equipment in the Institute for Structural Materials, Welsh Centre for Printing and Coating, and the Advanced Imaging of Materials facility. Collaboration with Engineering researchers has led to the development of the 'Slamtracker' movement tracker for measuring physical activity, as well as advanced analytical signal processing methods that have been used in collaboration with Sport Wales to publish new insights into physical activity and quality of movement in children and young people.

Researchers also have access to the Clinical Research facilities offered by the School of Medicine and collaborate with the Diabetes Research Unit-Wales to undertake clinical trials and fundamental research into the mechanisms underpinning whole systems physiology in diabetes. Clinical facilities that support exercise related trials for children with cystic fibrosis and asthma are ongoing, while Swansea's Clinical Imaging Facility and midwifery and obstetrics expertise have been used for studies on breast cancer, and exercise and pregnancy. Finally, collaboration with partners in Data Science allows data linkage studies to be developed and studied.

This project will establish new, complementary facilities to enable Sports and Exercise Science research, development and innovation, including:

- Multifunctional laboratories.
- Teaching/skills space.
- An Institute for Innovation in Sport Exercise and Rehabilitation Technologies (INSERT) for the development, testing and evaluation of medical, health, well-being, and sport technologies.
- An innovation centre to support commercial collaborations.
- Opportunities to nurture further links with Data Science for data analytics, forecasting and insights.

It will be apparent that there are significant synergies between the research activities of the Institute of Life Science and the School of Sports and Exercise Science, though these linkages have not been fully exploited. The project therefore represents an opportunity for these disciplines to cohere around the MedTech/Sports Tech axis, and to capitalise on the potential offered at the intersection between sports science and health, well-being and life sciences.

3.4.5 Complementary infrastructure and investments

In addition to ILS infrastructure, clinical facilities and sports infrastructure, the project calls on a range of regional investments and specialist expertise at every stage of the innovation journey, from initial concept and design to manufacture, clinical trials and commercialisation, and from digital/data-driven innovation to semiconductors and printed electronics.

At **Swansea University**, specialist facilities and initiatives include:

- The *Computational Foundry*, a £30 million investment in computational sciences, with strengths in user experience, visualisation, verification, AI and machine-learning. The Foundry houses the £3.8 million CHERISH Digital Economy Centre (which includes a focus on HealthTech) and the

EPSRC Doctoral Training Centre in Enhancing Human Interactions and Collaborations with Data and Intelligence Driven Systems.

- World-leading *engineering research infrastructure*, including for systems and process engineering and analytics materials, advanced imaging, and advanced manufacturing (with links to the Welsh Data Nation Accelerator initiative). The University is also home to the Welsh Centre for Printing and Coating, a centre of excellence for printed plastic electronics.
- The *Centre for Integrative Semiconductor Materials*, a £30 million investment in innovation in semiconductor device manufacture
- *AgorIP*, a £20 million investment in support for Intellectual Property commercialisation, which has to date supported 234 opportunities (more than 50% in the health and well-being sector), created 23 jobs, filed 19 new patents and supported 18 new companies.
- *Legal Innovation Lab Wales*, a £5.6 million investment supporting innovation in LegalTech, with interests including technology regulation and intellectual property.
- *Value-Based Health and Care Academy* and *All Wales innovation Academy for Health and Social Care*. A c.£5.4m investment by Welsh Government as part of its Intensive Learning Academy Programme delivering education, research and consultancy in these critical policy areas.

The project also benefits from access to the expertise of the £4.5 million *Awen Institute for Creative Ageing Industries* (planned to facilitate and develop innovative research partnerships to support individuals and communities to live well as they age) and the Welsh Government-funded (Health and Care Research Wales) *Centre for Ageing and Dementia Research* (CADR), a national, multi-faceted virtual organisation that takes an holistic approach to addressing the opportunities posed by longevity. Other **regional investments** that will benefit the project include the *Assisted Technologies Innovation Centre* at the University of Wales Trinity St David (also part of the Accelerate initiative, with expertise in product design and user experience), the innovation and incubation infrastructure of the planned Digital District on Swansea's Kingsway, and *Pentre Awel life science and well-being village*.

The partners therefore lead a thriving environment of innovation activity (academic, industry and NHS-led) and seek this opportunity to expand the current infrastructure to support growth into targeted new areas, including within sports and well-being technologies.

3.4.6 South Wales health and life sciences innovation corridor

The South Wales Crucible Science and Innovation Audit (SIA, December 2018) highlights health innovation as a key strength along the South Wales corridor. The SIA recognises impressive clinical innovation landscape and acknowledges the “significant growth potential in a data-centric approach to health that interconnects our strengths in health informatics, neuroscience and clinical/medical technology innovation” (p67) alongside industrial capabilities and a highly integrated Welsh NHS system.

The innovation corridor encompasses specific commercial strengths such as wound healing, medical devices, single-use technologies, diagnostics and clinical trials, and is home to multiple Contract Research Organisations and several key anchor companies, including pharmaceutical firms (Norgine, Penn Pharmaceuticals); diagnostics firms (Ortho Clinical Diagnostics, Siemens Healthcare Diagnostics) and medical devices manufacturers (Biomet UK).

Figure 3.4 below shows the key health and life sciences infrastructure in South Wales. Note that the private sector-run innovation site on the former GE Healthcare site has a focus on life science incubation and start ups, while the Welsh Government-owned innovation space at Pencoed has 18 firms on site, of which six are in the life sciences sector. None on the facilities identified below has a focus on Sports Tech, which is a key differentiator for this project.

(A table setting out the project's synergies and differentiators with the Pentre Awel initiative is included as Appendix A2.)

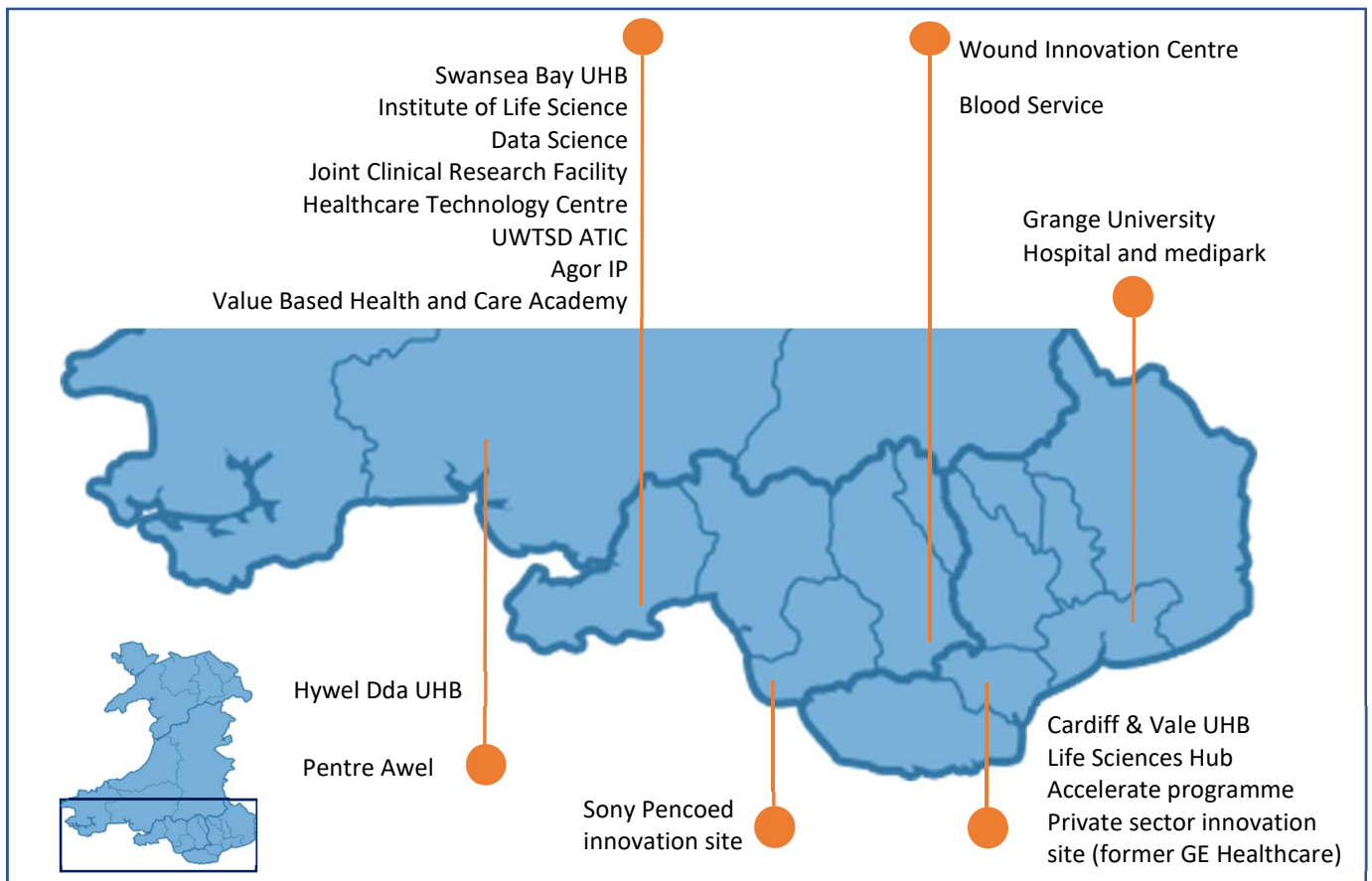


Figure 3.4: South Wales Health and Life Sciences Innovation Corridor

Note that a meeting of organisations from across the innovation corridor was held on 10 June 2021 to discuss individual projects and initiatives, and to scope opportunities for collaboration. This was coordinated by the Life Sciences Hub Wales and included representation from Cardiff and Vale UHB, Swansea University, Welsh Blood Service, Cardiff University, Aneurin Bevan UHB, and Welsh Government. With regard to the strategy for wider innovation and research landscape in the region, the University and the two University Health Boards are in regular dialogue to ensure that the project continues to be supported and aligns strategically with each partner's ambitions for driving Research, Development and Innovation.

3.4.7 Investment and internationalisation

The ILS ecosystem has attracted significant and sustained previous investment from sources including Government, Research Councils and the European Union, primarily for RD&I initiatives housed in the

Institute of Life Science at Swansea University but delivered in collaboration with the Health Boards. Each project delivers health, well-being and economic benefits within the region.

Project/investment	Value
ACCELERATE	£24m
AGORIP (and AGORIP expansion)	£20m
ARCH (A Regional Collaboration for Health)	£1.2m
Avenues of Commercialisation for Nano and Micro Technologies	£2.5m
BHF Wales Research Group	£2.3m
Bucanier (biomedical research, public health, population sciences, informatics, and industry)	€2.3m
Celtic Advanced Life Science Innovation Network (CALIN)	€12m
Centre for Administrative Data Research and Evaluation	£5.5
Centre for Ageing and Dementia Research	£1.9m
Centre for Global Burn Injury Policy & Research	£2m
Centre for the Improvement of Population Health through e-Records Research (CIPHER) – The Farr Institute for Health Informatics Research	£13.1m
Cluster for epigenetics and ADC therapeutics	£1.3m
Diabetes Research Unit	£2.6m
ESCR Administrative Data Research and Evaluation (CADRE)	£4.6m
ESF (European Social Funds): ION: West Wales and the Valleys, Leading Business Growth	£2.4m
Health & Well-being Academy	£2m
Health Data Research Hub	£1.1m
Innovation Capacity Development Fund	£1.1m
Institute of Creative Ageing Industries	£2.6m
Institute of Life Science (1 & 2)	£28m
Institute of Life Science Data Science	£10.5m
KESS II: Knowledge Economy Skills Scholarships	£4.6m
MRC Mental Health Pathfinder + MQ Mental Health Data Science Health Research	£1.8m
National Centre for Population Health & Well-being Research	£1.8m
National Mass Spectrometry Facility and Mass Spectrometry Service	£6.6m
PATROLS (Physiologically Anchored Tools for Realistic nanOMaterial hazard aSessment)	€12.7m
Secure Anonymised Information Linkage (SAIL)	£2m
Social Care School	£1.4m
The MRC (Medical Research Council) Consortium for Medical Microbial Bioinformatics	£2.9m
UK Multiple Sclerosis Register	£1.1m
Wales Centre for Primary and Emergency Care Research	£1.3m

Table 3.8: Relevant investment in the regional life sciences ecosystem

The ecosystem also benefits from key international partnerships with organisations who collaborate closely on RD&I initiatives, and who will contribute to the project's success through their continued engagement. Partnerships include:

Country	Partner
Australia	University of Canberra University of Western Australia
Austria	Graz Medical School
Belgium	KU Leuven
Canada	University of Alberta University of Toronto
Czech Republic	Charles University Prague
Denmark	Steno Diabetes Copenhagen Aarhus
France	Universite Grenoble Alpes
Germany	JGU Mainz Bayreuth Düsseldorf
Greece	University of Peloponnese
New Zealand	Auckland University of Technology
Portugal	University of Porto
Spain	UPF Barcelona University of Granada University of Madrid
Switzerland	Bern Inseptial
USA	University of Houston University of Texas at Austin Baylor College of Medicine Houston Methodist Research Institute Rice University University of Texas Health Science Center at Houston University of Texas Medical Branch at Galveston University of North Carolina

Table 3.9: International partnerships

3.5 Business need

The global Life Sciences, Health and Well-being sector is a major driver of UK productivity (Bell, 2017) and is characterised by the challenge and opportunity of disruptive forces, including demographic change and pressures upon public health systems. In parallel, while the value of sales of pharmaceuticals and medical technology are projected to grow strongly, the market structure is evolving with a reduced role for blockbuster drugs and new technological frontiers being crossed through the Internet of Things and Artificial Intelligence (Deloitte, 2018).

Wales's life sciences sector is both fast-growing and innovative, employing nearly 12,000 people in 299 companies with a £2bn annual turnover. Moreover, it has seen on average 5% annual growth in recent years (LSIS). Table 3.11 highlights the companies based within Wales within the life sciences sector. Aligned to the growth of the life science and health market, there is a growing well-being and sport sector. Inherently linked through prevention and rehabilitation, the sport industry has the potential to further support both the health and well-being of the regional population through tackling issues including obesity, lung and cardiac health, mental health, and health inequalities.

In 2001, the UK Department for Trade and Industry (DTI 2001) identified a nascent biotechnology cluster within Wales. Now employing 10,000 people across Wales and annually contributing £2bn to the economy (WAG 2014), the Welsh Life Sciences sector is developing rapidly, particularly in comparison to other sectors which have suffered badly during recent years.

Although the cluster did not appear in the 31 key UK clusters described in the more recent McKinsey (2014) review, it is seen in subsequent analysis by consultants (SQW 2014), and this also applied to many clusters identified in 2001 by DTI, including ones that had grown during the intervening period.

Importantly though, this cluster has become intertwined with Information and Communications Technology (ICT), and Advanced Manufacturing leading to a vision for an Internet of Health & Well-being. This development has built upon sub-regional innovation system strengths in medical technology, well-being and health & bio-informatics, within industry and academia.

Over the past decade the Welsh Assembly Government has targeted development of the sector through its strategy, A Winning Wales (WAG 2004), initially defined as ‘pharmaceuticals/biochemicals’ was identified as important for future economic growth (WAG 2005). This has been reflected in more recent Sectors Delivery Plan (2013), and UK-level Industrial Strategy (BEIS 2017).

Table 3.10: Active enterprises by priority sub-sector – Life Sciences

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% change: Last over:		
												2007	2016	
Wales:														
Industrial Biotechnology	35	40	35	30	25	25	20	20	25	25	20	-44.4%	-16.7%	
Medical Biotechnology	105	150	130	120	120	110	110	110	135	140	140	30.9%	0.0%	
Medical Technology	110	110	110	110	95	100	100	115	115	120	120	7.6%	-1.7%	
Others (inc Pharmaceuticals)	25	25	30	30	30	40	45	45	45	45	50	102.4%	10.6%	
Total Life Sciences	275	325	305	285	270	275	275	295	320	330	330	18.5%	-0.3%	
UK:														
Industrial Biotechnology	460	435	400	360	335	330	345	350	350	345	360	-22.3%	3.5%	
Medical Biotechnology	2,690	3,300	3,175	3,090	3,015	2,960	2,955	3,255	3,555	3,860	4,075	51.5%	5.5%	
Medical Technology	2,360	2,180	2,365	2,320	2,300	2,305	2,345	2,570	2,710	2,870	2,855	20.0%	-0.5%	
Others (inc Pharmaceuticals)	550	490	625	675	755	895	1,020	1,100	1,220	1,330	1,465	166.6%	10.0%	
Total Life Sciences	6,060	6,405	6,565	6,450	6,410	6,515	6,665	7,275	7,835	8,410	8,755	44.0%	4.1%	

Source: Welsh Government analysis of Inter-Departmental Business Register, Office for National Statistics

Over 80% of sector employment is within medium/large enterprises. However, the Welsh ‘ecosystem’ also comprises scores of smaller companies and sole traders, many of whom are also globally active. While the South East of England accounts for the largest share of the sector, there are specific strengths across the UK, including within Wales a significant proportion of medical technology activity (Table above). The comparative strength of this sub-sector is highlighted when compared in more detail against other UK regions (Figure 3.4).

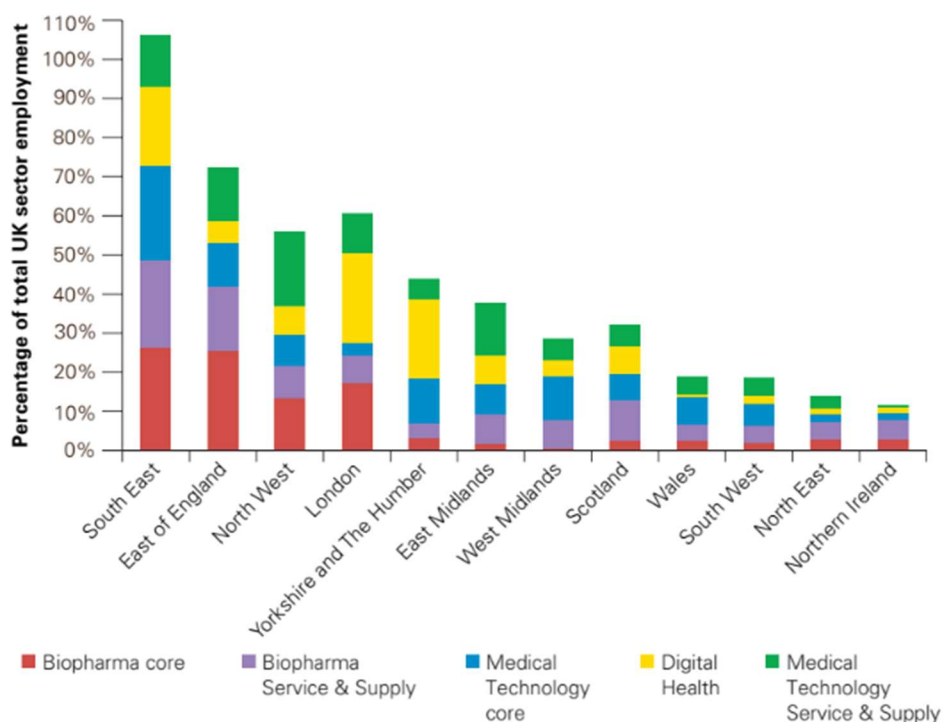


Figure 3.5: Regional employment in the life science sector and digital health segment displayed as a percentage of the total UK life science employment in the sector or segment.

The regional diversity within the sector ranges from global companies manufacturing medical supplies such as Ortho Clinical Diagnostics, through to indigenous enterprises such as Biotec Services International providing specialist clinical trials supplies and support.

The relatively low showing for the pharmaceutical sub-sector in Wales suggested by Figure 4 hides a mass of associated activity in clinical trials, drug discovery and toxicology research which is featured elsewhere. Indeed, the quality of work across Wales in the development of new diagnostics and therapies is world-class. The 'South West and Central Wales' region is home to a diverse Life Sciences enterprise ranging from early-stage academic spin-outs through to major employers producing products for household names. ILS for example works with some 250 enterprises ranging from local specialist consultants through to multinationals. While the regional employment within core Life Science is the smallest amongst Welsh Government Priority Sectors, its high GVA per worker, significant growth potential and crossover with other high-value sectors are important drivers.

As described by NESTA (Hutton and Schneider, 2008), the nature of innovation brings inherent uncertainty and, therefore, imperfect allocation of resources into the unknown. This makes for challenging market conditions where information paucity and asymmetry, and subsequent risk aversion, leads to market failure as investment remains within sectors (or mature segments thereof) and regions providing historic returns.

It is recognised that that the sector, and even individual opportunities, are inherently complex and will involve transfer of resource or opportunity cost, potentially elsewhere within the UK. Conversely, such effects may be positive, enhancing returns elsewhere. With regard to the former, the

accompanying appraisal within the Economic Case aims to accommodate this through consideration of additionality in line with intervention and context-specific factors (Partnerships, 2008).

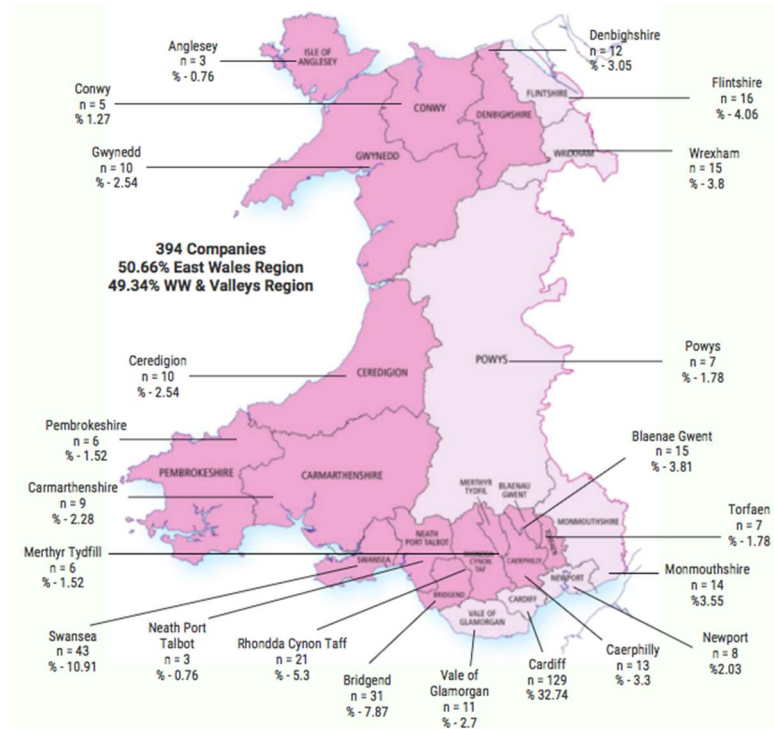


Figure 3.6: Life Science Companies based in Wales

The potential to develop the regional Life Sciences & Health Well-being sector is evidenced since the start of the millennium (DTI, 2001) and more recently in the Life Sciences sector industrial strategy (Bell, 2017). The specific medical technologies focus of the regional cluster is reflected in the ongoing South Wales Crucible Science & Innovation Audit (SU, 2018), along with other research (Davies et al., 2018). This smart specialisation focus (Foray et al., 2009) positions against potential wider displacement while also building upon recognised strengths.

Subsequent investment into the regional sector has supported the development of a cluster focused upon these specialisations, which are reflected in the original Internet Coast proposal (Swansea University, 2017). However, the development of this regional cluster is stymied by a lack of capacity within the regional innovation system as shown in research by the Regional Learning and Skills Partnership (RLSP, 2013). The specific market failure results from a number of factors though predominantly from imperfect information and market power. The provision of infrastructure to support Life Sciences, Health & Well-being innovation, particularly in the challenging translation gaps has gone some way to addressing this, though the Open Innovation dynamics and peripheral region give specific context (Hewitt-Dundas and Roper, 2018).

The pent-up demand for facilities within the region (RLSP, 2013) does not in itself evidence market failure, though coupled with the ongoing lack of market response shows imperfect market treatment of an inherent barrier to entry in the creation/provision of such RD&I infrastructure. Each phase of the

ILS has become rapidly saturated while charging above 'market' rates¹⁷, which has spurred investment into activity though not yet further infrastructure. Some opportunities have migrated elsewhere in the UK, though many are unable to transfer due to inherent requirements for local smart specialisation resources such as ongoing R&D¹⁸. This highlights how intellectual (Maskell, 2001) and geographic proximity of activities such as underpinning research, clinical research and commercial strategy are important factors for development, as witnessed in other life sciences clusters. This is echoed in the regional experience where the Science Centre within the National Botanic Garden of Wales¹⁹, located further from other partners, has taken longer to achieve higher levels of utilisation. This phenomenon is shown within the region, with the nature of the engagement by start-up and mature firms being based predominantly on local scientific or other unique knowledge/resources (Davies et al., 2015).

Elsewhere in the UK, bottlenecks have been identified (MedCity, 2016) which constrict the growth of the sector. Within the 'golden triangle' for example where public and private investment has been historically focused there is a <5% availability of specialist laboratory space (Bidwells, 2018). These mature clusters underscore the market power failure whereby incumbent/historic players and facilities created a market power dynamic of barriers to entry, which has not found effective new balance. For example, taken more broadly, technology-based innovation facilities (like many systems) should operate at ~85% capacity to allow for effective throughput.

In parallel with such infrastructure bottlenecks there is a paucity of patient intelligent capital to support such innovation in the UK (Bell, 2017), which may be part of the lack of market confidence to provide the former. Efforts such as those of the Technology Development Centres through Accelerate, IP commercialisation platform AgorIP and the Development Bank for Wales are examples of aligned efforts to develop co-investment for Life Sciences, Health & Well-being innovation within the region.

These initiatives have achieved high levels of co-investment in opportunities based upon regional smart specialisation. The ability of these initiatives to attract highly competitive co-investment for opportunities demonstrates the effect of information asymmetry. This reflects the fact that it has been demonstrated that national systems can exhibit asymmetries in establishing industry-academic collaboration (Abramo et al., 2011), with proximity playing an important role. While perfectly efficient use of information is challenging enough in the broader economic context (Stiglitz, 2000), it is compounded within peripheral regions with weaker social capital and transport linkages. The emerging successes within the region show the failure for the market to distinguish short and longer-term gains, which is particularly challenging in sectors characterised by inherently long timescales for commercialisation (Bell, 2017). In this respect, the 10-15yr timescale to realise life sciences opportunities is reflected in the efforts since the original DTI (2001) report on the cluster.

The Institute of Life Sciences itself reflects this timescale and has been part of addressing the challenge of cluster management (EU, 2010), and has subsequently been noted by Welsh Government as a key component in its Innovation Policy (WG, 2014). Much of the effort within this initiative and planned

¹⁷ This is undertaken to provide compliance with State Aid regulations, provide sustainability to infrastructure, ensure viability of opportunities, and protect against displacement.

¹⁸ As evidenced from ILS 'graduate' information, provided by centre management.

¹⁹ <https://botanicgarden.wales/garden-areas/canolfan-wyddoniaeth/>

within Campuses is to negate the market power inertia and address the information asymmetries by creating a critical mass of activity linked strongly with UK networks and programmes.²⁰

Developments such as the establishment of the Pfizer²¹ innovation initiative support the argument of information asymmetries being an important market failure. Their development of RD&I activities in the region have come about following engagement with ILS. However, both investments are to an extent made on the basis of anticipated forthcoming infrastructure to deliver a scale of activity in the in the region. Notably, both organisations have a focus on Life Science, Health, Well-being & Sport smart specialisations and are intertwined with existing and planned infrastructure.

The Open Access Open Innovation model adopted by the Internet Coast protects against moral hazard between public and private sectors by embedding co-investment and shared benefit. It builds upon the infrastructure approach of ILS negating market power and information asymmetry, while using the AgorIP open innovation commercialisation model to build mass and engagement overcoming information asymmetry. As projected in the Economic Case, this will create deal flow to address market failures, drawing further investment into opportunities and giving confidence for further private sector capital investment.

3.5.1 Cluster growth – development, attraction and retention

Employment created with ILS assistance during the period 2004-2015 demonstrates demand within the sector. This shows steady development with the growth of research communities at the completion of each ILS facility in 2007 and 2012. Employment growth in the wider sector can be seen as tracking the development of scale in R&D.

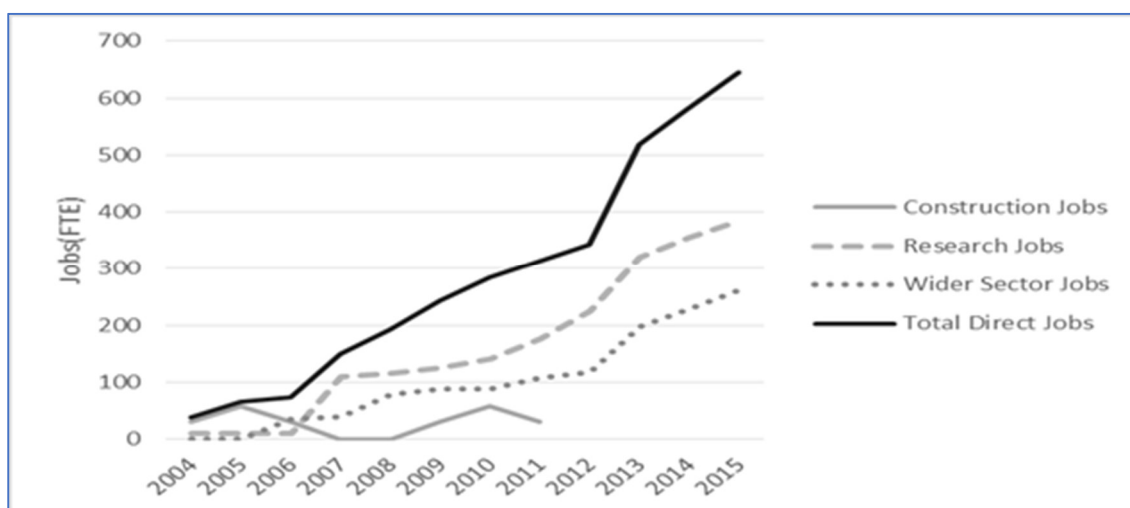


Figure 3.7: Jobs created as a result of ILS assistance between 2004-2015

Using the ILS (Phase 2) job creation and related sector wage data, the combined impact for a range of scenarios (providing sensitivity analysis) was calculated, as shown in Table 9. This includes relevant adjustments for potential deadweight, displacement, and substitution effects, with appropriate

²⁰ <http://www.swansea.ac.uk>

²¹ <http://www.walesonline.co.uk/news/wales-news/pharma-giant-pfizer-set-up-12735075>

discounting of future benefits. For all scenarios, the benefit/cost ratio shows a positive return growing across increasing time horizon which set against the context of weak economic growth in the broader economy is an encouraging position.

Analysis of the 15 years of ILS activity demonstrates high levels of additionality. The targeted technology fields build upon areas of specific expertise and associated industrial capacity in South-West Wales. The intellectual and physical proximity of commercialisation to research and clinical activity is at the core of ILS, and therefore separation across the region or further afield would simply result in loss of opportunities and downstream benefit.

Benefits and Costs £,000	Base		Low		High	
	15yr	20yr	15yr	20yr	15yr	20yr
Direct Employment	91,287	150,431	73,030	120,345	109,544	180,517
Indirect Employment	37,294	61,607	11,934	19,714	53,704	88,714
Combined Employment	128,581	212,038	84,964	140,059	163,248	269,231
Combined (Discounted)	111,472	167,901	73,664	110,917	141,524	213,184
Facility Value	12,000	12,000	10,000	10,000	15,000	15,000
Investment PV	37,900	37,900	37,900	37,900	37,900	37,900
Total	418,534	641,877	291,492	438,935	520,920	804,546
Net Present Value	85,572	142,001	45,764	83,017	118,624	190,284
Benefit/Cost Ratio	3.26	4.75	2.21	3.19	4.13	6.02

Table 3.11: Economic Impact of ILS Phase 2 Project

Many economic development interventions involve purely revenue activities and do not create facilities. Exclusion of facility value from this analysis provides positive returns, resulting in benefit/cost ratios of 1.94, 2.94 and 3.73 by Low, Base and High scenarios at the 15-year time horizon.

The project has been developed to optimise its additionality at regional, Wales and UK levels. Its focus on applying unique specific regional strengths to deliver a unique ecosystem underpins this, by targeting opportunities with an approach, which cannot be achieved elsewhere.

3.5.2 Evidence of demand

We are experiencing increasing demand from growing indigenous and inward-investing companies all aiming to co-locate and draw upon research excellence and clinical expertise. The ILS cluster predominantly around the Singleton site is displayed in Figure 5 and has created a pipeline with space requirements of varying types, though existing facilities are at capacity and the growth trends described above indicate a shortfall in space to accommodate companies in the Life Science innovation space.

The inextricable link between specific research/technology and/or clinical expertise results in opportunities being immobile as they are based upon unique local strengths/specialisations. Following the trend line of growth in ILS at 2017 – based on net annual requirements over 3/5 years - current requirements already represent ~2,800s.m lack of immediate capacity. Since 2017, this demand has

continued to grow as evidenced by the output of the ILS Healthcare Technology Centre and AgorIP opportunities. Both initiatives are realising projects with existing and new companies, attracting significant private sector income (currently running at over projected levels). The ILS experience indicates that a proportion of projects supported at the initial phase will mature in terms of company and employment growth over subsequent years. As the activities require proximity to the relevant research, innovation and/or clinical resources, they risk either being stymied or lost completely.

This assertion is also borne out by SQW's *Commercial Property: Market Analysis and Potential Interventions* report for Welsh Government (March 2020), which identifies the potential net requirement for commercial and industrial floorspace as between 500,000 sq ft and 1.5 million sq ft per year to 2031. The report highlights the demand for innovation centre type space (citing the example of London-based digital/software company establishing a presence at Harbourside, Baglan, in order to access the region's connectivity and Swansea University's graduate pool) and further notes the strong evidence that there is a weak supply of smaller industrial/commercial units relative to demand.

The provision of aligned infrastructure and expanded facilities will enable the region to remain competitive, attract innovative enterprise to the region and avoid the migration of business away from the region. Co-location is the critical element noted in the demand amongst all opportunities. Integration of research, clinical and commercial activities alongside academic and clinical partners is central to the ILS Open Innovation environment and ethos. Start-ups, without the resources to establish their own facilities, and larger collaborators wanting to co-locate with the critical mass of existing research, have oversubscribed the current Singleton capacity. The non-exclusive and shared nature of the facilities promotes collaboration, assists early-stage ventures in accessing facilities, and encourages a range of multinationals to participate.

This approach does though involve a more dynamic use of space, which challenges initial capital investment. Existing facilities have been established with EU Structural Funds and has since become sustainable with rental/licence incomes. However, expanding this income to a scale which supports further growth is a limiting factor, hence the proposal for City Deal support. The track record to date of ILS has demonstrated the potential return through employment and innovation, alongside expanded research capacity.

The current capacity of ILS is saturated, risking the ecosystem's ability to drive innovation, implementation, adoption and commercialisation. Opportunities cannot effectively be redirected in the UK as they seek the unique industry, research and skills attributes offered by the ILS ecosystem. The ILS approach has therefore been developed as a transformative project to expand the ILS capacity and capabilities beyond its current confines delivering longer-term regional benefits.

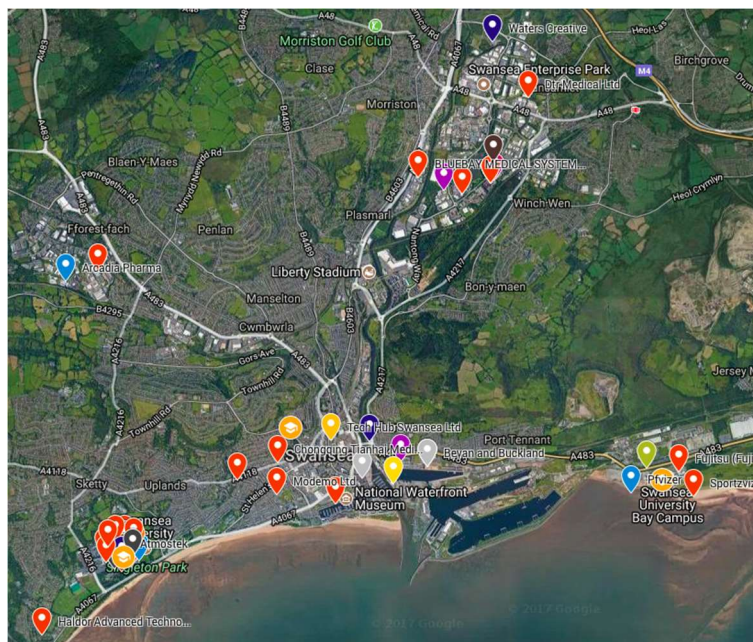


Figure 3.8: Life Science geographical cluster in Swansea

3.5.3 Commercialisation and adoption

Accelerate, the Healthcare Technology Centre and AGORIP are examples of platforms within the existing ecosystem that are driving the development of new products, processes and services, and facilitating commercialisation. Initiatives such as the Bevan Commission Adopt and Spread programme further enhance opportunities for regional and national adoption.

The Research Innovation and Improvement Co-ordination (RIIC) Centres, supported by local health boards, funded by Welsh Government and in partnership with the regional partnership boards, will also look to further the research, innovation and improvement ecosystem across the region, building upon existing strengths and aligning regional assets and activities to maximise impact across Wales through a co-ordinated network.

Through engagement with regional assets and by embedding the open access, open innovation principles embraced by the aforementioned AGORIP and Accelerate, the project will be enabled to further enhance the innovation ecosystem within the region. Emerging initiatives including the establishment of a Centre of Excellence for Innovation for Sport, Exercise Rehabilitation and Enablement Technologies Cymru (INSERT Cymru), which will further advance commercialisation opportunities within the region, with a particular focus on sport and fitness products, innovations, wearables, devices and analytics.

3.5.4 Regulatory issues

The development, implementation and commercialisation of innovations and devices enabled through this project will encounter regulatory challenges, especially for medical technologies.

The Medicines and Healthcare products Regulatory Agency (MHRA) regulates all medical devices – e.g. instruments, appliances, software, or materials designated for diagnostic or therapeutic purposes,

such as for prevention or treatment of injury or disease. Devices that are designated as “SportsTech” are less likely to require MHRA approval, as they are less likely to be invasive or deliver a medical intervention. However, given the intersection of health, medicine and well-being with MedTech and SportsTech, it is recognised that devices developed through this project are likely to be subject to regulatory consideration.

Securing regulatory approval from MHRA can be a complex and time-consuming process, which can therefore slow down product commercialisation. Although this is an industry issue (not an academic issue), the project will take several steps to provide support to help SMEs navigate regulatory requirements, including:

- Provision of workshops, advice and guidance for SMEs;
- Inclusion of a Business Development Manager (regulatory affairs) post within the project team;
- Access to Clinical Trials Facilities and regional test-bed environments to assess and evaluate new products and devices;
- Access to advice and guidance from a major healthcare organisation with experience of helping companies to secure regulatory approval. Discussions are ongoing with a potential delivery partner.

3.5.5 Future workforce and skills

The project aligns with the **SBCD Skills and Talent Programme**, which seeks “to create new and sustainable opportunities that will generate prosperity for individuals and businesses in the Swansea Bay City Deal region”²² and will contribute towards the Programme’s ambitions to support the development of c.14,000 people in the region.

In particular, Skills and Talent will be a cross-cutting theme within the Project, supporting advanced skills, continuing professional development and the creation of sector-specific facilities to support skills development. It will produce new undergraduate and postgraduate programmes and, through the University’s existing widening access and outreach frameworks, will support ambitions to encourage young people to take advantage of education and skills opportunities.

The project also responds to the **Regional Learning Skills Partnership (RLSP) *Regional Employment and Skills Plan (2016)***²³, which includes a focus on the “aspirational economy” and identifies Life Sciences as one of the high value, high growth sectors that will contribute to increase GVA. The report also highlights that “there is a significant need for higher level skills which will increase the pressure and requirements on the skills infrastructure to deliver the required level skills” (p24). Furthermore, the report identifies that there will be greater demand for both graduates and higher skilled (not necessarily graduate) workers.

²² Skills and Talent Business Case - vision,

²³ <http://www.rlp.org.uk/SharedFiles/Download.aspx?pageid=2&mid=13&fileid=4>

The report notes that this growth is driven by factors such as an aging population driving demand for healthcare solutions, the impact of “big data” opportunities, new manufacturing methods, wearable technologies and growth in tailored healthcare.

Specific skills challenges identified for the region include:

- Good laboratory practice
- Regulatory understanding.
- Scientific research.
- Product development.
- Leadership and management.
- Production techniques.
- Quality assurance.
- Computer analysts.

Finally, RLSP highlight that an employer survey identified a number of recruitment issues and skills and aptitude deficiencies, primarily in the area of technical roles and skills. The inherent lead time of affecting major change within a regional skills base is a significant challenge in supporting the development of rapidly developing sectors such as the Life Sciences. This is underlined by the fact that secondary school pupils currently making important subject choices may not enter the labour market for a decade, if they continue through into further and higher education. Furthermore, the complexity of the sector, overlapping into ICT, Advanced Manufacturing and other services requires broad consideration of the skills involved.

As a result of the RLSP’s recommendation to establish a group to support the sector, together with specific actions aimed across further and higher education, schools and other stakeholders, the All Wales Life Sciences Skills Group was founded, with strong regional involvement and engagement with Welsh Government’s departments of Economy, Science & Transport, and Education & Skills.

In seeking to enhance the skills pipeline, Swansea University has also outlined plans for continued growth in student numbers and course provision over the next decade. This is supported by ambitious plans to increase not only the number of students on current courses but also the development of innovative provision to upskill existing workforce and ensure the pipeline of talent available to enter employment locally. This is being achieved through the establishment and growth of continuing professional development (CPD) and executive education offerings for learners from diverse backgrounds, including healthcare professionals and business leaders.

Additionally, planned degree programmes in Sports Tech, therapy and rehabilitation (blending sport and exercise sciences and medical sciences) will create a pipeline of skilled graduates able to drive the growth of the regional sports technology cluster, and an environment where research informed curriculum and employment opportunities and skill development can occur simultaneously. Proposed programmes for development include undergraduate and postgraduate degrees in:

- Sport business management
- Sport therapy and rehabilitation
- Sport and exercise medical sciences

- Sports Technology
- Sports Performance
- Preventative & Sports Medicine

Expansion of employer-led, practice-driven and industry informed curriculum development alongside enhancing experience provision will allow partners to work in collaboration to deliver world-class learning. The co-location with exceptional research and innovation environments will equip learners with the skills, aptitude and experience to become the required regional workforce of the future. Working together with the locally developed cluster and international strategic partners across a range of disciplines, the growth of the ILS ecosystem will enable the significant expansion in course provision as outlined in 'Appendix A3 – Proposed Educational Course Development List' will attract learners to study in a high-quality research and teaching environment and equally attract employers and industry to the emerging talent pool.

Together with regional projects including the Digital Infrastructure and Skills projects, the Campuses project will work together with aligned developments to ensure complementarity and regional enhancement. Established concepts including the Joint Clinical Research Facility which is already operating across the two Campus sites provides a model by which expansion of existing infrastructure can be developed. The Welsh Government investment into research, innovation and improvement co-ordination (RIIC) hubs, together with the establishment of the associated network, the creation of a health board innovation leaders network and the recent development of the regional innovation forum are examples of aligned efforts to ensure regional benefit to localised activities is realised. The growth of the ILS ecosystem will further equip the developing local test-beds to support the creation, development, piloting and evaluation of new innovations and solutions to ultimately establish the region as a living lab.

3.5.6 Summary of need

The ILS ecosystem in the Swansea Bay City Region has demonstrated its capacity to drive sustainable economic change and to support the growth of a vibrant life sciences sector.

While the regional sports infrastructure supports grassroots and elite sport, there is no discernible Sports Tech sector.

Evidence shows that there is a need for

- **Facilities:** The ILS ecosystem is oversubscribed, with trend lines showing a current shortfall of ~2,800 square metres and in capacity to develop and harness industrial collaborations. This creates the risk that the region will be impacted through loss of opportunities aligned to innovation, implementation, adoption and commercialisation. Lack of innovation space also inhibits collaborative interdisciplinary research activity, with associated loss of opportunity for inward investment and staff retention.
- **Scale:** The investment, expansion and consequent improvement of the existing infrastructure will ensure that the region's research remains globally competitive to attract further investment and collaborations from across the public and private sector sources. Expanded

facilities will also allow the development of widened interdisciplinary research strengths at the intersection between sports science, health and well-being research, and the further growth of the regional SME cluster.

- **Skills:** The need to ensure a sustained pipeline of talent coming into the life sciences, well-being and sport innovation sector at every level, from school leaver through to industry professional.

By addressing these three imperatives, the project will contribute to the City Deal's core objectives to grow GVA and create jobs.

3.6 Potential scope

Building upon the success of ILS and the established life science and well-being cluster within the ecosystem, the City Deal investment allows for the continued growth of this cluster and widening of the focus to incorporate aligned innovation activities compatible with the local environment including sports, health and well-being at Singleton, and clinical innovation at Morriston. The potential scope extends to a number of core, desirable and optional elements, which are all assessed within the full options framework described in the Economic Case (section 4.3)

Elements	
Core	<ul style="list-style-type: none"> • Take advantage of the opportunity to co-locate ILS alongside clinical services at Morriston Hospital. • Create new RD&I facilities to expand life science and sport science excellence with the aim of establishing a new, Sports Tech economy in Wales, alongside MedTech. • Seek planning approval to build a new road to unlock the investment potential of the Morriston Hospital site.
Desirable	<ul style="list-style-type: none"> • Provision of facilities for education, training and skills. • Engage with key partners from the health, sport and technology sectors to drive the long-term development of the project and investment opportunities.
Optional	<ul style="list-style-type: none"> • Establish an investment fund to invest in targeted opportunities within the region. • Limited, incremental growth in capacity through refurbishment of existing facilities. • Consider expansion to enable an ILS footprint within the region served by the Hywel Dda University Health Board.

Table 3.12: Core, desirable and optional elements within potential scope

The project will create expanded infrastructure with wider capabilities, allowing more and larger opportunities to be captured, ranging from commercialisation of HE/NHS research through to major inward-investment opportunities. Creating significant new employment within high GVA sectors, the project will further develop the industry cluster centred around ILS. The investment blends complementary foci of technology and clinical innovation supporting development across a broad range of technology readiness levels and diverse industrial sectors/segments.

The vision for the ILS is to advance medical science through multi- and interdisciplinary research and innovation for human health, well-being and fitness, and to link those benefits to the economy by encouraging interaction with other organisations in a spirit of open innovation. This provides a unique environment within which partner organisations benefit from being surrounded by people and resources that can be accessed to help them succeed and grow.

The potential project scope is therefore to establish an ILS footprint at Morriston and to expand the ILS infrastructure at Singleton to create a novel focus on technology/data-led innovation in sport, well-being and life science research and skills, and to harness this regional infrastructure to leverage investment that supports the development of a larger life science park at Morriston in addition to investment in the Sketty Lane Sports Village.

The project and its broader, regional, longer-term initiative are built upon an “Open Access Open Innovation” philosophy, attracting a plurality of investors, technology firms, clinical groups and other stakeholders to engage in multi and interdisciplinary collaborations. This project will create Research, Development & Innovation facilities to harness strengths in clinical research and healthcare and sports technologies created from indigenous opportunities and inward-investing partnerships. Prospective investments from major multinational genomics, pharmaceutical, and ICT companies underscore the transformative opportunity presented by the project.

3.6.1 Investment strategy

Plans for the realisation of the £115m capital investment required for Phase 2 are in progress working towards the longer-term commercial strategy. As the market is evolving significantly with new trading relationships and a post-Covid renewal it is recognised that this strategy will need to emerge and evolve to support market opportunities. The detailed nature of the second phase investment will therefore be defined as impacts of (e.g.) Covid-19 and the emergence of new technologies impact on what may be required to meet industry need.

In response, and catalysed by award of the City Deal funding, the project team will be in a position to work on more specific proposals with private and public sector partners to scope the opportunities and options available for the Phase 2 investment, and to conduct a post-Covid market analysis on the recommended approach. This work will build on activity previously undertaken by an external consultant to understand and scope funding opportunities. The Swansea Bay University Health Board is already master planning for the Phase 2 development while the University is developing its plan to deliver the Phase 2 development at Sketty Lane, and is preparing to undertake a full feasibility study (including potential joint venture, investment and funding arrangements). Funding is being sought to support this work.

The Project Team is already engaging with the Investment Directorate of the Department for International Trade (DIT) to develop an investment offering that DIT can promote to its global network of investors and venture capitalists. This will be refined as the Phase 2 requirements are refined.

Public sector investment encompasses both contributions from local authorities and other public funded and public service organisations, and targeted funding from (e.g.) Welsh Government, UK Government (UKRI, Innovate UK) and European/International grant funding for research, equipment and collaborative programmes with industry.

Private sector investment will include regional investment from local and national private sector partners, local healthcare and sports providers. The project will also leverage private sector investment from large organisations seeking to establish or expand their presence in Wales, and their supply chains. Further investment is expected to be secured from private research and development partners.

The Financial Case sets out the anticipated breakdown of the public and private sector funding expected, and the current funding status of each element.

3.6.2 Potential scope: Morriston

It is anticipated that the project's potential scope at Morriston will be to redevelop existing infrastructure to expand research and innovation activity co-located amongst world-leading clinical delivery and specialisms. Working alongside regional specialist services at Morriston Hospital, the Morriston development will support the creation of research collaboration and industry engagement. World-leading research in health and bio-informatics together with a cluster of SMEs and multinational ICT/Pharma partners provides a strong foundation and UK USP for this high-growth sector. The scope would encompass initial City Deal investment to enable the development of an ILS footprint at Morriston through the refurbishment of existing estate to establish:

- Integrated and flexible innovation and business incubation space, with a focus on technologies that are approaching real-world application (high TRL);
- Enhanced support for strengths at Morriston including regenerative medicine, cardiac research, rehabilitation and clinical engineering to expand existing research and innovation excellence;
- Life science innovation and business support functions including alignment with skills and talent initiatives supported by the Medical Education centre.

3.6.3 Potential scope: Sketty Lane, Singleton

At Singleton, the potential scope extends to the development of a Life Science, Well-being and Sport facility that will complement existing infrastructure, encapsulating and expanding existing research strengths. Ideally, the spaces created will be designed to maximise flexibility and will be multi-functional and available for use by academia, industry, and healthcare professionals and academia for research, training and development needs.

This element of the project will seek to realise the redevelopment of sporting facilities in order to create a world-leading site to encourage sport participation and enable associated health and well-being benefits within the local community and beyond. The facilities should enable the growth of research strengths in sport and exercise sciences, attraction of elite sports and sports performance innovations as well as expand the ILS cluster to incorporate sports enterprise including devices, sensors, wearables, analytics and related third sector and community-based organisations.

3.7 Benefits and risks

3.7.1 Benefits

A full Benefits Register is attached as Appendix A4. The key benefits are planned to be:

- Contribution to GVA growth.
- Job creation.
- Inward investment.
- New RD&I facilities.
- Growth of 300 strong industry cluster.
- Establishing a Sports Tech economy in Wales.
- Improved community health and well-being.
- Skills development.
- Attraction and retention of students.

It is expected that the Life Sciences, Well-being & Sports Campuses project will create between 1000 - 1,120 jobs during the project timescale, contributing an additional £150m - £153m to regional GVA (2031). The project will also provide a pipeline of healthcare innovations benefitting communities during the development phase (locally) and from commercialisation (UK and further afield). This will provide both local economic uplift through improved health and well-being and subsequent productivity along with wider societal benefit and skills uplift. Figure 3.9 presents an output from a stakeholder engagement workshop to map the benefits created as a result of the Campuses project. The target benefits are described in black whilst the potential dis-benefits are outlined in red and the blue lines define potential linkages.

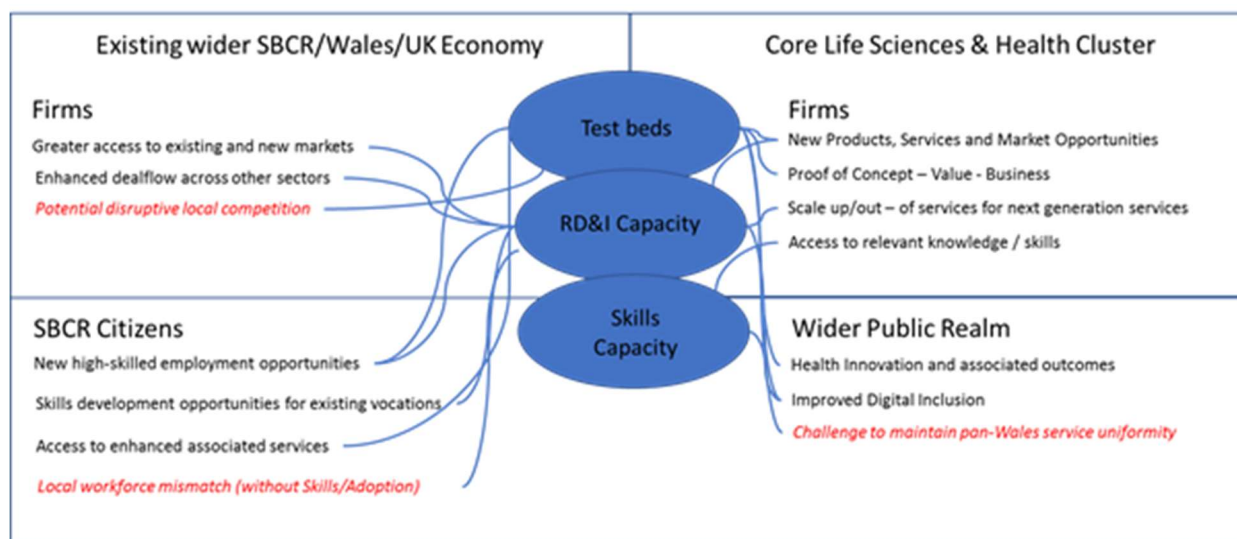


Figure 3.9: Benefits map from Stakeholder Engagement Workshop

3.7.2 Beneficiaries

The key beneficiaries of this project will be:

- The people of the Swansea Bay City Region, who will have access to innovations in life science, well-being and sport/physical activity, benefitting regional population health.
- The Swansea Bay City Region workforce, who will have access to new job opportunities enabled through the realisation of the project's inward investment and cluster-building activities, and to development/training opportunities.
- Swansea Council, who will benefit from increased GVA in the region and from the region's enhanced reputation for innovation and skills.
- Swansea Bay University Health Board, who will benefit from (1) the redevelopment of land at the Morriston Hospital site to establish new life science facilities supporting clinical provision and innovation and (2) the expansion of ILS facilities at Sketty Lane to enable innovation in rehabilitation, activity and pre-abling technologies.
- Swansea University, who will benefit from the new research and innovation facilities proposed, which will enhance the University's reputation, attracting collaborative partners and students to Swansea.

3.7.3 Risks

Risks have been identified and are regularly reviewed across the various partner and stakeholder meetings. Mitigations and actions will continue to be reviewed alongside the business case development and throughout the delivery phases. Primary risks can be categorised within three phases; development phases, implementation and operational phases. A detailed risk assessment has been undertaken and is included within 'Appendix A5 - Risk Assessment'. Risks have been categorised as Business, Service and External along with organisation-specific types (see also 4.7).

Development Phase: The primary risks identified within the development phase related to the timescales of the development and approval of the business case. There are strong relationships between the partners and the delivery teams are working closely with the regional office who are providing feedback and liaison with Welsh and UK governments. Continued communication is prioritised to minimise these risks. Ongoing engagement with stakeholders within the ecosystem will ensure that there is confidence with regards to the need/demand and to secure co-investment.

Implementation Phase: Risks surrounding the effective and timely procurement has the potential to create significant delays and this will be mitigated as the project business case develops from outline to full business case. There are additional risks that may impact on procurement resulting from not realising the anticipated co-investment. The opportunities for continuing co-investment and diversification of co-investment will be further investigated throughout the development of the business case.

Operational Phase: The primary risks relating to the operational phase are the ability to ensure the sustainability of the developments and success in realising the long-term benefits as a result of the phase II developments at both the Singleton and Morriston Campus sites. There are ongoing planning works to progress the planning work for the longer-term transformation projects at both Campus sites to ensure required confidence in the longer-term investment.

3.8 Constraints and Dependencies

3.8.1 Constraints

The constraints identified and considered in relation to the project are largely those that have been identified in the SBCD portfolio:

- Total funding package: the budget has been based on the portfolio's fixed funding agreement between the region and Welsh and UK Governments
- Capital Funding: The budget is predicated on capital investment
- Term of the City Deal: The timeframe for the delivery cannot exceed the term of the City Deal set at 15 years
- Resources: Resources available to establish and implement the portfolio and associated programmes and projects
- State Aid: Growth Deal projects must comply with relevant State Aid rules

3.8.2 Dependencies

In order to achieve the benefits outlined within this business case, a review of dependencies has been conducted. The dependencies are outlined below together with management activities:

Key Dependencies	Management
<i>Continued partner and stakeholder commitment and approval</i>	The established Management Group with full partner representation is meeting regularly and all partners are engaged in the development of the project and business case. Partners are regularly communicating updates and progress through the respective governance arrangements to ensure senior management and executive team engagement and support.
<i>Availability of land/infrastructure assets</i>	A review has been conducted of potential site availability and preferred sites identified. Partners have agreed in principal to release land/ infrastructure for the proposed developments/refurbishments pending ongoing contractual negotiations.
<i>Availability of SBCR City Deal investment</i>	The SBCR City Deal Campuses outline business case has been agreed in principal pending full business case refinement.
<i>Availability of public/private sector match co-investment</i>	The proposed procurement approach will be designed to leverage significant private sector investment. The business case outlines the procurement approach and its intention to leverage financial co-investment. Additionally, partners have conducted modelling in order to establish public sector partner contributions.
<i>Planning and associated permissions</i>	Swansea Council as the local authority lead for this project, is engaged with the development of this project to ensure alignment with Swansea Council's local development plan.
<i>Availability of activity revenue funding streams</i>	£24M ERDF funding has been secured for pan-Wales health and life science innovation activity pan-Wales Accelerate project. £13.5M AGORIP Commercialisation project and €2.9M BUCANIER building clusters and networks in research and innovation projects are already

	operational. Additional modelling has been completed to establish additional public-sector co-investment; procurement of a delivery partnership will realise additional private sector investment.
<i>Support from wider life science ecosystem</i>	Engagement with the wider Life Science and Well-being & Innovation ecosystem is ongoing and the project has been designed to align with the regional and wider UK landscape building on Welsh expertise and complimenting specialisms across the UK and internationally.
<i>Market demand</i>	The success of the Institute of Life Science demonstrates the success of collaborative Life Science and Well-being innovation in the region. It is our intention to undertake targeted business investment analysis and an independent market appraisal of the emerging Med Tech/SportsTech confluence.
<i>Commercialisation of innovation</i>	There are a number of regional and national mechanisms to support the commercialisation of innovation within the sector. Notably and locally within Wales is the AGORIP ERDF funded project which supports and investment into the development of intellectual property to bring products and services to the market place. AGORIP operates across multiple sectors with health and life science as a key target sector. The Campuses project has been designed to provide capacity and capability to supplement existing
<i>Adoption of innovation by end users</i>	Campuses is engaged with regional and national initiatives inclusive of ARCH, Accelerate, Life Science Hub Wales and AGORIP to aid the early adoption of technologies into the marketplace including the into NHS.

Table 3.14: Dependencies and management activities

Economic Case

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4. Economic Case

4.1 Overview

In response to the Case for Change and broader Strategic Case, the project has been developed appraising options against the following Critical Success Factors in pursuit of achieving the Spending Objectives. These are developed as SMART in section 4.2, based upon the aim to achieve a comparable level of benefit/impact over the same time horizon as the original ILS Phases. The Critical Success Factors are:

- Strategic Fit
- Business Needs
- ARCH Integration
- Internet Coast Integration
- Potential Value for Money
- Potential Achievability
- Supply-side Capacity
- Potential Affordability

Long-list options have appraised potential for:

- A - Do Minimum: rely on existing activity/sites.
- B – Dispersed Growth: investment fund for disparate activities.
- C- Intermediate I: incremental modest increase(s) of existing campus (ILS1/2).
- D - Intermediate II: mixed – dual site incremental development and focused major development (*Preferred approach*).
- E - Intermediate III: mixed – dual site incremental development / fund for disparate activities.
- F - Do Maximum: expand existing and establish new campuses.

Note that, in line with the guidance, a Business As Usual option has not been appraised.

Short-list Options were developed through a workshop with key stakeholders, with a focus on Spending Objectives and Critical Success Factors. This identified a Preferred Option along with Alternatives, appraised as follows:

- Do Minimum: reconfiguration of existing facilities at Singleton and Morriston sites.
- **Preferred approach:** re-development of Management Centre at Morriston and development of new facility at Sketty Lane (Phase 1, funded by the City Deal), followed by 'new land' development at Morriston and wider Sketty Lane/Singleton development (Phase 2) through external investment.
- Alternative (1): development of single site with investment fund (potentially managed through SBCR for distributed development (Phase 1), and longer-term development of these and ARCH sites through external investment (Phase 2).
- Alternative (2): distributed development through investment fund, potentially delivered through SBCR (Phase 1) and development of ARCH sites, initially Singleton and Morriston, through external investment (Phase 2).

Details of each Option are included in subsequent sections and appendices. This appraisal has been updated following review and to factor in the update to the Strategic Case (Section 3), expanding upon

the opportunities at the intersection of Life Science and Sport and Exercise Science. Table 4.1 summarises the short-list appraisal, with further detail in section 4.4 below and workings included as Appendix A7. Short-list options have been developed with Cost-Benefit Analysis presenting the following summary UK perspective (regional perspective in later sections) as shown below²⁴.

Option	10 Year BCR	15 Year BCR	15 Year NPV
Do Minimum	1.01	1.70	£3.3m
Preferred Approach	2.22	2.33	£18.8m
Alternative Approach (1)	0.85	1.87	£12.3m
Alternative Approach (2)	0.33	0.76	- £3.4m

Table 4.1: Summary of short-list appraisal

The summary of the Preferred Option refers to an implementation as follows;

Scope	Providing a combination of B&D approaches with realisation of the project scope, i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. of mixed facilities over the period to 2032.
Service Solution	Mixed refurbishment / new-build of facilities, with delivery through existing ILS initiative
Service Delivery	Mixed: public/private partnership. Procured development co-investment partnership
Implementation	5-year project (phase 1) with phase 2 development over following 5-7 years
Funding	City Deal capital plus public/private sectors capital co-investment ~£115m over two phases in the 15-year timeframe.

Table 4.2: Summary of the preferred option implementation

Sensitivity analysis (Section 4.8) has shown the preferred implementation as being most resilient in face of key risks occurring, from both UK and regional perspectives. Risks occurring that result in delayed and/or reduced benefits have the most significant impact on most implementations.

4.2 Critical Success Factors

Together with HM Treasury Green Book guidance, the Internet Coast programme provides the overarching framework for defining Critical Success Factors and Spending Objectives. A series of meetings/workshops was held over the past 24 months to develop and understand the project's Spending Objectives (presented in 3.3. above) and the Critical Success Factors, which are identified as follows:

- Strategic Fit
- Business Needs
- ARCH Integration
- Internet Coast Integration
- Potential Value for Money
- Potential Achievability
- Supply-side Capacity
- Potential Affordability

²⁴ Note that Health Benefits are captured separately

4.2.1 ARCH Integration

The ARCH initiative is already delivering a portfolio of revenue and capital investments to support economic development and health service improvements. The opportunity is to exploit the existing foundations of ILS and alignment with long-term strategic planning for Life Sciences & Well-being innovation across the region. The smart specialisations at the centre of the case for change are intrinsically linked with the direction and development of health service activity and the ARCH programme.

The targeted benefits require integration with health service activity for clinical innovation and wider health economy benefits, including those accruing from community sport. Approaches which facilitate greatest integration therefore maximise success potential and support risk management in achieving the spending objectives.

4.2.2 Internet Coast Integration

Drawing on the new wave of General-Purpose Technology in AI and the Internet of Things is an important part of the case for change, and critical to achieving the longer-term spending objectives. Using existing and planned regional assets (including the broader Internet Coast project portfolio) is an important factor in delivering the targeted innovation activity. Significantly, this includes integration with the interlinked Pentre Awel project within the Internet of Health & Wellbeing along with cross-cutting developments of Digital Infrastructure and Skills.

4.3 Long-listed options

A long-list of options was developed through a series of workshops, supported by desk-based research and visits to initiatives targeting similar benefits. This process drew upon significant research of the regional cluster and its development potential, with specific focus upon the role of infrastructure and skills developments (see Strategic Case).

Noting the alignment with the broader ARCH programme, development of the options framework draws upon the significant planning undertaken during the prior 24 months of scoping and development. This has assisted in developing a credible and robust Options Framework, co-developed with stakeholders from across the region.

The summary of the long-list options, including summary review, is presented below, together with the Options Framework and identified Preferred Approach. The full Options Framework, including Alternative Approaches (as appraised in short-list CBA) is included as Appendix A7. The baseline of Business as Usual comprises the Do Minimum Option as there is existing activity which requires ongoing support.

Option A	Do Minimum: rely on existing activity/sites
Description	<p>Describes no expansion of the existing ecosystem but reconfiguration of space to maximise efficiency of existing facilities. The current activity is financed through various mechanisms already in place through a variety of internal and external funding models.</p> <p>Optimising configuration/capacity of existing activity/sites to accommodate growth and application of new technologies (e.g. IoT/AI). This would require investment for reconfiguration to support new use cases, though with potential to capture renewal of ARCH and other sites as part of broader programmes. This approach would capitalise on sunk investments though with minimal new expenditure.</p>
Review	<p>The approach provides greatest affordability, though weakest additionality. As shown in the case for change, existing facilities are operating at capacity with diminishing returns to improve their efficiency. In this respect the achievability is high, though with minimal impact upon business needs, strategic fit or integration. The approach would not achieve the Spending Objectives.</p>

Option B	Dispersed Growth: investment fund for disparate activities
Description	<p>Creating a fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities. This would create pockets of infrastructure across the region with potential for co-investment from host organisations.</p> <p>The approach could draw upon previous business infrastructure investment models as used by Welsh Government and development agencies. This could be potentially be delivered through an open or rolling call, aligned with Internet Coast targeted activities.</p>
Review	<p>The approach would have the benefit of being market-led, attuned to individual opportunities. However, there are significant potential risks in its delivery and value for money is unclear. It would also be challenging to develop a commercial case which would provide potential benefit to a multiplicity of users.</p>

Option C	Intermediate I: incremental modest increase(s) of existing campus (ILS1/2)
Description	<p>A relatively limited investment across 1 or 2 of the sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR. This could involve redevelopment of facilities made available through reconfiguration of sites within the broader ARCH developments, or creation of new facilities contiguous with existing ILS activity.</p>
Review	<p>Existing arrangements and familiarity with sites/operations gives potential confidence to deliverability while modest investment requirements give strong affordability. Scale of activity provides limited delivery against business needs and impact against Spending Objectives.</p>

Option D	Intermediate II: Mixed – dual site incremental development and focused major development
Description	<p>This option describes a larger (in comparison to C) investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.</p> <p>These developments could be developed in line with the broader ARCH reconfiguration of these sites, thereby aligning with longer-term growth opportunities. Co-investment through a partnership model, as being developed</p>

	through other City Deal projects, could utilise existing activity and infrastructure at the site to demonstrate dealflow and commercial viability
Review	The option performs more strongly against critical success factors, including greater integration with the ARCH programme. Achievability of the approach is high, along with supply-side capacity based on experience of previous phases. The requirement for co-financing reduces affordability, though increases potential value for money

Option E	Intermediate III: Mixed – dual site incremental development and fund for disparate activities
Description	This option describes the creation of a fund as described in Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .
Review	The approach combines the benefits of both approaches, however it also brings forwards the same challenges. Furthermore, the dispersed nature of the activity and potentially unaligned delivery of capacity could provide greater challenge in aligning supply-side capacity/co-investment

Option F	Do Maximum: Expand existing and establish new Campuses
Description	This option describes major investment across 3 sites (Singleton, Morriston and potentially Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments. This is the most ambitious option, creating significant capacity across the region. In essence, it presents the entire ARCH economic development infrastructure plan within a single project/programme.
Review	Being the most ambitious option, it aligns with critical success factors and spending objectives. However, affordability and supply-side capacity would be challenged, along with availability of sites and alignment with interdependencies within the broader ARCH delivery.

Tables 4.3a-f: Overview of long-list options

Table 4.4: Options framework

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention as Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities [^]	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS through development of new facilities across 2 sites (i.e. Sketty Lane/ Singleton and at Morriston in response to need demand. ~4,500s.m. of mixed facilities (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; I.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. + 1,000s.m +2000m ² of mixed facilities [^]	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24-30,000s.m. of mixed facilities [^]
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £65m of public/private investment Total : ~£80m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £125m public/private investment Total : ~£140m	£15m City Deal funding with the potential to leverage an additional £200m public/private investment Total : ~£215m

[^] Balance of facility provision reflects Need/Demand section: See also Report - Life Sciences & Health in south west Wales

Table 4.5: Spending Objectives and Critical Success Factors

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C- Intermediate I Incremental Modest increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund as described with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Spending Objectives:						
New regional employment	Limited additionality	Market-led, potential for distributed if limited growth	Only delivers capacity for existing demand	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support employment growth
High GVA Sector growth	Limited additionality	Lacks potential agglomeration and other benefits	Limited capacity to support significant growth long-term	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support activity growth
Regionalisation	Limited beyond existing ecosystem engagement	Wide, though potentially low impact	Limited beyond existing ecosystem engagement	Expands beyond initial ILS to deliver regional activity	Expands beyond initial ILS to deliver regional activity	Greatest ensured regional footprint
Network/ Ecosystem	Limited additionality, though with robust/extensive existing ecosystem	Potential to engage broadly across ecosystem, though challenge for linkages	Effective platform for collaboration/orchestration with Open Access approach	Effective platform for collaboration/orchestration with Open Access approach	Potential to engage broadly across ecosystem and create systematic linkages	Effective platform for collaboration/orchestration with Open Access approach
Expanded Commercialisation	Limited potential to expand commercialisation activity	Market-led though without systematic sector approach	Modest potential to expand commercialisation activity	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential
Critical Success Factors						
Strategic Fit	Limited contribution to ambitions	Weak – due to lack of systematic approach (except variant)	Limited delivery against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers
Business Needs	Minimal impact upon needs	Market-led approach gives potential for alignment	Supports only existing requirements	Aligns broadly with identified requirements	Aligns broadly with identified requirements	Potential to be overly in advance of market needs
ARCH Integration	Cornerstone of existing ARCH RE&I programme	Aligns with ACCELERATE / AgorIP elements only	Cornerstone of existing ARCH RE&I programme	Works towards realising ARCH programme ambitions	Works towards realising ARCH programme ambitions	Fulfils ARCH ambitions
Internet Coast Integration	Existing integration, though delivers limited additionality	Initially weak – though with potential for development	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach
Potential Value for Money	Diminishing returns on existing at capacity infrastructure	Relatively unknown/untested	Good value, though without performance step-change	Co-investment opportunity to optimise value and scale	Core robust, though with unknown element	Potential to be overly in advance of market needs
Potential Achievability	Viable	Procurement / management complexities / risks	Proven model – based upon ILS Phases 1 & 2	Proven model – both operational and commercial	Procurement / management complexities / risks	Availability of sites and wider programme challenges
Supply-side Capacity	Viable	Relatively unknown/untested	Proven model – based upon ILS Phases 1 & 2	Co-investment model proven in similar context	Relatively unknown/untested	Availability of sites and wider programme challenges
Potential Affordability	Challenge to sustainably develop revenue, though relatively limited requirement	Relatively unknown/untested, though commitment only with market response	Public partnership potential to realise development	Requires market testing to provide confidence for co-investment opportunity	Dispersed investment(s) nature may lack mass to develop private sector interest	Level of co-investment may be challenging spread across three locations

Table 4.6: Preferred approach

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities ^A	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS through development of new facilities across 2 sites (i.e. at Sketty Lane/Singleton and at Morriston in response to need demand. ~4,500sqm of mixed facilities (3,000sqm at Singleton and 1500sqm at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. + 1,000s.m. + 2000s.m. of mixed facilities	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000-30,000.m. of mixed facilities
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £65m of public/private investment Total : ~£80m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £125m public/private investment Total : ~£140m	£15m City Deal funding with the potential to leverage an additional £200m public/private investment Total : ~£215m

4.4 Short-listed options

A series of meetings and workshops was used to review the long-list options against the Critical Success Factors and to determine potential performance against the Spending Objectives. The initial risk assessment (Appendix A5) was used to support this exercise together with experience of the stakeholder group. The Options Appraisal was reviewed in Q1 2021, in response to the evolving local and global context. This included refinement of projected benefits to reflect the sector post-Covid, and alignment with delivery timescales for Pentre Awel and other ecosystem projects along the M4 corridor. A workshop was held on 3rd July 2020, with delegates including representatives from all the project partners. A summary of the discussion is included as Appendix A7b.

Table 4.7 presents the short-list options, including the Do-Minimum. Options relating to development of elements of the ARCH programme (i.e. based on Preferred Approach) draw significantly upon prior work undertaken by the ARCH Programme Delivery Office and ILS. This includes masterplans, cost reports and detailed site appraisal, included as Appendix A7. All Options have been reviewed against the refreshed Strategic Case, including the macro-context of challenges and opportunities of a post-Brexit UK, and the evolving Swansea University/Swansea Council vision for the development of strategic sites. The short-listed options, together with review criteria are as follows;

4.4.1 Do minimum/BAU Baseline

This option describes no expansion of the existing ecosystem but the reconfiguration of space to maximise efficiency of existing facilities. Current activity is financed through various mechanisms already in place through internal and external funding models. A number of prior projects (e.g. CHHS Wellbeing Academy) provide cost estimates for such reconfigurations, while potential benefits are considered from SUMS/ILS business planning information. This has been reviewed in the context of emerging regional and local initiatives, including the reconfiguration of Schools within Swansea University and the growing Sports and Exercise Science element of the Life Sciences & Health agenda.

Spending Objectives	
New regional employment	Limited additionality
High GVA Sector growth	Limited additionality
Regionalisation	Limited beyond existing ecosystem engagement
Network/ Ecosystem	Limited additionality, though with robust/extensive existing ecosystem
Expanded Commercialisation	Limited potential to expand commercialisation activity
Critical Success Factors	
Strategic Fit	Limited contribution to ambitions
Business Needs	Minimal impact upon needs
ARCH Integration	Cornerstone of existing ARCH RE&I programme
Internet Coast Integration	Existing integration, though delivers limited additionality
Potential Value for Money	Diminishing returns on existing at capacity infrastructure
Potential Achievability	Viable
Supply-side Capacity	Viable
Potential Affordability	Challenge to sustainably develop revenue, though relatively limited requirement

Table 4.7: Summary of Do Minimum option

4.4.2 Preferred Option

This option describes a greater scope of service/facility being delivered across two sites (Morrison and Sketty Lane/Singleton) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morrison in support of the regionalisation agenda and further incremental development.

Spending Objectives	
New regional employment	Aligns with identified market-need/opportunity
High GVA Sector growth	Aligns with identified market-need/opportunity
Regionalisation	Expands beyond initial ILS to deliver regional activity
Network/ Ecosystem	Effective platform for collaboration/orchestration with Open Access approach
Expanded Commercialisation	Strong alignment with ACCELERATE/AgorIP potential
Critical Success Factors	
Strategic Fit	Delivers against policy and market drivers
Business Needs	Aligns broadly with identified requirements
ARCH Integration	Works towards realising ARCH programme ambitions
Internet Coast Integration	Aligns with infrastructure/skills growth sectors approach
Potential Value for Money	Co-investment opportunity to optimise value and scale
Potential Achievability	Proven model – both operational and commercial
Supply-side Capacity	Co-investment model proven in similar context
Potential Affordability	Requires market testing to provide confidence for co-investment opportunity

Table 4.8: Summary of Preferred Option

The Preferred Option utilises the Preferred Approach together with the ARCH programme planning to provide a developed implementation. This uses site masterplans, costings and wider planning from project partners resulting in an implementation as follows which optimises the preferred option against the Critical Success Factors and maximises potential delivery against Spending Objectives.

Scope	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~10,000s.m. of mixed facilities
Service Solution	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative
Service Delivery	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Phased 5, 8-year project
Funding	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment, Total : ~£125m

Table 4.9: Optimisation of preferred option against Critical Success Factors

4.4.2 Alternative options

- **Alternative 1** describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities, alongside the development of a dual Campuses activity. Consideration of critical success factors and performance against spending objectives reads across the Preferred Option, and Alternative 2, though with a slower ramp-up of activity.
- **Alternative 2** describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.

Spending Objectives	
New regional employment	Market-led, potential for distributed if limited growth
High GVA Sector growth	Lacks potential agglomeration and other benefits
Regionalisation	Wide, though potentially low impact
Network/ Ecosystem	Potential to engage broadly across ecosystem, though challenge for linkages
Expanded Commercialisation	Market-led though without systematic sector approach
Critical Success Factors	
Strategic Fit	Weak – lack of systematic approach (except variant)
Business Needs	Market-led approach gives potential for alignment
ARCH Integration	Aligns with ACCELERATE / AgorIP elements only
Internet Coast Integration	Initially weak – though with potential for development
Potential Value for Money	Relatively unknown/untested (except variant)
Potential Achievability	Potential procurement / management complexities
Supply-side Capacity	Relatively unknown/untested
Potential Affordability	Relatively unknown/untested, though commitment only with market response

Table 4.10: Summary of Alternative Options

The short-listed options were subject to Cost-Benefit Analysis, against the Do Nothing counterfactual as presented in the following section.

4.5 Cost Benefit Analysis

The following section presents updated Economic Case material for the project Business Case, developed in response to new Green Book guidance (Treasury, 2018), with appraisal focused on targeted productivity effects (wage premium). The analysis sits alongside that already undertaken and presented in the 2017 *Internet Coast Proposal Impact Appraisal*, based on job creation both within the development itself and as a wider result of the initiative.

Supported by the City Deal, the first phase of the project aims to contribute to the regional and wider UK economy by enabling and supporting growth of high GVA activity in Life Sciences, Sport and Well-being. Focus upon ICT-enabled health and fitness applications, advanced practice in health and care, and medical devices innovation also relates to associated sectors including ICT and Advanced Manufacturing. This is reflected in the broader cluster²⁵ context noted in analysis of the region by SQW (2016), and specifically as driven by the Life Sciences, Health & Wellbeing sectors (RLP, 2013, Davies et al., 2018). These strengths, and the interplay of high productivity sectors within the cluster also underpins the current *South Wales Crucible* Science and Innovation Audit (SIA).

4.5.1 Summary Appraisal

The following table presents a summary of the short-listed Options appraised against the Business as Usual/Do Minimum baseline, and applying the parameters presented in later sections of this document. Note that the anticipated UK impact is higher as there will be industries from outside the Swansea Bay City Deal region that will engage with the initiative. All benefits captured at the UK level therefore include and reflect the benefits captured at regional level.

UK

Option	10 Year BCR	15 Year BCR	15 Year NPV
Do Minimum	1.01	1.70	£3.3m
Preferred Approach	2.22	2.33	£18.8m
Alternative Approach (1)	0.85	1.87	£12.3m
Alternative Approach (2)	0.33	0.76	- £3.4m

Table 4.11: Short-listed options appraised against business as usual baseline - UK

Regional

Option	10 Year BCR	15 Year BCR	15 Year NPV
Do Minimum	1.07	1.80	£3.8m
Preferred Approach	2.03	2.16	£17.6m
Alternative Approach (1)	0.91	1.99	£14.0m
Alternative Approach (2)	0.43	0.92	-£1.2m

Table 4.12: Short-listed options appraised against business as usual baseline - Regional

	Do Minimum	Option 1 (Preferred)	Option 2 (Alternate)
Net Present Social Value	£3.3m	£18.8m	£12.3m
Public Sector Cost*	£4.181m	£14.15m	£14.15m
BCR	1.70	2.33	1.87
Significant non-monetisable** benefits	N/A	5-10,000 QALYs (range of values including in assessment)	5-7,500 QALYs (noting delivery timescales for option against core assessment)

²⁵ The role of economic activity in the sector beyond that captured by core SIC codes has been recently echoed in the UK Life Sciences Sector Report for the House of Commons Committee on Exiting the European Union.

Significant unquantifiable benefits	N/A	Indirect regeneration and transport benefits	Indirect regeneration and transport benefits
Risk costs by type[^] and residual optimism bias	Delivery risk - £1.06m 20% OB	Delivery Risk - £2.97m 20% OB	Delivery Risk - £4.47m 20% OB
Switching values		8yr Delay ~37% benefit reduction	
Time horizon and reason	15yr – to align with infrastructure nature of development, and SBCR Economic Strategy. This reflects the nature of the benefits sought and activity for each of the appraised options. Guidance on relevant benefits from DCLG, HMT and other sources (both academic and governmental).		

Table 4.13: Appraisal summary table

*discounted

** captured as part of aligned health economics assessment

^see also sensitivity analysis section

4.5.2 Options and Counterfactual

This appraisal is undertaken against the baseline ‘Do-Nothing’ case, alongside ‘Do Minimum’, and ‘Alternative’ Options as summarised in 4.4.2. The Do-Nothing baseline is developed from analysis of the SBCR economy presented in the SQW analysis, along with sector-specific insight from RLSP and other publications, along with further data drawn from ONS. Projected performance of each option is based upon regional and sector insight for need and demand drawn from industry, government, and academic sources, as noted throughout this document and referenced throughout the Business Case.

Do-Nothing involves the relative plateauing of related ‘Priority’ sectors within the region, as projected by Cambridge Econometrics for the RLP (2013) report (notably Chemicals, Pharmaceuticals, Electronics and Professional Services sectors). This implies continued regional reliance on the challenged industrial sectors, identified by SQW and therefore potential continued divergence from UK and Wales levels of productivity. It is recognised that this sector perspective, derived from SIC coding of activities, is limited in respect to the broader cluster noted in Davies et al. (2018). However, it does provide a baseline for regional knowledge-based economic activity to support consideration of Options.

Continuing divergence from Wales and UK average GVA per capita performance implies the Do-Nothing baseline may be a negative trend. However, for the purpose of this appraisal the current regional average is utilised and therefore the current GVA per capita of targeted sectors is also used for future years (i.e. without inflation/growth, though with STPR²⁶ discounting).

4.5.3 Productivity Uplift (Wage Premium/GVA per worker)

SBCR is part of the West Wales & Valleys region, which has suffered a long-standing productivity gap with the rest of Wales, UK and EU, in turn resulting in its qualification for three rounds of EU Structural Funds support. This hides a sectoral disparity though, which underpins a renewed strategy to pursue

²⁶ For the Time Horizons applied, this utilises the 3.5% Green Book STPR figure

more productive activities in 'Priority' sectors, including those involved in the Internet Coast programme.

GVA per hour worked within Life Sciences in Wales during the period 2006-2014 showed strong upward trajectory, surpassing by 2014 the UK average, while manufacturing outperformed at ~110%²⁷. This was set within the wider economy which performed at ~75% of UK average. This must be viewed within the regional sector context, with the Medical Devices noted as being broadly in line with the UK average²⁸. SQW (2016) presented a £11,900 deficit between mean regional and UK GVA per capita (£34,300 compared to £46,200), i.e. a difference of 34.7%. Other recent data²⁹ aligns with these values. In this respect, the regional relationship between Life Sciences & Well-being with other Priority sectors (Davies et al., 2018), namely ICT (eHealth) and Advanced Manufacturing is of note, with these sectors performing in line with broader UK. The added potential of Sports & Exercise Science, including development of digital technologies presents, further intersectoral potential aligned with the identified SIA strengths. The SQW report also notes that Health, and the associated sectors present some of the strongest potential for employment growth and overall GVA impact.

However, it should be noted that that wider benefit is provided through health and wellbeing improvements. While these do not relate directly to the Spending Objectives they are captured in this appraisal as a separate section to ensure consistency with Green Book guidance.

It is recognised that the options appraised may result in a range of skills and economic activity, though all with a focus on Priority Sectors. Therefore, each option involves comparison between contribution to such sectors compared to the regional average.

The current, and anticipated impact of Covid both in the near and longer-term serve to reinforce the importance and growth of sectors supported by the Spending Objectives. This is noted in the updated Risk Assessment.

4.5.4 Additionality and National / Regional Contexts

As the development and application of skills in Life Sciences & Well-being could be at the expense of potential for another sector this appraisal focuses on the potential improved GVA provided compared to alternative use. This relates solely to the above noted differential between targeted sectors and the wider regional economy. The options development, and analysis thereof supports the 'levelling-up' agenda to achieve more balanced growth, though with focus on additionality rather than displacement. On this basis the analysis delivers against the principles of 'Place-based Analysis' presented in the Green Book (2020). It retains however the original model used in the 2017 version rather than the CIA Model of the business case to allow continued tracking against this baseline.

Clearly, some benefit realised by the initiative would be otherwise achieved, while the proposed activity will also to an extent substitute or displace other activity(ies). Indeed, some skills would have been otherwise developed (i.e. elsewhere) or for application in other sectors. The intervention tackles growing and unsatisfied demand for STEM skills within the life science sector noted by Prof Sir John Bell (2017), which will be further pressured by Brexit uncertainty. This in itself supports additionality of the initiative, together with evidence of such demand at the regional level (RLP, 2013). To address

²⁷ Priority sector statistics 2016 – New GVA Data, Statistics & Research, Welsh Government, <http://gov.wales/statistics-and-research/priority-sector-statistics/?tab=previous&lang=en>

²⁸ Taken from their inclusion in Sector: Computer, electrical and optical, cited from Life Sciences Industrial Strategy, Report to Government, Sir John Bell, 2017

²⁹ Regional GVA NUTS2, Office for National Statistics, <https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/regionalgvanuts2>

consideration of additionality, the appraisal draws upon guidance including that of UK Government (BIS, 2009, Treasury, 2018) and other sources (Partnerships, 2008, EU, 2013) to consider additionality with regard to both spatial and activity contexts. From a south west Wales regional perspective, evaluations of prior ERDF activities give some context to potential levels of additionality (Oldbell3, 2012).

The main analysis presents the case for UK-level benefit of the Campuses initiative, however there is strong regeneration theme and ambition to restructure the SBCR economy within the Internet Coast City Deal giving emphasis to benefit to the region. As presented in Annex 3 of the Green Book, distributional analysis allows for appraisal at both levels and is here treated as follows with key parameters;

	UK	SBCR
Additionality	30%	15%
Multiplier	Excluded ³⁰	1.4

Table 4.14: Distributional analysis – key parameters

Mean/Median additionality of benefits derived from development educational infrastructure has been shown to be of the order of 46% and 53% respectively (BIS, 2009)³¹. Noting the potential for leakage, as some skills will leak beyond the UK this is factored as 30%³² remaining additionality at the UK level.

From Destinations of Leavers from Higher Education (DELHE) data, it can be projected that leakage beyond the region will be ~50% of this group, and therefore SBCR additionality is factored as 15%. However, as multiplier effects can be factored at the regional level these are included as ~1.4, which is relatively conservative for knowledge-based activity. Recruitment data for Swansea University presents ~50% local input and targets the majority Home/EU. On the output side, data drawn from DELHE show strong existing retention within the region and UK. The nature of the proposed activity also overlaps into the broader health economy with skills supply and innovation activity relating to health and social care. Major regional (and national) challenges in recruitment and retention of health service staff suggest that additional supply would be. This is supported by data presenting that health professionals trained at Swansea University (through SUMS and CHHS) exhibit greater preponderance to continue training and practice within the region³³.

4.5.5 Time horizon

The Swansea Bay City Region has developed Internet Coast within its 15-year economic strategy through to 2031. The long-term capital investment infrastructure nature of the proposed initiative lends itself to appraisal over a longer-period, of 20-30 years, in line with guidance of organisations such as that proposed specifically for science parks (EU, 2002, EU, 2014). Indeed, the City Deal-funded phase of the project is presented as part of a longer-term ambition to transform Life Sciences, Sport & Well-being Research & Innovation capabilities; Clinical Services; and Education/Skills capacity, in partnership between Health Service, academia and private sector (ARCH, 2017). For example, certain options relate to early phase activities opening up further development sites (e.g. road infrastructure

³⁰ As required by Green Book guidance, though retained for SBCR where below full employment and wider regeneration opportunity support inclusion of multiplier effects

³¹ Though as this is based on a relatively low number of observations a conservative approach has been adopted.

³² For the 'Base' Case, with a range of parameters used in Optimistic and Pessimistic Cases

³³ ## SUMS/CHHS data

planning), which would involve activity towards the end of the 15-year period, with significant impact sometime thereafter. Benefits arising from development's subsequent phase are factored separately with associated risks (including for benefits realisation and timescales) considered within the sensitivity analysis.

To align with the Internet Coast programme and generic Green Book time horizon, both 10 and 15-year horizons are used to support the appraisal. It should be noted though, that the project plans that describe intention for both the activity and a significant portion of its benefits to be realised beyond this period.

4.5.6 Residual values

The project's infrastructure will clearly be of value beyond the 10 and 15-yr time horizons. Therefore, to incorporate residual value and opportunity cost an anticipated market value of the ILS/Education facilities at these points has been incorporated. While depreciation along with facility maintenance is incorporated separately³⁴ in the Financial Case, it has in the absence of market projections been used with a standard linear 30-year depreciation cycle³⁵ to present a relatively conservative market value.

4.5.7 Wider benefits

The targeted benefits (as presented previously) relate predominantly to employment and productivity, though also to broader regeneration and health outcomes. This includes enhancement of the built environment, which along with enhance employment prospects would result in improved land values. This is of particular note for some options which target longer-term impact potential by opening up major development sites (e.g. Morriston ARCH development land). In parallel, improved health outcomes would result in cash-releasing benefits to Health service and other organisations as well as benefits to individuals. Such benefits include the long-term health benefits described below.

4.5.8 Long-term health and wellbeing benefits

The project will create expanded infrastructure with wider capabilities allowing a greater focus on academic and clinical quality and value improvement initiatives to deliver safer and better healthcare, physical fitness and rehabilitation, and well-being. The proposal relates exclusively to the innovation and economic development ambitions of the City Deal. By the nature of the sector, its innovation inherently aims to improve health outcomes, while clinical collaboration results in improved services. This potential is strengthened by the breadth of innovation ranging from medical devices benefitting patients with specific conditions through to sports and exercise technologies supporting both broader population and elite athletes. Therefore, the project will provide a pipeline of healthcare innovations, which will provide both local economic uplift through improved health and wellbeing and subsequent productivity along with wider societal benefit.

The metric that is widely used to demonstrate improvements in improved health and wellbeing is that of the quality adjusted life year (QALY). One QALY equates to one year of perfect health and is a fundamental requirement of health technology assessments in UK settings, with widespread application across other healthcare systems.

³⁴ As noted in 6.13 of the Green Book

³⁵ Of note, this aligns with the Project Sponsor accounting practice, RICS Red Book and EU CBA Guidance for developments of this nature EU 2002. Guide to cost-benefit analysis of investment projects. *In: EVALUATION UNIT, D. R. P., EUROPEAN COMMISSION (ed.). Web, EU 2014. Guide to Cost-Benefit Analysis of Investment Projects, Economic appraisal tool for Cohesion Policy 2014-2020. In: POLICY, D.-G. F. R. A. U. (ed.). Web.*

The table below presents a series of scenarios that highlight the potential value added as a result of QALY gains arising from the Swansea City Deal campus developments. The current value attached to one QALY equates to £20,000, although this key variable is a matter of debate. For the purpose of this appraisal, the NICE figure of 20,000 is used as an upper bound, with lower values providing alternative scenarios.

The scenarios have been developed to take account of potential QALY gains, the time taken to generate such gains and the value placed on a QALY. The first row therefore depicts the position whereby 2%, 3% and 4% of the Swansea population (roughly 250,000) – although the City Deal catchment area would be more extensive – and each ‘receive’ an additional one year of perfect health, which is valued at £15,000 and £20,000, over 5, 10 and 15 year time periods.

No. of residents who will benefit from one additional year of perfect health	Value (£)	Potential health value added (£)		
		5 years	10 years	15 years
5,000	15,000	338,629	623,746	863,805
5,000	20,000	451,505	831,661	1,151,740
7,500	15,000	507,943	935,619	1,295,708
7,500	20,000	677,258	1,247,492	1,727,610
10,000	15,000	677,258	1,247,492	1,727,610
10,000	20,000	903,010	1,663,322	2,303,480

Table 4.15: Potential value of benefits from Quality Adjusted Life Years

Initial analysis indicated that on the basis of a greater proportion of residents were to benefit to the extent of one additional year of perfect health – say 10%, the value attached to that was £20,000 (as per NICE threshold) and these were generated within a 15-year timescale the potential health value added would equate to £5.8 million.

As the business case development has progressed, and consideration is given to longer-term impact of these health benefits it can be determined that this benefit could be in the range £16m - £32m, depending upon the QALY value applied during a generational perspective. This time-horizon would be appropriate in the context of the Wellbeing of Future Generations (Wales) Act 2015 which gives statutory requirement to such appraisal.

No. of residents who will benefit from one additional year of perfect health	Value attached to one year of perfect health (£)	Potential value added (£)		
		5 years	10 years	15 years
100	10,000	4,515,052	8,316,605	16,481,515
100	15,000	6,772,579	12,474,908	24,722,272
100	20,000	9,030,105	16,633,211	32,963,029

Table 4.16: Potential longer-term value of health benefits

Further, there are likely to be additional gains arising from improvements in life expectancy and years of healthy life expectancy, given the number of areas classed as being in the most deprived communities in the Swansea City Bay areas, and the differential between rich and poor communities in terms of health life expectancy approaching 20 years for males and 18 years for females within SBUHB region. It has been estimated that reducing overall mortality from circulatory disease to levels seen in the least deprived areas of Wales would increase life expectancy in the most deprived areas by 1.5 years in males and 1.3 years in females, while similar gains would be made if cancer mortality rates were reduced (1.3 years in males, 1.2 in females). Further, reducing excess deaths from external

causes (e.g. accidents, suicide) would have a particularly large effect on males living in the most deprived areas, potentially adding nearly a year to their life expectancy.

These results would be predicated on the assumption that the preferred approach (or alternatives) would be adopted, as the 'do minimum' option would not generate the additional improvement in health and wellbeing. This baseline scenario has become further challenged since the initial appraisal due to the Covid crisis, suggesting greater potential additionality from the proposed intervention.

4.5.9 Longer-term benefits (beyond City Deal-funded phase)

The project will provide further health benefits as part of its phase 2 with the development of 55 acres of land at Morriston Hospital, in addition to the broader development of Sketty Lane identified from the Strategic Case. Through this development, a new Institute of Life Science will be established on the site alongside the development of an elective treatment centre (orthopaedics), a new thoracic surgery service, and the development of a cardiac centre. This will allow the project to evolve to become the regional centre for specialist treatments for South West Wales, working across the regional Life Sciences, Sport & Health network.

4.6 Optimism bias

This section of the appraisal also notes the relatively conventional nature of the construction, though with a potentially diverse range of occupants, and therefore the higher end of the range³⁶, 20%, is used to factor for Optimism bias. The proposed activity, across Preferred Approach and Alternative 1 also draw upon organisations with experience in delivery of similar infrastructure projects to time and budget, which suggests this value is relatively conservative (TECC, 2015).

Potential impact upon benefits realisation has been comprehensively considered through the risk analysis, presented in section 4.7 below. This assessment has been undertaken through review of relevant literature and prior projects, and workshop activity with Project Managers/Directors engaged in recent similar initiatives, both within the region/sector and further afield. These risks have been synthesised into parameters used in the sensitivity analysis presented in Section 4.8.

³⁶ As noted in Annexe 5 of the Green Book, 2018

4.7 Risk analysis

Through the series of meetings/workshops undertaken to support scoping and development of the long and short-lists, a comprehensive risk register has been developed. This draws upon experience of prior initiatives, both revenue and capital, together with understanding of sector and wider challenges. These have been categorised as follows, using the organisation-specific risk types used by the Project Sponsor. The initial risk assessment has been workshopped to identify appropriate mitigations which relate to all options. This has resulted in the following key residual risks and mitigations. Note that a risk register setting out the risk by type (Business/Service/External) is included as Appendix A5.

Table 4.17: Initial risk analysis

Number	Title	Risk Type	Description	Benefit(s) Affected	Likelihood	Impact	Combined Factor	Mitigation/Transfer	Anticipated Effectiveness	Residual Risk Factor	Owner
Design/Development Phase											
D0003	Project Initiation / Approvals	Business	Difficulty in agreeing scope/delivery arrangements with local and/or government sponsors	Skills; Innovation; Economy; Sustainability	30	70	21	Strong engagement with SBCR, WG, UK Gov and wider stakeholders; Research-informed approach	65%	7.35	SBCR
D0004	Delay/Limits of Initial Funding	Funding	Delayed/frustrated/reduced approval(s) leading to dis-alignment with wider cluster and stakeholders	Skills; Innovation; Economy; Sustainability	20	50	10	Strong engagement with SBCR, WG, UK Gov and wider stakeholders; Research-informed approach	70%	3	SBCR
D000x					0	0	0		100%	0	
Implementation Phase											
I0001	SBCR/loHWP Partnerships	Operational	Difficulties in timely SBCR/loHWP agreement of effective Implementation arrangements	Skills; Innovation; Economy; Sustainability	25	80	20	Strong engagement with SBCR Partners and Internet Coast Projects; research-informed approach	70%	6	SBCR
I0003	Procurement Failure (market)	Procurement	Lack of attractiveness to market - due to competition with other opportunities, level of co-investment etc.	Skills; Innovation; Economy; Sustainability	10	70	7	Research-informed approach; Effective market engagement	30%	4.9	SRO
I0004	Lack of co-investment	Funding	Campuses opportunity fails to attract targeted level(s) of private sector co-investment	Skills; Innovation; Economy	30	30	9	Research-informed approach; Effective market engagement	60%	3.6	SBCR
I0009	Economic downturn (local/national)	Economic	Downturn in economic opportunities such as inward-investment/growth due to factors such as Brexit disruption	Innovation; Economy	40	40	16	Diversified and longer-term targeted economic and skills benefits, beyond economic cycles/shocks; research-informed approach	40%	9.6	SBCR
I000x					0	0	0		100%	0	
Termination (Mainstreaming) Phase											
T0004	Infrastructure Renewal	Sustainability	Failure to plan/deliver renewal of infrastructure leading to lack of financial sustainability	Sustainability	30	40	12	Transfer - Partner	60%	4.8	Operator
T0005	Lack of long-term co-investment	Funding	Failure to attract further stages of co-investment to expand/enhance activity beyond Internet Coast phase	Innovation; Economy	30	30	9	Strong engagement with Partners, SBCR, WG, UK Gov and wider stakeholders; Research-informed approach	50%	4.5	SBCR
T000x							0			0	
							0			0	

4.8 Sensitivity analysis

The risk assessment presented in the previous section presents key residual risks, which could potentially result in delayed or reduced benefits realisation, cost increase or combination thereof. Sensitivity analysis, for both Regional and UK level appraisal has therefore reviewed short-listed options with parameters ranging up to 1-year delay, 40% reduction in benefits and 20% cost increase (in addition to factored Optimism Bias).

Sensitivity analysis of the Preferred and Alternative Options shows switching values of 66% reduction in benefits or 305% increase in cost for Preferred Option before Do Minimum becomes next Option. Alternative 3, involving a distributed fund could also potentially switch if Benefits of the Preferred Option were delayed, though this would be beyond the initial project phase and subject to other risks. The following tables present a further perspective of the Options appraised at UK and Regional Level.

4.8.1 UK perspective

SBCR Cost-Benefit Analysis: April 2021 UK Perspective

Scenario (Base)	10Yr NPV	15Yr NPV
A - Preferred Implementation	11,202,821	18,782,103
B - Alternative 1	- 1,436,857	12,310,026
C - Alternative 2	- 6,318,993	- 3,364,775
D - Alternative 3	5,271,441	9,525,264
E - Do Minimum	32,869	3,328,349

Project Name Campuses
Version 3.0
Date 05/04/2021

Sensitivity Analysis

	10Yr NPV	15Yr NPV
20% reduction in Wider Benefit		
A - Preferred Implementation	-	-
B - Alternative 1		
C - Alternative 2		
D - Alternative 3		
E - Do Minimum		

	10Yr NPV	15Yr NPV
40% reduction in Benefits		
A - Preferred Implementation	2,934,669	5,608,492
B - Alternative 1	- 4,649,139	1,725,245
C - Alternative 2	- 7,578,420	- 7,679,635
D - Alternative 3	- 624,160	54,388
E - Do Minimum	- 1,323,881	73,437

	10Yr NPV	15Yr NPV
1Yr Delay in Benefits		
A - Preferred Implementation	9,576,021	4,630,178
B - Alternative 1	- 3,810,440	- 1,841,899
C - Alternative 2	- 7,251,638	- 3,364,775
D - Alternative 3	3,885,820	7,402,036
D - Do Minimum	- 718,429	- 1,480,581

	10Yr NPV	15Yr NPV
Slow Mobilisation (6month delay)		
A - Preferred Implementation	10,389,421	17,298,599
B - Alternative 1	- 2,623,649	10,074,971
C - Alternative 2	- 6,785,315	- 4,318,676
D - Alternative 3	5,081,025	8,463,650
D - Do Minimum	- 342,780	2,797,199

	10Yr NPV	15Yr NPV
20% increase in costs		
A - Preferred Implementation	9,309,309	15,951,718
B - Alternative 1	- 3,330,369	9,479,641
C - Alternative 2	- 8,212,505	- 6,195,160
D - Alternative 3	3,377,929	6,694,879
E - Do Minimum	- 638,932	- 6,195,160

	10Yr NPV	15Yr NPV
1Yr Delay and -20% Wider Benefit		
A - Preferred Implementation	-	-
B - Alternative 1		
C - Alternative 2		
D - Alternative 3		
E - Do Minimum		

4.8.1 Regional perspective

SBCR Cost-Benefit Analysis: April 2021 Regional Perspective

Project Name **Campuses**
Version **3.0**
Date **03/04/2021**

Scenario (Base)	10Yr NPV	15Yr NPV
A - Preferred Implementation	9,772,373	16,420,107
B - Alternative 1	- 893,395	13,998,178
C - Alternative 2	- 5,368,934	- 1,158,657
D - Alternative 3	6,560,343	17,029,211
E - Do Minimum	240,942	3,827,526

Sensitivity Analysis

	10Yr NPV	15Yr NPV
20% reduction in Wider Benefit		
A - Preferred Implementation	8,568,427	12,457,153
B - Alternative 1	- 1,805,158	11,014,353
C - Alternative 2	- 5,819,897	- 2,624,690
D - Alternative 3	6,092,844	14,174,884
E - Do Minimum	- 139,860	2,913,963

	10Yr NPV	15Yr NPV
1Yr Delay in Benefits		
A - Preferred Implementation	8,290,604	2,268,182
B - Alternative 1	- 3,427,126	- 153,747
C - Alternative 2	- 6,466,032	- 15,310,582
D - Alternative 3	4,282,433	2,877,286
E - Do Minimum	- 556,444	- 981,403

	10Yr NPV	15Yr NPV
20% increase in costs		
A - Preferred Implementation	7,878,861	13,589,722
B - Alternative 1	- 2,786,907	11,167,793
C - Alternative 2	- 7,262,446	- 3,989,042
D - Alternative 3	2,329,337	14,198,826
E - Do Minimum	- 430,859	2,865,740

10Yr NPV 15Yr NPV

	10Yr NPV	15Yr NPV
40% reduction in Benefits		
A - Preferred Implementation	2,076,400	4,191,294
B - Alternative 1	- 4,323,061	2,738,137
C - Alternative 2	- 7,008,384	- 6,355,964
D - Alternative 3	1,084,179	10,265,410
E - Do Minimum	- 1,199,037	372,944

	10Yr NPV	15Yr NPV
Slow Mobilisation (6month delay)		
A - Preferred Implementation	9,031,489	15,043,371
B - Alternative 1	- 2,160,261	11,626,015
C - Alternative 2	- 5,917,483	- 2,263,322
D - Alternative 3	4,252,641	2,351,771
E - Do Minimum	- 157,751	3,263,794

	10Yr NPV	15Yr NPV
1Yr Delay and -20% Wider Benefit		
A - Preferred Implementation	7,441,964	10,372,821
B - Alternative 1	- 4,069,501	6,771,880
C - Alternative 2	- 6,790,840	- 4,582,934
D - Alternative 3	5,475,847	11,089,206
E - Do Minimum	- 852,898	1,905,761

The sensitivity analysis has shown the preferred implementation as being most resilient in face of key risks occurring, from both UK and regional perspectives. Risks occurring that result in delayed and/or reduced benefits have the most significant impact on most implementations, while cost overruns would have greatest negative affect on Alternative 2 (already most expensive option). Switching value analysis suggests that as the same risks affect Alternatives, then Do Minimum would become the next Option in the event of 66% reduction in benefits realised or 305% increase in costs.

Regional NPV is generally higher than the UK perspective for all options/scenarios reflecting the localised wider benefits to the regional economy through multiplier effects, offsetting the reduced additionality due to leakage.

Commercial Case

Contents

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5. Commercial Case

5.1 Introduction

This commercial case has been developed to optimise deliverability and value as per the Preferred Approach and Option presented in earlier sections. It draws upon the capabilities of the project partners and their successful track records with the approaches presented. This proposal will include:

- Differentiated Singleton and Morriston strategy, held together by the project programme arrangements set out within the Management section.
- Scope of the Singleton build, and mixed-use potential associated with the site.
- Scope of the Morriston development, stage one of a wider development, with enabling works (planning for road access) for the latter.

NB: please see Appendix A8 for detailed masterplans, site appraisals and cost plans.

5.2 Procurement strategy and route

The procurement strategy has been designed to maximise the impact of Singleton and Morriston developments and differs between the two sites to capitalise on distinct opportunities, their scale, and intended impact. The ~2000sqm Sketty Lane design and build has an estimated value of £12.75 million, while the ~700sqm Morriston redevelopment has an estimated value of £1.25 million. There is an estimated value of £1 million allocated as a contribution to the road planning.

While the Project Board provides oversight of the overall strategy, Swansea University will execute the commercial approach for Singleton and SBUHB will execute the approach for Morriston. The Singleton development will take place on land within, or near, the University's Singleton campus and the Morriston development will take place on Health Board land.

There are two parts to the Morriston proposal, with an initial small investment in the creation of a Management Centre alongside infrastructure planning for the development of a new road that will unlock the wider development of the site for economic, health and social purposes.

Throughout the following sections the approach for Singleton is differentiated from that for Morriston as the commercial strategy differs. The two aspects of the Morriston approach are also made clear. The Project Board is, however, ensuring they are advanced as part of a coherent Well-being and Life Science strategy for the region, to ensure the deliver the stated level of commitment contained within the Swansea Bay City Region Strategic Outline Case. All procurement strategies and plans will be undertaken and implemented in line with the co-developed SBCD Procurement Principles.

5.3 SBCD procurement principles

The Swansea Bay City Deal (SBCD) Procurement Principles have been put in place for project teams that are developing and delivering projects as part of the Swansea Bay City Deal.

The Principles 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 also apply to the operational service of the assets when built. The five Procurement Principles have been addressed as follows:

5.3.1 Be innovative

The project will seek to encourage innovation in operational procurement, using innovative tools within an end-to-end procurement process where possible. It will also seek to encourage innovation on the part of suppliers and contractors, encouraging innovative approaches in the supply of goods and services that can offer better value for money and community benefits.

5.3.2 Have an open, fair and legally compliant procurement process.

Procurement policies adopted by both Swansea University (i.e. for the Sketty Lane development) and SBUHB (for the Morrision development) are designed to ensure value for money, to be open, fair and transparent, and are fully compliant with public procurement law.

5.3.3 Maximise Community Benefits from each contract

All procurement will emphasise. Community Benefits are those activities, opportunities, schemes and promotions that contribute positively to those communities affected by the project. The procurement process will emphasise the need to adhere to community benefits standards and to maximise community benefits through, e.g.:

- targeted recruitment & training
- creation of new training opportunities, placements, apprenticeships and work experience
- equality and diversity
- supply-chain initiatives
- community engagement, promoting community cohesion and reducing crime and the fear of crime
- Considerate Constructor' schemes
- contributions to education and raising educational standards
- promotion of physical activity through community outreach work as a diversion from antisocial behaviour
- the promotion of social enterprises
- resourcing community initiatives and enhancements, and
- improving sustainability.

Through the delivery of Community Benefits the Development Partner will support the placements of work experience students and apprenticeships across all facilities. Contractors will be required to monitor the Community Benefits achieved and to report outcomes using the Welsh Government's Community Benefits Measurement Tool.

5.3.4 Use ethical employment practices

The project partners will adhere to their established approaches to employment, taking account of all employment legislation, and with attention given to equality and diversity.

5.3.5 Promote the City Deal

All tender documentation and associated publicity and promotional material will promote the City Deal. The project team will work with the Portfolio Management Office to ensure the City Deal is appropriately recognised and described.

5.3.6 Future investment

As noted in section 3.6.1 above, plans for the realisation of the £115m capital investment required for Phase 2 are in progress, working towards the longer-term commercial strategy informed by the evolving market, Covid-recovery planning, and the emergence of new technologies. The project team will work on more specific proposals with private and public sector partners to scope the opportunities and options available for the Phase 2 investment, and to conduct a post-Covid market analysis on the recommended approach.

The Swansea Bay University Health Board is already master planning for the Phase 2 development while the University is developing its plan (with a Memorandum of Collaboration with Swansea Council) to scope and deliver the Phase 2 development at Sketty Lane, and is preparing to undertake a full feasibility study (including potential joint venture, investment and funding arrangements). Funding is being sought to support this work.

Engagements with the Investment Directorate of the Department for International Trade (DIT) are underway to develop an investment offering that DIT can promote to its global network of investors and venture capitalists. Public sector investment will encompass contributions from local authorities and other public funded and public service organisations, and targeted grant funding for research, equipment and collaborative programmes with industry. Private sector investment will include regional investment from local and national private sector partners, local healthcare and sports providers. The project will also leverage private sector investment from large organisations seeking to establish or expand their presence in Wales, and their supply chains.

5.4 Sketty Lane/Singleton procurement strategy (City Deal-funded phase)

The Project Board has determined that the most effective and impactful procurement strategy for the project is to explore the application of the *South West Wales Regional Contractors Framework (SWWRCF)* for a Works commission where the University is the Contracting Authority. The Framework is a collaborative arrangement led by Carmarthenshire County Council on behalf of the South West Wales Regional Local Authorities and other regional public sector bodies.

The SWWRCF 2020 commenced on 1st February 2020 and will run until 31st January 2024. The Framework has been established in accordance with the requirements of the Public Contracts Regulations 2015 and is for the provision of Construction related activities in relation to but not limited to 21st Century schools projects, public buildings, housing, leisure, commercial, industrial and other related premises within participants' remits in the South West region.

The Framework is lotted and was designed in order to facilitate the award of contracts which support the local economy. It allows for direct award up to OJEU threshold call-offs, and mini-competition for both sub-OJEU threshold and above-threshold contracts. The Framework also includes monitoring of

Targeted Recruitment & Training, Supply Chain Initiatives, Contribution to Education and Social Community Initiatives.

The preferred site at Singleton is owned by Swansea University and the wider site comprises of land parcels owned by either Swansea University or Swansea Council. Swansea University would lead procurement for the City Deal-funded investment.

Stage	Activity	Target Completion
0	Start Up	Q2 2022
1	Concept Design	Q4 2022
2	Scheme Design	Q2 2023
3	Tender and Contract	Q3 2023
4	Construction, Commissioning and Handover	Q1 2025
5	Operational	Q2 2025

Table 5.1: Procurement timeline, Sketty Lane/Singleton development

5.5 Morryston procurement strategy (City Deal-funded phase)

The Project Board has determined that the most cost effective and impactful procurement strategy for the first phase of the Morryston development, which will involve the refurbishment of existing NHS estate, will be to utilise the Health Board's existing framework contracts.

Introducing new parties to develop on a hospital site would be onerous and time consuming, with delays to the development risking potential investments from medical technology and biopharmaceutical companies. The procurement approach will therefore be to appoint a Supply Chain Contractor and design team from SBUHB's Local Contractor and Consultant Framework to deliver refurbishment of existing accommodation on the Morryston Hospital site to provide an ILS facility in the existing Management Centre.

This Local Framework has been in operation since 2008 with periodic renewals of the participants. This procurement approach supports collaborative and non-adversarial contractual relationships and shared goals for projects with a threshold not exceeding £2 million Works (excluding reclaimable VAT) to undertake Discretionary and Welsh Government funded works for a variety of schemes.

Application of SBUHB's Local Framework has realised significant benefits in terms of: value for money; timely delivery of business objectives; promotion of partnership working between the Health Board, Contractors and Consultants; improved quality and reduced programme times; maximisation of efficiencies, and an OJEU-compliant process. Contractors and Consultants are appointed according to the Works value of the scheme, either directly on a rotational basis or via a mini-competition. The Contractor currently employed on the Local Framework include the following key principles:

- Building Contractors (3)
- Mechanical Contractors (3)
- Electrical Contractors (3)

- Design Disciplines: Architect, Principal Designer, Mechanical & Electrical Design Engineer, Quantity Surveyor, Structural & Civil Engineer, Project Manager, Cost Advisors, NEC Supervisor (1 per Discipline)

The preferred site at Morriston forms part of the hospital's current estate. The timeline associated with the Morriston development procurement strategy is as follows:

Key Stage	Target Completion
Design phase	Q1 2022
Procurement phase	Q2 2022
Construction phase	Q2 2023
Handover of new facility to University	Q2 2023

Table 5.2: Procurement timeline, Morriston development

When complete, the refurbished building will be leased from the Health Board to Swansea University (terms under development), who will utilise it to provide a state-of-the-art, open innovation environment that facilitates research collaboration and industry engagement.

The refurbished building will also:

- Support technological innovations and investment from national and international health care providers.
- Promote benefits in terms of improved specialist healthcare services.
- Facilitate access to modern technology and techniques.
- Enhance the patient experience.
- Develop stronger ties with training organisations to promote a more suitable and resilient regional workforce.

Building on the success of the Institute of Life Science, the Morriston ILS and Well-being Campus will enable the transformation of skills development and research and innovation capacity, to the collective benefit of the healthcare, academic and industrial community (subject to ongoing review to ensure optimised use for benefits realisation). The project therefore builds on strengths including regenerative medicine, cardiology, advanced technologies, quality assurance and service improvement, and burns and plastics research and innovation.

Note that, as part of this initial, City Deal funded investment, Swansea Bay University Health Board will engage the services of an Agent to inform the development of the new road connecting with the M4 and its associated infrastructure activities.

5.5.1 Access road – current position

The proposed expansion of the Morriston Hospital site has been driven by the ARCH Partnership and the University Health Board's Clinical Strategy. The Masterplan (Appendix A8) was drafted (and will be refined), and the Local Development Plan considered the likely traffic implications arising from the scheme. The LDP concluded that a new access road was required.

An external agency (WSP) was commissioned to identify and cost route options for the access road. The preferred route off the M4 Junction 46 has been identified, minimising the land referencing that will need to be run through and opening up further potential for the campus development. Ecological studies are in the process of being completed. It is anticipated that, although the development of the road is up to five years away, expansion of life science facilities on the Phase 2 site can still continue, though any new facilities could not be occupied until the road is in place.

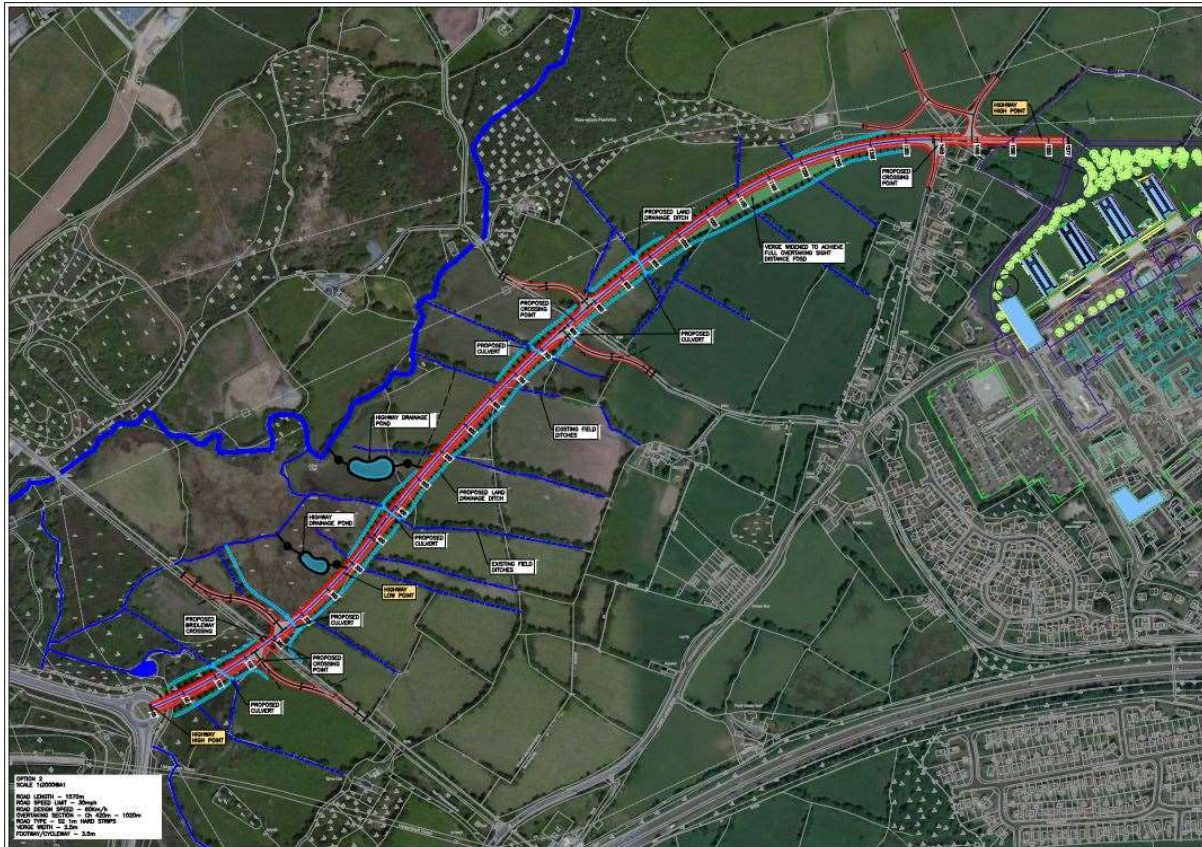


Figure 5.1: Preferred option for access road

Although Welsh Government have announced a pause on building new roads, to review their value and impact. However, Welsh Government have also indicated that new schemes intended to enable access to industrial or housing developments would continue to be supported. The Health Board have received assurances that local Senedd Members are supportive of the proposed development.

The project supports the planning of the road development in terms of:

- Additional highway design i.e. taking the highway design of roads within the OPA area to the same level of detail as the main access road within the FPA.
- Ground investigation costs
- Potential revisions to the original master plan scope and content.
- Although the ecological surveys undertaken last year provide coverage of the EIA area agreed with CCS the masterplan has expanded slightly. Therefore some additional ecological survey work, in agreement with the Council
- Legal costs associated with negotiations / licences with land owners to undertake the ground investigations

- Planning application costs and supporting consultation events / supporting material (visual boards etc.).
- Costs associated with the tendering process required to select a contractor for the road construction.

5.6 Future phase infrastructure and procurement strategy (non-City Deal funded)

5.6.1 Sketty Lane/Singleton

The long-term plan for the transformation of the Singleton site, incorporating provision for community, elite and performance sport, is under development and discussions with Swansea Council and other stakeholders continue to establish a single management model. Options for operational and delivery models are currently being assessed. The procurement strategy for the longer-term developments at Singleton will be established to encourage and foster partnership opportunities and co-investment.

5.6.2 Morriston Health and Life Science Campus

The more significant opportunity for Morriston relates to facilitating the wider development of the site, including formulating plans to finance major infrastructure investments, which would see the development of recently acquired new land for healthcare, life science, education, and related innovation opportunities. Through ARCH, regional partners have already invested in excess of £50K in development plans for Morriston, which will accelerate early planning.

As this scheme progresses through detailed design and delivery stages, a Supply Chain Constructor and Design Team will be appointed from the Welsh Government's Designed for Life National Framework (3/4) to deliver the key deliverables of this scheme.

This procurement route supports construction projects with a Works value of between £4 million and £10 million (including reclaimable VAT), and enables the appointment of the Supply Chain Constructor and Design Team via a mini-competition process.

The key benefits of utilising this national framework include realising significant benefits in terms of Contractor's specialist knowledge and experience of delivering similar major road and infrastructure projects; value for money; improved quality and delivery; saving time on full procurement; maximisation of efficiencies, and ensuring an OJEU-compliant process.

5.7 Feasibility and pre-development studies

The strategy has been underpinned by pre-development options and feasibility studies, which further supported the specification for both procurement exercises. Specifically, the brief for the pre-development options study encompassed:

- High level viability of developing a suitable building/s in Singleton and the refurbishment of Management Centre at Morriston Hospital.
- Functional content and use cases.

- Produce indicative area schedule and space planning.
- Develop design for preferred option(s).
- Affordability and Cost Exercise

Masterplans and site appraisals included as Appendix A8.

5.8 Service requirements and outputs

5.8.1 Sketty Lane/Singleton (City Deal-funded phase)

- **Development:** establishment of a ~2,000sqm development to house integrated research, innovation and associated skills development activity aligned to the transformation of the identified site into a Life Science, Wellbeing and Sports Campus.
- **Design:** detailed design and planning to support the realisation of the development including feasibility and pre-development studies and surveys
- **Construction and Operation**

The functional content of the Singleton Phase I development comprises the following:

Activity	Proportion of overall space within Phase I development (2,000sqm) allocated to activities
Skills development	35%
Specific examples: <ul style="list-style-type: none"> • Expansion of the Health and Wellbeing Academy model, providing a clinical service delivery environment and patient flow, supporting patient recruitment and clinical studies. • Growth space for new course where there is a regional healthcare and life science industry skills requirement (e.g. sports physiotherapy, occupational therapy, allied health professional qualifications). • Growth space for skills development initiatives being encouraged by industry. • Expansion of the Continued Professional Development opportunities aligning with improving skills of the regional workforce. 	
Industry innovation and incubation space	50%
Specific examples: <ul style="list-style-type: none"> • Collaborative innovation space for new industry collaborations. • Growth space for emergent MedTech and Sports Tech companies within the region, including (include companies within ILS that have a strong prospect of growth) • Accommodating the high demand for incubation space from new and growing SMEs from within the region, currently on a waiting list for premises in South West Wales. • Accommodating growing demand for clinical digital space from businesses developing new digital applications and systems. • Accommodation for national commercial support initiatives, e.g. AgorIP and ACCELERATE. • Increased accessibility to state-of-the-art infrastructure and capabilities to support the growth of research and innovation particularly commercially relevant and viable activities. 	
Innovation office and development space	10%

Specific examples:	
<ul style="list-style-type: none"> • Back office space for the skills and industry incubation and commercialisation space described in previous sections. • Digital and data research and innovation space with appropriate software capabilities. • Growth space for the expansion of regional commercial activities and the capacity to attract the relocation of business to within the region. • Increased flexible options for industry to co-locate within industry including affiliation opportunities to encourage co-development and coproduction. 	
General (meeting, collaborative, storage)	5%
<ul style="list-style-type: none"> • Flexible spaces within the infrastructure for the interaction between stakeholders for truly integrated vision and cross-disciplinary innovation. • Increased meeting room spaces with digital capabilities to provide easily accessible video conferencing and digital links for collaboration; replicated at sites across the region • Aligning with the expertise surrounding workplace environments to ensure space is utilised to create the best environments to drive collaboration, dialogue and innovation. 	

Table 5.3: Sketty Lane/Singleton – indicative functional content

5.8.2 Morriston (City Deal-funded phase)

- **Development:** establishment of a ~700sqm development to house integrated research, innovation and associated skills development activity aligned to the transformation of the identified site into a Life Science, Wellbeing and Sports Campus.
- **Design:** detailed design and planning to support the realisation of the development including feasibility and pre-development studies and surveys
- **Construction and Operation**

Activity	Proportion of overall space within Phase I development (700sqm) allocated to activities
Skills development	0%
This refurbishment will not directly provide space for skills development activity although there is close alignment with existing and neighbouring facilities housed within the Morriston Education Centre which includes the clinical skills suite.	
Industry innovation and incubation space	50%
Specific examples:	
<ul style="list-style-type: none"> • Mirroring and complementing activity associated with existing ILS developments at Singleton, the development of a cluster of enterprise that will benefit from co-location with clinical service delivery and input from clinical specialists or patient cohorts. • Growth space for emergent medical technology companies with strong prospect of growth that will also perpetuate cluster development to support the longer-term ambitions. • Accommodating demand for incubation space from new/growing SMEs from the region. • Accommodating growing demand for clinical digital space from businesses developing new digital applications and systems . • Accommodation for national commercial support initiatives, including AgorIP and ACCELERATE, opportunity to co-locate with end-users, innovators, and enterprise to foster collaboration and open innovation. • Increased availability and access to capacity, expertise, and capabilities to support the growth of research and innovation particularly commercially relevant and viable activities. 	

Innovation office and development space	20%
<p>Specific examples:</p> <ul style="list-style-type: none"> • Back office space for the skills and industry incubation and commercialisation space described in previous sections; • Growth space for the expansion of regional commercial activities and the capacity to attract the relocation of business to within the region with associated inward investment • Increased flexible options for industry to co-locate within industry including affiliation opportunities to encourage co-development and coproduction. 	
General (meeting, collaborative, storage)	30%
<ul style="list-style-type: none"> • Capitalising on the proximity of patients, clinical specialists and healthcare professionals, there will be an increase in flexible spaces within the infrastructure for the interaction between stakeholders for truly integrated vision and cross-disciplinary innovation. • Increased meeting spaces with digital capabilities to provide easily accessible video conferencing and digital links for collaboration; replicated services across the multiple sites. • Aligning with the expertise surrounding workplace environments to ensure space is utilised to create the best environments to drive collaboration, dialogue, and innovation. 	

Table 5.4: Morriston – indicative functional content

5.9 Project lifetime general service requirements and outputs

The key requirements and outputs of the project over its lifetime are:

- Engagement and Business Development, and specifically the development of partnerships with collaborators, growth of networks and affiliations
- Investment, to secure private sector/other public sector leverage and raising finance to support longer term ambitions
- Research and Innovation, developing and growing in research and innovation to support commercialisation, enterprise, and entrepreneurship regionally. This will capitalise on existing resourcing, securing revenue funding to support new initiatives and alignment of national R&I mechanisms including national programmes such as ACCELERATE and AGORIP
- Internationalisation, expanding international networks and relationships focussed around identified and shared priorities to foster excellence in research, innovation, service delivery and attract inward investment and cluster growth and reach.

5.10 Charging mechanism

The payment mechanisms will be confirmed through a business planning process for each individual element of the project and will be aligned to the University and Health Board's processes. Contractual controls will be used with the private sector finance partners and project partners to ensure delivery of the critical success factors, performance, risk management and effective use of resources. These contractual controls will set out the operational objectives and pathways to maintain the overarching Vision. Due diligence will be applied to demonstrate value for money and the profile to recoup capital costs. Contractual agreements will be sought to satisfy the Authority's requirements in respect of:

- The guaranteed level of Authority exposure

- How, given all the constraints of service and benefits to the community they will consistently make a profit
- Caveats and assurances that guards against the risk of institutional funders not having the level of empathy with the aims and objectives of the project, as developed through agreement between the Authority and Partners

5.11 Risk transfer

A full risk register outlining risks associated by type and owner is included in 'Appendix A5 - Risk Assessment'.

5.11.1 Sketty Lane/Singleton development

The risk register will be maintained by the Cost Advisor/Project Manager during the works phase of the project, through to hand over and commissioning. It is planned to review the risk register regularly and update accordingly to maintain tight financial cost control relative to the risks noted in the register.

Risks will be managed comprehensively and regularly with a comprehensive risk register to be updated frequently. Risk transfer will be appropriately considered as procurement progresses and concluded. The following allocation of risk at this stage is considered acceptable:

Risk Category	Potential Allocation	
	Public	Private
1. Design Risk	✓	
2. Services, Construction & Development Risk	✓	✓
3. Transition & Implementation Risk	✓	
4. Availability and Performance Risk	✓	✓
5. Operating risk	✓	
6. Variability of Revenue Risks	✓	
7. Termination Risks	✓	
8. Technology & Obsolescence Risks	✓	
9. Control Risks	✓	
10. Residual Value Risks	✓	
11. Financing Risks	✓	
12. Legislative Risks	✓	
13. Other Project Risks	✓	✓

Table 5.5: Risk allocation: Sketty Lane/Singleton

5.11.2 Morriston

Risk Category	Potential Allocation	
	Public	Private
1. Design Risk	✓	
2. Services, Construction & Development Risk	✓	✓
3. Transition & Implementation Risk	✓	
4. Availability and Performance Risk	✓	✓
5. Operating risk	✓	
6. Variability of Revenue Risks	✓	
7. Termination Risks	✓	
8. Technology & Obsolescence Risks	✓	
9. Control Risks	✓	
10. Residual Value Risks	✓	
11. Financing Risks	✓	
12. Legislative Risks	✓	
13. Other Project Risks	✓	✓

Table 5.6: Risk allocation: Morriston

Note that SBUHB's Capital Planning Team will manage the operational/change process and will endeavour to mitigate any risk of disruption to Health Board services and performance during the development stage.

The planning contingency has been assessed by an independent cost advisor in consultation with the Project Manager. The planning contingency sum of 10% (including non-recoverable VAT) is a robust assessment of risk and complies with NWSSP - FS guidance.

5.12 Key contractual arrangements

5.12.1 Sketty Lane/Singleton (City Deal-funded phase)

The proposed contractual arrangements for the development at Singleton Campus would include:

- Swansea University will appoint a client-side project manager using existing framework agreements, in compliance with the SBCD Procurement principles and alongside the University's estates team throughout.
- Swansea University will procure a design team either through open market tender or an existing framework in compliance with policy and the SBCD Procurement principles to develop the design to RIBA stage 3 (Developed Design).
- Client-side consultation team and design team will be appointed on an NEC3 or NEC4 professional services contract.
- Swansea University will procure a contractor. It is proposed that this is on a Two Stage NEC4 Design & Build Contract utilising Option A (Priced Contract with Activity Schedule).

5.12.2 Morriston (City Deal-funded phase)

The proposed contractual arrangements for the development at Singleton Campus would include:

- SBUHB will appoint a supply chain contractor and design team from its Local Contractor and Consultant Framework to deliver refurbishment of existing accommodation.
- Contractors and consultants are to be appointed according to the works value of the scheme either directly on a rotational basis or via a mini-competition, as appropriate ensuring compliance with policy and alignment with the SBCD procurement principles.

5.13 Personnel arrangements

A TUPE (Transfer of Undertaking and Protection of Employee) will not apply to any of the investments.

5.14 Accountancy treatment

The City Deal funding for Campuses is by way of a grant. No assets underpinning delivery of Campuses will be on the balance sheets of the funders. In each case, the assets will be on the balance sheets of the lead organisations for each of the elements comprising the project at both the City Deal-funded and non-funded phases.

5.15 Potential cost increases

The project recognises the sharp cost increases and lengthened delivery times currently being experienced by the construction sector due to a combination of the rate of growth across the sector and shortages of essential building materials due to the pandemic, Brexit or a combination of the two.

The Building Cost Information Service (BCIS) is currently reporting significantly higher prices for projects requiring a quick turn-around which were subject to premiums being paid to reflect the current materials shortages. The Royal Institute of Chartered Surveys (RICS) are expecting the supply market to catch up by early 2022 and an associated moderation of tender prices. Current cost plans from cost consultants Mace include a forward annual inflationary figure of 2% and a contingency of 10%. Nevertheless, the project is aware of the potential risk of affordability and by way of mitigation will consider alternative methods of construction to obviate the reliance on traditional materials and construction methodologies.

Financial Case

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6. Financial Case

6.1 Introduction

The financial case provides an overview of the capital funding for the Life Science, Wellbeing and Sport Campuses project, identifying the phase, source of funding and the projected timescales; the expenditure and funding profile and the revenue and long term sustainability forecasts related to Swansea Bay City Deal (SBCD) funding. The financial case has been prepared using the preferred option and demonstrates overall project affordability.

Included within the financial case is a breakdown of Sketty Lane and Morriston refurbishment (Phase 1) build costs which utilise SBCD funding and details the sources of public and private sector investment. The financial case also considers the expected balance sheet and VAT accounting treatment to be utilised by the project.

The investment required to deliver the whole Life Science, Wellbeing and Sport Campuses project will be £161m. Through direct investment of £15m from SBCD, the Life Science, Wellbeing and Sport Campuses project is projected to generate an additional investment of c. £146m over the 15 year period to 2032/33. This is delivered through c. £31m from Phase 1 (£16m Public investment and £15m Private investment) and c. £115m from Phase 2 capital inward investment from private sector partners and developers, the project will create lasting and sustainable economic growth within the region.

6.2 Capital Funding

The breakdown of the total capital funding requirements (c. £132m) for the full Life Science, Wellbeing and Sport Campuses project by phase, source of funding and projected timescales is presented in Table 6.1 below.

Capital Requirements	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Phase 1									
City Deal		£ 360,000	£ 200,000	£ 5,190,000	£ 8,500,000	£ 750,000			£ 15,000,000
Public Sector	£ 350,000	£ 78,000	£ 1,685,000						£ 2,113,000
Private Sector									
Total	£ 350,000	£ 438,000	£ 1,885,000	£ 5,190,000	£ 8,500,000	£ 750,000	£ -	£ -	£ 17,113,000
Phase 2									
City Deal									
Public Sector						£ 12,250,000	£ 28,716,000	£ 16,466,000	£ 57,432,000
Private Sector						£ 12,250,000	£ 28,716,000	£ 16,466,000	£ 57,432,000
Total	£ -	£ -	£ -	£ -	£ -	£ 24,500,000	£ 57,432,000	£ 32,932,000	£ 114,864,000
Life Science, Wellbeing and Sport Campuses Project Capital Total									£ 131,977,000

Table 6.1. Capital Funding Requirements

The SBCD funding will be fully utilised in Phase 1 of the Life Science, Wellbeing and Sport Campuses project. MACE cost consultants were appointed to carry out a masterplan which included the build costs associated with the construction of a new building at Sketty Lane and refurbishment of the Management Centre at Morriston Hospital and considers the functional use of space as outlined in the commercial case. Table 6.2 provides the breakdown of estimated build components and costs utilising SBCD funds. The design planning for the new access road to the Phase 2 Life Science Park

commenced in 2019/20 where costs have been projected through the appointment of WSP to lead the design of the road and planning application. The current cost plans include contingencies, inflation and VAT. Where applicable any recoverable VAT will be reinvested into the Phase 1 build/refurbishment.

Life Science, Well-being and Sport Campuses project		£m
Sketty Lane/Singleton	Enabling works	0.29
	Construction	9.17
	External works	0.97
	Design	0.23
	Management fees	2.14
	Subtotal City Deal investment	12.79
Morriston	Enabling works	0.12
	Construction	0.91
	External works	0.01
	Design	0.21
	Road planning activities	0.96
	Subtotal City Deal investment	2.21
Total City Deal investment		15.00

Table 6.2: City Deal investment breakdown

6.3 Land allocation and investment

The Life Science, Wellbeing and Sport Campuses project will develop sites at both Sketty lane and Morriston Hospital. Table 6.3 below identifies the Gross Internal Area (GIA) of land allocated within the project, the phase of development, the estimated investment for each allocation and the expected source of funding.

Land allocation	Project Phase	Funding	Gross Internal Area (m2)	Estimated investment costs £m
Sketty Lane	Phase 1	City Deal/Public/Private	2,000	32.33
Sketty Lane Land Value	Phase 1	Public	-	0.66
Morriston Refurbishment	Phase 1	City Deal/Public/Private	700	10.54
Morriston Refurbishment Land Value	Phase 1	Public	-	1.03
Road Planning and Design	Phase 1	City Deal/Public	-	1.39
Swansea Bay Sports Park	Phase 2	Private/Public	9,650	65.86
Morriston Life Science Park	Phase 2	Private/Public	6,000	49.00
			18,350	160.80

Table 6.3: Life Science, Wellbeing and Sport Campuses land allocation and investment

The land at Sketty lane and Morriston Hospital used in the development of Phase 1 will continue to be owned and managed by Swansea University and Swansea Bay University Health Board (SBUHB) respectively. Through a separate lease agreement, the refurbished space at Morriston Hospital will be leased to Swansea University for a peppercorn rent of £1 p.a. The land requirements to deliver Phase

1 of the project are estimated within the financial case on the following basis. Swansea University Sketty Lane is estimated at the net book value of the land and building as at 31st July 2020 (which was revalued in 2014). Morrision refurbishment is estimated at the current valuation of land and building at 31/3/21, from the 2017/18 NHS Wales Quinquennial valuation which has been updated on an annual basis with NHS indices. Consultants have been appointed to carry out an up to date and detailed valuation of both sites in Phase 1 for inclusion in the full business case.

The land in scope for the future Phase 2 development of the Swansea Bay Sports Park is currently owned by Swansea University and the City and County of Swansea who have agreed in principle to the use of this land for Phase 2 through a Memorandum of Understanding. The land in scope for the Morrision Life Science Park Phase 2 development has been estimated in the schedule of accommodation and is owned solely by SBUHB. The ownership and balance sheet treatment of this land will be determined as Phase 2 planning and investment opportunities develop.

6.4 Investment summary

The investment projections are based on the eight year delivery term from project inception 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. In addition to the £15m SBCD funding, the projected investment of the Life Science, Wellbeing and Sport Campuses project and SBCD funding is c. £131m over the eight year period resulting in a total investment of c. £147m. Of which, c. £66m will be public investment and c. £65m from private investments including for education, research grant awards, commercial investments and lease agreements. The projected investment forecast for the eight year period is presented in Table 6.4. The Phase 1 public and private revenue investment leveraged over the full 15 year term is forecast at c. £31m (£16m Public investment and £15m Private investment), details of which can be seen in Annex 6.1 and Annex 6.2.

The investment in Phase 2 is currently projected as capital investment only. The c. £65m investment in the Phase 2 Swansea Bay Sports Park has been developed through master planning by Swansea University who commissioned MACE cost consultants to review redevelopment opportunities at the site which would create facilities to benefit the region with appropriate sports capacity, quality and accessibility, and enable co-location of academic and industrial collaboration. Moving this development forward, funding is being sought for the development of a detailed feasibility study and options appraisal, providing critical insight and funding and commercial options to support development of this Phase 2 project. The Morrision Life Science Park will form part of the wider regeneration of SBUHB land and early projections suggest that c. £49m of capital investment would be generated to deliver healthcare, life science, education, and related innovation opportunities. Section 6.4.1 provides further details on the expected investment portfolio and current status.

Table 6.4. Expenditure and Funding forecast eight year term

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Capital	£ -	£ 350,000.00	£ 438,000.00	£ 1,885,000.00	£ 5,190,000.00	£ 8,500,000.00	£ 750,000.00	£ 24,500,000.00	£ 57,432,000.00	£ 32,932,000.00	£ 131,977,000.00
Revenue	£ -	£ -	£ 13,630.67	£ 156,875.33	£ 861,251.53	£ 2,160,172.08	£ 2,957,281.56	£ 3,125,904.84	£ 2,673,978.34	£ 2,717,954.93	£ 14,667,049.29
Total	£ -	£ 350,000.00	£ 451,630.67	£ 2,041,875.33	£ 6,051,251.53	£ 10,660,172.08	£ 3,707,281.56	£ 27,625,904.84	£ 60,105,978.34	£ 35,649,954.93	£ 146,644,049.29
Funding											
Swansea Bay City Deal											
Grant	£ -	£ -	£ 360,000.00	£ 200,000.00	£ 5,190,000.00	£ 8,500,000.00	£ 750,000.00	£ -	£ -	£ -	£ 15,000,000.00
Public Sector	£ -	£ 350,000.00	£ 91,630.67	£ 1,841,875.33	£ 435,510.23	£ 1,146,308.75	£ 1,213,746.60	£ 13,477,858.96	£ 29,968,694.70	£ 17,744,275.51	£ 66,269,900.75
Private Sector	£ -	£ -	£ -	£ -	£ 425,741.30	£ 1,013,863.34	£ 1,743,534.97	£ 14,148,045.88	£ 30,137,283.64	£ 17,905,679.42	£ 65,374,148.54
Total	£ -	£ 350,000.00	£ 451,630.67	£ 2,041,875.33	£ 6,051,251.53	£ 10,660,172.08	£ 3,707,281.56	£ 27,625,904.84	£ 60,105,978.34	£ 35,649,954.93	£ 146,644,049.29

The overall investment composition comprises the three following investment components:

- The **City Deal investment** component consists of the government grants awarded by UK and Welsh government totalling £15m. City Deal Grant is awarded to projects / programmes of the fifteen-year term up to a maximum of the allocated value.
- **Public sector investment** consists of investment from local authorities and other public funded and public service organisations such as health boards. Public sector investment will also consist of specific Welsh Government, UK Government and European funding secured through research grant awards.
- **Private sector investment** includes regional investment from local and national private sector partners as well as local healthcare and sports providers. The project will lever in private sector funding directly from the supply chain development and indirectly from private research and development partnerships.

6.4.1 Research and innovation funding

The project aligns with key funding opportunities intended to stimulate growth, and particularly within the MedTech sector. In addition to seeking collaborative research funding from industry and stakeholders, the project will secure funding from research councils, charities and other funding bodies. Funding for research and innovation aligned to life sciences, data science, sports science and technology development is available from several sources, including UK Research and Innovation:

- The project is a particular fit with the Medical Research Council's research strategy, e.g. its Foundations in (1) discovery science, (2) investing in people, (3) new technologies and infrastructure and (4) fostering collaboration. The MRC's funding is aligned to its health focus themes, including themes directly aligned to the project: prevention and early detection, precision medicine, mental health, and global health.
- Similarly, the project aligns with funding streams under the Economic and Social Research Council, including for mental health and innovation in health and social care.
- The Engineering and Physical Sciences Research Council will also be a key focus for targeted funding applications, with proposals aligned to EPSRC themes in (e.g.) assistive technology and rehabilitation (current portfolio c£58M), medical imaging (c.£96M), Microelectronics (c.£27M), and data/artificial intelligence technologies (c.£245M).
- Innovate UK's funding opportunities include Knowledge Transfer Partnerships and Smart Grants, as well as funding for research in (e.g.) healthy ageing.

The position with regard to European funding (ERC, Horizon Europe, etc) is less certain given the UK's departure from the European Union. However, should these significant funding opportunities continue to be available in the longer term, the operation will seek to maximise appropriate calls and funding streams. For instance, relevant Horizon Europe programmes include:

- Sport and Society
- Health, Demographic Change and Wellbeing
- Future and Emerging Technologies, which supports data analysis research;
- Societal Challenges (e.g. inclusive societies);
- Industrial Leadership in (1) enabling technologies such as ICT and (2) innovation in SMEs;
- Digitising and transforming European industry and services (a 1.7Bn Euro fund).

6.4.2 Public and private sector investment breakdown

Table 6.5 sets out the public and private sector investment for the associated activity and phase of the Life Science, Wellbeing and Sport Campuses project along with the expected investment and current status.

Table 6.5: Public and private sector funding status

Theme	Phase	Public Contribution (£m)	Public Contribution (%)	Public Investment Component	Status	Detail
Internet of Life Science & Well-being						
Sketty Lane	1	0.66	1%	Swansea University	Formally Committed	Swansea University will contribute the land requirements at Sketty Lane. Land valuation will be confirmed by external consultants for the full business case.
Morrison Management Centre	1	1.03	1%	Swansea Bay University Health Board	Formally Committed	Swansea Bay University Health board will contribute the existing building space at Morrison Hospital. Land valuation will be confirmed by external consultants for the full business case.
Road Planning	1	0.43	1%	Swansea Bay University Health Board	Formally Committed	Swansea Bay University Health Board have committed to invest in the planning and design of the road infrastructure required for Phase 2. This is already in process, having started in 2019/20.
Morrison Management Centre	1	4.00	5%	Research Income	Formally Committed	This is committed within the ILS planning for HTC and associated development to be embedded within the Campuses initiative. Part of FLSS Business Plan and Strategic Programme
Sketty Lane	1	8.24	11%	HEIW commissioned programmes	Final Approval	Swansea University have secured several undergraduate and postgraduate level programmes funded by Health Education and Improvement Wales (HEIW) and aligned to the project. HEIW will fund student places on these programmes.
Morrison Management Centre	1	1.29	2%	Tenancy Agreements	Early Engagement	Once SBCD funding approval is received engagement with tenants and lease agreements will be developed.
Sub Total Phase 1		15.65	21%			
Swansea Bay Sports Park	2	32.93	45%	LHB & Local Authority	Early Engagement	Advanced discussions with public sector partners (CCS and ABMU) to define detail of the preferred option for delivery. Feasibility and options appraisal will further define funding and commercial options.
Morrison Life Science Park	2	24.50	34%	LHB & Local Authority	Early Engagement	Advanced discussions with public sector partners (CCS and ABMU) to define detail of the preferred option for delivery.
Sub Total Phase 2		57.43	79%			
Total		73.08	100%			
Theme	Phase	Private Contribution (£m)	Private Contribution (%)	Private Investment Component	Status	Detail
Internet of Life Science & Well-being						
Sketty Lane	1	3.45	5%	Tenancy Agreements	Not Applicable	Investment of this income has been committed from the project partners to invest into the initiative. This relates to both project and sustainability phases. Once SBCD funding approval is received engagement with tenants and lease agreements will be developed.
Morrison Management Centre	1	4.00	5%	Research Income	Final Approval	This is committed within the ILS planning for HTC and associated development to be embedded within the Campuses initiative. Part of FLSS Business Plan and Strategic Programme
Sketty Lane	1	7.85	11%	Academic programmes	Final Approval	The establishment of new programmes utilising the skills space in Sketty Lane will generate funding from student tuition fee income
Sub Total Phase 1		15.30	21%			
Swansea Bay Sports Park	2	32.93	45%	Development Partnership	Early Engagement	Engagement with CCS and other key stakeholders to develop strategic commercial partnerships. Feasibility and options appraisal will further define funding and commercial options.
Morrison Life Science Park	2	24.50	34%	Health Care providers and private companies	Early Engagement	Advanced discussions with various private sector partners to define detail of the preferred option for delivery.
Sub Total Phase 2		57.43	79%			
Total		72.73	100%			

6.5 Income and expenditure summary

The UK and Welsh Government capital grant contribution to the Life Science, Wellbeing and Sport Campuses project is awarded over a fifteen-year period. 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. This funding profile creates an inherent temporary funding gap which is recognised with the funding being released to the project over a fifteen-year period as shown below in Figure 6.1. As the project Lead Authority, the City and County of Swansea is responsible for managing the operational cash flows in respect of the project. They are also, therefore, subsequently accountable for managing inherent risks and any funding gap recognised. The Life Science, Wellbeing and Sport Campuses project will work with the City and County of Swansea to manage this as outlined in section 6.7.

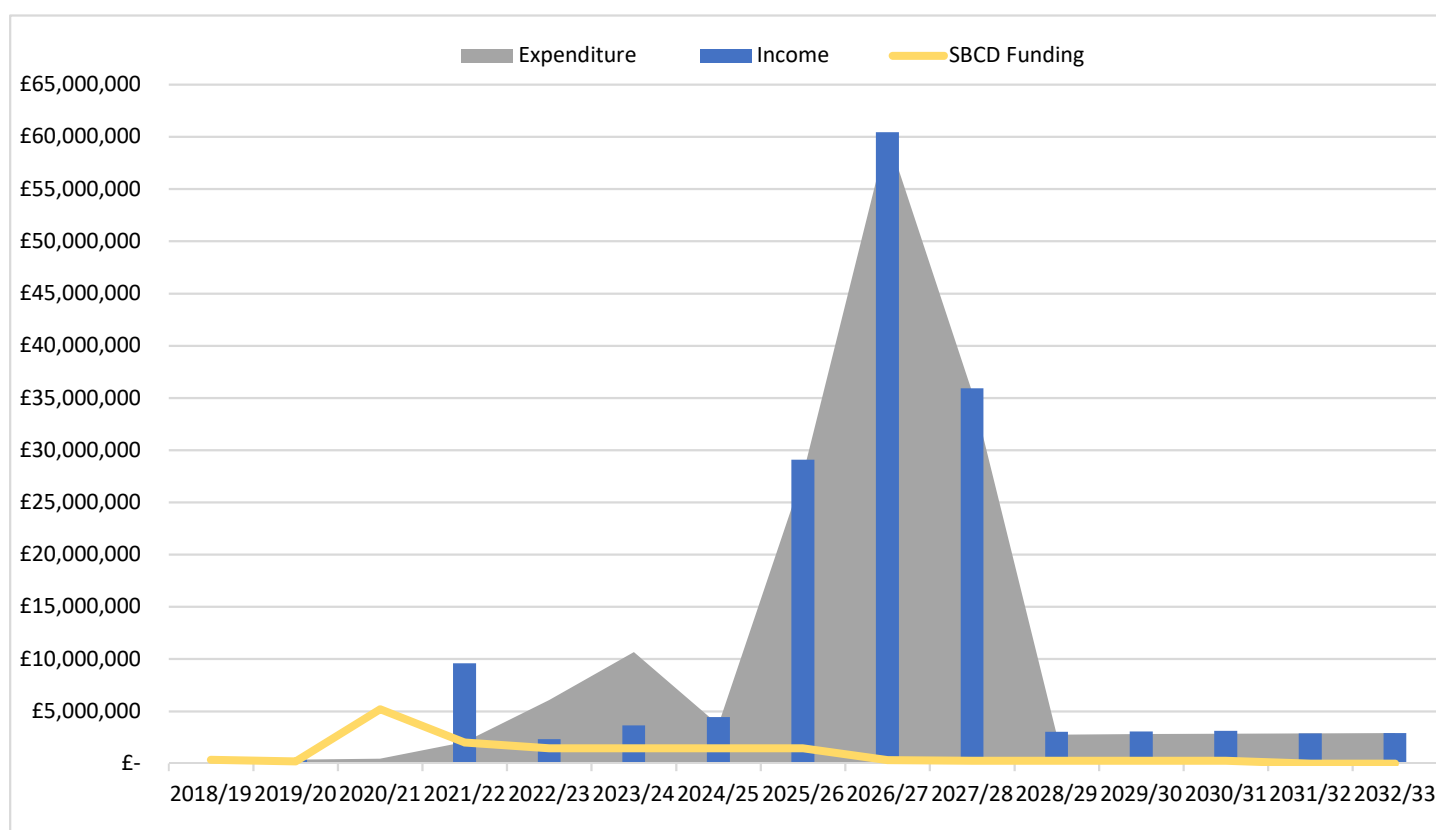


Figure 6.1: Funding forecast

6.6 Revenue projections and long-term sustainability

6.6.1 Revenue projections

The operating income and expenditure associated with the delivery of Phase 1 of the Life Science, Wellbeing and Sport Campuses project can be seen in Appendix A9 and evidences the long term sustainability of the project. The revenue forecast demonstrates that the cumulative return from the initial building occupancy in 2023/24 and 2024/25 for Morriston and Sketty Lane respectively, would exceed the capital outlay by 2027/28 (excluding the time value of money). The income and

expenditure forecast estimates a most likely position that will be achieved. This has been calculated using a success rate of 75% of total forecasts. Figure 6.2 highlights the forecast operating revenue to the 15-year period of the City Deal programme. Confidence of the long term sustainability of the project and associated activities can be evidenced through the expected revenue forecast surplus delivered by Phase 1 estimated at c. £15.5m over the 15 year project life to 2032/33, subject to the assumptions outlined in Table 6.6. Further revenue is expected to be generated through Phase 2 capital investment, which will be determined following detailed feasibility studies and options appraisals as described in section 6.4.

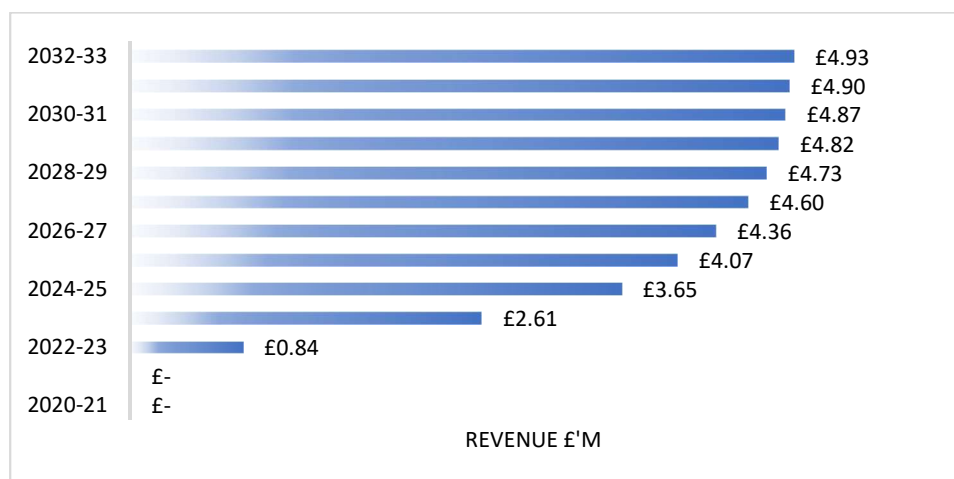


Figure 6.2: Revenue forecast (most likely)

Note that any revenue surplus could be reinvested into the ongoing operational costs in support of the developments and deliverables.

6.5.2 Consolidated financial assumptions

All figures included in the business case have been calculated to align to Local Authority financial years (April-March). Swansea University financial years are August to September.

Revenue assumptions	
1.	The Morryston development will be completed by December 2022; income generation will commence from April 2023.
2.	The Sketty Lane development will be completed September 2024; income generation will commence from October 2024 with the exception of academic programmes which will be temporarily housed until the build is complete.
3.	The income figures are based on current fees as at 2020-21 and then postgraduate (taught) fees are inflated using current assumptions in the University's financial forecasts (3% p.a.).
4.	Undergraduate home student fees are set by Welsh Government and have been based on 2020-21 current fees of £9,000 per annum. There is no inflationary uplift to these fees or the commissioned places (HEIW)
5.	Income figures do not include any research figures for Sketty Lane but do for Morryston Site.
6.	Other income has been inflated at 3% per annum.
7.	We have not included overseas student figures at this point but we would fully expect to enrol overseas students once courses are established. Overseas students have a higher fee structure and would therefore increase the contribution.
8.	Assume 1/15th of current Medical School research income

Table 6.6: Revenue assumptions

Expenditure assumptions	
1.	The Morriston development will be completed December 2022; operational expenditure will commence from this date.
2.	The Sketty Lane development will be completed by September 2024; operational expenditure will commence from October 2024 with the exception of academic programmes staffing, equipment and consumables, and project team staffing commencing in 2022.
3.	Loan Interest is calculated on reducing capital balance subject to SBCD funding profile and 2% annual interest.
4.	Consumable operating expenses forecast is based on Swansea University allocation per student with annual 3% inflation.
5.	Rents/Service charges at Morriston are current estimates provided by SBUHB plus assumed inflation of 3% annually.
6.	Rents/Service charges at Singleton are current estimates provided by Swansea University (less existing pavilion budget allocation) plus assumed inflation of 2.6% annually.
7.	Assume research expenditure is 80% of research income.
8.	High level estimates of start-up and fit out costs of new academic programmes

Table 6.6: Expenditure assumptions

6.7 City Deal funding

6.7.1 Swansea Bay City Deal funding flow

The release of funds from the Accountable Body will follow one of two funding routes. This is determined on a project basis, dependant on whether funding is being released to a Regional Project or a Local Authority Project. The flow of funding is shown in Figure 6.3 below:

Local Delivery Funding Flow

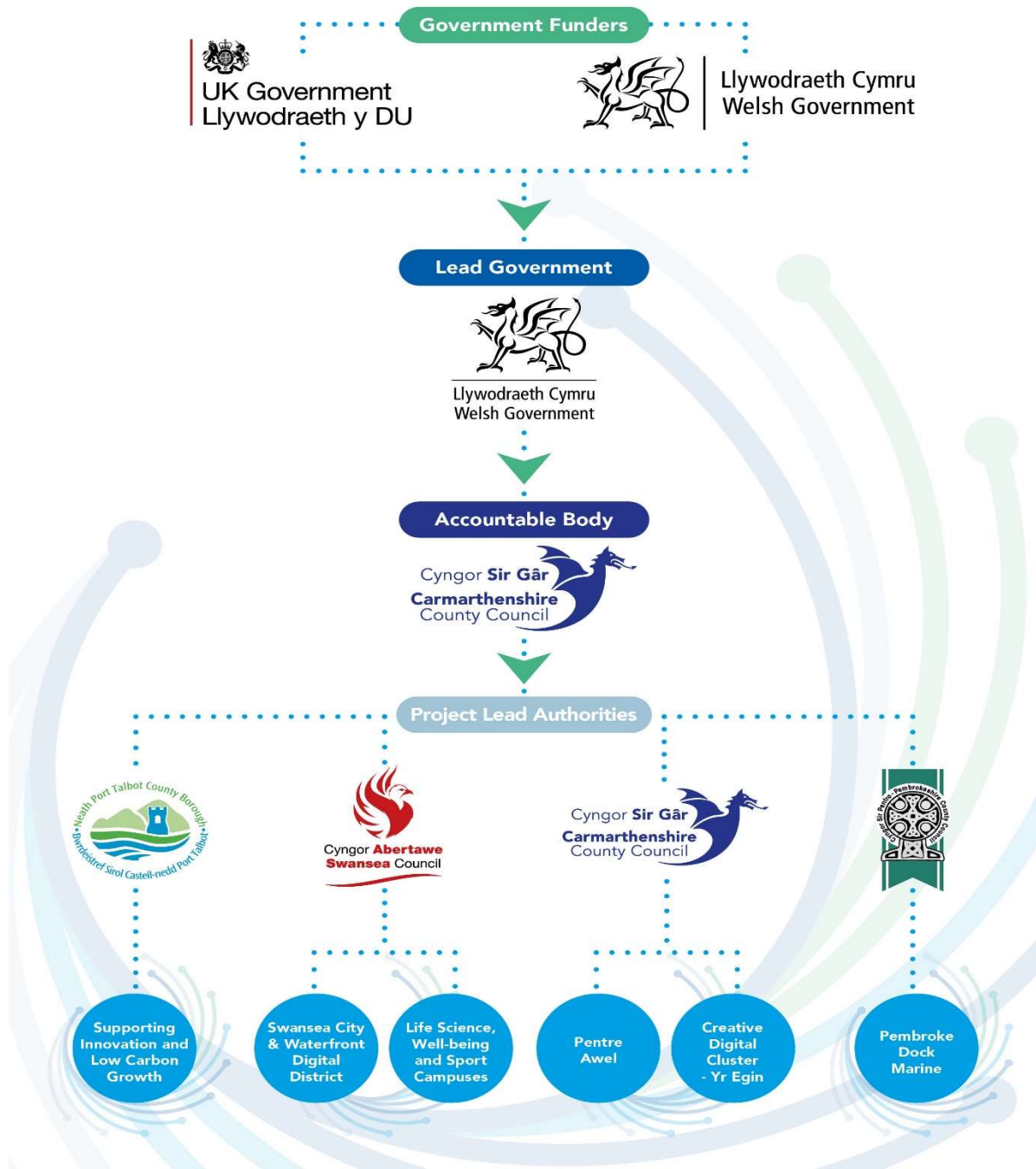


Figure 6.3. City Deal funding flow

6.7.2 Borrowing

The Joint Committee is responsible for overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional projects/programmes. The capital borrowing (in respect of the Government funded element) for the City Deal projects 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 will be determined between City and County of Swansea and Swansea University in line with the individual local authority's internal requirements. All borrowing will be agreed based on the principles of the Prudential Code and Treasury Management Policy and Strategy for each local authority. The current forecast assumes Swansea University will pay loan interest to City and County of Swansea at 2% on the capital borrowing, reducing in line with SBCD funding release of the £15m investment. This has been included in the operational expenditure.

When further details of the investments required for each project are known, a full business case appraisal for each individual project 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.

6.7.3 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. Where applicable, this will be managed through the individual funding arrangements between Swansea University and Swansea Council, and any subsequent funding arrangements with SBUHB.

6.7.4 Interest on investments

It is recognised that throughout the lifecycle of the City Deal portfolio, cash balances will arise through cash flow movements as and when projects 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 projects based on the allocation outlined within the original Heads of Terms. Where applicable, this will be managed through the individual funding arrangements between Swansea University and Swansea Council, and any subsequent funding arrangements with SBUHB.

6.7.5 Retention of national Non-Domestic rates

Welsh Government have agreed in principle (as per below) that 50% of the additional net yield generated through City Deal developments can be retained by the region to support revenue costs associated with the programme. This has been acknowledged by the Lead Authorities within the Joint Committee Agreement (JCA - 29th April 2018).

Welsh Government (Cabinet Secretary for Finance, 11th April 2018)

'I intend to initiate arrangements to allow the region to retain 50% of the additional net yield in Non-Domestic rates generated by the 11 projects which are to be delivered by the Deal'

Where applicable, this will be managed through the individual funding arrangements between Swansea University and Swansea Council, and any subsequent funding arrangements with SBUHB.

6.8 Financial monitoring and evaluation

The City Deal portfolio finances will be monitored through the SBCD 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 Portfolio Management Office, agree the financial monitoring process which will be:

- In line with overall reporting processes for the City Deal, and
- Based on best practice principles and guidance on project / programme monitoring contained within the Green Book.

The monitoring process will allow for the control of project cost variations and visibility of variations at a portfolio level.

The monitoring requirements of the Portfolio will require the Project Authority Lead to submit a claim for project funding to the Accountable Body at a frequency to be determined by the Accountable Body. The claim shall include a progress report on the project. The progress report shall include an assessment of risks associated with the project 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 project has achieved practical completion, the project authority lead shall not be required to submit claims for project funding. Thereafter, the project authority lead shall complete annual monitoring returns in a form to be specified by the Accountable Body prior to the Accountable Body releasing any project funding to which the project 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 project 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. Project lead authorities are also obligated to support the Accountable Body with any progress update reporting as required by the Welsh and UK Governments.

6.9 Accounting treatment of project transactions

6.9.1 Accounting for income and expenditure

City and County of Swansea (as the Lead Authority), Swansea University and SBUHB will be responsible for accounting for the appropriate elements of income and expenditure in relation to the projects outlined in this business case.

6.9.2 Revenue requirement

The Welsh Government has acknowledged that revenue funding may be required to support the delivery of projects within the City Deal portfolio. The revenue requirements by projects of the City Deal are to be managed locally by the project Lead Authorities and project partners. 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 project business cases and funded through partner investment. There is currently no expectation that SBCD funding will be used on revenue expenditure.

6.9.3 Balance sheet accounting

Assets generated through phase I of the project at Singleton will be accounted for and held on the balance sheet of Swansea University in line with the organisation's accounting policies: land and buildings are capitalised at cost on initial recognition.

After initial recognition, land and buildings are subsequently measured at costs less accumulated depreciation and accumulated impairment losses. Costs incurred to land and buildings after initial purchase or construction, are capitalised to the extent that they increase the expected future benefits to the University. Where parts of the assets have different useful lives, they are accounted for as separate items of fixed assets. Freehold buildings are depreciated on a straight-line basis over their expected useful lives to the University of between 12 and 75 years. No depreciation is charged on assets in the course of construction and depreciation is accelerated when there is a known demolition date.

Assets generated through phase I of the project at Morriston Hospital will be accounted for and held on the balance sheet of SBUHB in line with the organisation's accounting policies: freehold land, assets under construction and assets held for sale are not depreciated. Otherwise, depreciation and amortisation are charged to write off the costs or valuation of property, plant and equipment and intangible non-current assets, less any residual value, over their estimated useful lives, in a manner that reflects the consumption of economic benefits or service potential of the assets.

The estimated useful life of an asset is the period over which the NHS Wales Organisation expects to obtain economic benefits or service potential from the asset. This is specific to the NHS Wales organisation and may be shorter than the physical life of the asset itself. Estimated useful lives and residual values are reviewed each year end, with the effect of any changes recognised on a prospective basis. All property, plant and equipment are measured initially at cost, representing the cost directly attributable to acquiring or constructing the asset and bringing it to the location and condition necessary for it to be capable of operating in the manner intended by management. Land and buildings used for services or for administrative purposes are stated in the Statement of Financial Position (SoFP) at their revalued amounts, being the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

Where subsequent expenditure enhances an asset beyond its original specification, the directly attributable cost is capitalised. For All Wales Capital Schemes that are completed in a financial year, NHS Wales organisations are required to obtain a revaluation during that year (prior to them being

brought into use) and also similar revaluations are needed for all Discretionary Building Schemes completed which have a spend greater than £0.5m. The write downs so identified are then charged to operating expenses. Assets generated through Phase II of the project will be held on the balance of project partners as deemed appropriate when details are known.

6.9.4 Value Added Tax

Value Added Tax (VAT) is included where appropriate within the forecasts and estimates demonstrated.

Swansea University is an exempt charity, Registered Charity Number: 1138342. As an educational charity the University is classified as an “Eligible Body” and is entitled to certain reliefs in respect of VAT. Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT allocated to fixed assets is included in their cost.

Most of the activities of the NHS Wales organisation are outside the scope of VAT and, in general, output tax does not apply and input tax on purchases is not recoverable.

Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. The ability to recover any VAT will be determined and accounted for by the project partner organisations as the detail of the proposed works are known.

6.10 Financial risk management and assurance

6.10.1 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.

6.10.2 Issues, dependencies and interdependencies

The project 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.

6.10.3 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 Project Lead Authority and project 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 Project Lead Authority will undertake an independent review and report findings to the Project Lead Authority and Project 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.

The revenue and expenditure of this project will also be subject to any appropriate internal audit requirements in line with Swansea University and SBUHB processes and procedures.

6.10.4 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. Swansea University and SBUHB are required to undertake annual external audits. The financial transactions associated with this project will form part of these external audit reviews.

6.11 Commissioner's support

Included within the proposed educational course developments (Appendix A3) are programmes which have been identified by HEIW as part of their workforce strategy and planning, which ensures the needs and aims of healthcare organisations and the workforce align in meeting the needs of patients.

Management Case

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7. Management Case

7.1 Introduction

The Project Management Case provides the Project Board, SBCD Portfolio Management Office and Joint Committee with the reassurance and confidence that the capability and capacity to govern and deliver the project is in place, and that they and other governance and delivery structures receive information in a timely and transparent manner to help them make informed decisions.

This will be achieved by establishing and operating capacity and capability to implement and manage robust governance and approvals utilising the Prince 2 project management practices and principles.

The Campuses project will be periodically reviewed by the regional PMO and external stage gate reviews to assess and improve its governance, assurance, and communications arrangements. This will ensure that the ambition of the project is aligned to delivery. These arrangements will also ensure that progress and deliverables are communicated effectively and transparently, while demonstrating value for money to the region and people of Wales.

7.2 Governance and delivery structures

Governance and delivery structures have been established with terms of reference to provide accountability, responsibility, oversight, management and monitoring of the Campuses project and the wider SBCD.

7.2.1 SBCD Governance and delivery 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 7.1, is operational with established Terms of Reference, membership/post holders, and plans and processes in place to govern and deliver the SBCD portfolio.

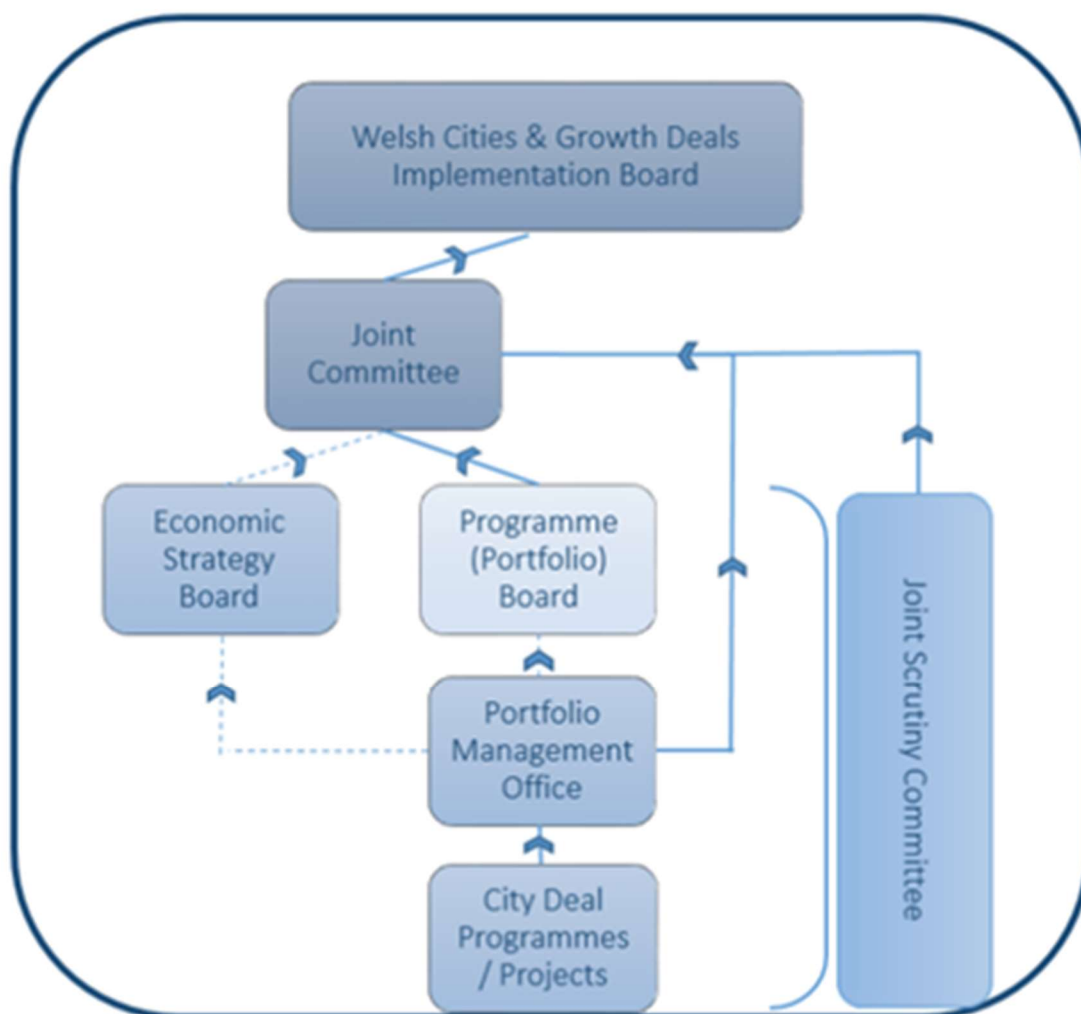


Figure 7.1: SBCD governance structure

The table below summarises the key elements of SBCD governance and delivery structure, which includes committees, boards and key roles.

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 Portfolio Management Office to account. Comprises the four Local Authority Leaders.	Clr Rob Stewart	Monthly	WG/UKG
Programme (Portfolio) Board	Oversees SBCD operations. Responsible for reviewing business case developments and portfolio progress. Consists of the head of paid service of each of the eight primary SBCD partners. 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. SRO holds 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 the Portfolio Management Office 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	Portfolio Director
Portfolio Management Office	Responsible for 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. 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, for example. The Accountable body is the primary interface for the City Deal with the Welsh Government and the UK Government.	CEO Wendy Walters Leader Cllr Emlyn Dole	-	Joint Committee

Table 7.1 Key elements of SBCD governance structure

7.2.2 Project governance and delivery structure

The project governance and delivery structure, as outlined below in Figure 7.2, is operational with established Terms of Reference, membership/post holders, and plans and processes in place to govern and deliver the Project. The project governance structure aligns with the partner organisational structure and is complemented by the overarching SBCD governance structures.

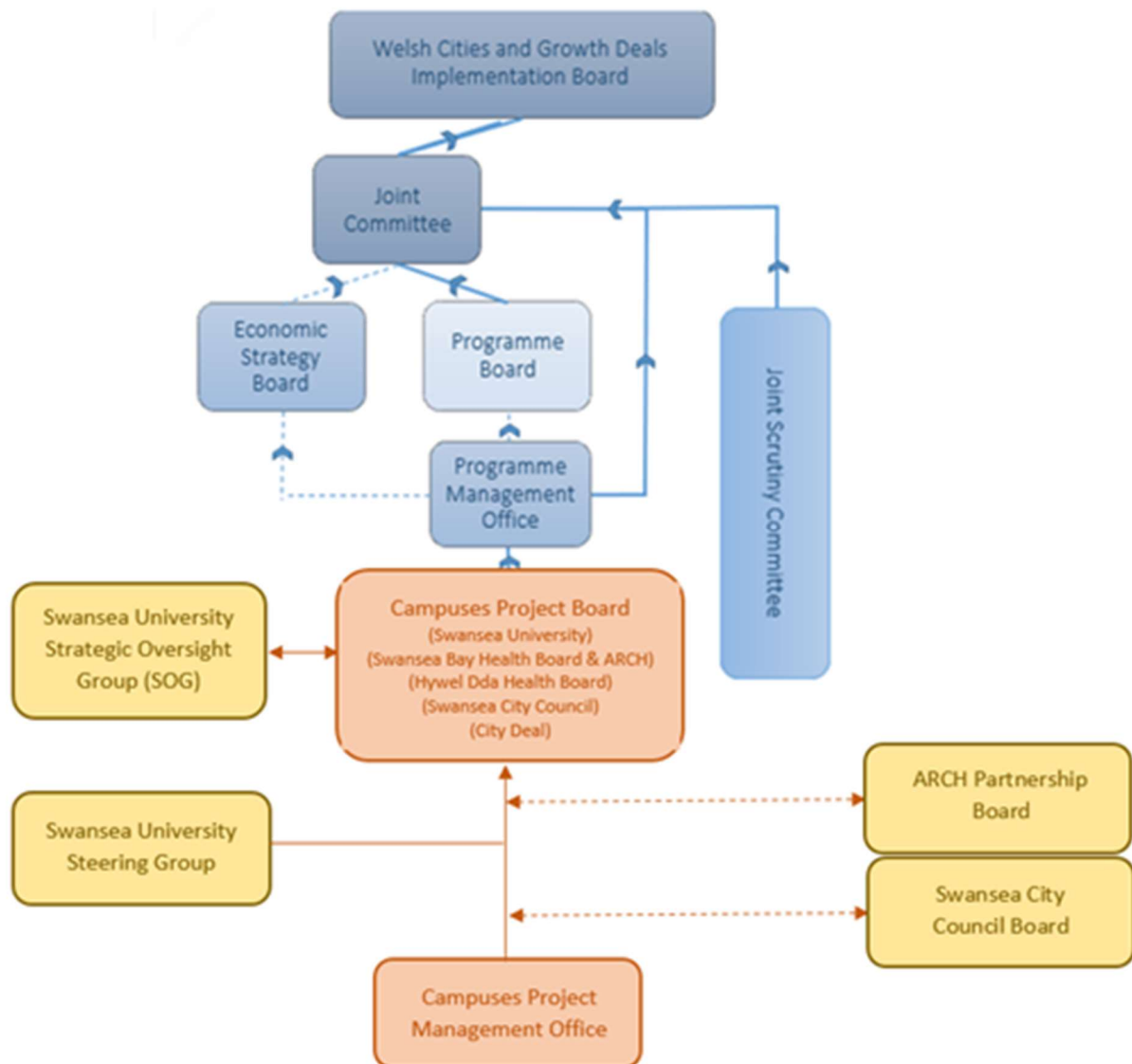


Figure 7.2: Project governance structure

Note that groups highlighted in yellow form part of the project assurance process. The Swansea University Steering Group and the Strategic Oversight Group are the key, internal committees that will provide institutional project assurance and oversight from the University's perspective. Dotted lines to the Council and ARCH Partnership reflect regular communication and engagement, ensuring that the project is also integrated within partner organisations' assurance processes.

7.3 Project Board

The Project Board heads the governance structure for the project and, through the project Management Office, will ensure the project is managed effectively, to approved timescales and in line with the governance structures laid out in this Business Case. The Project Board's remit is to support the Senior Responsible Owner (SRO) in: providing management oversight for the Project; liaising with stakeholders as necessary; monitoring project performance and providing direction and guidance to ensure project outputs meet stakeholder expectations.

The Project Board met for the first time on 11th March 2021 and replaced the previous forum with oversight of the project (the External Reference Group) in order to meet the requirements of the governance structure. Membership was reviewed to ensure that all partners are represented and that there is collective decision making against the project. The Board's Terms of Reference can be found in Appendix A12.

7.4 Project Management Office and Senior Responsible Owner

The Project Management Office (PMO) has been established to lead the development and overall delivery of the project on behalf of the region, in liaison with UK Government, Welsh Government, the private sector and all other partners and stakeholders. It is led by Professor Keith Lloyd, Pro-Vice Chancellor and Executive Dean, Faculty of Health and Life Science. Professor Lloyd has been the project's Senior Responsible Owner since September 2020 (previously it was Swansea University's Provost, Professor Steve Wilks) and chairs the Project Board.

The PMO is hosted by Swansea University, who are the named Project Lead within the City Deal. The Office draws on expertise and resource from across the partnership in support of the development and delivery of the project and as agreed at Programme Board. The PMO has overall responsibility for the development of the project, including management of aims and objectives, benefits realisation, risk, finance, timeline and governance maintaining communication and engagement across all sectors, and achieving project outcomes. All links to external partners providing consultancy, contractor commissioning and infrastructure deployment will be made through the PMO structure.

The PMO is accountable to the Project Board, SBCD Programme Board and SBCD Joint Committee as required. It will work closely with key partners including, but not limited to, Swansea Bay University Health Board, Swansea Council (the lead local authority for this project), and anchor partners.

The PMO is currently staffed on an interim basis but plans are in progress to recruit personnel into the permanent positions outlined below. A full-time, dedicated project manager will be recruited in to the PMO imminently, with the role specification developed around the specific skills, experience and qualities required to successfully and effectively deliver the project. Further recruitment and resourcing requirements will be addressed throughout the development of the business case. The costs of the PMO during the business case development will be absorbed by the partner institutions during the business case development. The ongoing PMO and operational team costs have been included within the financial case.

The PMO currently comprises the following full-time equivalent (FTE) roles:

Resource	Number (FTE)	Role
Senior Responsible Owner	0.2	Strategy and leadership. Interaction with Welsh and UK Govts
Project Manager	1	Undertake all project management responsibilities
Project Support Officer	0.4	Provide Project Manager with support and administration
Estates Lead	1	Lead the estate planning and development activities
Finance Lead	0.2	Inform, review and manage financial case and arrangements
Economics Lead	0.1	Inform, review and manage economic case and impact
Legal Lead	0.25	Inform and review contractual and legal arrangements
Procurement Lead	0.25	Design, develop and manage procurement for the project
Business Engagement Mgr	1	Relationships and strategic partnerships management
Communications Lead	0.25	Profile raising, communications and stakeholder marketing

Table 7.2: PMO team during business case development

7.4.1 Project Manager

A Project Manager is being recruited for an initial 12-month term to guide the project through its Outline Business Case, Full Business Case and approval stages. It is anticipated that the post will be made permanent as the project moves into delivery.

The Project Manager is expected to lead the project team and to work within the University's Project Management framework. The key qualification requirements for this post are that the role holder must (1) be educated to degree level or equivalent, (2) either hold a project management qualification e.g. APMP, PRINCE2®. or demonstrate willingness to work towards an Association for Project Management qualification, and (3) be a member of a recognised professional body or demonstrate a willingness to work towards APM membership.

The full job description and person specification for this role is annexed as Appendix A11.

7.4.2 Delivery phase

Following approval of funding, the project will be embedded and supported by the partner organisational structures and functions. Role requirements and functions will be reassessed as necessary throughout the project development and implementation.

A dedicated team employed at Swansea University will consist of the following roles to support the delivery and operational phase of the project. Note that all posts will work across the project, supporting delivery at both the Sketty Lane and Morriston sites.

Resource	Number (FTE)	Role
Senior Responsible Owner	0.2	Strategy and leadership. Interaction with Welsh and UK Govts
Hub Director	0.2	Lead the implementation of strategic ambitions and plan
Project Manager	1	Undertake all project management responsibilities
Commercial Manager	1	Client and partner development. Relationship management
Business Support Assistant	1	Assist Commercial Manager. Support tenant/affiliate partners

Finance Officer	0.4	Management, monitoring and reporting of project finance
Operations and Communication Manager	1	Manage the day-to-day operations of the facilities and lead the internal and external communications

Table 7.3: Planned project delivery team

Of these roles, the SRO and Project Manager will be existing posts as the SRO will continue to lead the project from development to implementation and delivery, and it is envisaged that the Project Manager position will become permanent once the project moves into its delivery phase.

The other positions identified will be new appointments into the project. While appointees may come from within the existing University staff community, these are wholly new positions that will be advertised and filled through an open and transparent process.

7.4.3 Approach to project management

Swansea University provides a professional project and risk management resource to assure the successful implementation of externally funded projects and activities. Aligned to Association of Project Managers (APM) and Prince2® best practice, the team provides support within a comprehensive portfolio management framework.

The University's approach to portfolio and project management is based on the Axelos P3M3 Maturity Model and the associated best practice guide Management of Portfolios (MoP). This model originated from UK Government's Office of Government Commerce (OGC) and is widely adopted (and often mandated) across Government and Public Sector organisations. More widely it is recognised as industry best practice, and aligns with the Cabinet Office's Procurement Capability Review, the National Audit Office's Financial Maturity Model, HM Treasury's Green Book, and recognised project management best practice including the APM Body of Knowledge (APMBOK).

The University classifies its projects and change initiatives as

- Tier 1 (projects that are key to delivering the University's strategic priorities or could significantly disrupt its ability to do so.)
- Tier 2 (Major, externally funded projects)
- Tier 3 (Business Plan/continuous improvement initiatives, and traditional funded research and innovation projects).

This project is categorised as a Tier 2 project and is sponsored by the SRO, who is a member of the University Senior Leadership Team. It is subject to independent assurance provided by the University's Strategic Project Management Office and to annual, mandatory assurance checks carried out by Project Support & Assurance Managers. More frequent checks are driven in response to each project's specific reporting requirements.





7.5 Project management plan

The Project Management Plan is presented below. This has been based upon feasibility studies undertaken to date. Both components and sites across both phases are depicted within the integrated programme. ***(Note: The Phase 2 timelines are indicative and as planning progresses and contractors are appointed we anticipate that there will be opportunities to reduce the delivery timelines and therefore bring forward benefits realisation.)***

Table 7.4: Project Management Plan

	2021				2022				2023				2024				2025				2026				2027			
Item	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
0 Project Mobilization																												
0.1 OBC Approval																												
0.2 Funding Agreements Signed																												
0.3 Project Manager Appointed																												
0.4 Management Team Appointed																												
0.5 Skills Team Appointed																												
1.1 Clinical Innovation Refurbishment (750sqm)																												
Project Duration 30 months																												
1.1.1 Design Phase																												
1.1.2 Procurement Phase																												
1.1.3 Construction Phase																												
1.1.4 Project Completion																												
Dependencies																												
1.2 Health Pavilion (2700sqm)																												
Project Duration 33 months																												
1.2.1 Start Up																												
1.2.2 Concept Design																												
1.2.3 Scheme Design																												
1.2.4 Tender & Contract																												
Demolition, Construction & Commissioning																												
1.2.6 Fit Out																												
1.2.7 Occupation																												
Dependencies																												
1.3 Morriston Access Road																												
Project Duration 100 months																												
1.3.1 Remobilize																												
1.3.2 Planning Consultation																												
1.3.3 Planning Submission																												
1.3.4 Land Acquisition																												
1.3.5 Construction																												
Dependencies																												
2.1 Phase 2 Health Innovation																												
Project Duration 127 months																												
2.1.1 Remobilize																												
2.1.2 Planning Consultation																												
2.1.3 Planning Submission																												
2.1.4 Planning Approval																												
2.1.4 Land Acquisition																												
2.1.5 Construction																												
Dependencies																												
2.2 Phase 2 Sports Innovation																												
Project Duration 100 months																												
2.2.1a Feasibility & Scoping																												
2.2.1 Masterplanning																												
2.2.2 Detailed Design																												
2.2.3 Approval to proceed (RIBA stages 3 and 4 design)																												
2.2.4 Planning submissions as required																												
2.2.5 Construction																												
2.2.6 Fit-out, completion and occupation																												
Dependencies																												

ID	Task Name	Start	Finish	2021				2022				2023								
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
0	Morrison Hospital Phase 1 Programme Draft REV B	Mon 03/01/22	Thu 13/04/23																	
1	Design Phase	Mon 03/01/22	Fri 18/02/22																	
2	Design team appointment	Mon 03/01/22	Thu 20/01/22																	
3	Design development	Fri 21/01/22	Wed 09/02/22																	
4	Design review/sign off	Wed 09/02/22	Wed 09/02/22																	
5	Building regs submission	Wed 09/02/22	Wed 09/02/22																	
6	Preparation of contract documents	Thu 10/02/22	Fri 18/02/22																	
7	Completion of design	Fri 18/02/22	Fri 18/02/22																	
8	Procurement Phase	Mon 21/02/22	Tue 07/06/22																	
9	Su Procurement upload	Mon 21/02/22	Tue 19/04/22																	
10	Advertide on sell2wales	Wed 20/04/22	Mon 09/05/22																	
11	Tender return	Mon 09/05/22	Mon 09/05/22																	
12	Tender evaluation period	Tue 10/05/22	Wed 18/05/22																	
13	Contract sign off with legal	Thu 19/05/22	Tue 07/06/22																	
14	Place order with contractor	Tue 07/06/22	Tue 07/06/22																	
15	Completion of procurement	Tue 07/06/22	Tue 07/06/22																	
16	Construction Phase	Tue 07/06/22	Thu 13/04/23																	
17	Pre start meeting	Tue 07/06/22	Tue 07/06/22																	
18	Contractor mobilisation	Wed 08/06/22	Mon 27/06/22																	
19	Contract period	Tue 28/06/22	Mon 06/03/23																	
20	Snagging	Tue 07/03/23	Fri 24/03/23																	
21	Fit out of furniture & AV	Mon 27/03/23	Thu 13/04/23																	
22	End of project/Handover	Thu 13/04/23	Thu 13/04/23																	

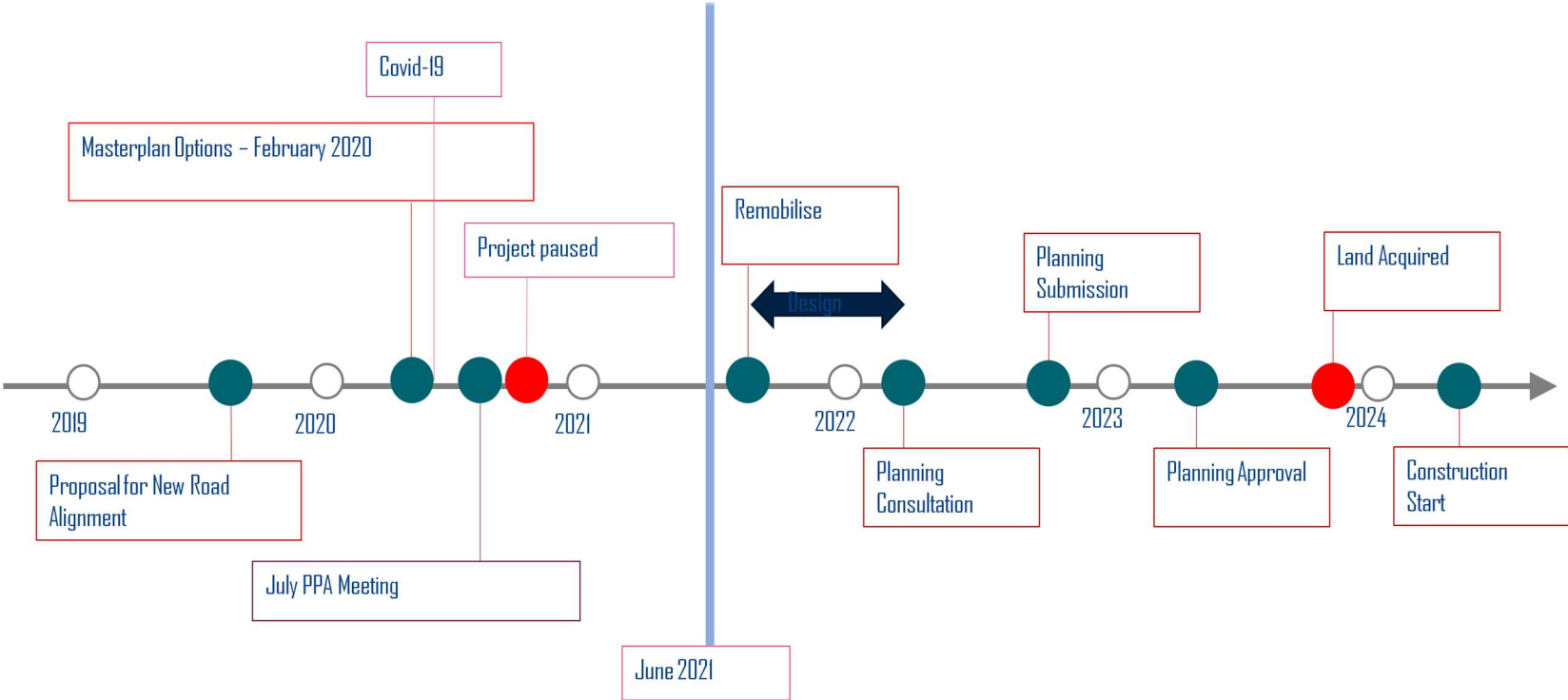
Project: Morrison Hospital Pha Date: Tue 08/06/21	Task 	Milestone 	Summary 	Project Summary 
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Project plan: Morriston road access



New project programme and Next Steps

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7.6 Use of specialist advisers

In addition to the expertise that resides within the project partners, several specialist advisers have been utilised. Further expert advice will be sought, as necessary.

Focus area	Purpose	Timeframe	Provider
Feasibility Assessment	Cost consultancy to determine affordability of the developments.	Q1 2020	MACE
Regional Master planning	Master planning of Singleton and Morriston Hospital sites	Q2 2017	BDP
Architectural predevelopment	Master planning of Sports Village and outline	Q3 2020	AHR
Finance/Procurement	Review of innovative finance models		PWC
Commercial and Strategy	Review of business case, commercial strategy proposal	Ongoing	Grant Thornton

Table 7.5: Specialist advice sought

In addition, the SBCD Economic Strategy Board (ESB) is made up of private sector representatives from sectors including energy, finance, life sciences, manufacturing, housing and economic acceleration. While also applying private sector rigour to the assessment of the project's Business Case, 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.

Specialist advisers will be necessary in the following areas as the project progresses:

- Technical
 - Capture of requirements
 - Production of service definitions
 - Production of procurement documentation
 - Interaction with stakeholders and national and regional governments
 - Supplier dialogue
- Legal
 - Draft contracts
 - State aid guidance and judgements
 - Procurement support in dialogue and contract finalisation
 - Such advisors are readily available from most large consultancy firms, but also from smaller, bespoke consultancies.

7.7 Change management strategy

Change management is aligned to the University's existing processes, which reflect Association for Project Management best practice, which defines Change Control as *"the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred."* Recognising that all projects, programmes and portfolio

are subject to change, a Change Management strategy for the project will be developed to raise awareness of key changes and report them through the appropriate governance arrangements. The strategy will be owned by the Project Board and will be used to highlight relevant changes at project level, while also integrating with the overarching Swansea Bay City Deal Portfolio Change Management Strategy.

The Strategy will consider several aspects of change that impact on project scope, delivery and benefits as set out in this business cases, and specifically where a change is likely to affect at least one of the following categories:

- the total cost / financials
- the completion of delivery of output(s) / key milestones
- the quality outlined
- the benefits outlined
- the GVA, jobs created or inward investment

Any variance - positive or negative – will be subject to the agreed change control process to ensure that any change does not have a detrimental impact to the successful delivery of the project.

The change management strategy will be developed and owned by the Project Board and will highlight the changes that occur in the development and delivery of the Project. The Change Management Plan will detail the potential impacts and benefits for stakeholders, how stakeholders will be engaged to understand the impact (positive or negative) of the change and how the changes will be communicated, escalated, implemented and managed.

7.8 Contract management strategy

Each of project partners has existing and robust contract management processes in place and each has experience of implementing good contract management practices, particularly on contracts that carry higher risk, value and duration. Contract management will be brought into the start of the procurement process and ensure that administrative activities (e.g. paying of invoices) receipt) and developmental activities (supplier relationship management and market management) are covered. Contraction contracts will follow the NEC3 templates.

7.9 Benefits realisation

The Project Management Office maintains the benefits realisation framework and ensures that there is a focus across work streams on specific elements of benefits planning, management and tracking. The project benefits framework provides a single structured document detailing key activities, anticipated benefits and resources required to realise the project objectives.

The key SMART objectives will be set out under the Prince2® methodology to identify the benefits that will be derived and delivered from the project. The SRO is responsible for ensuring benefits are measured and realised.

The overarching benefits measures will be the contribution to GVA and the number of jobs created across the region, linked with the benefits to population health and well-being. Note that the project's base-line indicators are those that underpin the case for the Swansea Bay City Deal (see also the Strategic Case, above).

The outputs and benefits identified are predicated on the future opportunities to the regional economy, maximising the opportunities provided by the enabling environment for research and innovation created by the project, and the skills and talent opportunities it affords.

The benefits management process will assess and review all outcomes resulting 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 Portfolio Management Office. These will be aligned to the SBCD Portfolio Integrated Assurance and Approval Plan (IAAP) and external stage gate review process. As previously noted, the full range of Community Benefits outcomes achieved through procurement will also form part of the annual performance review and reported on a quarterly basis.

The project's lasting legacy will be the establishment of a vibrant ecosystem that supports innovation in life sciences and sports science, applied to community health, physical activity and sporting endeavour. It will drive expansion of life science research and development in the region, and will establish a successful Sports Tech economy in Wales.

The partners' track record of collaborative working will ensure

- improved efficiency through collaboration and integration of services where appropriate
- a flexible and responsive approach to the needs of the local RD&I environment, and
- a flexible and responsive approach to the needs of the local labour market by bringing learning and skills together with regeneration opportunities in the region.

See also the sections on Risk Management (7.10) and Monitoring and Evaluation (7.11) below.

7.10 Risk management

The risk management strategy provides the means by which risks can be consistently managed throughout project delivery. It is owned by the Senior Responsible Owner and is supported by Swansea University's Risk Manager. Based on best practice from the Association of Project Managers and the Institute of Risk Management, the strategy ensures that the project's approach to risk, opportunity and issue management is embedded within its governance structures. The purpose of the Risk Management Strategy is to:

- inform stakeholders how risks will be identified, assessed, addressed and managed
- enhance the capability, willingness and understanding of appropriate governance and assurance, thereby increasing the likelihood of successful delivery of the project aligned to the City Deal portfolio
- highlight the groups and individuals with responsibility for specific risks and issues
- signpost to additional resource, support and training
- provide standard definitions and language to underpin the risk management process, and
- implement an approach that follows best practice.

As the project lead, Swansea University will manage risks in accordance with the following core principles:

- Clarity - risks are clearly linked to objectives

- Scope - risks can have positive and negative consequences, so risk management will include the identification and management of opportunities as well as threats
- Appropriate response - the effort and resource put into risk management must be proportionate to the business benefit which it creates
- Ownership - risks are owned at the appropriate level in the institution and escalated when additional actions and / or resources are required
- Responsibility - all staff have a responsibility to ensure that risk management is an integral part of any decision making process in their role profiles.

Following establishment of the Project Management Office and the agreement of the project delivery structure, a workshop for partners was held to develop the initial risk register. The register details the responsible owners, management and mitigation measures. The risk register has developed alongside the project and reflects the individual high level and operational risk identified by partners in each of the individuals work streams. A copy of the project risk register is attached in 'Appendix A5 - Risk Assessment'.

The management of the project and work stream risk register is a standing item on each meeting agenda and at each Campuses Project Board. Delegated responsibility for overall risk management lies with the Project Manager with escalation guidance to executive leads and SRO. In addition, each risk is allocated a score using 'likelihood' and 'impact' to ensure due consideration. The Project Manager will develop a risk management strategy and will manage the risk register for this project. The project risk register will inform the City Deal Portfolio Risk Register.

Each identified 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:

- Business – remain with the public sector and can never be transferred
- Service - occur in the design, build, funding and operational phases of a project and may be shared between the public and private sectors
- External - systemic risks affect all society and are unpredictable and random in nature

The business-related risks that can affect the scope, time and cost at project level include those risks impacting on co-investment leverage and inward investment, and to longer-term sustainability of the project.

The service-related risks are primarily those impacting on stakeholder engagement.

The external Risks are not within the control of the programme but are significant to delivery and are therefore monitored accordingly. Key external risks have been identified as arising from the impact of the Covid-19 pandemic and of Brexit.

7.11 Monitoring and evaluation

Post Implementation and Evaluation will involve a detailed review of the spending objectives, outputs and benefits of the programme. The timescale for carrying out this review after the programme closure will be decided by the Programme SRO and Campuses Project Board. The review team will be

independent to the programme. The Project Manager will ensure a Project Implementation Review and a Post Evaluation Review will be carried out in line with HMT Green Book guidance.

The project Monitoring and Evaluation processes will replicate those set out in the SBCD Monitoring and Evaluation Plan. The plan is targeted at Programme / Project SROs, the Portfolio Management Office and SBCD Programme / Project teams. For this project, the SRO will ensure that the project 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 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 include:

- Monthly highlight reports
- Quarterly monitoring reports
- Annual reports
- Benefits realisation plan – continually updated and reported quarterly
- Milestone evaluations as agreed with the Portfolio Management Office

Monitoring and Evaluation requires a periodic assessment of project implementation and performance activities and the evaluation of their results in terms of relevance, effectiveness, and impact. Monitoring and Evaluation activities will provide all levels of the governance structure with information on the progress and impact made towards achieving the project's 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.

7.12 Contingency arrangements

The project will align to the City Deal's agreed contingency arrangements, which include scenarios identified for (e.g.) the withdrawal of 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 project risk registers and issue logs, and reported accordingly. The Project Board will establish contingency plans to develop steps to take when an issue occurs and to ensure that the Portfolio Management Office is advised as soon as reasonably practicable. The following process will be adopted to ensure the issue is managed appropriately.

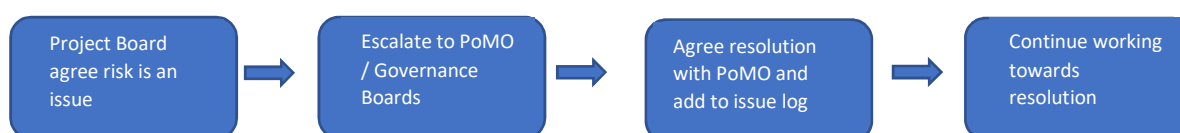


Figure 7.3: Moving a Risk to an Issue

The project team will work with the Portfolio Management Office to ensure that appropriate contingency arrangements are considered and in place at project level to manage potential scenarios in the development, delivery and operational phases of the individual schemes.

The Project Manager will have quarterly monitoring meetings with the SRO and Project Board to review programme progress, risks, issues and performance against targets, timescales and budget. Each project component has been reviewed for risks and their management during development and delivery phases (see risk register). However, contingency arrangements will be developed to support benefits realisation in the event of failure or severe delay. Should such an unlikely event occur the benefits register will be reviewed, with existing capabilities/capacities being to optimise delivery of benefits (e.g. reconfiguring spaces / reprioritising projects).

7.13 Project assurance

The project's assurance processes will integrate with the SBCD Portfolio Integrated Assurance and Approval Plan (IAAP) to ensure that the planning, coordination and provision of assurance activities and approval points are understood and are proportionate to levels of cost and risk.

The project will further develop, through the Project Board and in consultation with the Welsh Government Office for Project Delivery, an IAAP which will be regularly reviewed and reported on through the governance arrangements.

This plan will include a schedule of Stage Gate and complementary reviews, with an initial Gateway Review undertaken prior to submission of the Outline Business Case for Regional and Government consideration. The review will be scheduled at the earliest possible date and the Delivery Confidence Report and an action plan to meet the review recommendations will be included with the final OBC.

The Project will follow the agreed assessment and approval process detailed in the Portfolio Business Case.

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Appendices

- A1 Engagement Log
- A2 Positioning the Health and Life Science City Deal Schemes
- A3 Proposed educational course development
- A4 Benefits register
- A5 Risk register
- A6 Accelerate HTC
- A7 Full options approach framework
 - A7b (PDF): Assessing shortlisted options (Singleton Workshop, 03 July 2020)
- A8 Masterplans and detailed site appraisal
 - Sketty Lane – see PDF
 - Morriston – see PDF
- A9 Financial Case Supporting Documents
- A10 Project Board terms of reference
- A11 Project Manager job description
- A12 Letters of support

Appendix A1: Engagement log

Please note this engagement log presents some of the key engagements and is not exhaustive and does not repeat regular engagements.

Date (s)	Meeting Name
Bi-weekly (weekly since March 2021)	Campus Delivery Team Meeting with representation from partners.
Bi-weekly	Swansea University Campus Steering Group
Bi-weekly	Campus Project Board
Monthly	Briefing with Swansea University Senior Leadership Team
Bi-weekly	ARCH Update Meetings
Quarterly	ARCH Partnership Board
Bi-weekly	Swansea Bay City Deal Regional Office Project Leads Meeting
Monthly	Strategic Oversight Programme Board
27.04.20	Campuses Learning & Teaching Scoping Session
29.04.20 – 01.07.20	Strategy Development Meetings (multiple)
29.05.20 08.07.20 01.10.20 27.10.20	Singleton Master Planning and Phase I Feasibility Studies. Meetings with Architects and Cost Consultants
04.06.20	Swansea Council engagement session
12.06.20	Campuses Feasibility and Viability Assessment Executive Meeting
19.06.20	Update on Master planning at Swansea Bay City Deal Strategic Oversight Group
03.07.20	Assessing the Shortlisted Options for Campuses Project Workshop Attended by project partners. See notes attached as Appendix A7b
08.07.20	Alignment with regional sports agenda
22.07.20	City Deal planning session with the Swansea Bay City Deal Regional Office
31.07.20	Presentation of Financial Business Case to Swansea University Strategic Oversight Group
Quarterly	ARCH Delivery Leadership Group
Monthly	ARCH Research, Enterprise & Innovation Board Meeting
27.08.20	Swansea University Sport & Wellbeing Board – alignment of Campuses project
04.09.20 24.09.20 01.10.20	Financial Business Case Development
08.09.20	Reviewing options and development of commercial arrangements with Swansea Council
07.04.20	Campuses Financial Forecasting Meeting
16.04.20	Campuses Discussion
30.04.20	Engagement session with the Swansea Bay City Deal Regional Office
09.07.20	City Deal Skills Workshop
04.08.20	Collaborative R,D&I Sports Technology Project Scoping Session
16.09.20	Private Sector Engagement Planning

23.09.20	Skills & Talent Programme Workshop
27.10.20	Risk Register Workshop
02.12.20	Morrison feasibility Planning Session
01.12.20 14.12.20 17.12.20	Engagement session with Consultants Grant Thornton
17.12.20	Finance Case Review
29.10.20	Meeting with Swansea Council to agree principles of commercial case and repayment schedule
16.11.20	Pentre Awel Synergies and Strategy Meeting
23.11.20	Morrison Phase II Planning
02.12.20	Engagement Session with Welsh and UK Gov – Presentation of Campuses Project
22.12.20	Engagement with Welsh Government
April 2021	Grant Thornton interviews and workshops with key stakeholders
April 2021	Branding workshops involving stakeholders and project team
20.05.21	Meeting with Department of International Trade to discuss inward investment opportunities.
10.06.21	Health Innovation Parks Collaboration Meeting, involving Cardiff and Vale UHB, Life Science Hub for Wales, Welsh Blood Service, Cardiff University, Aneurin Bevan UHB, Welsh Government.
March – June 2021	Ongoing discussions with potential anchor partners
16.06.21	Online meeting with Parliamentary Undersecretary (Wales Office), David TC Davies MP
08.07.21	Ministerial visit (David TC Davies MP) to Institute of Life Science, including opportunity to meet with SMEs and Vodafone.

Appendix A2: Positioning the Health and Life Science City Deal Schemes

	Pentre Awel (Llanelli)		Campuses (Morrison and Singleton)
Theme	Differentiating Characteristics	Synergistic Characteristics	Differentiating Characteristics
Life Science Enterprise Opportunities	<p>Targeting companies with technologies aligning to the service opportunities at the site, typically geared towards keeping people well and in the community (e.g. wearable technologies, assistive living, later stage clinical trials).</p> <p>Targets mainly higher technology readiness levels.</p>	<p>Intention to make it easier for life science business to start-up and grow though offering high quality business incubation environment, tailored support, and strong links with the health service and related industries.</p> <p>Both seek to nurture and exploit the innovations that occur when disciplines and specialisms collide (the intersect between sport, health, and healthcare).</p> <p>Both schemes could contribute to the overall development of a product. For example, a new device developed at a Singleton Laboratory might eventually be tested in a latter stage clinical trial at Pentre Awel.</p>	<p>Targeting companies with technologies aligning to the service opportunities at the site, typically geared toward improving treatments, interventions, and recovery (e.g. new device and drug development requiring specialist laboratories and the equipment typically found at a university campus and/or specialist hospital setting).</p> <p>Targets include lower technology readiness levels, and with a particular emphasis on digital technology and data science. Opportunities include:</p> <ul style="list-style-type: none"> • Health, fitness and well-being products • Sports and exercise wearables • Sports and well-being analytics • Digital/remote healthcare • Physical and mental health products • Physiotherapy and occupational health <p>Three “anchor” partners for technology, health and sport will drive the innovation ecosystem enabled by the project and will catalyse investment and collaboration.</p>
Education	<p>A purpose built and next generation learning, and teaching environment geared towards keeping people well offers several unique educational opportunities, notably in the fields of human and health</p>	<p>Both schemes are likely to be important at different points of an educational pathway. Students might, for example, start their education at Singleton and be subsequently placed at Pentre Awel.</p>	<p>Looks to build upon existing offers at Singleton and Morrison, leveraging the rich placement opportunities associated with the clinical activity at each site.</p>

	<p>science. The example growth areas include occupational therapy, adult nursing, advanced practice, multi professional educational placements. Other educational providers also have an interest in the scheme and may bring their own interests.</p>	<p>Conversely a student might start at Pentre Awel and go onto a secondary degree at Singleton. Understanding how both schemes are linked, helps demonstrate how together they result in a larger impact than any single scheme advancing on its own.</p>	<p>The example growth areas include graduate entry medicine; physician associates; and several new sport and exercise science courses, including in Sports Tech.</p>
Research	<p>Research will reflect the service, teaching, and proximal industrial opportunities. Thematic areas might include:</p> <ul style="list-style-type: none"> • Assistive living and activities of the Innovative Ageing Centre. • Joint Clinical Research Facility (later phase trials). • Health and Well-being Academy. • Population health interventions. • Leisure and tourism, enabled by adjacencies. 	<p>Both sites are likely to offer slightly different twists on some common research themes (e.g. a new device developed in a lab is then tested in the community)</p> <p>Both sites can be used to recruit patients into trials, which might take place at the other.</p>	<p>Research will reflect the service, teaching, and proximal industrial opportunities in MedTech and Sports Tech. Thematic areas might include:</p> <ul style="list-style-type: none"> • Health Technology Centre. • Joint Clinical Research Facility (early stage trials). • Reconstructive surgery. • Therapy and physical rehabilitation. • Sports and exercise science. • Large scale data analytics. • Preventative and personalised healthcare. • Wearable digital devices.
Surrounding Environment	<p>Scheme looks to lever several unique locational benefits, including:</p> <ul style="list-style-type: none"> • Wider regeneration of the Delta Lakes site. other phases of development will see extra care accommodation and an expanded retail offer. • A next generation approach to clinical service delivery, designed around primary and community care models. 	<p>Benefits associated with the digital connectivity uplift planned for the Swansea Bay City Region associated with the Deal.</p> <p>The aligned City Deal projects, including the skills project and digital infrastructure, which provide further opportunities to maximise impact.</p>	<p>Scheme looks to leverage several unique locational benefits, including:</p> <ul style="list-style-type: none"> • Proximity to established clinical facilities at Morriston and Singleton Hospitals. • Proximity to established sporting facilities, on the Sketty Lane site, with expansion opportunities. • Proximity to complementary R&D initiatives in (e.g.) advanced manufacturing, semiconductors, printing and coating, and Data Science.

Appendix A3: Proposed educational course development list

New Course Provision
BSc Sport and Social Science
BSc Sport Business Management
BSc Sport Therapy and Rehabilitation
BSc Sport and Exercise Medical Sciences
BSc Sport Technology
MSc Management (Sport)
MA Sport Ethics and Integrity
MSc Sports Performance
MSc Preventative Sports Medicine
BSc Pharmacy
MSc Life Science Innovation
MSc Healthcare Technology Innovation
Modules for Continued Professional Development
Intensive Learning Academy – Value Based Healthcare (<i>now launched</i>)
Intensive Learning Academy – Innovation (<i>now launched</i>)

Appendix A4: Benefits register

Note: The benefits register reflects the benefits identified at project benefits scoping during initial project development and this is reflected in the options appraisal and Cost Benefit Analysis. The horizon for benefits realisation for the project is 15 years.

Benefit No:	Benefit Description	Benefit Target	Targeted End Achievement Date	Year Time Value			Data Sources	Activities Required/Critical Dates	Responsible Officer/Who will deliver it	How will it be evidenced	Reporting
	<i>(including enabling project or activity)</i>	<i>Measurable Target - Expected level of change</i>	<i>Specific date when will the benefit be realised</i>	<i>(what benefits will be delivered over the 5yr, 10yr, 15yr period)</i>			<i>(what aspect of the project will give rise to the benefit - to facilitate monitoring)</i>	<i>(to secure the benefit)</i>			
IMPLEMENTATION PHASE				5yrs	10 yrs	15yrs					
QUANTITATIVE INDICATORS											
IP 1	Establish additional ILS Innovation Centre at Singleton	2,000m2 new build infrastructure	Q1 2025	N/A	100%	N/A	Project Board Minutes, Planning permissions, Design studies, specification, Cost estimates, Project execution plan, Contractor agreements, Building regulations application, Construction programme, Handover certificate	SBCD Approval, Planning permission granted, procurement contractor, design and build	Project Board	Copies of Plans & Designs of facility. Works - Certificate of Practical Completion. Photos of completed facility.	Project Board Minutes
IP2	Establish additional ILS Innovation Centre at Morriston	700m2 refurbished infrastructure	Q2 2023	na	100%	na	Project Board Minutes, Planning permissions, Design studies, specification, Cost estimates, Project execution plan, Contractor agreements, Building regulations application, Construction programme, Handover certificate	SBCD Approval, Planning permission granted, procurement contractor, design and build	Project Board	Copies of Plans & Designs of facility. Works - Certificate of Practical Completion. Photos of completed facility.	Project Board Minutes

IP3	Enable the new road planning process to unlock the wider Morriston site	Submission of outline planning application for the new road	Q3 2023	100%	na	na	Project Board Minutes, Hybrid planning application, ARCH Infrastructure working group minutes	Planning application design and development	Project Board	Copies of Hybrid Planning Application, Copy of confirmation of receipt	Project Board Minutes
IP4	Development of the Swansea Bay Sports Park at Singleton	Transformation of the 23.23 hectare site	Q2 2027	20%	80%	NA	Project Board Minutes, Planning permissions, Design studies, specification, Cost estimates, Project execution plan, Contractor agreements, Building regulations application, Construction programme, Handover certificate	SBCD Approval, Planning permissions granted, procurement contractor, design and build	Phase II Sports Park Board	Copies of Plans & Designs of facilities. Works - Certificate of Practical Completion. Photos of completed facility.	Project Board Minutes
IP5	Development of the Health and Life Science Park at Morriston	Transformation of the 55 acre site	Q2 2030	0%	50%	50%	ARCH Governance Board minutes and ARCH DLG minutes, Project Board Minutes, Planning permissions, Design studies, specification, Cost estimates, Project execution plan, Contractor agreements, Building regulations application, Construction programme, Handover certificate	SBCD Approval, Planning permissions granted, procurement contractor, design and build, road construction	Phase II Morriston MediPark Board	Copies of Plans & Designs of facilities. Works - Certificate of Practical Completion. Photos of completed facility.	Project Board Minutes
IP5	Develop strategic partnerships	Secure 3 anchor strategic partners for the project	Q2 2027	66%	33%	NA	Project Board Minutes, Letters of Intention and Support, Project Collaboration agreements	Engagement and relationship management	Project Board	Copy of collaboration agreements and MOUs	Project Board Minutes

IP6	Creation of employment	1000-1120 jobs created	Q1 2033	5%	45%	50%	Employment contracts, Supplier contracts, construction contracts, enterprise declarations, job descriptions and adverts, role profiles, employer returns, equality and diversity returns	SBCD funding approval	Project Board	Job descriptions and confirmation of employment confirmation from employers	Project Board Minutes
IP7	Secure investment into the developments	Attract 4 significant inward investments	Q1 2029	50%	50%	0%	Investment contracts, collaboration agreements, account statements, defrayment evidence	Engagement and promotion	Project Board	Copy of the collaboration agreement, account records	Project Board Minutes

OPERATIONAL PHASE				5yrs	10 yrs	15yrs					
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QUANTITATIVE INDICATORS

OP1	Creation of employment (Operational)	1000-1120 jobs created	Q1 2036	5%	45%	50%	Employment contracts, Supplier contracts, construction contracts, enterprise declarations, job descriptions and adverts, role profiles, employer returns, equality and diversity returns	SBCD funding approval	Project Board	Job descriptions and confirmation of employment confirmation from employers	Project Board Minutes, Evaluation and Impact Reports
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OP2	Gross Value Added (GVA) - net additional	£150-153m cumulative	Q1 2036	N/A	N/A	100%	Creation of SBCD funded assets, Commercial Deals to evidence inward investment and jobs related data	SBCD funding approval	Partners, collaborators, Industry	Independent Portfolio Evaluation	Portfolio Evaluation Reports
OP3	Wage premium	£78.8m (£6000 per job against Welsh average)	Q1 2036	N/A	N/A	100%	Creation of SBCD funded assets, Commercial Deals to evidence inward investment and jobs related data	SBCD funding approval	Partners, collaborators, Industry	Independent Portfolio Evaluation	Portfolio Evaluation Reports
OP4	Improve population Health and Wellbeing	Citizen receives one additional year of perfect health valued at £15,000 (est population impact 250,000 people)	Q1 2036	N/A	N/A	100%	QUALY data, health economic impact assessment	SBCD funding approval	Project Board	Health Economics Impact Evaluation	Health Economics Impact Evaluation Reports
OP6	Develop cluster growth within the ecosystem	Develop a cluster in excess of 300 firms	Q1 2036	20%	40%	40%	Collaboration agreements, affiliate memberships, contacts registered	Engagement and promotion	Project Board	Copy of collaboration agreements, copy of lease and licences, copy of affiliate membership confirmations	Project Board Minutes. Ecosystem Maps
OP7	Expand the innovation and commercialisation pipeline	Develop inn excess of 100 new innovation and commercialisation opportunities	Q1 2036	20%	40%	40%	Project reports, project plans, collaboration agreements, intellectual property registrations, licences and partnerships,	Engagement and promotion	Project Board	Copy of collaboration agreements, project reports, intellectual property registrations,	Project Board Minutes. Ecosystem Maps

							commercial agreements				
QUALITATIVE INDICATORS											
OP8	Improved Health and Wellbeing of the regional population		Q1 2036				Local Health Board data	Project implementation	Project partners	Local Health Board data	Independent economic impact reports at the programme level. Project Board Minutes & associated evidence / reports.
OP9	Attraction and retention of staff and students		Q1 2036				DHELI datasets	Project implementation	Project partners	DHELI datasets	Independent economic impact reports at the programme level. Project Board Minutes & associated evidence / reports.
OP10	Increased local employment		Q1 2036				Industry evidence	Project implementation	Project partners (collaborating with Skills & Talent lead and academia)	Stakeholder engagement survey. Job centre statistics.	Independent economic impact reports at the programme level. Project Board Minutes & associated evidence / reports.
OP11	Increased skills development		Q1 2036				Training and skills surveys	Project implementation	Project partners (collaborating with Skills & Talent lead and academia)	Training and skills surveys	Independent economic impact reports at the programme level. Project Board Minutes & associated evidence / reports.

Appendix A5: Risk register

Please see attached Excel spreadsheet

Appendix A6: Accelerate HTC

The Healthcare Technology Centre is part of the £24 million, pan-Wales, Accelerate programme supporting the translation of promising ideas from the life science, health, and care sectors in Wales into new products, processes, and services.



For further information about the work of the Healthcare Technology Centre, please download the brochure: <https://lshubwales.com/sites/default/files/2020-08/HTC%20brochure.pdf>

[The following examples demonstrate how Accelerate HTC supports SMEs as part of the Institute of Life Science ecosystem.](#)

KALEIDOSCOPE

Accelerating partner (s): Healthcare Technology Centre (HTC)

Project duration: 6-9 months

Kaleidoscope is the largest provider of support services to people who use drugs in Wales. They have been part of an informal working group, including members of the Swansea University School of Pharmacy, and the Royal Pharmaceutical Society, looking at challenges around drug dispensing for therapy and rehabilitation, during the COVID-19 pandemic.

Dispensing these therapeutic drugs in a safe way has been a big problem people who are undergoing therapy and presenting a separate set of challenges for the prescribing pharmacists.

A need was identified for a secure take-home dispenser for multiple doses of a therapeutic drug to prevent accidental or deliberate overdose or misuse, but no suitable device is currently available. Such a device needs to meet multiple complex requirements for safety, accuracy, and usability.

The Accelerate Healthcare Technology Centre has helped to establish the dispenser requirement specification and developed a proof-of-concept prototype. Further support has sought stakeholder approval and manufacturer interest.

HTC is supporting Kaleidoscope's plan for MHRA approval and assisting with two applications for further development funding.

SUGARS FOR HEALTH

Accelerate partner (s): Canolfan Technoleg Gofal Iechyd (HTC)

Project duration: 6 months

The company is interested in the discovery and commercialisation of naturally occurring plant sugars, known as iminosugars, as food supplements with numerous health benefits.

Sugars for Health has identified iminosugars which have therapeutic benefits such as anti-inflammatory, anti-cancer and anti-diabetic properties. However, the mechanism of action is unknown. Additional evidence is required through fundamental research and clinical trials in order to approach pharmaceutical companies for adoption.

The company approached the Accelerate Healthcare Technology Centre for support with project aims to; understand the impact of iminosugars on neutrophil immune responses, investigate the mechanism of action through arrays which show changes inside and outside the cell, and to use the information to inform their commercialisation and clinical use strategy.

Sugars for Health plan to use this data to support their current understanding of iminosugars and their MoA.

A collaboration with the Accelerate Healthcare Technology Centre will help the company to identify global changes in cellular responses to iminosugars. This will help to narrow the search for the receptor through which iminosugars act. The data will support the company moving forward to clinical trials and eventually pharmaceutical adoption.

CPR GLOBAL TECH

Accelerating partner (s): Healthcare Technology Centre (HTC)

Project duration: 6-9 months



CPR Global Technology Ltd (CPR) are a Swansea-based technology company with a strong track record in creating products that provide consumers with well-designed solutions that are manufactured to the highest possible standards, innovating for everyday life. CPR's existing product range includes call blocking technology was born out of a needed solution to block Personal Harassment Calls, so the CPR Call Blocker came to life in 2010. And with over 1 million customers and over 1 billion robocalls worldwide. CPR Global Technology is in receipt of various prestigious. More recently the team have developed and deployed 'Guardian II Smartwatch'.

A collaboration between HTC and CPR Global Tech provided a solution that overcame several challenges, including researching the social and economic burden of dementia care, data analysis and evaluation of existing technologies on the market, evaluation of the Guardian II SmartWatch capabilities, mapping of technology capabilities of need in dementia care, and opportunity costing.

Ambitious timescales were achieved and recommendations for future research, development, innovation, and marketing activities were recommended. HTC developed a report outlining the landscape of dementia care and market opportunity, that was used for marketing and access opportunities, RD&I on product development, results conclusions and recommendations on current product.

HTC is now working with CPR Global Tech on a future research collaboration to further expand their portfolio in dementia care.

TRINSIC COLLAGEN LTD

Accelerating partner (s): Healthcare Technology Centre (HTC)

Project duration: 6-9 months

The health benefits of drinking collagen-rich drinks are the subject of a new collaboration involving Swansea University researchers.

Experts from the Healthcare Technology Centre, led by the University's Medical School as part of the £24m pan-Wales Accelerate programme, are working with Swansea-based ProColl, and Trinsic Collagen Ltd on the unique project.

Collagen is the most abundant protein in the human body, found in the bones, muscles, skin, and tendons. It is what holds the body together and provides a framework for strength and structure.



Due to the unique properties of alkaline water, an innovative technique called Natralysis Process™ has been used to mimic the natural process of mineralisation of water to create a stable and hydrating alkaline drink.

Trinsic Collagen Ltd. has utilised this innovative technique to create a new drink, NATIIV™ Wellbeing, the world's first pure collagen nutraceutical, as a mineral stable, alkaline water.

Existing research already suggests increased health benefits to drinking mineralised water and increased hydration effects of alkaline water for athletes. However, it is unknown if the single chain collagen dissolved in the alkaline drink can be absorbed into the body.

Now, the Healthcare Technology Centre is researching if collagen can be absorbed into the body via the oral cavity e.g., soft tissue cells inside the mouth.

If collagen can cross into the lymphatic system orally, it may provide additional health benefits such as aiding the formation of ligaments and other connective tissues. The potential increase in collagen absorbed from the drink could also stimulate the production of fibroblasts, thereby boosting the body's own production of collagen.

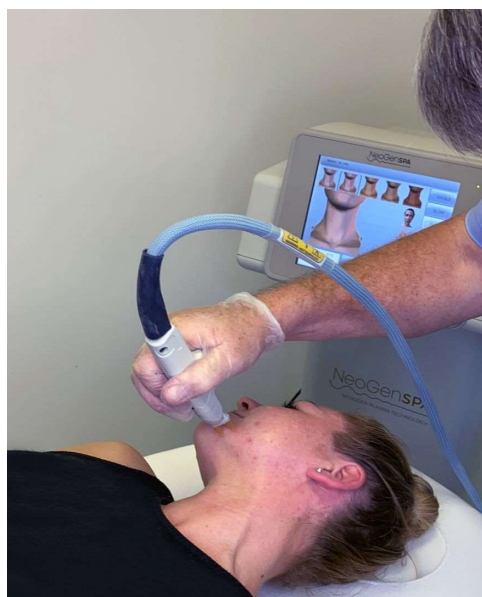
ENERGIST LTD

Accelerating partner (s): Healthcare Technology Centre (HTC) and Assistive Technologies Innovation Centre (ATiC)

Project duration: 6-9 months

A new £70K research project is under way to develop a quick, painless, and drug-free treatment option for patients living with chronic acne.

The collaboration between world-leading innovator in nitrogen plasma technology [Energist Ltd](#), Swansea University Medical School's Healthcare Technology Centre (HTC), and the University of Wales Trinity Saint David's (UWTSD) [Assistive Technologies Innovation Centre \(ATiC\)](#), has been established through the £24m [Accelerate Wales](#) programme, co-funded by the European Regional Development Fund.



Energist Medical Group, based in Swansea Enterprise Park, is the founding and leading global provider of nitrogen plasma technology to the medical aesthetics industry, with more than 20 years' experience in design, manufacture and distribution of innovative aesthetic, dermatological and surgical energy-based devices.

The company's NeoGen™ Plasma devices are non-invasive, clinically proven and cleared for treating anti-ageing cosmetic and dermatological conditions including acne scars, actinic keratosis, facial rhytides, non-facial rhytides, superficial skin lesions, seborrheic keratosis and viral papillomata.

As part of the new nine-month research project with HTC and ATiC, Energist is looking to innovate further by developing new equipment and practices for use in the treatment of chronic acne. Chronic acne has traditionally been treated through the use of drugs, which can have longer-term health effects on patients.

The HTC will undertake an in-vitro study to validate the use of the unique nitrogen plasma technology for the treatment of acne. This work will be undertaken in the Microbiology and Infectious Disease Laboratory within the Medical School.

Porcine skin samples inoculated with a common bacteria associated with the pathophysiology of acne, will be treated with Energist's innovative nitrogen plasma technology. This research will provide evidence that the NeoGen™ Plasma device can be used to treat chronic acne conditions.

In addition to the bacterial research study, HTC will use its team's expertise to investigate the diffusion rate of specific molecules through skin samples in response to the plasma treatment. The use of Franz cells and high-performance liquid chromatography will quantify molecules diffusion rate and demonstrate the potential advantages of using the NeoGen™ Plasma device for increased skin absorption of topical products leading to enhanced clinical outcomes.

ATiC's role within the project are in two distinct areas – a research study into capturing treatment areas, and user experience (UX) and ergonomic evaluation.

Using its team's expertise and the UX research laboratory, as well as mobile eye tracking and prototyping facilities, ATiC will conduct an in-depth UX study to investigate the ergonomics and controllability of the NeoGen™ Plasma device.

The work will include a study of user comfort and fatigue for clinicians during procedures, and review and capture current treatment methods to understand the issues around over and under treatment, to provide a better experience and outcome for patients.

The novel technology and practices the project aims to develop will be among the first in the world, highlighting the expertise concentrated in Swansea and positioning Wales as a leader in this field.

WYN GRIFFITHS DESIGN, EMBER TECHNOLOGIES

Accelerating partner (s): Healthcare Technology Centre (HTC)

Project duration: 6-9 months



Swansea University's Healthcare Technology Centre has played a key role in developing an award-winning communication aid for frontline health staff forced to wear face masks during the pandemic.

The Centre was part of the Welsh-based team behind MaskComms, a microphone designed to be small

enough to fit inside a face mask and transmit voice through wireless to a wearable loudspeaker.

The project has just won an £8,000 grant at this year's prestigious Welsh Health Hack which aims to stimulate innovation and encourage collaboration between NHS Wales, industry and academia.

MaskComms is a response to one of many challenges faced due to the Covid-19 outbreak, after the NHS identified that the wider use of facial masks within the hospital environment has reduced the ability to communicate effectively.

The project, led by **Dr Simon Burnell**, consultant anaesthetist at Betsi Cadwaladr University Health Board, is a collaboration with design engineer **Wyn Griffith**, of Wyn Griffith Designs, product designer **Thomas Turner**, of Ember Technology Design, and **Dr Arif Reza Anwary**, innovation technologist at **Swansea University Medical School's Healthcare Technology Centre (HTC)**.

MaskComms, which will now go into production in North Wales, offers an adaptable platform so a group of healthcare professionals wearing masks can communicate easily in the hospital environment, such as in an operating theatre during a surgical procedure.

This project won first place at the event hosted by M-SPARC and supported by Life Science Hub Wales, MediWales, Bevan Commission, Bangor University, Awyr Las, Santander and Betsi Cadwaladr University Health Board. This year's event, held online for the first time, saw health and care workers pitch Covid-19 related problems to an audience of techies, product designers, businesses, makers, industry experts, academics, and NHS colleagues.

Appendix A7: Full options approach framework

Summary of Options

Option A – Do minimum, Rely on existing activity/sites.

This option describes no expansion of the existing ecosystem but a small investment into the existing infrastructure on order to reconfigure space to maximise efficiency of existing facilities.

Option B – Dispersed Growth, Investment fund for disparate activities

This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.

Option C – Intermediate I

This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.

Option D – Intermediate II

This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.

Option E – Intermediate III

This option describes the creation of a fund as described in **Option B** to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in **Option D**.

Option F – Do Maximum

This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.

(Note that a workshop to appraise the shortlisted options was held on 03 July 2020. Notes from this workshop are attached as Appendix A7b)

Options

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention as Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities [^]	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS through development of new facilities across 2 sites (i.e. Sketty Lane/ Singleton and at Morriston in response to need demand. ~4,500s.m. of mixed facilities (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. + 1,000s.m +2000m ² of mixed facilities	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24-30,000s.m. of mixed facilities
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £65m of public/private investment Total : ~£80m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £125m public/private investment Total : ~£140m	£15m City Deal funding with the potential to leverage an additional £200m public/private investment Total : ~£215m

[^] Balance of facility provision reflects Need/Demand section: See also Report - Life Sciences & Health in south west Wales

Spending Objectives and Critical Success Factors

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C- Intermediate I Incremental Modest increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund as described with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Spending Objectives:						
New regional employment	Limited additionality	Market-led, potential for distributed if limited growth	Only delivers capacity for existing demand	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support employment growth
High GVA Sector growth	Limited additionality	Lacks potential agglomeration and other benefits	Limited capacity to support significant growth long-term	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support activity growth
Regionalisation	Limited beyond existing ecosystem engagement	Wide, though potentially low impact	Limited beyond existing ecosystem engagement	Expands beyond initial ILS to deliver regional activity	Expands beyond initial ILS to deliver regional activity	Greatest ensured regional footprint
Network/Ecosystem	Limited additionality, though with robust/extensive existing ecosystem	Potential to engage broadly across ecosystem, though challenge for linkages	Effective platform for collaboration/orchestration with Open Access approach	Effective platform for collaboration/orchestration with Open Access approach	Potential to engage broadly across ecosystem and create systematic linkages	Effective platform for collaboration/orchestration with Open Access approach
Expanded Commercialisation	Limited potential to expand commercialisation activity	Market-led though without systematic sector approach	Modest potential to expand commercialisation activity	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential
Critical Success Factors						
Strategic Fit	Limited contribution to ambitions	Weak – due to lack of systematic approach (except variant)	Limited delivery against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers
Business Needs	Minimal impact upon needs	Market-led approach gives potential for alignment	Supports only existing requirements	Aligns broadly with identified requirements	Aligns broadly with identified requirements	Potential to be overly in advance of market needs
ARCH Integration	Cornerstone of existing ARCH RE&I programme	Aligns with ACCELERATE / AgorIP elements only	Cornerstone of existing ARCH RE&I programme	Works towards realising ARCH programme ambitions	Works towards realising ARCH programme ambitions	Fulfils ARCH ambitions
Internet Coast Integration	Existing integration, though delivers limited additionality	Initially weak – though with potential for development	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach
Potential Value for Money	Diminishing returns on existing at capacity infrastructure	Relatively unknown/untested	Good value, though without performance step-change	Co-investment opportunity to optimise value and scale	Core robust, though with unknown element	Potential to be overly in advance of market needs
Potential Achievability	Viable	Procurement / management complexities / risks	Proven model – based upon ILS Phases 1 & 2	Proven model – both operational and commercial	Procurement / management complexities / risks	Availability of sites and wider programme challenges
Supply-side Capacity	Viable	Relatively unknown/untested	Proven model – based upon ILS Phases 1 & 2	Co-investment model proven in similar context	Relatively unknown/untested	Availability of sites and wider programme challenges
Potential Affordability	Challenge to sustainably develop revenue, though relatively limited requirement	Relatively unknown/untested, though commitment only with market response	Public partnership potential to realise development	Requires market testing to provide confidence for co-investment opportunity	Dispersed investment(s) nature may lack mass to develop private sector interest	Level of co-investment may be challenging spread across three locations

Preferred Approach

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities^	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS1/2 through development of new facilities across 2 sites (i.e. ILS3 at Singleton and ILS at Morriston) in response to need demand. ~4,500s.m. of mixed facilities (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000 + 1,000s.m. of mixed facilities^ over the period to 2032	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000-30,000.m. of mixed facilities^
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £15m of public/private investment Total : ~£30m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £60m public/private investment Total : ~£75m	£15m City Deal funding with the potential to leverage an additional £80m public/private investment Total : ~£95m

Alternative Approach 1

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities^	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS1/2 through development of new facilities across 2 sites (i.e. ILS3 at Singleton and ILS at Morriston in response to need demand. ~4,5,00s.m. of mixed facilities^ (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000 + 1,000s.m. of mixed facilities^ over the period to 2032	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000-30,000s.m. of mixed facilities^
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £15m of public/private investment Total : ~£30m	£15m City Deal funding with the potential to leverage an additional £45m public/private investment Total : ~£60m	£15m City Deal funding with the potential to leverage an additional £60m public/private investment Total : ~£75m	£15m City Deal funding with the potential to leverage an additional £80m public/private investment Total : ~£95m

Alternative Approach 2

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morryston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morryston) to establish increased capacity in response to need demand and establish at Singleton and Morryston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morryston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morryston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities^	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS1/2 through development of new facilities across 2 sites (i.e. ILS3 at Singleton and ILS at Morryston in response to need demand. ~4,500s.m. of mixed facilities^ (3,000m ² at Singleton and 1500m ² at Morryston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morryston)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000 + 1,000s.m. of mixed facilities^ over the period to 2032	Expand existing ILS site and establish full ARCH Morryston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000s.m. of mixed facilities^
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morryston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m public/ private investment. Total: ~£30m	~£15m City Deal Funding with the potential to leverage an additional £15m of public/private investment. Total : ~£30m	£15m City Deal funding with the potential to leverage an additional £45m public/private investment. Total : ~£60m	£15m City Deal funding with the potential to leverage an additional £60m public/private investment. Total : ~£75m	£15m City Deal funding with the potential to leverage an additional £80m public/private investment. Total : ~£95m

Appendix A8: Masterplans and detailed site appraisal

Please see separate PDFs for masterplan, site appraisals and cost plans.

Appendix A9: Financial Case supporting documents

1	Consolidated Campuses Financial Summary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	Total
2															
3	Lifescience & Wellbeing														
4	Student ftes -														
5	Sketty Lane Total - based on 75% of planned recruitment			97.50	178.50	287.25	318.00	348.00	372.00	384.00	390.75	393.00	393.00	393.00	3,555.00
6															
7	Net change (year on year)	0	0	97.5	81	108.75	30.75	30	24	12	6.75	2.25	0	0	
8															
9	Lifescience & Wellbeing														
10	Income														
	Sketty Lane Revenue - tuition fees based on 75% planned recruitment														
11	FTE (as above)	0	0	838,386	1,566,119	2,522,750	2,801,635	3,079,650	3,310,808	3,438,455	3,519,442	3,560,535	3,582,005	3,604,118	31,823,902.15
12	Sketty Lane Revenue - rental income OOH Clinic	0	0	0	0	27,500	58,750	61,350	63,191	65,086	67,039	69,050	71,121	73,255	556,342.05
13	Sketty Lane Revenue - rental income commercial letting	0	0	0	0	45,938	150,308	154,817	159,461	164,245	169,172	174,248	179,475	184,859	1,382,522.30
14	Management Centre Revenue - rental from tenants and affiliates	0	0	0	46,129	56,766	58,469	60,223	62,030	63,891	65,808	67,782	69,815	71,910	622,822.58
15	Management Centre Revenue - research income attracted by site	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000.00
16	Total Revenue (most likely)	0	0	838,386	2,612,249	3,652,954	4,069,162	4,356,039	4,595,489	4,731,677	4,821,460	4,871,615	4,902,416	4,934,142	44,385,589
17															
18															
19	Lifescience & Wellbeing														
20	Expenditure														
21	Sketty Lane Expenditure - staffing	13,631	104,875	388,770	626,141	690,274	710,982	732,312	754,281	776,909	800,217	824,223	848,950	874,418	8,145,981.81
22	Sketty Lane Expenditure - equipment	0	52,000	20,000	10,000	510,000	500,000	0	0	0	0	0	0	0	1,092,000.00
23	Sketty Lane Expenditure - consumables	0	0	55,463	109,548	188,181	215,736	242,619	264,125	274,879	280,927	282,944	282,944	282,944	2,480,309.10
24	Sketty Lane Expenditure - service charge	0	0	0	0	133,374	271,372	278,427	285,667	293,094	300,714	308,533	316,555	324,785	2,512,520.48
25	Sketty Lane Expenditure - interest payment	0	0	187,967	165,560	143,154	120,747	98,340	75,934	59,751	44,813	29,876	14,938	0	941,078.72
26	Management Centre Expenditure - service charge actual	0	0	26,740	110,167	113,472	116,876	120,382	123,994	127,713	131,545	135,491	139,556	143,743	1,289,677.97
27	Management Centre Expenditure - rent actual	0	0	1	1	1	1	1	1	1	1	1	1	1	11.00
28	Management Centre Expenditure - costs assoc with research projects	0	0	0	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	8,000,000.00
29	Project Staffing	0	0	182,312	338,755	378,826	390,191	401,897	413,954	426,372	439,164	452,339	465,909	479,886	4,369,604.54
30	Total Expenditure (most likely)	13,631	156,875	861,252	2,160,172	2,957,282	3,125,905	2,673,978	2,717,955	2,758,720	2,797,381	2,833,406	2,868,851	2,905,777	28,831,184
31															
32	Net Surplus / (Deficit) (most Likely)	-13,631	-156,875	-22,866	452,077	695,672	943,257	1,682,061	1,877,535	1,972,957	2,024,079	2,038,209	2,033,565	2,028,365	15,554,405
33															
34	Net Surplus / (Deficit) to Income % (most likely)	0%	0%	-3%	17%	19%	23%	39%	41%	42%	42%	42%	41%	41%	35%

37	Sensitivity Analysis														
38															
39	Tuition Fee Income Variables														
40															
41	100% planned recruitment FTE's														
42	additional fees less increase in variable costs @100%	0	0	251,187	470,275	757,614	841,658	925,630	995,723	1,034,792	1,059,830	1,072,875	1,080,032	1,087,403	9,577,017.38
43	amended total revenue	0	0	1,089,573	3,082,523	4,410,568	4,910,820	5,281,669	5,591,212	5,766,469	5,881,290	5,944,490	5,982,448	6,021,544	53,962,606.46
44	Net Surplus / (Deficit) (100% planned recruitment)	-13,631	-156,875	228,321	922,351	1,453,286	1,784,915	2,607,691	2,873,257	3,007,749	3,083,909	3,111,084	3,113,596	3,115,768	25,131,423
45															
46	Net Surplus / (Deficit) to Income % (100% planned recruitment)	0%	0%	21%	30%	33%	36%	49%	51%	52%	52%	52%	52%	52%	47%
47															
48	50% planned recruitment FTE's														
49	decrease in fees less decrease in variable costs @50%	0	0	251,187	470,275	757,614	841,658	925,630	995,723	1,034,792	1,059,830	1,072,875	1,080,032	1,087,403	1,094,995
50	amended total revenue	0	0	587,199	2,141,974	2,895,340	3,227,503	3,430,410	3,599,767	3,696,885	3,761,631	3,798,740	3,822,385	3,846,739	43,290,594
51	Net Surplus / (Deficit) (50% of planned recruitment)	-46,000	-193,000	-274,053	-18,198	-61,942	101,598	756,431	881,812	938,166	964,250	965,334	953,533	940,963	14,459,411
52															
53	Net Surplus / (Deficit) to Income % (50% of planned recruitment)	0%	0%	0%	-1%	-2%	3%	22%	24%	25%	26%	25%	25%	24%	33%

Assumptions

All figures have been calculated to align to Local Authority financial years (April-March). Swansea University financial years are August to September.

Revenue

- (1) ILS@Morrison will be completed Dec 2022 - income generation will commence from April 23
- (2) ILS@Singleton will be completed September 2024 - income generation from October 2024 with the exception of academic programmes which will be temporarily housed until build complete
- (3) The income figures are based on current fees as at 2020-21 and then PGT fees inflated using the current assumptions in the University's financial forecasts - 3% p.a.
- (4) Undergraduate home student fees are set by Welsh Government and have been included based on 20-21 current fees of £9,000 p.a. there is no inflationary uplift to these fees or the commissioned places (HEIW)
- (5) The income figures do not include any research figures for Sketty Lane but do for Morrison Site.
- (6) Other income has been inflated at 3% per annum.
- (7) We have not included overseas student figures at this point but we would fully expect to have overseas students once courses are established. Overseas students have a higher fee structure and would increase the contribution.
- (8) Assume 1/15th of current Med school research income

Expenditure

- (1) ILS@Morrison will be completed Dec 2022 - operational expenditure will commence from this date
- (2) ILS@Singleton will be completed September 2024 - operational expenditure will commence from October 2024 with the exception of academic programmes staffing, equipment and consumables, and project team staffing starting in 2022
- (3) Loan Interest - calculated on reducing capital balance subject to SBCD funding profile and 2% annual interest
- (4) Consumable operating expenses forecast based on SU allocation per student with annual 3% inflation
- (5) Rents/Service charges at Morrison are current estimates provided by SBUHB plus assumed inflation of 3% annually
- (6) Rents/Service charges at Singleton are current estimates provided by SU (less existing pavilion budget allocation) plus assumed inflation of 2.6% annually
- (7) Assume research expenditure is 80% of research income
- (8) High-level estimates of start up/fit out costs of new academic programmes

Appendix A10: Project Board terms of reference

The Project Board's key remit is to support the Senior Responsible Owner (SRO) in providing management oversight for the Project. The Project Board will:

1. Secure funding and approval for the project. Where required, this includes developing and updating a business case in accordance with the *Green Book* and *Building Better Business Cases Guidance*, submitting this for approval by the SBCD Portfolio Management Office and regional governance groups prior to the submission of a business case to Welsh and UK Government for approval. The board will ensure that the business case is developed in accordance with the requirements, expectations and timescales of the Welsh Government and UK Government.
2. Liaise with stakeholders across the region as necessary to ensure the project is aligned with the strategic direction of the SBCD, the Swansea Bay City Region and relevant oversight bodies.
3. Provide the resource required to enable the project delivery.
4. Monitor project performance against the key project spending objectives and controls to ensure it remains on track to deliver successfully against them. This includes providing support to the development of plans to address forecast deviations from agreed baselines and/or managing contingencies and agreeing (within its delegated authority) changes to agreed baselines.
5. Provide support to the project to resolve key issues and to manage the key project risks and opportunities in a timely manner.
6. Provide direction and guidance to the development and delivery of the project outputs so that these deliver the key requirements of the stakeholder community, including (though not exclusively) the end-users, where appropriate providing advice and guidance on the relative priority of these and ensuring the highest priority/highest value requirements are delivered as early as reasonably practicable in the Project delivery.
7. Consider if the expected project benefits (outcomes and impact) are still achievable and whether the value of these is worth the outstanding Project investment. This may include identifying and considering external factors that may diminish (or enhance) the expected benefits of the project.
8. Monitor and approve all project outputs as complete and in accordance with the agreed scope and quality standards.
9. Ensure the project outputs are handed over to the appropriate Business Owner(s) and the necessary transition plans (including change management activities, training, and support plans) are in place to enable these to be sustainably transitioned into operational use.
10. Monitor the realisation of the expected benefits (outcomes and impact), including identifying any unintended consequences of the project and providing guidance and support as required to maximise the realisation of the expected benefits and to mitigate the impact of any unintended consequences.

Appendix A11: Project Manager job description

Job Description: Project Manager

College/School:	<i>Medicine</i>
Job Title:	<i>Project Manager</i>
Department/Subject:	Swansea University Medical School
Salary:	<i>Grade 9</i>
Hours of work:	<i>Full Time</i>
Contract:	Fixed Term 12 months
Location:	This position will be based at the Singleton/Bay Campus, remote working during restrictions

Introduction	To deliver its sustainable top 30 ambition Swansea University needs a workforce with the differentiated skills necessary to ensure that it can deliver excellence in research, teaching, learning, and the wider student experience, and to be a powerhouse for the regional economy and internationally.
Background information	<p>Life Science & Wellbeing Campuses Project is a transformative project that will revolutionise health and wellbeing innovation across the region through the development of facilities and infrastructure.</p> <p>The project is being developed and delivered in partnership by Swansea Bay University Health Board, Swansea Council, ARCH Partnership and led by Swansea University as a cross-faculty project.</p> <p>Supported through £15m Swansea Bay City Deal funding, private and other public sector funding, the Life Science & Wellbeing Campuses project will create lasting economic development across Wales over the next 15 years.</p> <p>Building on the success of the Institute of Life Science, the project is focused on bringing together health, wellbeing, digital and sport technology, and innovation activities to foster strategic national and international partnerships, enable high skilled job creation and support economic growth regionally.</p> <p>Through major construction and refurbishment, the project will see the realisation of two major capital developments at Singleton and Morriston to support the longer-term plans to develop a Sports and Science Park.</p> <p>Specifically, this post will be focussed on support finalising the outline business case, developing the full business case and associated tasks to enable successful award of funding and project progress.</p>
Main Purpose of Post	The Project Manager is expected to lead a large project team on a complex project but the role will rely on direction from a project director or senior manager at the university. The Project Manager is responsible for applying the following independently in complex situations and may supervise others applying the competencies:

	<ol style="list-style-type: none"> 1. Promoting the wider public good in all actions, acting in a morally, legally and socially appropriate manner in dealings with stakeholders and members of the project team and the University. 2. Selecting, developing and managing the project team 3. Identifying, addressing and resolving differences between individuals and/or interest groups involved in the project 4. Securing the provision of resources needed for the project from either internal or external providers 5. Agreeing contracts for the provision of goods and/or services for the project, monitoring compliance and managing variances 6. Determining the best means of satisfying requirements within the context of project objectives and constraints, i.e. developing solutions 7. Preparing and maintaining schedules for project activities and events, taking account of dependencies and resource requirements 8. Developing, implementing and updating resources allocation plans needed for the project taking account of availabilities and scheduling 9. Developing and agreeing the budget for the project and controlling forecast and actual costs against this budget 10. Identifying and monitoring project risks, planning and implementing responses to them and responding to other issues that affect the project 11. Developing, maintaining and applying quality management processes for project activities and outputs 12. Consolidating and documenting the fundamental components of the project (scope, schedule, resource requirements, budgets, risks, opportunities, issues and quality requirements) 13. Establishing and maintaining governance arrangements to enable the delivery of the project, defining clear roles, responsibilities and accountabilities that align with institutional practice and governance structures 14. Managing project stakeholders, taking account of their levels of influence and particular interests 15. Establishing and managing reviews at appropriate points during the project, which will inform the governance of the project by providing evaluations of progress 16. Establishing and implementing protocols to change the scope of the project updating baseline documents as required 17. Preparing, gaining approval of, refining and updating business cases that justify the initiation and/or continuation or reprofile of the project in terms of benefits, costs and risks
<p>General Duties</p>	<ol style="list-style-type: none"> 18. To fully engage with the University's Performance Enabling and Welsh language policies 19. To promote equality and diversity in working practices and to maintain positive working relationships. 20. To lead on the continual improvement of health and safety performance through a good understanding of the risk profile and the development of a positive health and safety culture. 21. Any other duties as directed by the Head of College / Department or their nominated representative expected within the grade definition. 22. To ensure that risk management is an integral part of any decision making process, by ensuring compliance with the University's Risk Management Policy
<p>Leadership Values</p>	<p>All Professional Services areas at Swansea University operate to a defined set of Core Values (http://www.swansea.ac.uk/the-university/values/professional-services-values/) and it is an expectation that everyone is able to demonstrate a commitment to these values from the point of application through to the day to day delivery of their roles. Commitment to our values</p>

	<p>at Swansea University supports us in promoting equality and valuing diversity to utilise all the talent that we have. In addition the appointee will operate to a defined set of Leadership values. Our Leadership values are:</p> <p>We are Professional We develop ourselves and our teams through continued professional development, and use feedback to improve. We create a culture that delivers successful outcomes through people, supporting, developing and challenging our teams to succeed. We involve our people in developing a vision for the future and in enabling innovation and change, improving University, team and individual performance.</p> <p>We Work Together We enable our teams to work together and across functions to deliver successful outcomes that exceed the needs and expectations of our customers. We are responsible for creating environments that demonstrate equality, foster trust, respect and challenge. We are accountable for providing clarity and direction, communicating the “big picture” and harnessing ideas and opportunities to achieve the University’s vision.</p> <p>We care We create environments that identify, understand and give priority to delivering the needs of the University Community (our students, colleagues, external partners and the public). We motivate and inspire our teams to provide the highest standards of personalised care and in doing so uphold the Swansea University brand.</p>
<p>Project Management</p>	<p><u>Project Management at Swansea University</u></p> <p>Working with the Association for Project Management (APM) In 2015 Swansea University achieved the highly considered APM Corporate Accreditation status and the University considers the APM Body of Knowledge and the APM Competence Framework as leading knowledge references for project management functions, technical language and competences.</p> <p>Swansea University has developed a Competence Self-Assessment tool based on a subset of the APM Competences that staff can use to benchmark their project management skills and knowledge.</p> <p>Regular internal training on a variety of project management topics is available and staff have the opportunity to work towards APM qualifications through the project management e-learning platform The PM Channel https://www.thepmchannel.com/.</p> <p>Project Managers across the organisation meet quarterly as part of a Project Management Forum in order to share best practice, industry knowledge, facilitate peer networks and increase awareness of common issues experienced by project staff. All project management staff are expected to become a member of a project management professional body, ideally APM, see https://www.apm.org.uk/Individual for guidance on individual membership.</p> <p>Further information on project management at Swansea University, including the organisational Project Management Framework, is available here: - http://www.swansea.ac.uk/pspu/projectmanagement/</p>
<p>Person Specification</p>	<p>Leadership Values:</p> <ol style="list-style-type: none"> 1. Demonstrable evidence of creating a culture that delivers successful outcomes through people, developing and challenging teams to succeed and take pride in delivering professional services and solutions.

2. Ability to enable teams to work together and across functions to deliver successful outcomes that exceed the needs and expectations of customers, and in creating environments that demonstrate equality, foster trust, respect and challenge.
3. Demonstrable experience of creating environments that identify, understand and give priority to delivering the needs of the customer, and in motivating and inspiring teams to provide the highest standards of personalised care

Qualification:

4. Educated to degree level or equivalent
5. Either holds a project management qualification e.g. APMP, PRINCE2, etc. or with a willingness to work towards an Association for Project Management (APM) qualification
6. Member of a recognised professional body or with a willingness to work towards APM membership

Experience:

7. Experience of line management of a group of resources including recruitment, performance management, motivation and development planning
8. Experience in managing and monitoring project finances to ensure that the project is delivered within budget and achieves value for money
9. Experience in creating a detailed project plan and then managing and monitoring the plan to ensure successful completion of activities to achieve the required quality, timescales and budget targets
10. Experience of identifying risks and planning, implementing and monitoring responses to those risks on a complex project
11. Experience of managing and influencing stakeholders at all levels on a complex project including negotiations and the handling of conflicts
12. Experience of managing governance structures for a complex project, including defining clear roles, responsibilities and accountabilities
13. Experience of procuring goods or services, monitoring compliance and managing variances

Knowledge and Skills:

14. Excellent organisational skills, the ability to manage a variety of tasks simultaneously, and to organise and prioritise own work and that of others in order to meet project milestones
15. Excellent communication skills with clear evidence of effective presentation skills, report-writing skills, people management skills and the ability to converse authoritatively and persuasively with a range of stakeholders at all levels
16. Broad knowledge of project management procedures and an ability to deploy and customise procedures for an individual project
17. Knowledge of a project management planning tool such as MS Project
18. Knowledge of Health & Life Sciences sector within Wales and the UK

Desirable Criteria:

19. Ability to communicate in Welsh
20. Experience managing complex multi-partner projects
21. Experience of implementing Green Book guidance
22. Experience of developing business cases through the 5 case model
23. Experience of working in the Higher Education environment and dealing with stakeholders in the HEI environment
24. Willingness to travel to meet clients and other stakeholders at different locations within Wales and the UK
25. Experience of writing proposals and submitting bids to funding bodies

	26. Knowledge of funding rules, controls and communications 27. Knowledge of procurement regulations 28. Demonstrated commitment to personal and professional career development
Additional Information	Informal enquiries: Dr Naomi Joyce n.s.joyce@swansea.ac.uk Shortlisting Date: TBC Interview Date: TBC

Appendix A12: Letters of support

(See attached PDF)

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: Property 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:

A City Deal scheme lead by Swansea University, the Life Science, Wellbeing and Sports Campuses project is a phased project based on two sites at Singleton and Morriston. The vision is to integrate life sciences, med tech, sport and well-being to transform services provided from the Morriston and Singleton sites, to drive economic growth and job creation, and to attract significant inward investment into the region. Swansea Council's role is to facilitate/passport the SBCR finance.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Integrated Impact Assessment Screening Form – Appendix 2

Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**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**

Swansea University are the lead organisation for the project in partnership with a number of organisations including Swansea Council, Swansea Bay University Health Board, Hywel Dda University Health Board, ARCH Partnership (A Regional Collaboration for Health) and key private sector partners

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

Yes – green, healthier, prosperous Wales.

- 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

Yes – links to community sports facilities and the wider Regeneration programme

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.)

Integrated Impact Assessment Screening Form – Appendix 2

The vision is to integrate life sciences, med tech, sport and well-being to transform services provided from the Morriston and Singleton sites, to drive economic growth and job creation, and to attract significant inward investment into 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 screening form has determined that a full IIA report will not be required primarily as this a Swansea University lead scheme with the Council's involvement limited to being the lead authority as it receives and the transfers the relevant City Deal funding.

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

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

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

Screening completed by:
Name: Geoff Bacon
Job title: Directorate Project Manager
Date: 10.08.21

Approval by Head of Service:
Name: Geoff Bacon
Position: Head of Property services
Date: 10.08.21

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

Agenda Item 14.



Report of the Cabinet Member for Delivery & Operations

Cabinet – 16 September 2021

Review of the Gambling Policy

Purpose:	To seek agreement for the draft of the revised Gambling Policy, for the period January 2022 to January 2025, to be issued for consultation.
Policy Framework:	The City and County of Swansea, Statement of Principles, Gambling Act 2005. (The Gambling Policy)
Consultation:	Legal, Finance and Access to Services.
Recommendation(s):	It is recommended that Cabinet: 1) Agree the proposed changes to the Council's Gambling Policy; 2) Agree that the revised Policy is issued for consultation prior to reporting back to Council for adoption.
Report Author:	Lynda Anthony
Finance Officer:	Aimee Dyer
Legal Officer:	Aled Gruffydd
Access to Services Officer:	Rhian Millar

1.0 Introduction

- 1.1 The Gambling Act 2005 (the Act) requires the City and County of Swansea, as the Licensing Authority, to review its Statement of Principles under the Gambling Act 2005, (Gambling Policy), every three years.
- 1.2 The current Gambling Policy was adopted at Council on 20th December 2018 and came into effect on the 31st January 2019.

1.3 The reviewed Policy must be issued for consultation and adopted by Council before publication. The Policy must be published at least 4 weeks before it comes into effect on the 31st January 2022.

2.0 The Gambling Policy

2.1 The Gambling Policy must comply with the requirements of the Act. Account should also be taken of guidance issued by the Gambling Commission (The Guidance).

2.2 The Guidance was first issued in April 2006 and has subsequently been revised. The latest version was updated in May 2021.

3.0 Proposed Changes to the Policy

3.1 A copy of the draft of the revised Policy is attached at Appendix A to this report. The changes proposed are identified in bold italics and any text to be removed is shown by striking through.

3.2 The majority of the Policy has not been changed. Where changes have been made, these are to reflect the changes made to The Guidance and also to provide clarification in respect of specific matters.

3.3 The main changes proposed are:

- Updated information relating to The Guidance to Licensing Authorities has been inserted (Paragraph 2.4).
- The data relating to the County's population and land area has been amended (Paragraph 3.1).
- SA1 area included (Paragraph 3.2).
- Specific link for Responsible Authority list included (Paragraph 5.3).
- The paragraph relating to Exchange Of Information has been reworded to include specific and relevant sections of Acts (Paragraph 8.0).
- Additional information has been added in respect of illegally sited machines and enforcement (Paragraphs 9.8 – 9.12).
- The paragraph relating to the no casino resolution has been reworded to include the dates of all previous resolutions (Paragraph 18.1).
- A paragraph has been added stating that Licensed Family Entertainment Centre (FEC) applicants are expected to provide evidence that suitable criminal records checks have been conducted on all staff in employment (Paragraph 27.5).

- A paragraph has been added stating that Unlicensed Family Entertainment Centre (UFEC) applicants are expected to provide evidence that suitable criminal records checks have been conducted on all staff in employment (Paragraph 32.5).
- A paragraph relating to satisfactory measures regarding the supervision of gaming machines in licensed premises has been reworded to include a further suggestion (Paragraph 33.5).
- A paragraph has been added to emphasise that the licensing authority has the discretion to specify the number of permitted gaming machines in an alcohol-licensed premises holding a gaming machine permit (Paragraph 33.10).
- The contact details for the Department for Digital, Culture, Media & Sport have been updated (Paragraph 48.0).
- Removal of “Gambling Commission” from the main list as it is duplicated in the sub section for “Responsible Authorities” (Appendix B - Consultees).
- Insertion of “GambleAware” the new name for Responsibility in Gambling Trust (Appendix B - Consultees).

4.0 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 (IIA) Screening Form has been completed with the agreed outcome that a full IIA report is not required. A copy of the form is attached at Appendix B to the report. The high impact noted for poverty/social exclusion is considered to have a positive impact in line with Council initiatives. The reviewed Policy must be issued for consultation and adopted by Council before publication. The IIA screening form will be updated following the consultation and any issues identified from the consultation will be considered.

5.0 Financial Implications

5.1 There are no financial implications associated with this report.

6.0 Legal Implications

6.1 It is a legal requirement that the Policy is reviewed every three years.

6.2 The Act, statutory guidance and statutory instruments set out requirements regarding the form and content of the Policy.

Background Papers: Gambling Commission guidance to licensing authorities.
<https://www.gamblingcommission.gov.uk/guidance/guidance-to-licensing-authorities>

Appendices:

Appendix A - Draft Gambling Policy.

Appendix B - Integrated Impact Assessment (IIA) screening form.

CITY AND COUNTY OF SWANSEA

STATEMENT OF PRINCIPLES

GAMBLING ACT 2005

(GAMBLING POLICY)

DRAFT

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GAMBLING POLICY

JANUARY 2019 2022 – JANUARY 2022 2025

Foreword

The City and County of Swansea is responsible under the Gambling Act 2005 (the Act) for licensing premises and issuing a number of different permits together with temporary and occasional use notices.

The Licensing Authority is also required by the Act to prepare and publish a statement of principles they propose to apply in exercising their functions under the Act. This statement forms the Licensing Authority's mandate for managing local gambling provision and sets out the Licensing Authority's expectations in relation to operators with premises in the locality. This statement, known as the Gambling Policy (The Policy), must be reviewed, consulted on and published every three years. The Policy has been prepared in accordance with Section 349 of the Act with reference to the relevant Guidance issued by the Gambling Commission. The form of The Policy is set out in The Gambling Act 2005 (Licensing Authority Policy Statement)(England and Wales) Regulations 2006.

This Policy is intended to assist applicants, residents, local businesses and statutory consultees and guide officers and Licensing Committees in their decision making role.

1.0 Licensing Objectives

1.1 Licensing Authorities when exercising their functions under the Act must have regard to the licensing objectives. These are:-

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is carried out in a fair and open way;
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

1.2 The Licensing Authority is aware that in accordance with Section 153 of the Act, in making decisions about premises licences and temporary

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use notices it should aim to permit the use of premises for gambling in so far as it thinks it is:

- in accordance with any relevant Codes of Practice issued by the Gambling Commission;
- in accordance with any relevant Guidance issued by the Gambling Commission;
- in accordance with the Authority's Policy; and
- reasonably consistent with the licensing objectives.

2.0 Introduction

- 2.1 The City and County of Swansea is the Licensing Authority under the Act.
- 2.2 The Policy must be published at least every three years. This Policy will come into effect on the 31st January ~~2019~~ **2022** and will have effect until 30th January ~~2022~~ **2025**. The Policy can be reviewed from "time to time" and any amended parts consulted upon. The Policy must then be re-published.
- 2.3 Where updates are required due to changes in national legislation, statutory guidance or contact details, the Licensing Authority reserves the right to amend this Policy without consultation where it is necessary to ensure The Policy reflects national legislation or statutory guidance.
- 2.4 The Licensing Authority declares that this Policy has been prepared having regard to the provisions of The Guidance issued by the Gambling Commission (The Guidance), the licensing objectives in the Act and any responses from those consulted. All references to The Guidance refer to The Guidance to Licensing Authorities **last updated in May 2021** ~~5th edition published in September 2015~~ and any subsequent updates.
- 2.5 The Licensing Authority acknowledges that it may need to depart from this Policy and from The Guidance in individual and exceptional circumstances and where the case merits such a decision in the interests of the promotion of the licensing objectives. Any such decision will be taken in consultation with the appropriate legal advisors for the Licensing Authority, and the reasons for any such departure will be fully recorded.
- 2.6 This Policy was approved at a meeting of Council on ~~20th December 2018~~ **to be confirmed** and was published on ~~21st December 2018~~ **to be confirmed**.

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This Policy is available on the City and County of Swansea website at www.swansea.gov.uk

3.0 The City and County of Swansea Geographical Area

- 3.1 The City and County of Swansea covers an area of ~~378~~ **379.7 square kilometres (146 square miles)**, has a population of ~~245,500~~ **246,600** people and is Wales' second largest city. Some two-thirds of the County's boundary is with the sea. The City and County of Swansea can be broadly divided into 4 physical areas. In the north, the Lliw Uplands present an open moorland feature; the Gower Peninsular in the west, a rural landscape with contrasting coasts and a collection of small villages; the urban and suburban centre stretching from Swansea to Gorseinon and Pontarddulais; and the coastal strip around Swansea Bay, no more than 2 miles in width.
- 3.2 The urban area of the City and County is chiefly focused on Swansea and radiates to the west and north of the city centre around Swansea Bay to Mumbles; over Townhill to Cwmbwrla, Treboeth, Fforestfach and Penlan; through Uplands, Sketty, Killay and Dunvant; along the Swansea Valley communities of Hafod, Landore, Plasmarl, Morrision to Clydach; and on the east side of the River from **SA1**, St Thomas to Bonymaen, Llansamlet and Birchgrove.
- 3.3 The second urban focus centres on the Gowerton, Gorseinon and Loughor triangle, along with the nearby communities of Pontarddulais and Penllergaer.
- 3.4 The City and County of Swansea is served by 24 community councils.
- 3.5 A map of the Council area is attached at Appendix A. Further information about Swansea can be found via the Council's web page <https://www.swansea.gov.uk/keyfacts>

4.0 Consultees

- 4.1 The Licensing Authority consulted widely on this statement between ~~21st September 2018~~ **to be confirmed** and ~~19th October 2018~~ **to be confirmed** before finalising and publishing. The following were consulted:-
- South Wales Police;
 - Representatives of persons carrying on gambling businesses within the Licensing Authority's area who will be affected by this Policy;

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- Persons/bodies representing the interests of persons likely to be affected by the exercise of the Licensing Authority's functions under the Act and by this Policy.

4.2 A full but not exhaustive list of consultees is shown at Appendix B.

5.0 Responsible Authorities

5.1 The Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under Section 157(h) of the Act to designate, in writing, a body which is competent to advise the authority about the protection of children from harm. The principles are:

- the need for the body to be responsible for an area covering the whole of the Licensing Authority's area;
- the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group.

5.2 In accordance with The Guidance, the Licensing Authority designates Child and Family Services of the City and County of Swansea for this purpose.

5.3 The contact details of all the Responsible Authorities under the Act are available via the Council's website at [www.swansea.gov.uk/https://www.swansea.gov.uk/media/22790/Responsible-authorities-in-regard-to-the-Gambling-Act-2005/pdf/Responsible authorities in regard to the Gambling Act 2005.pdf](http://www.swansea.gov.uk/https://www.swansea.gov.uk/media/22790/Responsible-authorities-in-regard-to-the-Gambling-Act-2005/pdf/Responsible%20authorities%20in%20regard%20to%20the%20Gambling%20Act%202005.pdf)

6.0 Interested Parties

6.1 Interested parties can make representations about licence applications, or apply for a review of an existing licence based on the three licensing objectives as detailed in paragraph 1.1 of this Policy Statement. These parties are defined in Section 158 of the Act as follows:

6.2 "For the purposes of this Part a person is an interested party in relation to an application for or in respect of a premises licence if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person-

- a) lives sufficiently close to the premises to be likely to be affected by the authorised activities;
- b) has business interests that might be affected by the authorised activities, or;
- c) represents persons who satisfy paragraph (a) or (b)"

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- 6.3 The Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under the Gambling Act 2005 to determine whether a person is an interested party.
- 6.4. The principles are:
- Each case will be decided upon its merits;
 - The Licensing Authority will not apply a rigid rule to its decision-making;
 - The Licensing Authority will consider the examples of considerations provided in The Guidance;
 - Decisions on premises licences and temporary use notices, will be made in accordance with Guidance;
 - The Licensing Authority will, in accordance with The Guidance, ensure that the phrase “has business interests” will be given the widest possible interpretation and include partnerships, charities, faith groups and medical practices.
- 6.5 The Guidance states that those representing persons living close to premises or who have business interests could include trade associations, trade unions, residents’ and tenants’ associations. The Licensing Authority will not, however, generally view these bodies as interested parties unless they have a member who can be classed as an interested person under the terms of the Act e.g. lives sufficiently close to the premises to be likely to be affected by the activities being applied for.
- 6.6 Interested parties can be persons who are democratically elected such as Councillors, Welsh Assembly Members and Members of Parliament. No specific evidence of being asked to represent an interested person will be required as long as the Councillor etc represents the Ward likely to be affected. Likewise, Parish Councils, likely to be affected will be considered to be interested parties. Other than these persons, the Licensing Authority will generally require written evidence that a person ‘represents’ someone who either lives sufficiently close to the premises to be likely to be affected by the authorised activities and/or business interests that might be affected by the authorised activities. A letter from one of these persons, requesting the representation is sufficient.
- 6.7 If individuals wish to approach Councillors to ask them to represent their views then care should be taken that the Councillors are not part of the Licensing Committee dealing with the licence application. If there are any doubts then please contact the Licensing Division. Contact details are provided at paragraph 48 below.

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7.0 Licensing Authority Functions

7.1 Licensing Authorities are required under the Act to:

- Be responsible for the licensing of premises where gambling activities are to take place by issuing Premises Licences;
- Issue Provisional Statements;
- Regulate members' clubs and miners' welfare institutes who wish to undertake certain gaming activities by issuing Club Gaming Permits and/or Club Machine Permits ;
- Issue Club Machine Permits to Commercial Clubs;
- Grant permits for the use of certain lower stake gaming machines at unlicensed Family Entertainment Centres ;
- Receive notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of two or fewer gaming machines;
- Issue Licensed Premises Gaming Machine Permits for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where there are more than two machines;
- Register small society lotteries below prescribed thresholds;
- Issue Prize Gaming Permits;
- Receive and Endorse Temporary Use Notices;
- Receive Occasional Use Notices;
- Provide information to the Gambling Commission regarding details of licences issued;
- Maintain registers of the permits and licences that are issued under these functions.

7.2 It should be noted that the Licensing Authority will not be involved in licensing remote gambling at all. This is the responsibility of the Gambling Commission via operating licences. Spread betting is regulated by The Financial Services Authority and the National Lottery is regulated by The National Lottery Commission.

7.3 The Licensing Authority recognises that the licensing function in respect of gambling is only one means of promoting delivery of the three licensing objectives and should not therefore be seen as a means for solving all problems within the community. The Licensing Authority will therefore continue to work in partnership with neighbouring authorities, South Wales Police, the Safer Swansea Partnership, local businesses, local people and those involved in child protection to promote the licensing objectives as outlined. In addition, the Licensing Authority recognises its duty under Section 17 of the Crime and Disorder Act 1998, with regard to the prevention of crime and disorder.

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8.0 Exchange of Information

- 8.1 The Licensing Authority, in fulfilling its functions under sections 29, 30 and 350 of the Act, in relation to the exchange of relevant information with the Gambling Commission and other regulatory bodies, will comply with current advice issued by the Commission. In exchanging such information, the Licensing Authority will act in accordance with the provisions of the Act and with the provisions of the Data Protection Act 2018 and the General Data Protection Regulation 2016. The Licensing Authority will also have regard to any guidance issued by the Gambling Commission on this matter as well as any relevant regulations issued by the Secretary of State under the powers provided in the Act.

The principle that the Council will apply in respect of the exchange of information between it and the Gambling Commission and those bodies listed in Schedule 6 of the Act is that it will act in accordance with the provisions of the Gambling Act 2005 which includes the provision that the data protection legislation, as defined in section 3 of the Data Protection Act 2018, will not be contravened. The Council will also have regard to any guidance issued by the Gambling Commission to Local Authorities on this matter, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005.

9.0 Enforcement

- 9.1 Licensing Authorities are required by regulations under the Act to state the principles to be applied by the Authority in exercising the functions under Part 15 of the Act with respect to the inspection of premises; and the powers under Section 346 of the Act to institute criminal proceedings in respect of the offences specified.
- 9.2 The City and County of Swansea's principles are that it will be guided by The Guidance and it will endeavour to be:
- Proportionate: regulators should only intervene when necessary; remedies should be appropriate to the risk posed, and costs identified and minimised;
 - Accountable: regulators must be able to justify decisions, and be subject to public scrutiny;
 - Consistent: rules and standards must be joined up and implemented fairly;
 - Transparent: regulators should be open, and keep regulations

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- simple and user friendly; and
 - Targeted: regulation should be focused on the problem, and minimise side effects.
- 9.3 In accordance with The Guidance the Licensing Authority will endeavour to avoid duplication with other regulatory regimes so far as possible.
- 9.4 The Licensing Authority will use appropriate enforcement to promote the Licensing Objectives. The main enforcement and compliance role for the Licensing Authority under the Act will be to ensure compliance with the premises licences and other relevant permissions.
- 9.5 The Gambling Commission is the enforcement body for the operating licences and personal licences. Any concerns about manufacture, supply or repair of gaming machines will not be dealt with by the Licensing Authority but will be notified to the Gambling Commission.
- 9.6 The Licensing Authority will carry out a risk-based inspection programme, having regard to:
- The licensing objectives;
 - Relevant codes of practice;
 - The Guidance;
 - The principles set out in this Statement of Licensing Policy;
 - The Licensing Authority's enforcement policy.
- 9.7 The Licensing Authority will have regard to The Guidance in respect of 'test purchasing' when considering making test purchases at gambling premises.
- 9.8 *Gaming machines can only be made available for use where a premises licence, permit or an exemption e.g. travelling fairs, authorises its use. It is not possible to site gaming machines at premises such as off licences, newsagents, taxi offices, takeaways or other retail stores.***
- 9.9 *When illegally sited gaming machines are discovered, the Licensing Authority will make every effort to seize the gaming machine at the first opportunity to ensure that the gaming machine is removed from circulation.***
- 9.10 *The Licensing Authority working with the Gambling Commission will investigate offences committed under the Gambling Act 2005***

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by both the supplier of the machine and the proprietor of the business on which the machine was illegally sited.

9.11 *The Licensing Authority will usually take formal action against the proprietor of the business where illegal gaming machines have been made available for use on the premises. As part of the proceedings the Licensing Authority will seek to secure a forfeiture order under Section 345 of Act, in order that the machine can then be destroyed.*

9.12 *The Licensing Authority anticipates that similar action will be taken by the Gambling Commission to ensure that formal action is also taken against the supplier of the gaming machine.*

10.0 Fundamental Rights

10.1 Under the terms of the Act any individual or company may apply for a variety of permissions and have their applications considered on their individual merits. Equally, any Interested Party or Responsible Authority has the right to make relevant representations on an application or to seek a review of a licence or certificate where provision has been made for them to do so in the Act.

10.2 Applicants and those making relevant representations in respect of applications to the Licensing Authority have a right of appeal to the Magistrates Court against the decisions of the Council.

11.0 Integrating Strategies

11.1 By consulting widely prior to this Policy Statement being published, the Licensing Authority will take full account of local policies covering crime prevention, culture, transport, planning and tourism as part of an integrated strategy for the Council, police and other agencies. Many of these strategies may not be directly related to the promotion of the three licensing objectives, but may indirectly impact upon them.

12.0 PREMISES LICENCES

12.1 General Principles

12.2 Premises licences are subject to the requirements set out in the Act and regulations, including the specific mandatory and default conditions which are detailed in regulations issued by the Secretary of State. Licensing Authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate.

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- 12.3 This Licensing Authority is aware that in making decisions about premises licences it should aim to permit the use of premises for gambling in so far as it thinks it is:
- in accordance with any relevant code of practice issued by the Gambling Commission;
 - in accordance with any relevant guidance issued by the Gambling Commission ;
 - reasonably consistent with the licensing objectives; and
 - in accordance with the Authority's Gambling Policy.
- 12.4 In accordance with The Guidance moral objections to gambling are not considered a valid reason to reject applications for premises licences and demand is not a criterion for a Licensing Authority.
- 12.5 The Gambling Commission have also issued Licence Conditions and Codes of Practice (LCCP) which apply to all operators and personal licence holders. The LCCP strengthens the Social Responsibility (SR) code requirements and imposes a formal requirement for operators to consider local risks. The Licensing Authority will have regard to the LCCP when considering applications. Details regarding the LCCP and SR code can be accessed via the Gambling Commission website at www.gamblingcommission.gov.uk
- The code requires operators;
- To supervise customers effectively on gambling premises and identify customers who are at risk of gambling related harm.
 - To have in place schemes to allow customers to self-exclude themselves from all operators of a similar type in the area where they live and work.
 - To have a range of measures with regard to marketing to ensure social responsibility that are transparent and not misleading.
 - To produce a risk assessment on individual premises, and have policies and procedures and control measures in place to mitigate local risks to the licensing objectives.
- 12.6 Where a premises licence allows gaming machines, this will be governed by the number of machines and category as set down by the Act and any subsequent changes to legislation. Current information can be accessed on the Gambling Commission's website via <http://www.gamblingcommission.gov.uk/for-gambling-businesses/Compliance/Sector-specific-compliance/Arcades-and-machines/Gaming-machine-categories/Gaming-machine-categories.aspx>

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13.0 Definition of Premises

- 13.1 Premises is defined in the Act as including “any place”. Section 152 therefore prevents more than one premises licence applying to any place. A single building could be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can reasonably be regarded as being different premises. This approach has been taken to allow large multiple unit premises such as a pleasure park, pier, track or shopping mall to obtain discrete premises licences where appropriate safeguards are in place. The Licensing Authority will pay particular attention if there are issues about sub-divisions of a single building or plot and will ensure that mandatory conditions relating to access are observed.
- 13.2 Whether different parts of a building can properly be regarded as being separate premises will depend on the circumstances. However, the Gambling Commission does not consider that areas of a building that are artificially or temporarily separate can be properly regarded as different premises.
- 13.3 The Licensing Authority takes particular note of The Guidance and will take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular the Authority will be aware of the following:
- Entrances and exits from parts of a building covered by one or more licences should be separate and identifiable so that the separation of different premises is not compromised and that people do not ‘drift’ into a gambling area. In this context it should normally be possible to access the premises without going through another licensed premises or premises with a permit;
 - Customers should be able to participate in the activity named on the premises licence;
 - The third licensing objective seeks to protect children from being harmed by Gambling. In practice this means not only preventing them taking part in gambling but also preventing them from being in close proximity to gambling. Premises should be configured so that children are not invited to participate in, have accidental access to or closely observe gambling where they are prohibited from participating.
- 13.4 The Licensing Authority will also consider other issues including:
- Whether the premises has a separate registration for business

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- rates;
- Whether the neighbouring premises is owned by a different person;
- Whether each of the premises can be accessed from the street or public passageway;
- Whether the premises can only be accessed from other gambling premises.

14.0 Premises Ready For Gambling

14.1 The Guidance states that a licence to use premises for gambling should only be issued in relation to premises that the Licensing Authority can be satisfied are going to be ready to be used for gambling in the reasonably near future consistent with the scale of building or alterations required before the premises are brought into use. If the construction of a premise is not yet complete or if they need alteration, or if the applicant does not yet have the right to occupy them, an application for a provisional statement should be considered.

14.2 In deciding whether a premises licence can be granted where there are outstanding constructions or alteration works at a premises, the Authority will determine applications on their merits, applying a two stage consideration process: -

- Firstly, whether the premises ought to be permitted to be used for gambling;
- Secondly, whether appropriate conditions can be put into place to cater for the situation that the premises are not yet in the state in which they ought to be, before gambling takes place;

14.3 Applicants should note that the Licensing Authority is not obliged to grant a licence and is also entitled to decide that it is appropriate to grant a licence subject to conditions.

15.0 Location

15.1 The Licensing Authority is aware that demand issues cannot be considered with regard to the location of premises. In accordance with The Guidance, this Authority will pay particular attention to the licensing objective relating to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder. When considering the Licensing Objectives with regard to the location, the Licensing Authority may take into consideration the following facts

- Size and nature of premises;
- Type of facilities applied for;

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- Nature of area in which premises is to be situated;
- Potential impact of premises on area;
- Any other reasonable factor.

15.2 Should any specific policy be decided upon as regards areas where gambling premises should not be located, this statement will be updated. It should be noted that any such policy does not preclude any application being made and each application will be decided on its merits, with the onus upon the applicant to show how potential concerns can be overcome.

16.0 Door Supervisors

16.1 The Guidance states that licensing authorities may consider whether there is a need for door supervisors in respect of the licensing objectives of protection of children and vulnerable persons being harmed or exploited by gambling and preventing premises becoming a source of crime. Where operators and licensing authorities decide that supervision of entrances/machines is appropriate, the Licensing Authority will determine whether these supervisors need to be Security Industry Authority (SIA) licensed.

17.0 Duplication with Other Regulatory Regimes

17.1 The Licensing Authority will take into account all relevant matters and will seek to avoid any duplication with other statutory / regulatory systems where possible, including planning. The Authority will not consider whether a licence application is likely to be awarded planning permission or building regulations approval. It will however consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions should such a situation arise.

17.2 When dealing with a premises application for finished buildings, the Authority will not take into account that those buildings have to comply with the necessary planning or building consents. Fire or health and safety risks will not be taken into account as these matters are dealt with under other relevant legislation.

18.0 Casinos

18.1 On the **4th November 2014** ~~26th October 2017~~, the City and County of Swansea acting as a Licensing Authority **first** agreed to pass a resolution not to issue casino licences under Section 166 of the Act. This resolution came into effect on the 5th December **2014 2017 and the resolution was again passed in October 2017 and November 2020. The date on which the most recent resolution takes effect is**

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specified as 6th December 2020. The decisions followed a consultation process and consideration of the responses received.

- 18.2 A potential applicant for a casino premises licence should be aware that this resolution has been passed and that applications for a casino premises licence will not be considered by this Authority. Any application received will be returned and the applicant informed that a resolution not to issue casino licences is in place for the City and County of Swansea.
- 18.3 This resolution will not affect existing casino premises licences including any applications for variations or transfers of these licences.
- 18.4 The resolution will last for a period of 3 years from the date it takes effect. After this time the Authority may pass a new resolution not to issue casino premises licences.
- 18.5 In 2006, the City and County of Swansea submitted a proposal to the Independent Casino Advisory Panel to licence one Large and one Small casino. On 19th May 2008 the Categories of Casino Regulations 2008 and the Gambling (Geographical Distribution of Large and Small Casino Premises Licences) Order 2008 were made. The latter Order specifies which Licensing Authorities may issue Large and Small Casino Premises Licences. The City and County of Swansea was one of the eight authorities authorised to issue a Small Casino Premises Licence.
- 18.6 On 26th February 2008, the Secretary of State for Culture Media and Sport issued the Code of Practice on Determinations under Paragraphs 4 and 5 of Schedule 9 to the Act, relating to Large and Small Casinos, which sets out: -
- the procedure to be followed in making any determinations required under Paragraphs 4 and 5 of Schedule 9 to the Act; and;
 - matters to which the Licensing Authority should have regard in making those determinations.
- 18.7 The Licensing Authority is permitted to grant a Premises Licence for a Small Casino. To grant a casino premises licence the Licensing Authority is required to publish an invitation for applications to be made for a Small Casino Licence under Schedule 9 of the Gambling Act 2005 and will determine the applications received in accordance with The Gambling (Inviting Competing Applications for Large and Small Casino Premises Licences) Regulations 2008, the Department for Culture

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Media and Sport's Code of Practice and the Gambling Commission's Guidance to Licensing Authorities.

18.8 There are potentially two stages to the determination process. In making a determination required by Paragraph 4 of the Schedule, the Licensing Authority must apply the procedure for assessing applications for premises licences which it ordinarily applies to such applications (Casino Application Stage 1). Where the Licensing Authority determines that it would, if it were able, grant more than one of the Stage 1 applications, the applicants who made those applications would be invited to participate in Casino Application Stage 2.

Note: paragraphs 18.7 & 18.8 do not apply whilst the resolution not to issue casino licences is in force

18.9 As the City and County of Swansea has been authorised to issue a small casino premises licence it is required to set out the principles it would apply in determining such an application, notwithstanding that it has passed a resolution not to issue casino licences.

19.0 General Principles – Casino Premises

19.1 Subject to the provisions in the Act, any person may make an application. The Licensing Authority will determine each application according to criteria which are: -

- the same for all applicants;
- made known to all applicants;
- not pre-selected to favour a particular applicant or application.

19.2 The Licensing Authority shall ensure that any pre-existing contract, arrangements or other relationship with a company or individual does not affect the procedure for assessing applications so as to make it unfair or perceived to be unfair to any applicant. The Licensing Authority shall therefore disregard any contract, arrangement or other relationship.

19.3 The Licensing Authority recognises that applicants may either apply for a full Casino Premises Licence or alternatively a Provisional Statement. Applicants for full Premises Licences however must fulfil certain criteria in that they must: -

- hold or have applied for an Operating Licence; and
- have the right to occupy the premises in question.

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- 19.4 Unless otherwise specified, any reference to the application and procedures for a 'premises licence' for a casino in the following parts of this section of this document shall also include the application and procedures for a 'provisional statement' for a casino.
- 19.5 In making any decision in respect of an application, the Licensing Authority shall not have regard to whether or not a proposal by the applicant is likely to be permitted in accordance with the law relating to planning or building regulation and any decision shall not constrain any later decision by the Authority under the law relating to planning or building.
- 19.6 The Licensing Committee will make the determination on casino licence applications at Stage 1 and at Stage 2. During Stage 2, the Licensing Committee will be supported by an Advisory Panel of Officers and others with appropriate experience.
- 19.7 In accordance with the Code of Practice issued by the Secretary of State, the Licensing Authority will ensure that there is a Register of Interest in place disclosing interest in any contract, arrangement or other relationship with an applicant or a person connected or associated with an applicant. Applicants should note that this does not apply to any agreement between the Licensing Authority and applicant entered into during Stage 2 of the application process.
- 20.0 Casino Application Stage 1**
- 20.1 The Licensing Authority will provide an Application Pack which will include a statement of the principles that it proposes to apply and the procedure that it proposes to follow in assessing applications for the Small Casino Premises Licence.
- 20.2 At this stage, the Licensing Authority cannot accept any additional information other than the prescribed application form laid down in The Gambling Act 2005 (Premises Licences and Provisional Statements) (England and Wales) Regulations 2007. All such additional information will be disregarded and returned to the applicant.
- 20.3 With regard to Stage 1, the principles as stated in Paragraphs 12-18 of the Gambling Policy shall apply to all applications.
- 20.4 The Licensing Authority recognises that each of the other applicants is considered an 'interested party' and as a result may make representations. It is recognised that the Licensing Authority's decision at Stage 1 may be appealed against, in which case the

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Licensing Authority will not proceed further until all appeals have been dealt with.

20.5 If this process results in more than one provisional decision to grant a Premises Licence, Casino Application Stage 2 will be implemented.

21.0 Principles to be applied to casino application Stage 2

21.1 The Licensing Authority will apply to Stage 2 the following principles in determining whether or not to grant a Casino Premises Licence: -

- Any provision that is made for the protection of children and other vulnerable people from harm or exploitation arising from gambling, whether in the proposed casino or the wider community;
- Any provision that is made for preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Any provision that is made for ensuring that gambling is conducted in a fair and open way;
- Likely effects of an application on employment and regeneration in Swansea;
- Design and location of the proposed development;
- Range and nature of non gambling facilities to be offered as part of the proposed development;
- Any financial and other contributions;
- The deliverability of the proposals contained in the applications.

21.2 In determining which application is likely to result in the greatest benefit to Swansea, the Licensing Authority has set out matters which are likely to receive the greatest weight (Appendix C). However, an applicant is not debarred from putting forward other benefits which the Licensing Authority will consider and weight to the extent that it considers them relevant.

21.3 Although applicants are able to submit an application for any location within Swansea which will be judged on its own individual merits, the Licensing Authority is provisionally of the view that the locations for the Small Casino likely to bring the greatest benefit to Swansea is Swansea City Centre.

22.0 Casino Application Stage 2

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- 22.1 The Licensing Authority will agree and implement a protocol governing the storage of confidential information submitted during Stage 2 of the application process so as to maintain confidentiality.
- 22.2 At this Stage, applicants will be required to state the benefits their applications, if granted, would bring to Swansea.
- 22.3 The Licensing Authority will itself evaluate all applications and make the decision to grant the available Small Casino Premises Licence to the applicant that in its opinion will result in the greatest benefit to Swansea.
- 22.4 The Licensing Authority may enter into a written agreement with an applicant and may determine to attach conditions to any licence issued so as to give effect to any agreement entered into. The Licensing Authority may have regard to the effect of any agreement so entered in making the determination on the applications.
- 22.5 The Advisory Panel, appointed by the Licensing Authority, will carry out a preliminary assessment of each Stage 2 application. Following the preliminary assessment, the Advisory Panel may engage in discussions or negotiations with each Stage 2 applicant with a view to the particulars of an application being refined, supplemented or otherwise altered so as to maximise the benefits to the Authority's area that would result from it, were it granted.
- 22.6 The Advisory Panel will assess each bid according to criteria set out in the Application Pack. The applicant will be sent the Advisory Panel's assessment of its application to enable the applicant to correct any factual errors or (without providing new information) make representations as to the assessment.
- 22.7 The Advisory Panel will then provide a final written report to the Licensing Committee which will include its recommendation as to the correct band for each criterion, its qualitative assessment and also the applicant's response. The Licensing Committee will consider the Advisory Panel's report and will determine the precise score for each criterion. The Licensing Committee will not take further evidence or representations made by the applicants but will then make its decision. Any legal advice required shall be supplied by the Solicitor acting for the Licensing Authority. The Licensing Authority will accept or reject any advice given as it considers appropriate.
- 22.8 All Stage 2 applicants will be informed of the decision and reasons for approval or rejection as soon as is reasonably practicable. It is noted that once a decision has been made there will be no right of appeal.

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23.0 Bingo Premises

- 23.1 Children and young people are allowed to enter bingo premises licensed for bingo however, they are not permitted to participate in the bingo, and if category B or C gaming machines are available, these must be separated from areas where children and young people are allowed. The Licensing Authority will ensure that:
- all such machines are located in an area of the premises separate from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
 - only adults are admitted to the area where the machines are located;
 - access to the area where the machines are located is supervised;
 - the area where the machines are located is arranged so that it can be observed by staff of the operator or the licence holder; and
 - at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

24.0 Betting Premises

- 24.1 The Act contains a single class of licence for betting premises. However, within this single class of licence, there will be different types of premises which require licensing.
- 24.2 The Act also permits betting intermediaries to operate from premises, although betting intermediaries usually offer their services via remote communication, such as the internet. In principle, however, there is nothing to prevent a betting intermediary applying for a betting premises licence to offer intermediary services upon the premises.
- 24.3 The Authority is aware of its power to restrict the number of betting machines, their nature and the circumstances in which they are made available by attaching a licence condition to a betting premises licence.
- 24.4 In considering whether to impose such a condition the Licensing Authority will, among other things, take into account the size of the premises, the number of counter positions available for person to person transactions, and the ability of staff to monitor the use of the machines by children and young persons or by vulnerable persons.
- 24.5 The Act provides that a machine is not a gaming machine if it is designed or adapted for use to bet on future real events. Betting

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premises may make available machines that accept bets on live events, such as horseracing, as a substitute for placing a bet over the counter. These “betting machines” are not gaming machines: they merely automate the process, which can be conducted in person and, therefore, do not require regulation as a gaming machine.

- 24.6 The holder of a betting premises licence may make available for use, up to four gaming machines of Category B, C or D. Category B machines at betting premises are restricted to sub-category B2, B3 and B4.

25.0 Tracks

- 25.1 The Licensing Authority is aware that tracks may be subject to one or more premises licence, provided each licence relates to a specified area of the track.

- 25.2 In accordance with The Guidance, the Licensing Authority will especially consider the impact upon the third licensing objective (i.e. the protection of children and vulnerable persons from being harmed or exploited by gambling) and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas they are not permitted to enter.

- 25.3 The Licensing Authority will expect the applicant to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place but that they are still prevented from entering areas where gaming machines (except category D machines) are provided.

- 25.4 The Licensing Authority notes that The Guidance requires Licensing Authorities to consider the location of gaming machines at tracks. Applications for track premises licences will need to demonstrate that where the applicant holds a pool betting operating licence and is going to use his entitlement to four gaming machines, that these machines are located in areas where children are excluded. Children and young persons are not prohibited from playing category D gaming machines on a track.

- 25.5 Betting Machines - The Licensing Authority will in accordance with the Gambling Commissions Guidance, take into account the size of the premises, the number of counter positions available for person to person transactions and the ability of staff to monitor the use of machines when considering the number/nature/circumstances of betting machines an operator wants to offer.

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- 25.6 The Licensing Authority will also take note of The Guidance which suggests that Licensing Authorities consider restricting the number and location of such machines in respect of applications for track betting premises licences.
- 25.7 The Licensing Authority will consider attaching a condition to track premises licences requiring the track operator to ensure that the rules of betting are prominently displayed in or near the betting areas, or that other measures are taken to ensure that they are made available to the public. An example may be that the rules are printed in the race-card or made available in leaflet form from the track office.
- 25.8 The Act requires applicants to submit plans of the premises with their application in order to ensure the Licensing Authority has the necessary information to determine whether the premises are fit for gambling.
- 25.9 Plans for tracks do not need to be in a particular scale but should be drawn to scale and should be sufficiently detailed to include the information required by the regulations.
- 26.0 Adult Gaming Centre (AGC)**
- 26.1 The Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling.
- 26.2 The Licensing Authority will expect applicants to satisfy the authority that there will be sufficient measures to ensure that no-one under the age of 18 is permitted to enter an AGC. The Licensing Authority will have particular regard to the location of and entry to AGCs to minimise the opportunities for children to gain access.
- 26.3 Where gambling facilities are provided at premises as a supplementary activity to the main purpose of the premises; e.g. motorway service areas and shopping malls, the Licensing Authority will expect the gambling area to be clearly defined to ensure that customers are fully aware that they are making a choice to enter into the gambling premises and that the premises is adequately supervised at all times.
- 26.4 The Licensing Authority may consider measures to meet the licensing objectives such as:
- Proof of age schemes;
 - CCTV;
 - Supervision of entrances/machine areas;

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- Physical separation of areas;
- Location of entry;
- Notices/signage;
- Specific opening hours;
- Self-exclusion schemes;
- Provision of information leaflets/helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

27.0 Licensed Family Entertainment Centres (FEC)

27.1 The Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only areas.

27.2 Children and young persons will be permitted to enter a FEC and may play on the category D machines. They will not be permitted to play on category C machines and it will be a requirement that there must be clear segregation between the two types of machine so that children do not have access to category C machines.

27.3 The Licensing Authority may consider measures to meet the licensing objectives such as:

- Proof of age schemes;
- CCTV;
- Supervision of entrances/machine areas;
- Physical separation of areas;
- Location of entry;
- Notices/signage;
- Specific opening hours;
- Self-exclusion schemes;
- Provision of information leaflets/helpline numbers for organisations such as GamCare;
- Measures/training for staff on how to deal with children on the premises, for example, suspected truancy from school.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

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27.4 The Licensing Authority will, in accordance with The Guidance, refer to the Gambling Commission's website in respect of any conditions that apply to operating licences that regulate the way in which the area containing the category C machines should be delineated.

27.5 *The applicant will be expected to provide evidence that a suitable criminal record check with the Disclosure and Barring Service (DBS) has been conducted on all staff in their employment.*

28.0 Travelling Fairs

28.1 Travelling fairs are defined as 'wholly or principally' providing amusements on a site that has been used for fairs for no more than 27 days per calendar year.

28.2 Where category D machines and/or equal chance prize gaming without a permit are to be made available for use at travelling fairs it is the responsibility of the Licensing Authority to ensure that the facilities for gambling amount to no more than an ancillary amusement.

28.3 The Licensing Authority will also consider whether the applicant falls within the statutory definition of a travelling fair.

28.4 The 27-day statutory maximum for the land being used as a fair is per calendar year, and it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land.

28.5 The Licensing Authority will work with its neighbouring Authorities to ensure that any land, which crosses its boundaries, is monitored so that the statutory limits are not exceeded.

29.0 Provisional Statements

29.1 Developers may wish to apply for provisional statements before entering into a contract to buy or lease land to judge whether a development is worth taking forward. There is no need for the applicant to hold an operating licence or have the right to occupy premises to apply for a provisional statement.

29.2 Where representations about premises licence applications are made following the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant's circumstances. In addition, the authority may

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refuse the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:

- (a) which could not have been raised by objectors at the provisional statement stage; or
- (b) which in the authority's opinion reflect a change in the operator's circumstances; or
- (c) Where the premises has not been constructed in accordance with the plan submitted with the application. This must be a substantial change to the plan. The Licensing Authority notes that it can discuss any concerns it has with the applicant before making a decision.

30.0 Reviews

30.1 The Licensing Authority may initiate the review of a premises licence or may review a premises licence following the receipt of an application from a responsible authority or interested party.

30.2 The Licensing Authority must grant an application for review unless it decides to reject the application on the grounds that the application for review:-

- is not relevant in respect of The Guidance, the relevant codes of practice, The Policy or the licensing objectives;
- is frivolous;
- is vexatious;
- will certainly not cause the Authority to amend, revoke or suspend the licence;
- is substantially the same as the grounds cited in a previous application relating to the same premises. The Licensing Authority will take into account the time lapsed since the previous application when considering this point;
- is substantially the same as the representations made at the time the application for the premises license was considered. The Licensing Authority will take into account the time lapsed since the previous application was considered and will not review the licence on the basis of the same arguments considered on the grant of the premises licence.

30.3 The purpose of the review will be to determine whether the Licensing Authority should take any action in relation to the licence. If action is justified, the options open to the Licensing Authority are:-

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- add, remove or amend a licence condition imposed by the Licensing Authority;
- exclude a default condition imposed by the Secretary of State (e.g. opening hours) or remove or amend such an exclusion;
- suspend the premises licence for a period not exceeding three months; and
- revoke the premises licence.

30.4 In determining what action, if any, should be taken following a review, the Licensing Authority must have regard to the principles set out in Section 153 of the Act, as well as any relevant representations.

30.5 In particular, the Licensing Authority may also initiate a review of a premises licence on the grounds that a premises licence holder has not provided facilities for gambling at the premises. This is to prevent people from applying for licences in a speculative manner without intending to use them.

31.0 Permits / Temporary & Occasional Use Notice

31.1 Permits - The Act introduces a range of permits granted by Licensing Authorities when premises provide a gambling facility and either the stakes and prizes are very low or gambling is not the main function of the premises.

32.0 Unlicensed Family Entertainment Centres (UFEC) - Gaming Machine Permits

32.1 Where a premises does not hold a premises licence but wishes to provide only Category D gaming machines, an application may be made to the Licensing Authority for a permit.

32.2 The Licensing Authority will expect applicants to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will be considered on their merits. They may include training of staff regarding suspected truant school children, how to deal with unsupervised, very young children or children causing problems in and around the premises. In accordance with The Guidance, applicants will be expected to demonstrate a full understanding of the maximum stakes and prizes of the gambling permissible in unlicensed FECs, that they have no relevant convictions and that staff are trained to have a full understanding of the maximum stakes and prizes.

- 32.3 Unlicensed FECs are premises which are wholly or mainly used for making gaming machines available, therefore, exclude any premises primarily used for any other purposes, e.g. canteens, fast food takeaways, leisure centres, garages and petrol filling stations, taxi offices.
- 32.4 The Licensing Authority cannot attach conditions to this type of permit.
- 32.5 *The applicant will be expected to provide evidence that a suitable criminal record check with the Disclosure and Barring Service (DBS) has been conducted on all staff in their employment.***
- 33.0 Alcohol Licensed Premises**
- 33.1 The Act provides an automatic entitlement to alcohol licence holders to make available 2 gaming machines of category C or D for use in premises licensed to sell alcohol for consumption on the premises. To take advantage of this entitlement, the person who holds the alcohol licence must notify the Licensing Authority and pay the prescribed fee.
- 33.2 This is not an authorisation procedure as the Licensing Authority have no discretion to consider the notification or turn it down. The Licensing Authority can however, remove the automatic authorisation in respect of any particular premises if:
- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
 - gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (i.e. that written notice has been provided to the Licensing Authority, that a fee has been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied with);
 - the premises are mainly used for gaming; or
 - an offence under the Gambling Act has been committed on the premises.
- 33.3 Licensing Authorities may issue licensed premises gaming machine permits for any number of category C or D machines. This will replace and not be in addition to the automatic entitlement to two machines. If the holder of an alcohol licence for a premises wishes to have more than 2 machines, then an application for a permit must be submitted to the Licensing Authority. The Licensing Authority will consider the application based upon the licensing objectives, any guidance issued by the Gambling Commission under Section 25 of the Gambling Act 2005, and such matters as they think relevant.

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- 33.4 The Licensing Authority considers that such matters will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only category C gaming machines.
- 33.5 Measures which **may** will satisfy the Authority that there will be no access may include the adult machines being located in sight of the bar, **or in the sight of nominated** and staff who will monitor that the machines are not being used by those under 18. Notices and signage may also assist.
- 33.6 In relation to the protection of vulnerable persons applicants may wish to consider the provision of information leaflets / helpline numbers for organisations such as GamCare.
- 33.7 It is recognised that some holders of alcohol licences wish to provide gaming machines in areas not covered by their alcohol licence. This would require an application for a premises licence and it is likely that this would be dealt with as an application for an Adult Gaming Centre premises licence.
- 33.8 The Licensing Authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.
- 33.9 The holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machines.
- 33.10 *There are many categories of gaming machine permitted at licensed and other premises and the number of such machines that may be permitted in each type of gambling premises are set out in the Act. The Council does not have the power to set different limits or further expand or restrict the categories of machine that are permitted. The exception to this is alcohol-licensed premises that hold gaming machine permits, where licensing authorities have discretion to specify the number of permitted gaming machines. In addition, limits are set separately in the Act for certain types of permit issued by licensing authorities.***

34.0 Club Gaming Permits

34.1 The Licensing Authority may grant members' clubs and miners' welfare institutes (but not commercial clubs) club gaming permits or club machine permits. These enable premises to provide gaming machines as well as equal chance gaming and games of chance as prescribed in regulations. Equal chance gaming includes games such as poker or bingo where the chances are equally favourable to all participants and players are not competing against a bank. The Licensing Authority will only refuse an application on the grounds that:

- the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied;
- the applicant's premises are used wholly or mainly by children and/or young persons;
- an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
- a permit held by the applicant has been cancelled in the previous ten years; or
- an objection has been lodged by the Gambling Commission or the police.

34.2 Club gaming permits allow the provision of no more than three gaming machines. These may be from categories B3A, B4, C or D. Only one B3A machine can be sited as part of this entitlement. The club is permitted to choose the combination of machines on its premises. The Licensing Authority may grant or refuse a permit but it may not attach any conditions to a permit.

34.3 If a Member's Club or Miner's Welfare Institute does not wish to have the full range of facilities permitted by a Club Gaming Permit they may apply for a Club Machine Permit. This authorises the holder to have up to three gaming machines of categories B3A, B4, C and D.

35.0 Prize Gaming & Prize Gaming Permits

35.1 Gaming is prize gaming if the nature and size of the prize is not determined by the number of people playing or the amount paid for or raised by the gaming. A prize gaming permit is a permit issued by the Authority to authorise the provision of facilities for gaming with prizes on specified premises.

35.2 An application for a permit can only be made by a person who occupies or plans to occupy the relevant premises and if the applicant is an

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individual, they must be aged 18 or over. An application for a permit cannot be made if a premises licence or club gaming permit is in effect for the same premises.

- 35.3 The applicant is expected to set out the types of gaming that is intended to be offered and to demonstrate that they understand the limits to stakes and prizes set out in regulations and that the gaming is offered within the law.
- 35.4 The Licensing Authority may not attach conditions to this type of permit.

36.0 Temporary Use Notices

- 36.1 Temporary use notices (TUN) allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be considered suitable for a temporary use notice would include hotels, conference centres and sporting venues.
- 36.2 A temporary use notice may only be given by a person or company holding a relevant operating licence. For example, the holder of a betting operating licence could apply to provide betting facilities at a snooker tournament.
- 36.3 The type of gambling that can be authorised by temporary use notices is prescribed by regulations. The Licensing Authority will consider objecting to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises.

37.0 Occasional Use Notices

- 37.1 Where there is betting on a track on eight days or less in a calendar year betting may be permitted by an occasional use notice (OUN) without the need for a full premises licence. An OUN must be submitted for each day that betting is to take place i.e. 3 consecutive days would require 3 OUN.
- 37.2 There is no provision for objections to be submitted, provided the notice will not result in betting facilities being available for more than 8 days in a calendar year. The Licensing Authority will however consider the definition of a 'track' and whether the use of OUNs is permitted.

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38.0 Registration of Small Society Lotteries

38.1 In carrying out its functions in relation to Lotteries the Authority will have regard to the Act, The Guidance and any Regulations issued by the Secretary of State.

39.0 Licensing Objectives

39.1 In exercising its functions under the Act, particularly in relation to premises licences temporary use notices and permits, the Licensing Authority must have regard to the licensing objectives.

39.2 **Objective 1** - Preventing gambling from being a source of crime and disorder; being associated with crime and disorder or being used to support crime.

39.2.1 The Commission takes a leading role in preventing gambling from being a source of crime.

39.2.2 Anyone applying to the Authority for a premises licence will have to hold an operating licence from the Commission before a licence can be issued so the Licensing Authority will not be concerned with the suitability of an applicant. Where concerns about a person's suitability arise the Licensing Authority will bring those concerns to the attention of the Commission without delay.

39.2.3 The Authority will consider the proposed location of gambling premises in terms of this objective. If an area has particular problems with disorder, organised crime etc, the Authority will consider carefully whether gambling premises are suitable to be located there and whether controls may be appropriate to prevent the premises being associated with or used to support crime. This may include conditions on the premises licence such as the provision of door supervisors.

39.2.4 The Authority will seek to address issues of disorder under the Act. Disorder is intended to mean activity that is more serious and disruptive than nuisance. A disturbance could be considered serious enough to constitute disorder if police assistance was required to deal with it. Another factor the Authority is likely to take into account is how threatening the behaviour was to those who could see or hear it.

39.2.5 The Authority will, when determining applications, consider whether the grant of a Premises Licence will result in an increase in crime and disorder.

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39.2.6 Applicants are encouraged to discuss the crime prevention procedures in their premises with the Authority's licensing officers and officers from South Wales Police before making a formal application.

39.2.7 In considering licence applications, the Authority will in particular take into account the following:-

- The design and layout of the premises;
- The training given to staff in crime prevention measures appropriate to those premises;
- Physical security features installed in the premises. This may include matters such as the position of cash registers or the standard of CCTV that is installed;
- Where premises are subject to age restrictions, the procedures in place to conduct age verification checks;
- The likelihood of any violence, public order or policing problem if the licence is granted.

39.3 Objective 2 - Ensuring gambling is conducted in a fair and open way

39.3.1 Generally, the Gambling Commission would not expect Authorities to become concerned with ensuring that gambling is conducted in a fair and open way, as this will be a matter for either the management of the gambling business and therefore relevant to the Operating Licence, or will be in relation to the suitability and actions of an individual and therefore relevant to the Personal Licence. Both of these licences are the responsibility of the Gambling Commission.

39.3.2 As track operators will not necessarily have an operating licence from the Gambling Commission the Authority may, in certain circumstances, require conditions of licence to ensure that the environment in which betting takes place is suitable.

39.4 Objective 3 - Protecting children and other vulnerable persons from being harmed or exploited by gambling

39.4.1 The Authority has noted The Guidance that this objective means that children and young persons should be prevented from taking part in gambling and should be prevented from entering those gambling premises which are adult only environments. The Authority will therefore consider as suggested in The Guidance, whether specific measures are required at particular premises, regarding this objective.

39.4.2 The Authority is also aware of the Gambling Commission Codes of Practice in relation to specific premises.

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- 39.4.3 It is noted that the Gambling Commission does not seek to define “vulnerable persons” but states that “it will for regulatory purposes assume that this group includes people who gamble more than they want to; people who gamble beyond their means; and people who may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs.” This Authority will consider this licensing objective on a case by case basis.
- 39.4.4 The Authority will seek to ensure that there are restrictions on advertising for premises so that gambling products are not aimed at children or advertised in such a way that makes them particularly attractive to children.
- 39.4.5 The Authority will consult with South Wales Police and the Principal Officer for Safeguarding Quality and Performance, Child and Family Services and the Principal Officer for Safeguarding and Wellbeing of the City and County of Swansea on any application that indicates there may be concerns over access for children or vulnerable persons.
- 39.4.6 The Guidance sets out considerations that an operator must take into account in order to protect children and young people from accessing gambling premises.
- 39.4.7 The LCCP prescribe how operators must prevent children from using age restricted gaming or gambling activities, particularly where gaming machines are licensed.
- 39.4.8 The Authority will expect applicants to offer their own measures to meet the licensing objectives in respect of issues such as:
- Proof of age;
 - CCTV;
 - Supervision of entrances/machine areas;
 - Physical separation of areas;
 - Locations of entry/gaming machines;
 - Notices/signage;
 - Specific opening hours;
 - Self-exclusion schemes i.e. when someone asks an operator to refuse to accept their custom to prevent them from gambling;
 - Provision of information leaflets/helpline numbers for organisations such as GamCare.

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This list is not mandatory and is not exhaustive. It is merely indicative of example measures.

39.4.9 The Authority will judge the individual merits of each application before deciding whether to impose conditions to protect children and vulnerable adults on particular categories of premises. This may include such requirements as:-

- Appropriate signage for adult only areas;
- Supervision of entrances;
- Use of supervisors;
- Segregation of gambling areas from areas frequented by children;
- Supervision of gaming machines in non-adult gambling specific premises.

39.4.10 Any conditions attached will be proportionate to and will be:

- Relevant to the need to make the proposed building suitable as a gambling facility;
- Directly related to the premises and type of licence applied for;
- Fairly and reasonably related to the scale and type of premises; and
- Reasonable in all other aspects.

40.0 Local Risk Assessments for Operators

40.1 The LCCP require new applicants and operators of existing premises seeking to vary a licence, to assess the local risks to the licensing objectives posed by the provision of gambling facilities at each of their premises. They are also required to have policies, procedures and control measures in place to address those risks.

40.2 Operators are required by the Social Responsibility (SR) code to make the risk assessment available to the Licensing Authority when an application is submitted for a new premises licence, variation of a premises licence or otherwise on request. This will form part of the Licensing Authority's inspection regime and may be requested when officers are investigating complaints. The Licensing Authority would expect the local area risk assessment to be kept on the individual premises and be available for inspection.

40.3 The code requires the Licensing Authority to set out matters they expect the operator to take account of in the risk assessment in its statement of policy and this Licensing Authority would recommend that

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the following matters are considered by operators when carrying out their risk assessment:

- The layout of the premises in particular access to the premises by children and vulnerable persons;
- The location of the premises in particular the proximity to premises/areas where the presence of children/vulnerable persons may be expected e.g. schools, parks, playgrounds, entertainment venues such as cinemas and bowling alleys, shops, cafés, bus stops, premises with alcohol licences, medical centres, care homes, money outlets, treatment centres for addictions, other gambling outlets, banks, post offices;
- The location of the premises in relation to problems of antisocial behaviour, youth crime, graffiti/tagging, street/underage drinking, disorder, drug dealing activities etc;
- Incidents of underage gambling;
- Details relating to self-exclusions;
- Patterns in gambling e.g. coincide with benefit payments, salary payments;
- Arrangements for localised exchange of information regarding self-exclusions and gaming trends

40.4 Other issues that may be considered could include:

- Matters of faith, including all religious or faith denominations including proximity to churches, mosques, temples or any other place of worship.

This list is not exhaustive and other relevant factors not in this list that are identified must also be taken into consideration.

41.0 Local Area Profiles

41.1 The current Guidance introduces the concept of local area profiles (LAP) for Authorities as a means of mapping out local areas of concern. There is no requirement for an Authority to have a LAP or if they have a LAP for it to be included in The Policy.

41.2 Where the Authority develops a LAP this will be contained in a separate document and made available in conjunction with The Policy.

42.0 Decision Making

42.1 The powers and duties of the Licensing Authority under the Act may be carried out by the Licensing Committee, by a Sub-Committee or by one or more officers acting under delegated authority.

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42.2 It is considered that many of the functions will be largely administrative in nature with no perceived areas of contention. In the interests of efficiency and cost effectiveness these will, for the most part, be carried out by officers.

42.3 Appendix D sets out the recommended delegation of functions and decisions by guidance. The Licensing Authority may, nevertheless, refer any matter to the Licensing Committee or Sub-Committee.

43.0 Appeals Procedure

43.1 Appeal provisions for parties aggrieved by decisions of the Licensing Authority are set out in Sections 206 to 209 of the 2005 Act. Appeals must be made to the Magistrates Court for the area in which the Licensing Authority, which has considered the application, is situated.

43.2 An appeal has to be commenced by giving notice of the appeal by the appellant to; The Clerk to the Justices, Swansea Magistrates Court, Grove Place, Swansea SA1 5DB within a period of 21 days, beginning with the day on which the appellant was notified by the Licensing Authority of the decision to be appealed against.

43.3 On determining an appeal, the Court may:

- Dismiss the appeal;
- Substitute the decision appealed against with any other decision that could have been made by the Licensing Authority;
- Remit the case to the Licensing Authority to dispose of the appeal in accordance with the direction of the Court;
- Make an order about costs.

44.0 Reasons for Decisions

44.1 In anticipation of such appeals, the Licensing Authority will provide comprehensive reasons for its decisions. The Licensing Authority will address the extent to which decisions have been made with regard to any relevant codes of practice and guidance issued by the Gambling Commission, reasonably consistent with the licensing objectives and in accordance with this Policy Statement.

45.0 Implementing the Determination of the Magistrates' Court

45.1 As soon as the decision of the Magistrates' Court has been notified to all parties, the Council will not delay its implementation and necessary action will be taken forthwith unless ordered by a higher court to

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suspend such action (for example, as a result of an ongoing judicial review). The Act provides for no other appeal against the determination of the Magistrates' Court.

46.0 Concerns in respect of Licensed Premises

- 46.1 The Licensing Authority will investigate complaints in respect of licensed premises in relation to matters relating to the licensing objectives for which it has responsibility.
- 46.2 Where an interested party has made either a valid representation about licensed premises or a valid application for a licence to be reviewed, the Licensing Authority may initially arrange a meeting to address and clarify the issues of concern.
- 46.3 This process will not override the right of any party to decline to participate in any meeting or mediation process.

47.0 Information Sharing Network - Operators

- 47.1 The Licensing Authority will encourage and will support local operators to create and maintain an information sharing network to discuss issues of problem gamblers that are identified. This will also be an opportunity for operators to discuss issues with the licensing officers.

48.0 Further Information

For further information about the Gambling Act 2005 or this Gambling Policy please contact the Licensing Division at the following address:

Licensing Division
Housing and Public Health
Directorate of Place
City & County of Swansea
Civic Centre
Oystermouth Road
Swansea
SA1 3SN

Or:

Telephone: 01792 635600
Email: evh.licensing@swansea.gov.uk
Website: www.swansea.gov.uk

Information is also available from:-

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Gambling Commission

Victoria Square House
Victoria Square
Birmingham
B2 4BP

Tel: 0121 230 6500
Fax: 0121 237 2236

Email: info@gamblingcommission.gov.uk
Website: www.gamblingcommission.gov.uk

Department for Digital, Culture, Media & Sport

100 Parliament Street
London
SW1A 2BQ

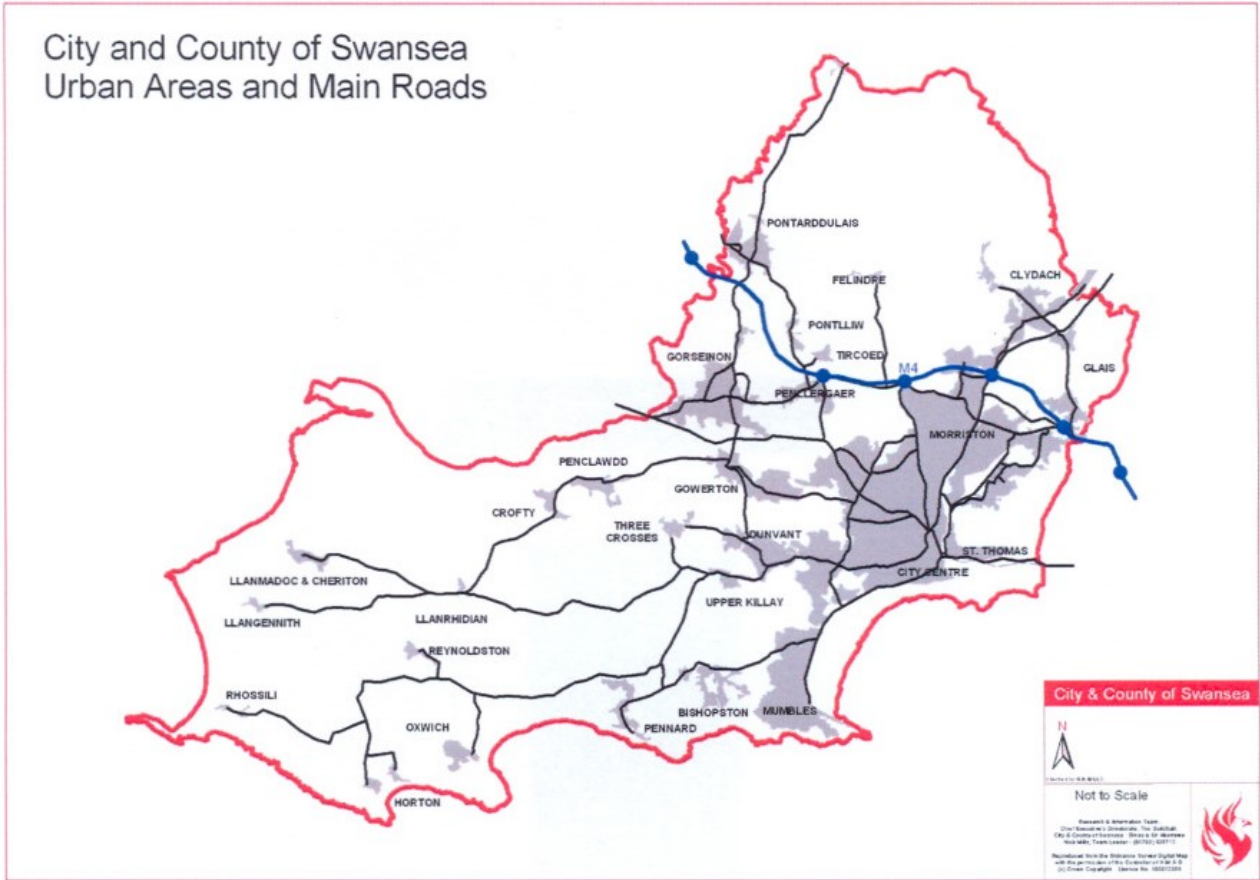
Tel: 020 7211 6200 **2210**

Email: enquiries@culture.gov.uk enquiries@dcms.gov.uk
Website: www.culture.gov.uk

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APPENDIX A



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APPENDIX B - Consultees

The Licensing Authority has consulted the following on the content of this Gambling Policy:-

- Association of British Bookmakers
- British Amusement Catering Trade Association (BACTA)
- Bingo Association
- British Casino Association
- British Beer & Pub Association
- British Greyhound Racing Board
- Casino Operators Association of the UK
- Club & Institute Union
- **GambleAware (formerly Responsibility in Gambling Trust)**
- GamCare
- Lotteries Council
- Maritime & Coastguard Agency
- Neighbourhood Watch
- Permit Holders
- Premises Licence Holders
- ~~Responsibility in Gambling Trust~~
- Responsible Authorities:-
 - Chief Officer of Police
 - Licensing Authority
 - Chief Fire Officer
 - HM Revenue & Customs
 - Environmental Health
 - Gambling Commission
 - Planning
 - Child & Family Services
- Licensing Committee
- Elected Members of City and County of Swansea
- Legal Services
- Community Councils
- Public Health Wales

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APPENDIX C

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Small Casino Licence – Principles and Criteria

Principles	Criteria – Benefits/Avoidance of Disbenefits	Importance (Very High/High/Medium)
<p>Any provision that is made for the protection of children and other vulnerable people from harm or exploitation arising from gambling, whether in the proposed casino or the wider community</p>	<ul style="list-style-type: none"> • Commitment to evaluation of social impacts of gambling and ability to evaluate. • Investment in problem gambling schemes/funding for treating programmes/funding to: Responsible Gambling Trust • Problem gambling measures; including how the applicant will contribute to education on the risks of gambling, in particular for children and young people. • Demonstrably high level management commitment to social responsibility. • Commitment to staff training on social responsibility issues and recognition of problem gambling. 	<p>Very High</p>

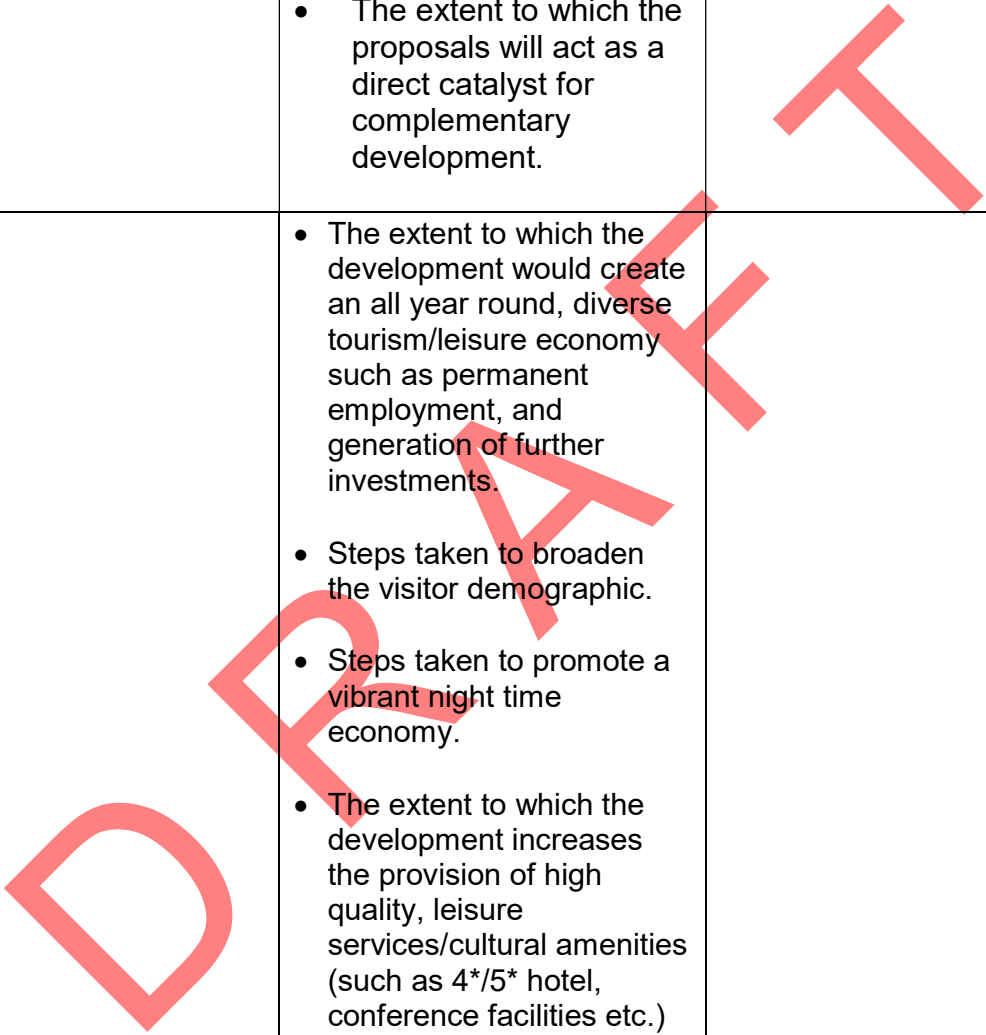
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	<ul style="list-style-type: none"> • Operation of self-exclusion schemes/ exclude self-banned individuals from entry. • Responsible marketing/advertising. Who will be targeted? • Proximity of casino to schools, children, places of worship youth and elderly populations. 	
Any provision that is made for preventing gambling from being a source of crime or disorder or being associated with crime or disorder or being used to support crime.	<ul style="list-style-type: none"> • Steps taken to promote safe evening and night time economy. • Provision of CCTV and security measures. • Liaison/consultation with responsible authorities to promote the prevention of crime and disorder objectives under the Gambling Act 2005 and the Licensing Act 2003. 	Very High
	<ul style="list-style-type: none"> • Provision of satisfactory levels of/appropriately qualified and licensed door supervisors. • Liaison with police architectural/crime prevention officers to ensure that where possible opportunities for crime are designed out. 	
Any provision that is made for ensuring that	<ul style="list-style-type: none"> • Provision of separate area/room to allow customers to familiarize 	Very High

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<p>gambling is conducted in a fair and open way</p>	<p>themselves with the rules of the games.</p> <ul style="list-style-type: none"> Fair and effective complaints procedure how complaints and disputes are recorded and monitored. 	
<p>Likely effects of application on employment and regeneration in Swansea</p>	<p>Employment:</p> <ul style="list-style-type: none"> Number of full-time equivalent jobs created and/or safeguarded from the construction and operation of the casino; Number of jobs created for the long term economically inactive and unemployed; Mitigation measures in respect of lost jobs. Employment policies (pay, terms, equalities, skills training). Empowerment of local disadvantaged groups through employment. How the proposal will contribute to tackling deprivation, high levels of economic inactivity and long term unemployment? Staff Development – opportunities for staff to obtain training and development (including training leading to nationally accredited 	<p>Very High</p> <p>Very High</p>

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	<p>awards) and to achieve career progression.</p> <ul style="list-style-type: none"> • Provision of support to education and training establishments in the area; <p>Regeneration:</p> <ul style="list-style-type: none"> • The extent to which the proposals will act as a direct catalyst for complementary development. 	
	<ul style="list-style-type: none"> • The extent to which the development would create an all year round, diverse tourism/leisure economy such as permanent employment, and generation of further investments. • Steps taken to broaden the visitor demographic. • Steps taken to promote a vibrant night time economy. • The extent to which the development increases the provision of high quality, leisure services/cultural amenities (such as 4*/5* hotel, conference facilities etc.) • Positive multiplier effects on business community. • Proposals for making supply chain and sourcing opportunities available to organizations and individuals in the area. 	

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	<ul style="list-style-type: none"> Proposals for engaging with local community partnerships, and for contributing financially or otherwise to community services and facilities; Compatibility with regeneration/planning strategies. Commitment to the periodic evaluation of the economic impact on Swansea of the casino. 	
Design and location of the proposed development	<p>Design:</p> <ul style="list-style-type: none"> Compatibility with the Council's development plan and supporting planning strategies. Degree of integration with existing movement routes, buildings, uses, landscapes, open spaces and strategic car parks. Provision of other complementary facilities to create a mixed use development and a vibrant destination. Impact on existing adjacent developments, avoiding adverse impact to neighboring occupiers. Attainment of high standards of design and buildings of significant architectural merit. 	Very High
	<ul style="list-style-type: none"> Address issues of security and crime 	

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	<p>prevention in the design of buildings and routes around them.</p> <ul style="list-style-type: none"> • Accessibility by modes of travel other than the private car. • Promote resource efficient buildings and layouts using sustainable design and construction techniques in accordance with BREEAM criteria set by the Welsh Assembly Government. • Preserve any listed buildings (and their settings) and enhance conservation areas. • Community engagement – proposals for consultations and involvement in design. <p>Location:</p> <ul style="list-style-type: none"> • Application considered on its own merit, but local preference for a city centre or waterfront brownfield location to deliver regeneration objectives. 	<p>Very High</p>
	<ul style="list-style-type: none"> • Extent to which the proposed location is less or more likely to lead to the loss of an existing leisure facility. • Impact on neighbouring businesses and residents 	

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	<p>(during construction and once in operation).</p> <ul style="list-style-type: none"> • Extent to which proposed location will maximize the number of new visitors to Swansea. 	
<p>Range and nature of non gambling facilities to be offered as part of the proposed development.</p>	<ul style="list-style-type: none"> • The range and complementary nature of other ancillary facilities offered within and outside the casino development. 	<p>High</p>
<p>Any financial and other contributions</p>	<ul style="list-style-type: none"> • Confirm amount of financial contributions offered and on what basis they will be paid (e.g. one off payment, annual index linked contributions in perpetuity, a percentage of the Gross Gaming Yield etc.). 	<p>Very High</p>
	<ul style="list-style-type: none"> • Confirm financial payments made for late or non delivery of operations or benefits. • If proposal involves loss of existing facilities, will such facilities be replaced and where? • Direct cultural benefits such as showcasing local art/artists. • Support for local supporting/cultural/charitable schemes. • Communication, consultation and 	<p>Medium</p>

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	<p>partnership working with local Community Partnerships, in particular Communities First.</p> <ul style="list-style-type: none"> • Contributing financially to additional community services and facilities. • Other benefits the applicant proposes to provide not elsewhere described. 	
Deliverability	<ul style="list-style-type: none"> • Status of approved (e.g. Planning), signed development agreement, 3rd party guarantees. 	Very High
	<ul style="list-style-type: none"> • Timescales for implementation and completion of development and operations. • Timescale, duration and form taken for the delivery of proposed benefits. • Developer/Operator – financial status, track record here and abroad, clear and detailed business plan of proposals. • Evidence of consultation with Statutory Bodies and Responsible Authorities, to ensure due compliance with any and all Statutory Regulation and Legislation. 	

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APPENDIX D – Table of Delegations of Licensing Functions

MATTER TO BE DEALT WITH	FULL COUNCIL	LICENSING SUB-COMMITTEE	OFFICERS
Three year Gambling Policy	X		
Policy not to permit casinos	X		
Fee Setting - when appropriate			X (to be approved by the Executive)
Application for premises licences		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a variation to a licence		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a transfer of a licence		Where representations have been received from the Commission	Where no representations received from the Commission
Application for a provisional statement		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Review of a premises licence		X	
Application for club gaming /club machine permits		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Cancellation of club gaming/ club machine permits		X	

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Applications for other permits			X
Cancellation of licensed premises gaming machine permits			X
Consideration of temporary use notice			X
Decision to give a counter notice to a temporary use notice		X	

X Indicates the lowest level to which decisions can be delegated

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Integrated Impact Assessment Screening Form – Appendix B

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

Which service area and directorate are you from?

Service Area: Housing and Public Health
 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:

Statutory review of the Gambling Act 2005 - Statement of Principles (Gambling Policy).
 The Gambling Act 2005 (the Act) requires the City and County of Swansea, as the Licensing Authority, to review its Statement of Principles under the Gambling Act 2005, (Gambling Policy), every three years.
 The reviewed Policy must be issued for consultation and adopted by Council before publication. The Policy must be published at least 4 weeks before it comes into effect on the 31st January 2022.
 The majority of the Policy has not been changed. Where changes have been made, these are to reflect the changes made to The Guidance and also to provide clarification in respect of specific matters.

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"/>

Integrated Impact Assessment Screening Form – Appendix B

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

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

Consultation will be undertaken on the policy, involving existing licence holders likely to be affected by the changes, representatives of local businesses, statutory agencies, bodies representing interested parties, all Local Authority Members, Legal, Finance, Access to Services.

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.)

Integrated Impact Assessment Screening Form – Appendix B

This relates to a review of an existing policy to include recent legal changes, changes to statutory guidance and clarification of points within the policy. The high impact noted for poverty/social exclusion is considered to have a positive impact in line with Council initiatives. The Gambling Act 2005 also provides a licensing objective for the protection of children and other vulnerable persons from being harmed or exploited by gambling therefore no full IIA is required.

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)**

An Integrated Impact Assessment (IIA) screening form has been completed with the agreed outcome that a full IIA report is not required.

The high impact noted for poverty/social exclusion is considered to have a positive impact in line with Council initiatives.

The reviewed Policy must be issued for consultation and adopted by Council before publication. The IIA screening form will be updated following the consultation and any issues identified from the consultation will be considered.

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

Full IIA to be completed

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

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

Screening completed by:
Name: Lynda Anthony
Job title: Licensing and Food and Safety Manager
Date: 3/8/21
Approval by Head of Service:
Name: Mark Wade
Position: Head of Service Housing and Public Health
Date: 3/8/21

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

Agenda Item 15.



Report of the Cabinet Member for Investment, Regeneration & Tourism

Cabinet – 16 September 2021

Swansea City Centre Repurposing Strategy

Purpose:	This report presents the Swansea City Centre Repurposing Strategy, which provides analysis of the current retail and leisure outlook and a strategy for the consolidation and, where required, repurposing of retail for other beneficial uses. This report seeks authorisation to pursue the strategy in accordance with the accompanying action plan in order to identify appropriate delivery options, funding sources and commence consultation on the proposed interventions.
Policy Framework:	Swansea Local Development Plan (LDP) 2010-2025, Swansea Central Area Regeneration Framework (SCARF) 2016, Regenerating our City for Well Being and Wildlife (2020), Corporate Priority Creating a Vibrant and Viable City and Economy Council constitution FPR's
Consultation:	Access to Services, Finance, Legal, Planning
Recommendation(s):	It is recommended that Cabinet: 1) Approves the Swansea City Centre Repurposing Strategy as attached at Appendix 1: Swansea City Centre Retail & Leisure Review and Repurposing Strategy. 2) Approves in principle the proposed interventions outlined in the Swansea City Centre Repurposing Strategy and at paragraphs 7-9 of this report and delegates authority to the Director of Place to progress the Action Plan to identify the most suitable delivery route. Further Cabinet approval is required prior to implementation of any of the proposed interventions. 3) Approves the virement of £500k funding currently allocated for work to Oxford St to the wider repurposing action outlined within the report and that any further budget requirements are set out for separate and

future decisions in line with the council constitution and FPR rules and supported by the appropriate business case.

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

1. Introduction and background: Swansea – a city already being transformed

- 1.1 The global economic downturn as a result of Covid-19, and the longer term structural change in the retail sector, has heavily impacted Swansea's city centre. In recent years changing consumer habits and the growing influence of online shopping had already been driving a rethink of the role and character of city centres as retail destinations. The recent loss of high street anchors such as Debenhams and Topshop underlines the speed at which the contraction of the traditional retail offer is now occurring across the UK.
- 1.2 Fortunately, Swansea is expected to benefit from £1 billion in investment with a series of planned major private sector developments and Government-backed projects such as the City Deal.
- 1.3 The city centre has recently undergone significant development and is currently benefitting from unprecedented levels of investment from both the public and private sectors.
- 1.4 As a result of this major investment, Swansea is regarded as being among the best-placed cities in the UK to attract further jobs and investment as it emerges from the pandemic.
- 1.5 The Council is at the forefront of many of these developments and has committed significant investment into a series of projects and improvements. It has the second highest capital programme in Wales and recently announced a £20 million recovery programme specifically designed to support businesses and communities recover from the pandemic.
- 1.6 The council has also brought together partners and investors to help deliver its vision to reshape the city centre.
- 1.7 As a result, there is multi-million pound investment in new office and work space, leisure and entertainment, homes and accommodation, better transport links, public realm improvements and increased greenery in the city centre.
- 1.8 These major investments and projects that are either recently completed, under way or planned include:
 - **Copr Bay Phase One** This £135m investment includes the Swansea Arena, the landmark bridge over Oystermouth Road, 1.1-acre coastal

park, new apartments, hundreds of new car parking spaces, and space for leisure and hospitality businesses. Construction is due for completion later this year

- **Kingsway** The £12m transformation has created a greener, more pleasant environment to live, work and visit. The has included new public areas, landscaped parkland, cycle routes, a two-way single lane vehicle route, and wide pedestrian walkways
- **Wind Street** Due for completion later this year, the £3m scheme will create a family-friendly destinations. Includes new paving, seating and greenery, with dedicated outdoor spaces for hospitality dining areas and better accessibility.
- **Swansea Market** Improvements package of more than £400,000. The work includes new public toilets and a multi-purpose communal area, free public Wi-Fi, new interactive LED signs and improved entrances.
- **71/72 Kingsway** New offices to provide space for 600 jobs in the tech, digital and creative sectors. Set for completion in early 2023 and worth £32.6m a year to Swansea's economy once operational, work on the five-storey development will soon start. A new link between The Kingsway and Oxford Street also forms part of the scheme.
- **Mariner Street** The £39.8m student accommodation development opposite the railway station is almost complete. The building will be home to hundreds of students and includes ground floor commercial space.
- **Digital infrastructure programme** The £55m Swansea Bay City Deal scheme will help the council introduce full-fibre connectivity in the city centre, business parks and across the region.
- **Coppergate** The £22m student accommodation development on Kingsway is 310-bed scheme along with communal spaces, central courtyard and commercial space
- **Orchard House** The £6m development of new homes, office spaces and commercial units led by Pobl Group supports the council's strategy to encourage more people living and working in the city centre
- **Living Building** The forthcoming, multi-million pound development on Kingsway is led by Hacer Developments, and includes an educational facility, residential apartments, shops, offices and a courtyard. It will also feature living walls and roofs along with rooftop solar panels, battery storage, and gardens
- **Albert Hall** The £8 million restoration and refurbishment of the historic Albert Hall by Loft Co will create an 800-capacity music and entertainment venue, along with dedicated new spaces for lifestyle businesses and offices
- **Castle Square** Regeneration scheme to raise its quality and make it more active, distinctive and vibrant. It will be a modern, functional and well-maintained public space where people will want to spend quality time.
- **Former BHS building** to become a multi-purpose community hub in the city centre, providing services including a library and agile accommodation for organisations in a welcoming and easily-accessible environment.

- **Kings Buildings** Being given new life by a private developer with council assistance. Work is under way and it will feature new apartments and modernised commercial units.
 - **Palace Theatre** Bringing the historic building back into use as a new home to tech, start-up and creative businesses. The vision for the grade two listed building includes modern flexible workspaces.
- 1.9 This large scale regeneration programme, will see the transformation of Swansea's post-war retail core. As highlighted above Copr Bay will deliver a new focal point for the city, delivering a landmark arena and a critical link to the waterfront from the city. In addition, The Kingsway infrastructure project has provided the setting for further private investments of a mixed use nature and 71/72 The Kingsway will seek to establish a much needed office presence and generate footfall from the west end of Oxford Street. The refurbishment projects of Castle Square and Wind Street will bolster the food and beverage offer and create more attractive areas during the day and evening. The recent purchase and proposed redevelopment of the former BHS store, as a community hub and central library, offer further opportunities for footfall and linkages between the Grand theatre and Castle Square; which itself becomes a central node between the station and its neighbouring cultural venues including the Art School, Glynn Vivian Art Gallery and High St studios and Galleries, with the new arena and Coastal Park.
- 1.10 On a lesser although connected scale, the recent investments of recovery funding in the Grand theatre to create a new digital and cultural hub, with workspace and a new foyer and catering/ café offer, provide a complementary cultural axis to the development of the Palace as a tech workspace and events space;
- 1.11 These interventions highlight the Council's success in leading the drive for positive change for Swansea City Centre and its key gateways.
- 1.12 The economic shocks of Covid-19 and Brexit, and the problems faced in the retail sector risk slowing the momentum generated by this public sector investment to regenerate and rejuvenate the Central Area. The likely loss of more high retailers and shrinking of the traditional retail core, could see the demise of the traditional retail circuit and further impact The Quadrant Centre.
- 1.13 In acknowledgment of the need to rapidly intervene and manage the contraction of the retail sector in cities, Swansea Council commissioned Rivington Hark and BDP to review the current retail and leisure offer. The conclusions and insights drawn from the review has informed a refreshed high-level city wide masterplan, and a strategy on how to maximise the existing retail core, and address the changing role of the city centre. A shortlist of potential interventions addressing properties, public realm and policy were developed for further consideration, supported by an action plan for implementation. For the full report please see 'Swansea City Centre Retail & Leisure Review and Repurposing Strategy' (Appendix 1 – ; referred to Swansea City Centre Repurposing Strategy)

1.14 The study focused on the geographic area indicated in the project brief (see Swansea City Centre Repurposing Strategy, p.6). This includes a masterplan boundary and a more detailed study area around Swansea Market, St. Mary's, Quadrant and Oxford Street. Inevitably the study has extended beyond this boundary and has also considered key locations within the wider Swansea Central Area, as defined in the Swansea Local Development Plan (LDP) and Swansea Central Area Regeneration Framework (SCARF), plus also other 'opportunity areas' from the Shaping Swansea initiative.

2. Current State Review and Analysis

2.1 The commission conducted a macro review of the central area, which included a policy review, examination of key transport and parking factors, an existing retail and leisure occupier audit, stakeholder interviews and SWOT analysis. Please see the section 2 of the Swansea City Centre Repurposing Strategy and the following appendices for the current state review and detailed findings:

- **Strategy Appendix A** - Movement and Transport

2.2 Notable conclusions and findings from the review include:

- There is a need for a wider residential offer in the city centre, with a focus on intergenerational living.
- Despite two quality universities there is a lack of educational facilities in the city centre.
- Swansea has a strong leisure and cultural offer but leisure and entertainment facilities are located outside of the central core and dispersed in the Central Area without a clear circuit linking them.
- There is lack of quality office space available.
- There is a lack of "grown up" F&B in the core.
- Declining retail footfall and retail vacancy is a growing problem.
- Committed initiatives are major positives.
- There is a need to instil a sense of pride and a sense of ownership in the city.
- Swansea suffers from poor perception of the city centre with visitors and poor first impressions.
- Many of these concerns have been identified previously and some are already being addressed through existing actions. Additional opportunities via the current economic recovery plan are also taking shape, but it is clear the Council will need to go further in terms of its repurposing ambitions, through simultaneously completing previous commitments and embracing new ones.

3. Draft updated masterplan

3.1 The BDP review of current policy frameworks and development strategies for the Swansea Central Area recommends that the Swansea Central Area Regeneration Framework (SCARF) be updated to reflect the changing context and revised masterplan for the area produced by the consultant

team. The existing SCARF was approved by Members in 2016 and has proved to be a useful strategy document to inform decision making and the formation of LDP policies. However the existing document does not have formal SPG status and BDP have highlighted there are a number of aspects of the framework that need to be changed to align with the new priorities for regeneration. It is important that the new SCARF should be subject to a process of consultation and be adopted by the Council as Supplementary Planning Guidance (SPG) to inform decisions on planning applications.

- 3.2 The BDP team have developed a draft masterplan vision that updates the existing SCARF's spatial framework, structured around a Retail Leisure Led Mixed Used Centre and a series of Complementary Areas. The draft masterplan recognises and builds upon the significant impacts of the current developments, such as Copr Bay, upcoming programmes, and promotes a dynamic approach to future investment and developments.
- 3.3 BDP's refreshed masterplan proposes to consolidate the Central Area into a Lifestyle Quarter with a greater mix of uses, particularly within the central core of St. David's/Quadrant. The retail circuit is retained and strengthened by consolidating the offer and introducing complementary uses to draw in footfall. A key aim is improving the integration of the city centre with Swansea's residential neighbourhoods and wider infrastructure of cultural and leisure destinations, venues, green spaces and waterfronts, and identifying a 'heart' of the City Centre that celebrates Swansea's distinctiveness and urban legacy.
- 3.4 Four complementary themes update the vision for the city centre's development and regeneration:
 - **City Centre Mix:** Reconfigure the current mix and distribution of uses to incorporate flexible and diverse uses for a mixed economy city core (retail, employment, food and drink, leisure, education, community, and housing).
 - **Urban Culture:** Facilitating events-led tourism and provision of an inclusive, accessible and flexible cultural offer, through linking a series of multi-functional open spaces (existing and proposed), cultural and historical points of interest, and leisure attractions of the city.
 - **Green Core:** Capitalise on the existing network of open and green and blue spaces to create a healthy environment that is also instrumental in mitigating the effects of climate change.
 - **Accessible and Connected:** Creating a 15 minute city of interconnected laneways which are safe, accessible, walkable, and interactive through high-quality placemaking and data-driven digital infrastructure.

Please see for section 4 of the Swansea City Centre Repurposing Strategy for the full masterplan, and section 6.3 for the proposed next steps for reviewing the SCARF.

4. Strategic Objectives

- 4.1 The proposed refreshed masterplan establishes a spatial framework to guide the City Centre's repurposing strategy and its associated interventions. This is underpinned by four supporting strategic objectives that establish set criteria to assess, in first instance, the impact of any proposed intervention. These complement the policy aims and strategic objectives of the Swansea LDP and the SCARF, and reinforce the environmental, social and wellbeing themes set out at both national and local level. The Strategic Objectives are listed below and further detail can be found section 4.3 of Swansea City Centre Repurposing Strategy:
- 1. Create a Vibrant and Sustainable City Centre Core**
 - 2. Change Perceptions and Make Swansea A Destination**
 - 3. Enable New Living and Working Opportunities In The City Centre**
 - 4. Promote a Healthy, Inclusive And Connected Liveable City**

5. The Quadrant Centre

- 5.1 The Quadrant Centre is a key component of the rejuvenation of Swansea City Centre. Its success helps to maintain Swansea as a retailing destination whilst its demise would have significant negative ramifications. It traditionally provides the core fashion anchor for the City. The threats the Centre faces are similar to those throughout the UK and the scheme needs to evolve to meet changing consumer needs.
- 5.2 The review of the retail offer, included an in-depth analysis of The Quadrant shopping centre, owing to the Council's interest in the asset and its importance within the retail circuit.
- 5.3 **Proposed Business Plan** - Based on the analysis of The Quadrant's current and predicted performance Rivington Hark have developed a high-level business plan for The Quadrant that seeks to stabilise the asset, secure its long-term sustainability, and make the maximum contribution to the wider 'Shaping Swansea' ambitions. The key recommendations focus upon the reconfiguration and improved connections to Swansea Market. The proposals encompass several of the interventions presented below, including Debenhams and St Mary's & Quadrant Entrance interventions.
- 5.4 This report recommends adopting the development principles for The Quadrant Centre set out in the Swansea City Centre Repurposing Strategy, and allowing officers to progress the interventions outlined in the business plan. Currently no additional funding is required. Further Cabinet reports will be submitted once the consultation and further development of the interventions has been completed and funding requirements are fully understood.

6. Interventions Overview

- 6.1 Following the analysis exercise, SWOT and development of revised strategic objectives for city centre, described in the previous sections of

this report, the consultants presented an initial selection of potential interventions. The long list of the interventions can be found in section 5 of the Swansea City Centre Repurposing Strategy.

- 6.2 The strategy and interventions were developed by Rivington Hark and BDP, informed by site visits and engagement sessions with a wide range of stakeholders, including Council officers. Please see section 5 of the Swansea City Centre Repurposing Strategy for the full methodology of the intervention identification and selection process.
- 6.3 From the long list of intervention, Rivington Hark and BDP developed a short list of interventions, which have been developed in more detail, including high level costing and concept designs. Whilst all the interventions identified will have positive impacts on the city, the short list were appraised as requiring prioritisation, thus have been selected for further development in the short term. The next sections provide a high level summary for the shortlisted interventions.
- 6.4 This report seeks the approval to progress the identified shortlisted interventions. The next stage will look to identify the most suitable delivery route, for example inclusion in the Shaping Swansea initiative or private sector delivery; seek funding opportunities and consult relevant stakeholders and owners (if required). For each intervention, a further Cabinet report will be presented on the business case and if required, request funding.

7. Short list Interventions – Buildings

Below provides a high-level summary of the shortlisted interventions supported by a brief explanation of the proposed intervention:

- 7.1 **Debenhams** - Until their corporate collapse at the end of 2020 Debenhams, had been the anchor department store within the Quadrant Shopping Centre for the last 42 years. Its closure, together with the loss of the corresponding jobs is the largest single event to disrupt the city centre retail.
- Retain and improve the unit as a retail asset and refurbish the external elevations
 - Car Park - Consideration be given to a refurbishment of the Quadrant car park.
- 7.1.1 Alternative proposals considered for the Debenhams store, such as repurposing for cultural or residential uses, were considered as part of this process. The study determined that the transformation of the Debenhams into alternative uses could be considered in the longer term, however to secure Swansea's retail circuit and its role as a regional centre, the report recommends that the unit should be recommissioned to an active retail unit to deliver a quality retail experience and the quantum of retail necessary to increase and sustain the footfall and spend required to make the Quadrant and the retail core viable.

- 7.2 **St Mary's & Quadrant Entrance** - The Quadrant entrance and St Mary's sit at heart of the city centre. The changes to movement in and around the city that will be introduced by Copr Bay and proposals for both Castle Square and Wind Street mean that this location will become an important junction between Copr Bay, the Quadrant, Castle Square, the new Hub and Oxford Street and a key focus of the consolidated retail circuit.
- Potential reinstatement of Orange Street.
 - Introduction of a new Street Food Market that links both the current market and the Quadrant shopping centre.
 - Realignment of building line to visually line up with St Mary's Church.
 - Public realm and highway improvements around St Mary's.
- 7.3 **Primark** - Primark are an important retail anchor and occupy a highly prominent location within the central area.
- Work with owners to upgrade the façade and other potential improvements.
- 7.4 **Swansea Market** - Swansea Market is a well-established and much-loved feature of the city centre housed in a dramatic structure that is currently only fully visible once inside the building and has a limited presence on the street scene.
- The Union Street and Oxford Street entrances are significantly increased in size and prominence.
 - Assumption that one of the major entrances and interface with the Quadrant are addressed by the St Mary's & Quadrant Entrance intervention.
- 7.5 **263-265 Oxford Street and 8 Portland Street** – the 'Next' block occupies a highly prominent position in the heart of the retail circuit.
- Support the current developer to amalgamate the buildings to create a commercial ground floor capable of being let to a single major retailer or subdivided, potentially for high quality local independents.
 - The upper parts would provide new office accommodation or high quality residential units.

8. Short list Interventions – Public Realm

- 8.1 **Oxford Street / Portland Place Junction** - Animate a key junction along the core retail circuit and support proposed improvements to the Market entrance:
- Creation of a Junction Play area, with existing hardscape marked for creative play and creative use.
 - Playful modular furniture to define the space and provide a seating area.
 - Potential use as an outdoor extension of the market, offering space for further food sale kiosks or pop up shops during festivals.
- 8.2 **Marina Pocket Square** - Creation of high quality waterfront squares and parklets by upgrading of the three existing pocket squares located along the Marina area to deliver flexible, high quality space that has a visual

connection with the sea and nearby beach while offering a comfortable place to sit, spend time and socialise.

- 8.3 **The 'Lanes'** - upgrade the three existing lanes connecting the city centre to Wind Street. The proposed intervention is to deploy cost effective high impact tactical urbanism principally with the use of feature lighting and art to transform these spaces.
- 8.4 **Entrance Gateway**– Enhance key gateways, including the train station, the Parc Tawe car park facing the road bridge and from the west on Oystermouth Road near Tesco and the Civic Centre with public art, landscape interventions or impactful signage.
- 8.5 **Spring Clean**- A proposed solution to build on the current interventions in the public realm to bring forward a package of coordinated interventions to deal with specific issues such as the visual impact of commercial bins, cleanliness of streets around night time economy hotspots, or maintenance of trees and vegetation. Also address buildings with poor visual amenity that detracting from the general aesthetics of the city centre through targeted funding, particularly buildings of architectural merit but have fallen into a poor state of repair.
- 8.6 The funding for the commencement of these short term interventions is already in place via a capital allocation of £500k for Oxford Street although Authorisation to “vire” funding from the Oxford street budget will be undertaken in line with the recommendations of this report.

9. **Short list Interventions – Strategy and Policy**

As recommended by BDP as part of the policy review:

- 9.1 **Update the existing SCARF (2016) and adopt a new SCARF as SPG** – the consultants consider the current SCARF is in need of renewal so that decision makers can have a stronger policy basis and up to date planning framework to respond to current and future development proposals and planning applications within the designated Swansea Central Area. This work will require a commission for consultancy support to provide the necessary expertise and resourcing to complete in a timely manner in order to inform the regeneration process.
- 9.2 **Develop a Public Realm Strategy** - the consultants recommend undertaking a bespoke piece of work considering the public realm strategy, hierarchy of spaces and an events and curation programme throughout the year. This approach was set out in the previous Swansea Central Arts Strategy and work to drive the principles forward is currently underway with the Councils Cultural Services team. Additional investment and resources may be required to complete in a timely manner and in order to tie in the full recommendations for destination signage, creative space, public arts and events, as per the Economic Recovery Plan and Repurposing recommendations. This will enable an integrated approach to inform the regeneration process.

10. Action Plan and Implementation

- 10.1 If approval is received, it will be necessary to identify appropriate funding, resources and delivery approaches for each of the interventions, in order to ensure that each of these are able to be progressed and that the regeneration priorities are delivered in a timely manner.
- 10.2 It is recommended a holistic approach to delivery and funding is adopted to enable maximum impact to be realised. The interventions should not be seen in isolation, instead the suite of proposals interlinking with existing and forthcoming projects delivering an accumulative effect to transform the central area's physical, social, and economic condition.
- 10.3 As outlined above, this report seeks authorisation to initiate progress on the shortlist interventions. The action plan details the specific next steps, but broadly it relates to further refinement of the scope of the interventions, engagement with owners (where required) and stakeholders. Delivery options will be assessed to ensure viability and efficient use of any grant funding obtained.
- 10.4 Other than the activities referred to in section 8 above once delivery options have been considered further reports and any financial implications will be presented to Cabinet.

11. Integrated Assessment Implications

- 11.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the 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.
- 11.1.1 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.'

- 11.1.2 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, careers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 11.2 The Integrated Impact Assessment process ensures that due regard has been paid to the above.
- 11.3 In order to comply with the relevant equality regulations, an Integrated Impact Assessment Screening Form has been completed. The Screening Form is attached as Appendix 2.
- 11.4 This report asks for permission to further develop the interventions in accordance to Swansea City Centre Repurposing. At this stage there will be not be any impacts whether positive or negative on any protected characteristic group as the interventions will be only be progressed in design, funding, and resource terms. Further cabinet reports will be submitted to authorise the delivery of any of the interventions in due course.
- 11.5 As part of the next stage proceeding with the further development of the interventions the impacts of each intervention will be considered and assessed, and a specific IIA process will begin.

12. Financial implications

- 12.1 As outlined above the approval of this report does not commit the council to additional funding obligations but does “repurpose” £500k of existing funding within the approved Capital Programme and seek to utilise some of the recovery fund moneys set aside to aid economic and retail recovery. Any additional funding requests would be dealt with via the usual cabinet reports in line with the council constitution.

13. Legal implications

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

Background Papers: None

Appendices:

Appendix 1 [Swansea city centre repurposing strategy - Swansea](#)

Link to Swansea City Centre Retail & Leisure Review and Repurposing Strategy:

https://www.swansea.gov.uk/media/2914/Swansea-city-centre-repurposing-strategy/pdf/Swansea_city_centre_repurposing_strategy.pdf?m=1630936546370

Link to Appendix A: Movement and Transport -
[https://www.swansea.gov.uk/media/2915/Swansea-city-centre-repurposing-strategy-appendix-1---movement-and-transport/pdf/Swansea city centre repurposing strategy - appendix 1 - movement and transport.pdf?m=1630936574800](https://www.swansea.gov.uk/media/2915/Swansea-city-centre-repurposing-strategy-appendix-1---movement-and-transport/pdf/Swansea%20city%20centre%20repurposing%20strategy%20-%20appendix%201%20-%20movement%20and%20transport.pdf?m=1630936574800)

Appendix 2 Integrated Impact Assessment Screening Form

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

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:

Re- purposing Swansea

A cabinet report is being submitted requesting approval of the principle of the *Swansea City Repurposing Strategy* and to progress the shortlisted interventions in accordance with the strategy.

This report seeks the approval to progress the identified shortlisted interventions. The next stage will look to identify the most suitable delivery route, for example inclusion in the Shaping Swansea initiative or private sector delivery; seek funding opportunities and consult relevant stakeholders and owners (if required). For each intervention, a further Cabinet report will be presented on the business case.

Overview of the strategy:-

Swansea City Council has acknowledged the need to rapidly intervene and manage the contraction of retail caused to the impacts of Covid-19, the shift to online shopping and the changing roles of city centres via a strategy to repurpose areas of the City Centre (buildings and public realm) with new uses to underpin an engaging, meaningful and sustainable regeneration process

Building Design Partnership (BDP) was commissioned to develop, together with Rivington Hark, PJA, and AECOM a repurposing strategy for Swansea's City Centre in response to the accelerated contraction of the retail offer within the city.

The study focused on the geographic area indicated in the project brief (see Swansea City Centre Repurposing Strategy, p.6). This includes a masterplan boundary and a more detailed study area around Swansea Market, St. Mary's, Quadrant and Oxford Street. Inevitably the study has extended beyond this boundary and considered the city's Central Area as defined in the Swansea Central Area Regeneration Framework (SCARF), and other opportunity areas from the Shaping Swansea initiative.

Integrated Impact Assessment Screening Form – Appendix 2

The refreshed masterplan establishes a spatial framework to guide the City Centre’s repurposing strategy and its associated interventions. Additionally, four supporting strategic objectives establish criteria to assess, in first instance, the impact of any proposed intervention. These also complement the Swansea Central Area Regeneration Framework’s (SCARF) strategic objectives and reinforce the environmental, social and wellbeing themes of the local and national policy framework.

The Strategic Objectives are:

SO1 - Create A Vibrant And Sustainable City Centre Core.

Supported by the following actions:

- Address vacancies and enable repurposing empty buildings/ spaces
- Constructively manage the contraction of retail and define a new sustainable retail core
- Create a ‘grown up’ day and evening leisure offer
- Address the requirements of major retailers (unit sizes, servicing, parking) to retain existing and attract to the city centre
- Retain and encourage independent retailers and cluster their offer around the market
- Promote a mix of uses to support an all-day experience
- Capitalise on the transformational projects that are underway
- Repurpose vacant and historic buildings

SO2 - Change Perceptions And Make Swansea A Destination

Supported by the following actions:

- Create a distinct and vibrant sense of place, invest in events, connect the city centre’s arts and culture institutions and get people talking about Swansea
- Create attractive and welcoming arrival spaces to support positive first impressions
- Tackle anti-social behaviour
- Reconnect to the waterfronts and surrounding natural landscape
- Enhance quality of public realm and streetscape
- Celebrate Swansea’s identity
- Project local passion and pride

SO3 - Enable New Living And Working Opportunities In The City Centre

Supported by the following actions:

- Provide more quality office accommodation
- Promote a high quality, attractive and diverse residential offer in the city centre
- Promote use of vacant upper floors as workspaces or residential
- Reinforce the business ecology for creative, knowledge and digital sectors

SO4 - Promote A Healthy, Inclusive And Connected Liveable City

Supported by the following actions:

- Opportunity for a green and blue city

Integrated Impact Assessment Screening Form – Appendix 2

- Develop active and sustainable travel strategies
- Improve and grow the city centre’s social infrastructure
- Promote active leisure
- Define a public realm framework with a clear hierarchy
- Enhance the city centre’s environment

Following the analysis exercise, SWOT and development of revised strategic objectives for city centre, described in the previous sections of this report, the consultants presented an initial selection of potential interventions. The long list of the interventions can be found in section 5 of the Swansea City Centre Repurposing Strategy.

From the long list of interventions, Rivington Hark and BDP developed a short list of interventions, which have been developed in more detail, including high level costing and concept designs. Whilst all the interventions identified will have positive impacts on the city, the short list were appraised as requiring prioritisation, thus have been selected for further development in the short term.

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"/>
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

The baseline study has been based on site visits, a desktop analysis of current uses in the city centre, movement and traffic appraisal, a review of planning policy and meetings and interviews with stakeholders and retailers. The masterplan vision and strategy underpinning the proposed interventions were informed by a series of workshops with SCC officers and relevant stakeholders. Please see below for specific on the engagement and

Integrated Impact Assessment Screening Form – Appendix 2

consultation activities undertaken by during the development of the strategy and interventions.

- Interviews with key stakeholders
- Workshops with Swansea Council and Welsh Government officers
- Workshops with Swansea Council Members
- Audit of relevant business owners and retailers
- The interventions were assessed against current policy and the strategic objectives please see section 2.1, and 5.1.2 of the **Swansea City Centre Repurposing Strategy**
- Outcomes of previous consultants conducting for relevant schemes such as Copr Bay (former known as Swansea Central) also informed the development of the strategy. For example the previous design workshops and consultations for Swansea Central North revealed a need to improve the connectivity between the existing market and the Quadrant Shopping Centre at this important location on the spine, which links Copr Bay to Oxford Street.
- The Swansea City Centre Repurposing Strategy builds upon and updates the principles and land use proposed set out in the existing Swansea Central Area Regeneration Framework (please see <https://www.swansea.gov.uk/citycentreframework> for the full document). The SCARF underwent a full public consultation, and was informed by current policy and legislative context.
- If approval is provided by Cabinet to progress the shortlisted listed interventions as identified in the report, a IIA screening form, and if required report will be completed for each intervention.
- If approval is given to progress with the refresh of the SCARF we will then be undertaking full re-consultation and stakeholder engagement on the new SCARF. This will involve public consultation as well as building on engagement with businesses, key stakeholders and impacted groups.

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

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

Yes No **If yes, please provide details below**

Legal, Finance, Procurement, Highways, Culture and Tourism, Transport, Corporate Property

- As the proposed interventions are wide ranging, their development will require input from Highways, Culture and Tourism, and Corporate Property to inform statutory, design and service implications. Once interventions progress further towards delivery (subject to further Cabinet reports) Legal, Finance and Procurement will also be required to input to ensure successful, compliant implement processes.

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 report asks for permission to further develop the interventions in accordance with Swansea City Centre Repurposing Strategy. At this stage there will be not any impacts whether positive or negative on any protected characteristic group as the interventions will only be progressed in design, funding, and resource terms. Further cabinet reports will be submitted to authorise the delivery of any of the interventions in due course.

As part of the next stage proceeding with the further development of the interventions the impacts of each intervention will be considered and assessed, and a specific IIA process will begin. It is recognised that some of the proposed interventions could impact a number of the protected characteristic groups due the changes in physical environment and land use, therefore full considerations of these impacts and appropriate mitigations will be investigated in due course.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

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

Currently approval is only being sought to further develop the proposed shortlisted interventions in accordance with the proposed strategy, which will involve identifying delivery methods, funding, resourcing, and consultation.

If approval is provided by Cabinet to progress, an IIA screening form, and if required report, will be completed for each intervention.

Therefore currently it is believe no additional mitigation is immediately required, however all shortlisted interventions will be assessed in line with IIA protocols once approval from Cabinet is received.

- Summary of involvement (Q3)**

The baseline study has been based on site visits, a desktop analysis of current uses in the city centre, movement and traffic appraisal, a review of planning policy and meetings and interviews with stakeholders and retailers. The masterplan vision and strategy underpinning the proposed interventions were informed by a series of workshops with Swansea Council and Welsh Governments officers, Swansea Council

Integrated Impact Assessment Screening Form – Appendix 2

Members, an audit and engagement with relevant business owners, and interviews with relevant stakeholders.

The Swansea City Centre Repurposing Strategy is based upon the principles in the adopted Local Development Plan and SCARF, which have undergone full public consultations.

- **WFG considerations (Q4)**

The updated high level masterplan for the city centre, and associated strategic objectives were developed with full consideration of the Wellbeing of Future Generations Action, please see pages 12-16 of the Swansea City Centre Repurposing Strategy for the details on the policy and legislation assessment that was completed and how it informed the strategy and identified interventions.

The strategy aims to support the development of Swansea City Centre for future generations in enhancing the attractiveness of the city and contribute towards a sustainable, prosperous city centre.

- **Any risks identified (Q5) Cumulative impact (Q7)**

The key risks identified are:

At this point in time, this report is low risk as we are only asking for decision in principle to explore the suggested interventions and report back to cabinet with options for a delivery strategy. The later reports will identify specific project risks.

This report asks for permission to further develop the interventions in accordance with the Swansea City Centre Repurposing Strategy. At this stage there will be not be any impacts whether positive or negative on any protected characteristic group as the interventions will be only be progressed in design, funding, and resource terms. Further cabinet reports will be submitted to authorise the delivery of any of the interventions in due course.

As part of the next stage proceeding with the further development of the interventions the impacts of each intervention will be considered and assessed, and a specific IIA process will begin.

Full IIA to be completed

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

This screening form is for the approval to go forward and investigate these possible site therefore full IIA reports will be developed when we do the site specific IIA process.

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

Screening completed by:
Name: Chantel Ellis
Job title: Project Officer
Date: 14/6/21
Approval by Head of Service:
Name: Phil Holmes
Position: Head of Service
Date: 19/08/21

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

Agenda Item 16.



Report of the Chief Legal Officer

Cabinet – 16 September 2021

Exclusion of the Public

Purpose:	To consider whether the Public should be excluded from the following items of business.	
Policy Framework:	None.	
Consultation:	Legal.	
Recommendation(s):	It is recommended that:	
1)	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.	
	Item No.	Relevant Paragraphs in Schedule 12A
	17	14
Report Author:	Democratic Services	
Finance Officer:	Not Applicable	
Legal Officer:	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
12	Information relating to a particular individual.
	<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>
13	Information which is likely to reveal the identity of an individual.
	<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>
14	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
	<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>a) Whilst they were mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or</p> <p>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>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.</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>Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</p>
	<p>No public interest test.</p>
17	<p>Information which reveals that the authority proposes:</p> <p>(a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</p> <p>(b) To make an order or direction under any enactment.</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>Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime</p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

Agenda Item 17.

By virtue of paragraph(s) 14 of Schedule 12A
of the Local Government Act 1972
as amended by the Local Government (Access to
Information) (Variation) (Wales) Order 2007.

Document is Restricted

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