

1st April 2023 –
31st March 2024



Annual Report

2023/24

Contents

Foreword by Ewan Jones, Chair	4
Overview by Carole-Anne Davies, Chief Executive	6
About us	8
Our Objectives	8
Our values	11
What do we mean by good design and why does it matter?	11
Our Performance 1 April 2023 – 31st March 2024	13
Our Key Achievements	17
Addressing the needs of Future Generations	23
Look ahead to strategic priorities for 2024-25	26

Appendices

1. Governance Statement and Board of Directors	30
2. Equalities, Welsh Language, and the Well-being of Future Generations Act	35
3. Note on financial and human resources, support in-kind	36

Foreword by Ewan Jones, Chair



I am pleased to introduce our Annual Report for the period 1 April 2023 – 31 March 2024, including a forward look to 2024-25. As incoming Chair, I am immensely grateful to my predecessor Gayna Jones and to Directors Fiona Nixon, Ian Carter, and Elinor Gray-Williams all of whom served during this plan period.

This plan covers increased activity in key areas promoting high quality design in transport, regeneration and placemaking, and an effective pattern of hybrid working, enabling us to pursue core strategic objectives and expanded access to our services.

We continue to value our constructive relationship with the Welsh Government which facilitates our work as we respond to the framework they set us in addition to our company objectives. The working relationship we share with colleagues in the Planning Directorate and in the transport regeneration, homes, and places teams, is productive and collaborative.

I also want to acknowledge the drive and ambition of Julie James MS, Cabinet Secretary for Housing, Local Government and Planning, her cabinet colleagues and officials with whom we worked closely and productively in recent years.

As Directors of a limited company, this context is a supportive one, which helps us as we execute our duties and responsibilities in governance and strategic direction. We are also fortunate to have a strong staff team and Commissioners on the Board to whom I extend my thanks and appreciation for all their commitment, expertise, and enthusiasm.

Our continuing work, major projects and our strategic relationships are noted in our Framework Letter and Funding Agreement for the Term of Government 2021-2025 which are in place along with our annual remit letter which accompanies them. The Design Commission promotes good design across the built environment, viewing it as a critical factor in contributing to economic advantage through environmental quality, addressing climate and nature imperatives, securing efficient land and resource use, and to creating an environment that offers people quality and choice in their neighbourhoods, transport, healthcare, and well-being.

Our already substantial role in several nationally strategic initiatives continues to include our specialist support and input into the place-led planning policy agenda - which identifies the critical role of good design in sound placemaking. We continue to work toward the objectives of the Well-being of Future Generations Act alongside responding to decarbonisation and climate change imperatives.

Some highlights from the year 2023-24 include:

- Significant contributions to the Ministerial Town Centre Task Force, then chaired by Lee Waters MS Deputy Minister for Climate Change, and to the Transforming Towns Agenda through which we attracted new, additional revenue funds for a direct programme of expert support and input to regeneration and strengthening the Town Centre First Principle, focusing on Placemaking.
- Providing specialist strategic review and client support to the team delivering the £500m Velindre International Cancer Centre Project, Cardiff.
- Providing strategic design review support to local authorities and other stakeholders across Wales, to City and County of Swansea Council working on its ambitious city-wide regeneration programme, and to a range of statutory consultees and developers engaged in large scale renewable energy projects in north Wales.
- Engaging over 500 delegates in training events or seminars and with 18 of Wales's local authorities.
- Providing specialist input to local authorities engaged in local development plans.
- Our Chief Executive's continued chairing of the Welsh School of Architecture External Advisory Board.

We focus on outcomes that lead to greater public value and to strengthen our collaboration and influence with decision makers across national and local government. Regeneration and renewal depend upon excellence in built environment design, and development especially for good quality homes, well-connected places and more walkable, greener neighbourhoods.

As incoming Chair, I am aware of challenges ahead through which we will need to steer the Design Commission on a steady course and upward trajectory, including the development of our resources. For now, I am pleased to work with Commissioners, staff and the team of dedicated inter-disciplinary design, development and construction professionals who give voluntarily of their time and expertise to support our nationwide services.

The Design Commission pursues a commitment to quality and the importance of design, which must be made explicit and must be accelerated. The policy and legislative tools have been refined over 20 years of devolution and have been used to clearly express considerable ambition. We will continue to exercise leadership in our field, to build capability and a culture of quality in practice and across sectors, that attends excellence, every day – playing our part in translating world leading policy into high quality delivery.



Ewan Jones
Chair, Design Commission for Wales

Overview by Carole-Anne Davies, **Chief Executive**



It's now more than 20 years since the Design Commission was formed, as a first term initiative of the newly devolved Welsh Government (then Welsh Assembly). Our energy and enthusiasm for the task of promoting good design in Wales across all sectors is unabated and we remain focussed on our vision for a Wales that is simply a better place.

As we look back and highlight successes over the year 1 April 2023- 31 March 2024, and forward to 2024-25, it is important too that we note, with candour, the barriers that still exist to achieving a well-designed Wales that captures long term benefits.

World leading policy and legislation is in place in Wales – there is no lack of ambition and vision for what could be achieved, and the policy tools are in place. We are proud to have been a contributor to the work which helped shape some of that national policy context – and its emphasis on good design quality as key to placemaking in the context of *Future Wales the National Development Plan and Planning Policy Wales*.

We continue to share our skills and experience to help influence development practice and projects of strategic significance including energy, transport, and development planning in the context of climate and nature emergencies. Promoting the value of design remains critical for creating high quality environments and locations that attract talent and businesses for a competitive economy. It is vital for better connectivity, movement, and transportation projects across Wales, which are essential to harnessing economic, environmental and social value.

Our workshops, design reviews, client support and training services all aim to help develop skills, confidence, and capacity across all disciplines, in national organisations, local authorities and among decision makers, throughout Wales. Day to day we are engaged in activities that provide support, additional skill, and constructive challenge across the country, with a wide range of stakeholders.

As we provide critical friendship, expertise and specialist support to local authorities and the private and wider public sectors involved in strategic planning, regeneration, and renewal, we learn about the forces that influence the integration of good design practice. We can synthesise this learning and understand trends and patterns that offer opportunities or barriers to achieving high quality, attractive, easy to use environments.

Among the most consistent barriers in Wales is a considerable skills challenge which must be addressed if tangible progress is to be made toward competitive advantage offered through

environmental quality. Strategic planning - getting the right development in the right locations - decarbonising and addressing the impact of our changing climate requires significant skills in all sectors. There remains an urgent need to accelerate work in these areas and invest in the skills needed.

Allied to this skills challenge is the influence of widespread practice in commissioning projects and procuring design teams – without a clear brief, in limited timescales and with insufficient capacity in supply chains and commissioning authorities. A focus on capital cost within insufficient timescales compounds risk factors and drives down quality. Across the UK over this period, we can't help but see construction industry risk rising, margins narrowing, quality diminishing and large industry employers entering receivership.

Taken together these factors throw light on culture and practice across the piece that result in avoidable, costly design and construction error, reduced quality and diminished public value. Resolution of these issues remains a collective responsibility and the Design Commission remains committed to engaging with stakeholders to help develop better skills, better practice, and better outcomes. Excellence in the everyday is possible and should be the default expectation.

The importance of design skill and capacity cannot be underestimated in the time, quality, cost equation. We are determined not to lose sight of this design opportunity whilst recognising that the challenges of scale, skills and capacity still frustrate progress in all areas of positive change in the built environment. Good designers solve practical problems. Excellent design teams bring creative and long-lasting solutions for the places that we all inhabit.

The Design Commission is a very small organisation with its extensive reach made possible only by the support we receive from our stakeholders, our Board, my direct team, and our network of 40 outstanding design and development practitioners. My sincere thanks go to them all for the generosity with which they impart their knowledge and skill, and for their unwavering commitment. Together we will make Wales a better place.



Carole-Anne Davies
Chief Executive

About us

The Design Commission for Wales promotes good design for a Wales that is simply a better place.

The Design Commission is a private company limited by guarantee (DCFW LTD), without share capital and incorporated in 2002 as a wholly owned subsidiary of the National Assembly for Wales, now Welsh Ministers, pursuant to the Government of Wales Act 2006. The Design Commission has its own Board of Directors appointed via the Ministerial Public Appointments process, who carry out their duties as Directors of the company with care, diligence, and skill. The Design Commission receives funds from the Welsh Government to carry out activities in pursuit of the objectives of the Company as set out in its Memorandum of Association alongside the requirements of the Annual Framework and the Annual Remit Letter, usually agreed ahead of each new financial year.

Our Objectives

Our company objectives as the Design Commission for Wales (DCFW LTD) are:

- To champion high standards of design and architecture to the public and private sectors in Wales through promoting wider understanding of design issues and the importance of enhancing the built environment across all sectors, including the organisation of exhibitions, meetings, seminars, and conferences.
- To promote design practice that is compatible with the scheme made by the National Assembly for Wales under Section 121 of the Government of Wales Act 1998 (“the Sustainable Development Scheme”), promoting best practice in energy efficiency, waste disposal and access to public transport.
- To promote design practice compatible with the highest standards in relation to the promotion of equality of opportunity and social inclusion.
- Whilst promoting excellence in prestige projects to have due regard also to the promotion of excellence in day-to-day developments such as residential estates and industrial units.

The Design Commission holds a multi-disciplinary remit for the whole of the built environment in Wales with:

- An expert, multi-disciplinary, multi-sector team delivering specialist services
- A depth and breadth of knowledge, experience, and relationships
- The ability to attract and retain the commitment of skilled professionals
- Capacity to stimulate and help sustain Wales-wide collaborative networks.

In this context the Design Commission promotes the importance of good design, using three distinct but related services which address our objectives and the remit set out for us by the Welsh Government.

Client Support and Training

- We focus on long-term, strategic items, place-making and securing design quality through the planning process, helping clients from all sectors to raise their aspiration and support their ambition through to delivery.
- We can help clients identify their requirements and clearly communicate them, develop the brief and secure high quality, integrated design teams and appropriate design consultants at the right stage of the project.
- We can help local authorities and other public bodies in early strategic planning and the processes that accompany local development and strategic planning processes.
- We provide advice and guidance appropriate to all stages of development planning and strategic place-making, as well as for small scale day to day developments, residential and neighbourhood proposals, masterplans, and development briefs; larger scale major developments and long-term national infrastructure projects, including transport, road, tidal, wind and other renewable energy projects.



Active ground floor, © Jen Heal & DCFW



© Jen Heal & DCFW

National Design Review Service

- We encourage early consultation on proposals throughout Wales, adding value by providing early, long term, strategic design advice, expert resources, support and constructive challenge for clients, design teams, local authorities, and developers throughout Wales.
- We place our independent expert comment on the public record.

Events, Publications and Networks

- We use all our platforms to publish and share our learning, expertise and experience of live development practice contributing to debate and with a view to influencing positive change.
- Our experience means that we are well placed to help shape the opportunities for well-designed, well-located, and timely development and to promote the value of good design for sustainable place-making.
- We help explore relevant issues, raise awareness, stimulate collaboration, and wider debate and communicate the benefits of good design through a series of events and publications which focus on key topics for the design and development industries.

The specific requirements of our Annual Remit Letter and Framework are set out in more detail in this plan alongside our performance report for the relevant period.



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Our values

We value openness, transparency, and mutual respect in a culture where knowledge is shared with all our stakeholders. These values characterise the kind of organisation we strive to be.

We nurture a professional, constructive, and creative culture and work to continuously improve the efficiency and quality of our services.

We are an expert organisation that values each team member and nurtures their creativity, competence, and confidence. Professional and personal development and the enhancement of leadership capability enriches our team, strengthens our performance and protects the quality of the work we do and the services we provide.

What do we mean by good design and why does it matter?

The built environment hosts every human interface. Whether we are catching a train, attending school or university, in need of healthcare services, living in comfortable homes or enjoying green space, safe drinking water and clean air – we rely on our built, made and shaped environment to support us in our way of life. A large proportion of the people who shape that environment are designers of one kind or another. Our entire environment is shaped in some form, by design.

Good design is essential for good place-making, sustainable development, social inclusion and long-term public value. It maximises efficient use of land and other resources, contributes to a skilled workforce and delivers better environmental quality for an enhanced quality of life and well-being for the people of Wales. A well-designed, well-connected built environment gives people choices for travel and transport, provides ease of access to opportunities for healthcare, education and work, it is inclusive and easy for everyone to use, it is full of places that are pleasant and enjoyable to live in.

Good design matters because:

- Good designers solve practical problems
- Good design simplifies complexity
- Well-designed places attract talent and business
- Well-designed places are easy to use for everyone – they are accessible and inclusive
- Good design uses natural resources and energy efficiently
- Good design reduces risk, delay and cost due to error or unplanned change
- Good design adds value and captures long term public good.

Built environment practice and processes have a significant environmental impact be it carbon, construction and demolition waste, materials, and mineral extraction. Our built environment is forged from finite resources by processes that can alter environmental conditions significantly – including the course of rivers, the stability of landforms, the quality of the air we breathe.

UK and international studies have shown significant financial losses are incurred due to avoidable construction error, some seventy percent of which occur at design stages. Among them are critical factors – too little time for design and a poor culture in relation to quality.¹

The UK design economy was shown to be healthy in the 2022 *Design Economy: People, Places and Economic Value*² report, which demonstrated the value of design to Wales and the UK. The report points to growth in this area at twice the UK average, contributing £97.4bn in GVA to the UK economy with Wales seeing an increase of 18% in GVA to £2 billion. The data also reveals a significant, skilled industry, employing 1.97 million people – one in twenty workers - in the UK in 2020 including architecture, product design, fashion, digital design, craft, and graphics plus those working in service design roles in other sectors, such as the NHS and financial services. In 2019, the design sector accounted for over £70bn in exports, including work commissioned for overseas projects from the UK.

Given the impact of built environment practice, its place in the economy and the challenges of climate change and achieving net-zero targets – promoting, recognising and securing the value of high-quality design is vital across the piece. Designers bring immense value in many forms - shaping public spaces and services, creating good-quality homes and neighbourhoods, and they play critical roles in many disciplines ensuring that our built environment and transport infrastructure can capture quality and long-term value alongside wider public benefits.

1 <https://getitright.uk.com/reports/strategy-for-change>

2 https://www.designcouncil.org.uk/fileadmin/uploads/dc/Documents/Design_Economy_2022_Full_Report.pdf

Our Performance

1 April 2023 – 31st March 2024

We work closely with our partners in the Welsh Government, reporting quarterly to them via our Sponsor Partners in the Planning Directorate, between our quarterly Board of Directors meetings and our AGM and in our financial year-end reports. Our annual remit letter for each year sets out the key activity and programme requirements along with our targets for the period.

Our framework and remit letter for 1st April 2023-31st March 2024 reflects service area targets and our wider role in Transforming Towns, with a specific focus on placemaking in the context of regeneration across Wales while supporting Welsh Government housing, regeneration, and economy officials along with local authorities.

The framework also reflects our guidance work on renewable energy, our transport design input and advice to Transport for Wales, and our new role in providing secretariat and acting as expert independent host for the Active Travel Board in Wales, for a trial period of one year subject to review. This list is not exhaustive and was in addition to our core services for local authorities, commissioning clients/individuals/developers and the third sector.

Budget

	2023/24
Revenue	£510,000 (Incl. £150,000 Transforming Towns)
Value of In-kind support of 40 voluntary professionals	£81,949.50

In considering this activity and performance report it should be noted that:

- Our services are promoted and delivered throughout the whole of Wales, with an independent expert stance.
- We are not a membership organisation or professional body.
- We do not represent the interests of any single profession. We recognise and reflect the multidisciplinary nature of the built environment and the breadth of design, planning and place-making activity.
- We focus on the long-term public value that can be achieved through the creative problem solving which sits at the core of excellent design and development practice and underpins sound strategic planning and placemaking.

Our targets for 2023/24 remained constant:

- 22 Design Review Days including a minimum of 4 days online and/or in person for all parts of Wales as demand requires.
- 8 Professional Development Sessions planned and delivered.
- 350 Built Environment Professionals/Local Authority Members attending training/seminar events.

These targets were supplemented by the requirements of our framework and remit letter from the Welsh Government, informed by the *Programme for Government 2016-2021 Taking Wales Forward* supported by Well-being objectives and *Prosperity for All*, the national strategy.

The remit sets out the Welsh Government expectation that we will continue to champion the role of design in the built environment while contributing to achieving the actions set out in these strategies and any forthcoming Government strategy documents that may supersede these for the Senedd period 2021-2026.



Design Review Service 1 April 2023-31 March 2024

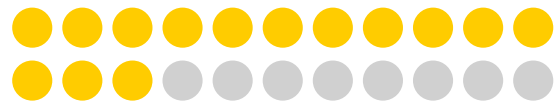
21 Days were delivered

14 Local Planning Authorities used the service including Denbighshire, Bannau Brycheiniog NPA, Vale of Glamorgan, Caerphilly, Cardiff, Swansea, Gwynedd, Carmarthenshire, Merthyr Tydfil, Neath Port Talbot, Bridgend, Pembrokeshire, Wrexham and Newport.

21 Design Review days delivered



14 of 22 Local Planning Authorities used the Design Review service



Training Events and Seminars 1 April 2023-31 March 2024

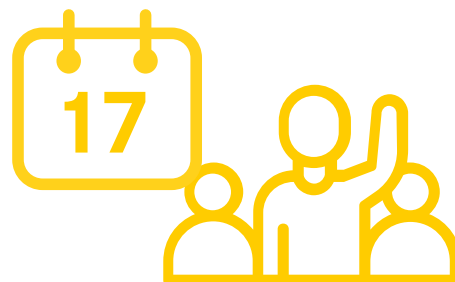
Seminars, training and workshops were delivered online and in person, subject to user needs. DCFW only records delegate number data against targets where we are the lead or primary organising partner.

DCFW delivered or contributed to a total of **17** training events and seminars.

13 Events were DCFW's primary events attracting **536** delegates.

4 were partner events attracting **135** delegates.

17 Training events & seminars delivered, attracting a total of 671 delegates



Placemaking Days/Transforming Towns support for local authorities

Placemaking days began in January 2023 and were scheduled throughout the calendar year. Sessions were available to local authorities to discuss and receive support on the development of their placemaking plans.

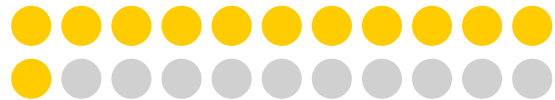
In total **12** sessions were held and 12 of the 22 local authorities attended sessions during this period. Each session involved discussing several towns within the local authority area.

Overall, across our services we engaged with **18** of the 22 local authorities in Wales and one National Park Authority. These were Anglesey, Bridgend, Caerphilly, Carmarthenshire, Ceredigion, Flintshire, Gwynedd, Merthyr Tydfil, Powys, Swansea, Vale of Glamorgan, Powys, Denbighshire, Newport, Monmouthshire, Cardiff, Wrexham, Neath Port Talbot and Bannau Brycheiniog.

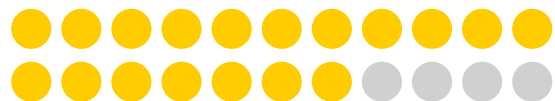
12 Placemaking sessions held



12 of 22 Local Planning Authorities used the service



Engaged with 18 of 22 Local Planning Authorities across our services



Our Key Achievements

Throughout 2023/24, DCFW continued to:

- Contribute to the delivery of the Welsh Government's Programme through championing good design in our built environment, helping to make better places where people want to live and work across all of our work.
- Support the delivery of sustainable development, the creation of sustainable communities and the tackling of climate change in line with our objectives and as aligned with our purpose and response to the remit set down.
- Support the development and implementation of the policies of the Welsh Government including Planning Policy Wales, Technical Advice Notes and the National Development Framework – Future Wales: The National Plan 2040, insofar as they relate to placemaking, design and architecture.

The public appointments process was completed in April 2024 with the selection of a new Chair of DCFW. Ewan Jones takes up the role on 1 June 2024 with Chair, Gayna Jones, due to finish her term on 30 April 2024. We thank Gayna for her time and commitment as Chair, her strategic counsel and the difference that she has made to placemaking in Wales and look forward to working with Ewan.

During 2023-24 we continued to promote the highest standards of development, supporting and promoting inclusive design, sustainable development and climate resilience, in accordance with the Planning (Wales) Act, the Well-being of Future Generations (Wales) Act and the Equalities Act. Our work included:

- Ongoing delivery of design and placemaking workshops for Transport for Wales alongside support to increase and enhance design capacity within the organisation.
- Embedding placemaking across the development sector in Wales through the implementation of the Placemaking Wales Charter. We are pleased to work so closely in partnership with the Planning Directorate and playing a facilitating role in driving this work forward. The number of signatories to the Charter has now reached 150 organisations across Wales.

We are equally committed to ensuring our services are aligned towards delivering 'strategic placemaking' whereby influence over site location and selection is considered at the most appropriate opportunity to maximise sustainable transport and design options, as reflected in our work with Local Authorities in the development of Local Development Plans.

Town Centre Placemaking

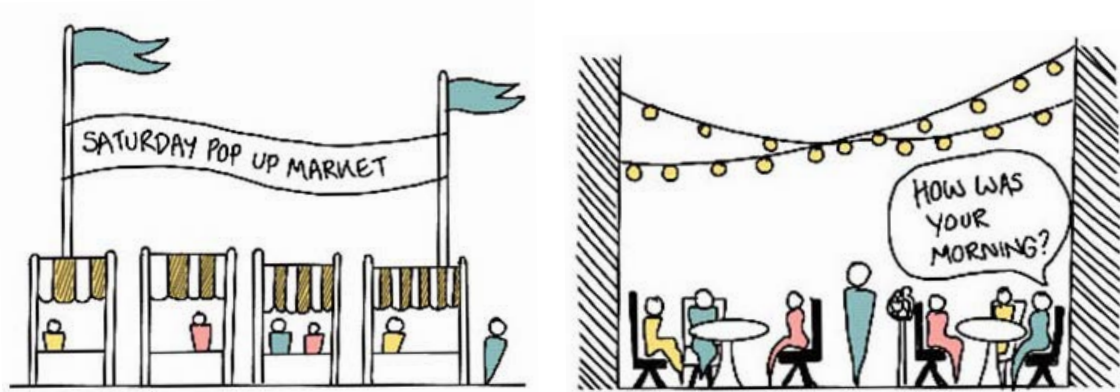
Involvement in the Transforming Towns programme has led to DCFW engagement with all local authorities in Wales, including different departments to those that we regularly see-through design review, training and events. It has helped bring together different local authority and Welsh Government departments and join up several of the strands that we are working on including work with Transport for Wales, support for LDP preparation and promotion of the Placemaking Wales Charter.

As the local authorities progress their plans, there will be projects emerging that can feed into the design review service. Meanwhile, we continue to work in close collaboration with Welsh Government and are preparing to build on our first phase of work, supporting local authorities as they prepared their town centre Placemaking Plans in line with the requirements of Welsh Government's Transforming Towns funding programme.

In this area of activity, we are now focussed on:

1. Delivering a regeneration conference/event in Autumn 2024.
2. Further joining up of Programme for Government (PfG) commitments.
3. Improving the framework and procurement process to widen the range of skills and expertise inputting into Placemaking Plans as well as guidance on brief writing for specific projects.
4. Ongoing review of emerging placemaking plans and key projects coming from these.
5. Promoting corporate ownership of the plans in local authorities backed up backed up by Welsh Government level coordination.
6. Delivering topic-based learning events, case studies and digital content.

An additional budget of £70,000 has been agreed from Welsh Government to support this work.



Active Travel Board

At the request of the Welsh Government, DCFW provided independent expert secretariat to the Active Travel Wales Board up until 31 March 2024, helping the Board to demonstrate its independence. The Design Commission fulfilled the secretariat function for 14 meetings (incl. 6 preparatory meetings), providing meeting space and servicing, collated meeting papers and minutes, preparation with the Chair.

Board preparation meeting	Board meeting
2023	
4th May	26th May
29th June	27th July
24th August	21st September
23rd October	17th November
2024	
11th January	8th February
22nd February	21st March

Active Travel to School sub-group meetings were also held on 11th September and 8th November 2023.



British Irish Council (BIC) 25th Anniversary International Symposium

The Design Commission led on the topic concept focussing on placemaking, organisation and delivery of the British Irish Council international symposium on 8 September 2023. The British Irish Council promotes positive, practical, relations on an East-West basis operating through eight Member Administrations – the UK Government, Government of Ireland, Northern Ireland Executive, Scottish Government, Welsh Government, Isle of Man Government, Government of Jersey, and Government of Guernsey. The Council meets at Ministerial level three to four times per year. A series of Work Sector groups, with members from across the islands, cooperate on an ongoing basis on a range of agreed, specified areas of cooperation and information-sharing. The symposium in Cardiff marked the 25th anniversary year of the Belfast/Good Friday Agreement under Strand 3 of which, the Council was formed.

Significant DCFW time and resources were invested in the project from February to September 2023. Our team developed the programme concept and collaborated with colleagues from the BIC Ciara Gilvarry and Lisa Penny to establish speakers, venue, and logistics. We led the event on behalf of the Welsh Government as the host nation. The event was chaired by our Chief Executive Carole-Anne Davies, opening with an address from First Minister Mark Drakeford and 80 delegates attending.

Transport for Wales

With a new Memorandum of Understanding in place, we have continued to support Transport for Wales on a range of projects to help promote and embed a consistent approach to design quality.

We reviewed and challenged proposed plans for five new stations on the South Wales Main Line in November 2023. The stations are vital pieces of the jigsaw puzzle of Wales' transport and must be of higher quality. We also conducted site visits in North Wales in February 2024 covering Wrexham Gateway, Llanberis Mobility Hub and Holyhead Interchange.

British Irish Council (BIC) 25th Anniversary International Symposium



Hunt Medi Group

We supported a task group, charged with developing *'guidance on delivering place based economic development enabled by transport solutions that support the growth of a prosperous, green, and equal economy and are consistent with the future tests for road building and the Wales Transport Strategy'*. We encouraged testing of new approaches and solutions via workshops looking at sites that exhibit the challenges being explored.

Renewable Energy in Wales

We completed and published the new planning guidance which supports key policies set out in *Future Wales – The National Plan*. The new guide *Designing for Renewable Energy in Wales* was completed in November 2023 and supersedes our earlier 2014 good practice guide. The document sets out the key design objectives and considerations for the sensitive development of large-scale onshore wind and solar installations as well as ancillary development in Wales.

Welsh School of Architecture External Advisory Board

Our Chief Executive Carole-Anne Davies continues to Chair the External Advisory Board of the Welsh School of Architecture at their invitation. The school is ranked third in the best universities in the UK with an international reputation for teaching excellence. The Advisory Board provides constructive challenge and a developmental forum for the WSA and makes key links with industry and practitioners.

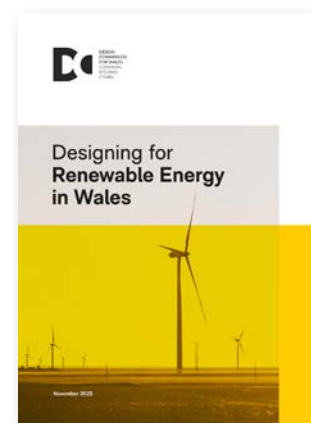
Cardiff University MA Design Course

We have refreshed engagement with the MA Urban Design course at Cardiff University – connecting with familiar and new staff and providing engaging sessions for their students. In addition, Max Hampton contributes to their community-led housing work, and Jen Heal is a regular guest contributor at the Spring Studio and other points across the academic year.

Cardiff Housing

We have offered a package of support and training to Cardiff Housing in support of their ongoing ambitious development programme. The package includes training sessions on particular topics, site visits and reviews of developments to date to inform learning.

Designing for
Renewable Energy
in Wales



Urban Retrofit UK

We are providing input on 'Scaling-up place-based adaptations to the built environment through the planning and development system'. The research examines the barriers to delivery and challenge the accepted logic of the UK's growth-orientated planning and development system. It seeks to develop a new conceptual model of the planning and development system that identifies where the critical points of intervention lie for planning authorities, developers, and communities to work together and reform well-established practices and scale up urban retrofit. The initial outline proposal was ranked #1 and received 10/10 from all reviewers. We are now inputting into development of the brief for the next stage of the ESRC place-based grant competition.

Public Map Platform

Jen Heal is a member of the Wales Advisory Group for the major multi-million project, *Public Map Platform*. The project is led by Professor Flora Samuel (Cambridge University) with collaborators in Wrexham University (Professor Alec Shepley), Cardiff University (Professors Scott Orford and Zhiwen Luo), the public sector (Cyngor Ynys Môn), voluntary sector (Medrwn Môn), and in industry (Dotiau, Quality of Life Foundation, Play Disrupt, and Free Ice Cream). *Public Map Platform* is one of four innovative, large-scale, design-led research projects that have been funded through the Design Museum's *Future Observatory: design the green transition programme* in partnership with the Arts and Humanities Research Council which brings together multidisciplinary collaborations to address environmental issues and accelerate and secure a greener future economy. The project has received support from the Office of the Future Generations Commissioner, Welsh Government, and Natural Resources Wales.

Active Travel and the Welsh Planning System

Max Hampton provided expert input on Active Travel in the Welsh Planning System. The working group has been convened by a Cross-Party Group on the Active Travel Act seeking to identify how active travel ambitions in Planning Policy Wales can be realised. Recommendations will be provided for Ministers. This work is entirely separate from the DCFW secretariat function to the Active Travel Board.

Centre for Integrated Renewable Energy Generation and Supply

Carole-Anne Davies is leading on behalf of DCFW as a partner in a bid submission for CIREGS (Centre for Integrated Renewable Energy Generation and Supply) of Cardiff University. The project is led by Carlos Ugalde, Professor of Electrical Power Systems and Deputy Director of CIREGS. CIREGS is also connected to DCFW work with the Welsh School of Architecture. Alongside University College London (leading) and the University of Exeter, Cardiff is preparing a £5m proposal within the call from UKRI EPSRC 'Accelerating the Green Economy Centres'.

Addressing the needs of Future Generations

DCFW Ltd is a purpose-driven organisation committed to the principles and goals of Well-being of Future Generations Act (Wales). We practice the five ways of working and respond to its seven goals and consider that unlocking the benefits of good design is critical for long term resource efficiency, climate resilience and well-being.

The introduction of Cymru Can sets out the new strategy and long-term vision of the Future Generations Commissioner for Wales for 2023-2030. We share the Commissioner's ambition to improve the lives of the people of Wales now and in the future which is why we voluntarily operate in the spirit of and in support of the Act, its key themes, goals and five ways of working.

- We take an integrated, strategic and systemic approach to design for positive change development and renewal in the built environment.
- We collaborate with partners and stakeholders, placing our skills and expertise at the disposal of others to help them identify and prevent problems occurring or being worsened.
- We can play an independent brokering role involving others and helping them to collaborate more effectively or more easily.
- We understand the benefits of good design and promote the value it brings for long-term public good.

The Design Commission routinely promotes good sustainable design; well-connected, well-designed, inclusive, attractive and safe neighbourhoods that help support cohesive communities and sustainable places. Well-designed environments, transport systems, blue-green infrastructure, high performing buildings, well connected settlements, active town and streetscapes are all vital for climate responsiveness and de-carbonisation. They are distinctive, culturally rich places where people can thrive and prosper.

We particularly emphasise the need for the highest standards of design and development to come forward where public resources are invested. Publicly funded regeneration and infrastructure projects, schools and healthcare must be efficient and of the highest quality. In these projects the costs of poor design are multiplied through the negative impact on attainment, health and recovery outcomes, well-being, and safety. The well-being and quality of life available for all communities in Wales must be a priority and the public purse should not inherit the costs of poor design.

The Mutual Investment Model (MIM) procurement, joint ventures and other forms of Private Public Partnerships (PPP) are important means of delivering public assets, improved health and education facilities and services. However, delivering better design and improved construction quality and performance must be a key objective within these models, if public projects are to be sufficiently ambitious and fully contribute to realisation of the aims of policy and legislation in Wales. They must address the objectives of the Well-being of Future Generations Act, climate imperatives, decarbonisation and place-led policy. Legacy assets which ultimately return to the public balance sheet must be of sufficiently high quality to capture public value in the long term and ensure fitness for the future.

The Design Commission's work is rooted in the pursuit and promotion of sustainable development. Promoting a well-designed, resource efficient, inclusive built environment, easy for everyone to use, experience and enjoy, enables us to contribute directly to the goals set out in the Wellbeing of Future Generations Act <https://www.gov.wales/well-being-of-future-generations-wales>

A prosperous Wales: We contribute to a prosperous Wales by promoting the skills and processes inherent in excellent design for quality and innovation in design outcomes for the whole of the built environment. A well-designed Wales is a creative, distinctive Wales with competitive edge and inspirational places. We promote the value of economic and social value of design careers, industries and entrepreneurship, nurturing talent and highlighting enriching career pathways and purpose-led, high quality employment opportunities.

A resilient Wales: We contribute to resilience, decarbonisation and response to climate and nature emergencies by sharing our knowledge and skills in effective environmentally responsible design which reduces demand on land, materials and other natural resources. We promote well-designed, well-connected places which minimise negative environmental impacts and use land efficiently, protecting and enhancing biodiversity.

A healthier Wales: We recognise health in the holistic way it is defined by the World Health Organisation not as concepts of activity or fitness alone but as... *'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'*. Our expert input and advice strongly emphasise a people and place-led approach to the change, development and management of a built environment which can provide the physical, environmental, social and economic support required for a nation that can thrive.

A more equal Wales: We emphasise the importance of change, development and regeneration in the built environment being inclusive from the outset. Access to safe, comfortable spaces, good homes, amenities and services must be easy for all rather than exclusive to some. Our advice, guidance and input emphasise the need to design and deliver inclusive places that directly address the needs of people, especially those who may be disadvantaged. In our day-to-day operations amongst our staff team, board, appointed advisors and network we promote fairness and inclusion, professional and personal balance, flexibility and family friendly working.

A Wales of cohesive communities: We contribute to this goal by promoting well designed places that are well located and connected and which respond to the richness and diversity of our communities. We promote the importance recognising the needs of people at the heart of proposals for change and development with particular emphasis on engagement processes and inclusive decision making from outset to completion.

A Wales of vibrant culture and thriving Welsh language: We emphasise the importance of Wales' distinctive and rich cultural assets including landscape, language and distinctive heritage in all our work.

A globally responsible Wales: In our operations we take every opportunity to reduce our impact on environmental assets and resources as well as minimising our carbon impact through office processes, travel and transport. Our expert advice promotes and emphasises environmentally responsible design and procurement practices including materials sourcing and use.

The Well-being of Future Generations Act and its explicit goals act as a useful enabling framework for the Design Commission to draw upon as it seeks to promote and secure a Wales that is simply a better place.



Look ahead to strategic priorities for 2024-25

In the annual framework and remit letter set out for DCFW detailing expectations in addition to the company's core objectives, the Welsh Government recognises that DCFW makes an important contribution by championing good design in our built environment, helping to make better places where people want to live and work.

Our framework and remit set out that commitment to continue to support DCFW's work in assisting the delivery of sustainable development, the promotion of placemaking, the creation of sustainable communities and the tackling of climate change.

Our targets for the period 1st April 2024 – 31st March 2025 will remain as follows:

- 22 Design Review days including a minimum of 4 days in north Wales (where demand requires)
- 8 professional development sessions planned and delivered
- 350 built environment professionals/Local Authority members attending training/seminar events

Our new Chair Ewan Jones will be actively engaged in the continuation of the Public Appointments process to appoint up to four new Commissioners to the DCFW Board due to begin in the autumn. We will actively promote the opportunities available and support the recruitment process, continuing our commitment to our Board mentees and to providing training and shadowing opportunities for potential candidates.



Our budget for the forthcoming period is set at £430,000 to include £70,000 for Transforming Towns related activity. Our specific objectives for 1 April 2024 to 31 March 2025 include:

- Promoting design excellence across all sectors in the interests of well-designed, sustainable, attractive places.
- Supporting the development and implementation of the policies of the Welsh Government including Planning Policy Wales, Technical Advice Notes and Future Wales: The National Plan 2040, insofar as they relate to placemaking, design and architecture.
- Promoting the highest standards of development to support and promote inclusive design, sustainable development and climate resilience, in accordance with the Planning (Wales) Act, the Well-being of Future Generations (Wales) Act and the Equalities Act.
- Continuing to embed placemaking across the development sector through the implementation of the Placemaking Wales Charter. We are expected to continue to play a facilitating role, in partnership with the Planning Directorate, in driving this work forward, particularly through regular engagement of Charter members.
- Delivering on our enhanced advisory role to support Placemaking Plans being created using grant funding from the Transforming Towns programme.
- Support the Welsh Government's work to develop the strategic integration of land use and transport planning policy and promoting the role of design and designers within it. Whilst no specific funding is available to undertake this wider project this financial year, DCFW may be involved in the preparatory work and discussions will be held over the forthcoming year to develop an understanding of the requirements associated with this.
- Deliver new events in the south east and North Wales including a new partnership series with Cardiff Business Club as well as a new series of webinars.
- We will complete the competitive tender processes in Autumn 2024 for new audit services and for our new website which will be completed in early 2025 with new design and placemaking resources being made available for stakeholders.
- We will promote a new Public Appointments process in the Autumn of 2024 with a view to appointing up to four new Commissioners who we look forward to welcoming in April 2025.

We will continue to promote design excellence in the context of delivering 'strategic placemaking' whereby influence over site location and selection is considered at the most appropriate opportunity to maximise sustainable transport as well as the delivery of a pipeline of housing developments to meet strategically identified need. Poorly located, single use development is a fundamental design problem which leads to further challenges in terms of transport, access to services, resource efficiency, climate resilience and sustainable development.

Early discussions on this have been held between our team and the Planning Directorate. We will use the next year to continue to develop our service provision in this area, frontloading our offer to deliver strategic placemaking during the early preparatory and strategic site selection stages of local development plans. Support from the sponsor team and local authority partners will be essential for this workstream.

Finally, we will have a key role to play in leading improvements to the quality of planning applications for affordable housing schemes, including exemplar sites. This work will be undertaken in collaboration with registered social landlord and local housing authority partners and include representation from Housing and Planning Directorates Welsh Government.

As an organisation we will protect and enhance our culture of quality and creativity whilst ensuring effective operations and administration, leadership and governance.



20th Anniversary Event,
DCFW Chief Executive Carole-Anne Davies



Minister Julie James MS

Appendices

Governance Statement and Board of Directors

The Design Commission for Wales Chair and Board of Directors are referred to as Commissioners. In law they are Directors of Comisiwn Dylunio Cymru Design Commission for Wales, the trading name of the company limited by guarantee, without share capital, that is DCFW LIMITED Company No: 04391072, incorporated in England and Wales as a wholly owned subsidiary of the National Assembly for Wales (now Welsh Ministers). Its Registered Office is at 4th Floor, Cambrian Buildings, Mount Stuart Square, Cardiff CF10 5FL.

Commissioners are unremunerated and are appointed by Welsh Ministers through the Public Appointments process, reflecting the Nolan Committee Standards in Public Life.

The Chief Executive of DCFW reports to the Chair and Board of Directors at its quarterly meetings and AGM, and to the Welsh Government, through the Planning Directorate, on a quarterly basis.

The Chair and Board of Directors are guided by DCFW's Handbook for Directors. This is informed by the Nolan Principles, the Companies Act and by other relevant and current guidance. Directors are responsible for carrying out their duties under the Companies Act, including agreeing the strategic direction, exercising their fiduciary duty by acting always in the interests of the success of the company, with care, diligence, and skill.

The Board of Directors is supported by a Finance and General-Purpose Sub-Committee with full and regularly updated terms of reference. DCFW's Resource and Finance Manager (R&FM) monitors and updates compliance matters on a regular basis and reports to the Board of Directors via the executive team papers, circulated in advance of meetings. All DCFW policies including Risk Management are regularly updated and included in the Handbook for the Board of Directors. Induction and further training are offered and provided regularly for the Board of Directors and staff team as required and as identified as necessary and valuable.

The Chair and Board of Directors, in the day-to-day delegation of their powers to the Chief Executive, aim to achieve the critical balance between strategic direction and operational management. The Chair and Board of Directors are mindful that whilst they delegate their powers and authority to an executive team, they do not delegate their responsibility. They exercise independent thought whilst accepting collective responsibility. They are correctly and appropriately addressed and listed on the DCFW website and other company information.

Our Board of Directors

With a remit spanning the whole of the built environment in Wales, we are an independent expert, multi-disciplinary team. We are not a membership organisation and we do not represent the interests of any single profession. Currently, including our Chair Gayna Jones (up to 30th April 2024), our Board consists in total of eight Commissioners.



Ewan Jones, Chair 1 June 2024 – current

Appointed Chair of the Design Commission for Wales in April 2024 and taking up the role in earnest in June that year, Ewan was born in Newport and raised in Porthcawl. He is a Partner at Grimshaw, an architectural practice, founded in the UK, with an international reputation for design excellence. He has over 30 years' experience working on infrastructure, commercial and education projects in the UK, Europe and Australia. Ewan's design work promotes the integration of architecture, engineering, and construction to create distinct places tuned to their individual context. Ewan's achievements include the St Botolph Building and Lloyds Bank headquarters in the City of London, the Stirling Prize shortlisted Bijlmer ArenA Station in Amsterdam, and Newport City Footbridge. He also worked extensively on Grimshaw's designs for HS2's Euston Station and projects currently underway include construction of the Colne Valley Viaduct for HS2 and detailed design for Caerphilly Interchange.



Gayna Jones (Chair 2016-2024)

Gayna is a graduate of Aberystwyth University, with private, public and voluntary sector experience throughout her career. Starting in human resources in a Unilever company, she went on to work for Women's Aid, finally settling into a career in housing. After a decade as Chief Executive of a Housing Association, she established her own housing consultancy. Gayna has also served as a local authority councillor, was the first independent member appointed to the Regulatory Board for Wales and was appointed a Commissioner on the Board of the Design Commission for Wales in 2010, becoming Chair in a new appointment which began in 2016. Her term ended on 30 April 2024. Gayna is a fellow of the Chartered Institute of Housing (FCIH) and a Fellow of the Royal Society of Arts (FRSA).

Appendix 1



Mike Biddulph

Mike Biddulph is an urban designer working for Cardiff Council. He is a graduate of the urban design programme at Oxford Brookes University. Mike began his career with Oxford City Council and then lectured in urban design at the Universities of both Liverpool and then Cardiff, where he founded and initially directed their MA Urban Design. He maintains a keen interest in how design is dealt with by the UK planning systems and has published extensively on urban design theory and principles, neighbourhood planning and design, master planning and design coding, various approaches to urban regeneration and renewal, as well as street and public realm design. Mike was at the forefront of efforts to get home zones introduced into the UK. He has been a strong advocate of the Design Commission for Wales for many years having made contributions to Design Review, completed research and led training programmes across Wales.



Cora Kwiatkowski

Cora is an architect with over 20 years' international experience and a Divisional Director and Sector Lead for Stride Treglown Universities, a Sustainability Champion and member of the internal Research and Innovation and Consultancy Initiative steering group. With her strong strategic design background, Cora has been responsible for high-value award-winning projects, including higher education, student accommodation and workplace schemes as design lead and client adviser. She has also led multidisciplinary teams. Previous award-winning multidisciplinary projects in the UK, Germany and Sweden also included masterplans, design codes, large mixed-use, residential and transport projects. Cora's focus is on user experience. She is passionate about collaborative stakeholder engagement and has contributed to ground-breaking social media-based research at the University of the West of England and the 'Inhabitant' publications. Cora has demonstrated promoting good design as a thought-leader through chairing the Design Review Panel at the Design Commission for Wales and Design West for several years. She is also a RIBA Client Adviser, Design Council Expert, Board Trustee for the Architecture Centre Bristol, and member of the Higher Education Design Quality Forum research group. Cora was Finalist in the 'Best Woman Architect' category at the Women in Construction and Engineering European Awards 2019.



Jon James

Jon is a registered Architect, certified Passive Haus designer and listed on the RIBA Conservation register. A graduate of the University of Plymouth, Jon developed a design focused architectural portfolio, having worked on or led teams working on a variety of different projects valued up to £180 million. Jon has worked for several award-winning practices around the South-West of England and South Wales. An experienced Architect who specialises in conservation, Jon has designed and delivered buildings within conservation areas and converted grade II listed buildings for the residential and education sector. He has formal education in conservation architecture and experience of working with conservation officers demonstrating good working and background knowledge of key aspects of conservation practice, principles and philosophy. Jon is passionate about sustainable design. Driven by the need to act on the climate emergencies he founded Jon James Studio Architecture, with sustainability as the backbone of the studio. He firmly believes that sustainable design requires consideration at the start of any project as decisions made not only have an impact on the construction process but influence the whole life of the building. Jon works with the Welsh School of Architecture as a consultant and examiner for final year graduates. He has collaborated with the Low Carbon Research Institute including working on the European education research paper and speaking at their annual conference. Jon has also spoken at several other national conferences including a national BIM conference and the Education Estates conferences.



Joanna Rees

Jo Rees is a Partner with law firm Blake Morgan in Cardiff. She specialises in construction and development schemes and heads the firm's cross-discipline Infrastructure team. She has considerable experience in large-scale public and private development work, regeneration schemes and infrastructure projects. Originally from Porthcawl, Jo graduated from Bristol University and worked in the city before returning to Wales. Her clients recognise her as a "trusted advisor" who is unafraid to challenge complex issues and find acceptable pragmatic resolutions within governance requirements. She understands the strict requirements of accountability, transparency, and value for money that public expenditure requires. Jo's career to date has featured several key transport systems which are a testament to the regenerative power of infrastructure – such as Croydon Tramlink, Docklands Light Railway, Jubilee Line, Transport for Wales Core Valley Lines together with major road schemes. Jo has been involved in several key regeneration schemes in South Wales including the inner-city development of Swansea and Porth Teigr and Loudon Square in Cardiff. She also has valuable experience working on renewable energy schemes such as wind, solar, tidal and anaerobic digestion. Jo is also a trustee of Wales Millennium Centre, a Cardiff Business Council member and is a Welsh speaker.



Elinor Gray-Williams (Term of service completed 31 March 2024)

Elinor Gray-Williams is an experienced conservation architect with a strong commitment to Wales and its heritage. After completing the SPAB Lethaby Scholarship in 2007, she worked at Donald Insall Associates for 13 years as an Associate Director, before setting up her own practice PegwArchitects in 2019, in North Wales. She enjoys the creative challenges of repairing, re-using and retrofitting existing built fabric, and works creatively with landscapes and sensitive sites to safeguard authentic interpretation of existing spaces and stories, and to maximise opportunities for environmental sustainability in her work. Elinor is a visiting lecturer at the Centre for Alternative Technology where she encourages Sustainable Architecture students to investigate the foundational economy here in Wales and to review the unique natural and built environment, and the resilient cultural identity of Wales.



Ian Carter (Term of service completed 31 March 2024)

Ian is a Development Director who has held a range of senior roles in both public and private sector organisations. With experience in housing (both private and social), hotel and hospitality, commercial and industrial projects he offers a broad range of expertise to the Design Commission. Ian is a chartered town planner and qualified urban designer, receiving his Honours degree in City & Regional Planning and Masters in Urban Design from Cardiff University. He has long experience of and is a passionate advocate for the Design Commission and its Design Review Service.



Fiona Nixon (Term of service completed 31 March 2024)

Fiona is an Architect and former Head of Estates Projects at Swansea University. After graduating from the Welsh School of Architecture, she spent several years in private practice in Glasgow working primarily on medical research facilities for the HE Sector. She joined Swansea University in 1994 and there she managed complex programmes of development and building projects and across the University's estate. Fiona is a strong advocate of collaborative working and has extensive experience of procuring and managing consultant and contractor frameworks. She has also had significant involvement in championing equality and diversity in Higher Education and in the Construction Industry.

Equalities, Welsh Language, and the Well-being of Future Generations Act

DCFW acts in accordance with Equalities Guidance and Legislation and has arrangements in place for fairness, flexibility, and family friendly policies. DCFW is committed to enhancing equality and diversity in its own practice and culture and in playing a part in helping to address barriers to achievement and recognised inequalities in the wider design and built environment professions.

DCFW's recruitment process for new Commissioners, via its 2016 Public Appointments process was case studied by the Welsh Government's Fairer Futures Division as a model of good practice. Our recruitment processes and our approach to the board level Public Appointments, allow for familiarisation, shadowing, and training opportunities. We continue to find ways to enhance this approach. The case study can be found on our website: <https://dcfw.org/board-diversity-case-study-report/>

DCFW is committed to greater inclusion, equality, and diversity. In our aim to reflect the reality of a diverse world, we continue to develop all aspects of governance and operations. We aim to promote opportunities providing appropriate induction, shadowing, training, and mentoring opportunities at all levels.

As we promote good design across sectors, we continue to seek well-designed buildings and places that are inclusive, accessible, and safe for everyone to use. Inclusivity is among the most powerful tools we have to help create good places and to draw upon the widest talent pool available to us. A well-designed built environment includes everyone and helps address their needs.

Wales is a bilingual nation, and we are keen to maximise all opportunities to mainstream the Welsh language. As a small company operating at a scale below Welsh Language Standard thresholds, and with limited resources, DCFW is nevertheless committed to treating both languages equally and to the use of the Welsh language in our activities and in publishing and disseminating our core materials, where resources allow. DCFW strives to treat the Welsh language as equal to that of English and makes provision for training and other events to be conducted with facilities for the use of the Welsh language and in bilingual settings. In its commitment to mainstreaming the Welsh language it is informed by the guidance of the office of the Welsh Language Commissioner. We continue to enhance our approach in our day-to-day activities all our communication platforms wherever possible.

Note on financial and human resources, support in-kind

All revenue funds are directly allocated to DCFW's overheads and activities. After fixed costs, including salaries, pension fund commitments, administration, and premises, DCFW allocates financial resources directly toward its activities throughout Wales. From time to time the Welsh Government may seek specialist assistance from DCFW and may outline additional and separately funded capital projects. All such projects are outlined in detailed scoping documents and agreed in advance by the Planning Directorate and administered appropriately to facilitate project delivery.

The financial information presented in this plan, represents total income, including committed project funds, showing the budget position for the financial year 1 April 2023 - 31 March 2024.

The additional contribution in-kind from private sector professionals from private practice is substantial and noted earlier in this report. This private sector commitment supports the unique business model of DCFW and significantly contributes to the underwriting our core services, in particular the national Design Review Service and local authority training and support. As a publicly funded organisation we value such partnerships and their capacity to maximise the value of public investment.

The small core staff team is supported by additional capacity in the form of these private sector expert volunteers serving as Design Review Panellists. Members of this expert, multi-disciplinary Design Review Panel are practicing professionals, experienced in all kinds and scales of development projects. Their skills and experience span commercial property, regeneration, architecture, sustainability, urban and landscape design, community engagement, energy infrastructure including coastal and on/offshore wind, as well as engineering, planning and transport.

Industry experts serving as panellists are unpaid and appointed by competitive interview, for a term of two years, subject to performance review and reappointment. The panellists are particularly vital as they underpin the delivery of our national Design Review Service and give their time and expertise each month for a minimum of two days, more usually three. Panellists also assist DCFW in its advocacy, events, seminars and the delivery of expert design comment and client facing advisory work.

Panellists are unpaid for their contribution to Design Review services, receiving only reimbursements for expenses directly incurred during DCFW duties. They bring invaluable expertise whilst their private practices, business partners and employers, afford them the time they give to DCFW. This

Appendix 3

means our national strategic Design Review Service is available free of charge to all users, is of the highest quality and is now unique to Wales and in the UK.

The value of the regular and repeated commitment of the Design Review Panel members, largely drawn from the private sector, has been calculated and can be understood from Figure a) below. The value is informed by RIBA published recommended rates for senior partner roles in private practice, of which our panel is comprised, and by expert witness rates which are applicable to panellists who contribute to the reviews on transport and energy as well as Developments of National Significance (DNS) and also Nationally Significant Infrastructure Projects (NSIPS) decided by the Planning Inspectorate <https://infrastructure.planninginspectorate.gov.uk/projects/Wales/>

The value of this support is shown annually in our year-end financial reports and represents a significant figure, demonstrating the commitment of the private sector to in-kind support for DCFW's operational model and services.

Our Design Review Service is available across the whole of Wales and aims to be peripatetic and flexible. Uniquely in the UK, it is also open for attendance for professional development and training purposes. The Design Review service has a reputation for quality, integrity, expertise, and robustness.

Our risk assessments prioritise that reputation and its dependence on high standards and the ability to attract skilled Board members, staff and experienced, committed panelists. DCFW consistently maintains the commitment of outstanding professionals and practitioners, attracting a strong field from which to make new appointments in successive years. We continue to operate an open call for expressions of interest to ensure succession.

DCFW's Board of Directors, staff team, Design Review panellists, together represent the largest independent multi-disciplinary network of expert design professionals in Wales with extensive reach across the UK. They represent an active and engaged, independent, nationwide network of talented designers and innovators who share the common aim of promoting good design to help make Wales a better place.

Appendix 3

Private sector in-kind support for 2023/24

2023/24 Date	Meeting	No of DRPM	Panellists	Total hours	Representative cost
April 17	Leti Event	1	BE	8	£1,200.00
April 20	Design Review	5	CJ/AP/RW/BE/JA	27.5	£3,450.00
April 24	SUDS event	1	SR	8	£1,200.00
April 25	Place plan meeting	2	SR/SS	8	£1,200.00
April 26	Place plan meeting	2	SR/SP	8	£1,200.00
May 4	Place plan meeting	2	CS/SS	8	£1,200.00
May 18	Design Review	3	JB/AW/AA	7.5	£975.00
May 31	Place plan meeting	1	SP	4	£600.00
June 14	Place plan meeting	1	SP	4	£600.00
June 21	Place plan meeting	1	SS	4	£600.00
June 28	Place plan meeting	2	CJ/AS	8	£1,200.00
July 13	Design Review	6	EJ/WM/SP/JA/TA/AA	45	£5,450.00
July 26	Design Review	4	AL/WM/SP/GH	20	£2,800.00
August 17	Design Review	3	AL/EW/SP	14.25	£2,137.50
September 14	Design Review	3	SR/EJ/TA	13.5	£2,025.00
September 18	Design Review	2	KD/CJ	8	£1,050.00
September 28	Design Review	5	JB/SP/TA/SS/MH	41	£6,187.00
October 4	Strategic site meeting	3	KD/SS/CS	18	£2,250.00
October 12	Design Review	5	JVS/CJ/BS/LS/KD	37.5	£5,625.00
October 18	Placemaking meeting	3	GH/WM/MH	6	£2,700.00
November 9	Design Review	5	CS/AW/KD/CW/RW	30	£3,750.00
November 21	Workshop	9	WM/AS/SP/SS/SS/MH/TA/GH	9	£1,350.00
November 29	TfW client support	3	SS/MH/CS	12	£1,800.00
December 7	Design Review	5	WM/SS/SC/JB/SP	30	£4,050.00
January 12	Placemaking meeting	2	AS/CS	4	£600.00
January 24	Design Review	5	AL/TA/AS/CJ/RW	25	£3,750.00
January 29	TfW client support	1	SS	4	£600.00
February 5/6	N. Wales Metro TfW	2	EJ/SP	20	£3,000.00
February 9	Strategic site meeting	2	SS/KD	7	£1,050.00
February 20	Placemaking meeting	2	AS/WM	2	£600.00
February 21	Design Review	7	AL/AW/SS/MT/BE/SP/KD	56	£7,400.00
February 22	Strategic site meeting	2	SS/KD	10	£1,500.00
February 23	Placemaking meeting	2	WM/MT	4	£600.00
February 29	Design Review	3	EJ/SR/TA	12	£1,800.00
March 13	Design Review	5	SR/AA/CJ/MH/SS	35	£5,250.00
March 18	TfW meeting	2	MK/SS	2	£300.00
March 25	TfW meeting	2	MK/SS	6	£900.00
			Total = 23% of turnover: £81,949.50		



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