

The South West Wales Corporate Joint Committee

Corporate Plan

2023-2028

DRAFT – FOR CONSULTATION

January 2023

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Foreword

As Chairman of the South West Wales Corporate Joint Committee (CJC), I am pleased to introduce our Corporate Plan for 2023-2028.

Over the next 5 years; this CJC will build upon the strong partnership arrangements already in place - making progress (where resource allows) in further developing arrangements for strategic planning for transport, whilst beginning to deliver our agreed regional aspirations for energy and economic development - as well as paving the way for the region to produce its first Strategic Development Plan.

Whilst the outlook for public spending is very challenging, we also see significant opportunities to grow the regional economy and are committed to working together to realise those opportunities.

*Cllr Rob Stewart, Chairman of the South West Wales Corporate Joint Committee
2022-2023 and the Leader of the City and County of Swansea*

1.0. Introduction

What are Corporate Joint Committees and what are their functions?

1.1 The Local Government and Elections (Wales) Act 2021 (the LGE Act) created the framework for a consistent mechanism for regional collaboration between local government authorities, namely Corporate Joint Committees (CJCs). The LGE Act provides for the establishment of CJCs through Regulations (CJC Establishment Regulations).

1.2 CJC's will exercise functions relating to strategic development planning and regional transport planning. They will also be able to do things to promote the economic well-being of their areas. In contrast to other joint committee arrangements, CJCs are separate corporate bodies that can employ staff, hold assets and budgets, and undertake functions.

1.3 The South West Wales CJC (SWWCJC) comprises Carmarthenshire County Council, the City and County of Swansea Council, Pembrokeshire County Council and Neath Port Talbot County Borough Council ("the Constituent Councils"). In respect of some development planning functions, both Pembrokeshire National Park and Brecon Beacons National Park are also members.

1.4 The members of the SWWCJC are: the executive leaders of Carmarthenshire County Council, Neath Port Talbot County Borough Council, Pembrokeshire County Council, The City and County of Swansea along with a member of the Brecon Beacons National Park Authority, and a member of the Pembrokeshire Coast National Park Authority.

1.5 Our members are entitled to vote in relation to any matter, except that the Brecon Beacons National Park and Pembrokeshire Coast National Park Authority (together the “NPAs”) members may only vote where the matter to be decided is about strategic planning functions.

1.6 [Reference should also be made to the information already set out online, including detailed information on our constitution and governance arrangements.](#)

Purpose of this Plan

1.7 This Plan will capture our progress to date as well as set out our future ambitions in the form of a vision and well-being objectives. It will also allow us to chart the progress we are making in respect of our public sector duties.

2.0 Introducing South West Wales

High level Overview and Spatial Context

2.1 [Future Wales - The National Plan 2040](#) (published February 2021) outlines that South West Wales has a population of over 700,000 and that *“this large and diverse region includes extensive rural areas and urbanised, industrialised built-up areas around Wales’ second city, Swansea”* (p142).

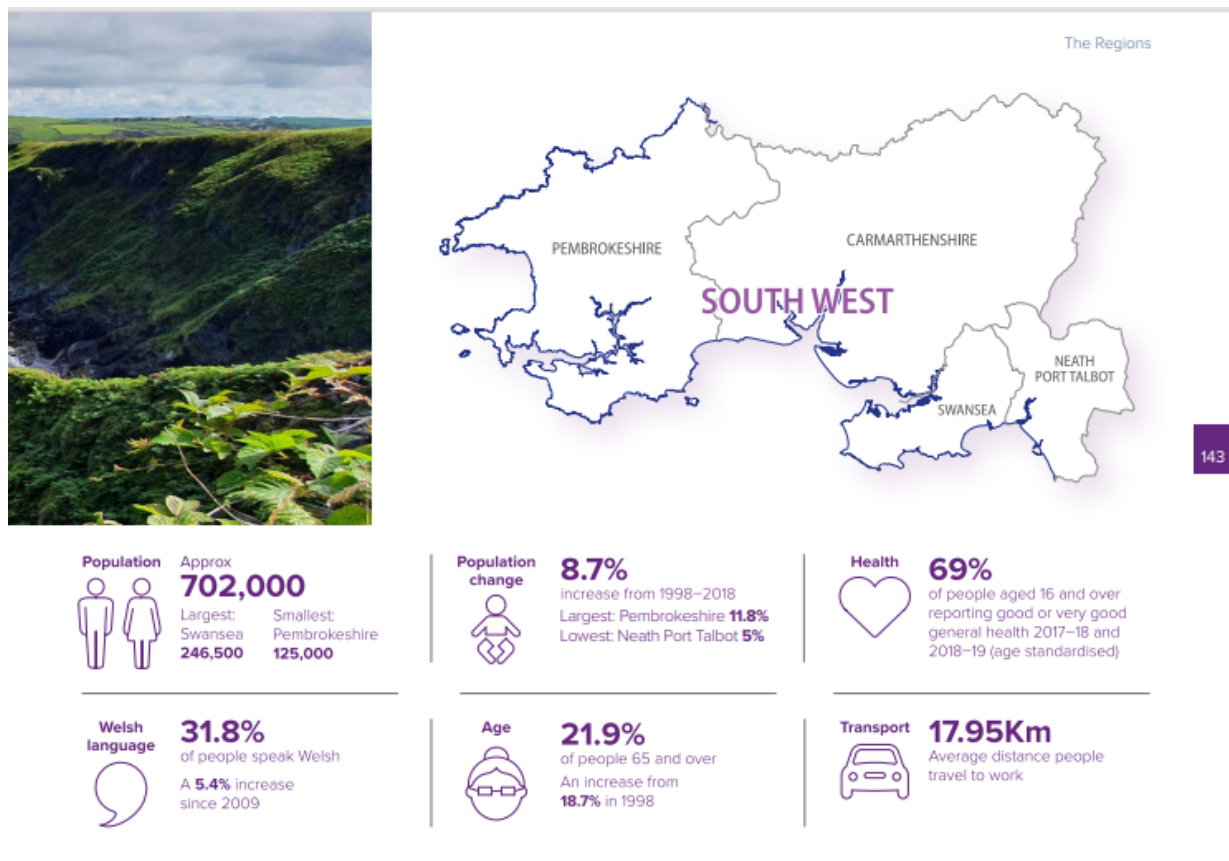


FIGURE 1 - HIGH LEVEL OVERVIEW – EXTRACT FROM FUTURE WALES

2.2 The [South West Wales Regional Economic Delivery Plan](#) – REDP-(dated September 2021) states at paragraph 1.2 that *“Economically, our industrial heritage combines with some of the UK’s most significant marine energy potential, driving*

major opportunities for decarbonisation and the growth of the UK's Green Economy. Environmentally, the coastline and countryside – including the Pembrokeshire Coast and Brecon Beacons National Parks and the Gower Area of Outstanding Natural Beauty – contribute to a superb visitor offer and quality of life. Culturally, the region encompasses the dynamic, growing university city of Swansea, a diverse and distinctive network of rural towns and an increasingly vibrant Welsh language”.

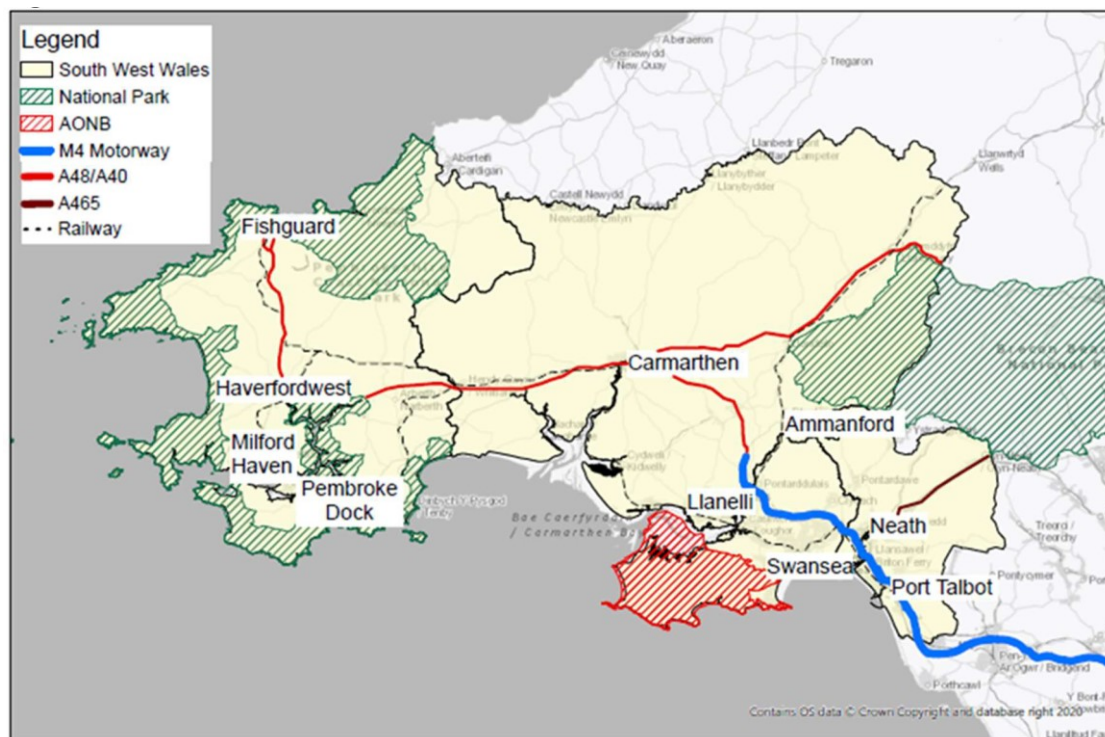


FIGURE 2 – SPATIAL CONTEXT – EXTRACT FROM THE SOUTH WEST WALES REDP

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High level issues identification and policy review

2.3 The REDP was endorsed as the regional strategy for the economic wellbeing strand of our work programme [at our meeting of March 15 2022](#). Furthermore at the same meeting, we endorsed the [South West Wales Regional Energy Strategy](#).

South West Wales Economic Delivery Plan (September 2021)

2.4 The REDP sets out an ambitious ‘route map’ for the development of the region’s economy over the next ten years, identifying priorities for intervention and setting out how business, government, education, voluntary/ community organisations, social enterprises and other partners can work together to bring them forward. The 3 ambitions and 3 missions are outlined below.



FIGURE 3 – REDP – AMBITIONS AND MISSIONS (EXTRACT FROM REDP)

South West Wales Energy Strategy (March 2022)

2.5 The South West region is ‘over-consuming’ and, whilst consumption has – and is – reducing, the current trajectory is not on track to achieve the net zero targets

by 2050 (2030 for the public sector). Figure 4 overleaf sets out the 2035 Vision and six regional priorities as extracted from [the Strategy Summary Document](#).

Future Wales – The National Plan 2040 (February 2021)

2.6 [Future Wales](#) is a development plan which sets the national direction in Wales to 2040. It is a Spatial Plan, setting out a broad direction for where investment and development should take place. Future Wales is not however prescriptive about the exact locations/sites where development will take place or how much specific settlements will grow. It will be for Strategic Development Plans (SDPs) to interpret issues such as the scale of national and regional growth areas within their respective geographical boundary and to consider ‘larger than local issues’ at a regional level and in a strategic manner. We will be required to prepare an SDP for South West Wales (Future Wales identifies 4 regions in total across Wales). The process for preparing an SDP broadly mirrors that of the Local Development Plan (LDP) process and an SDP must be in ‘General Conformity’ with the National Development Framework.

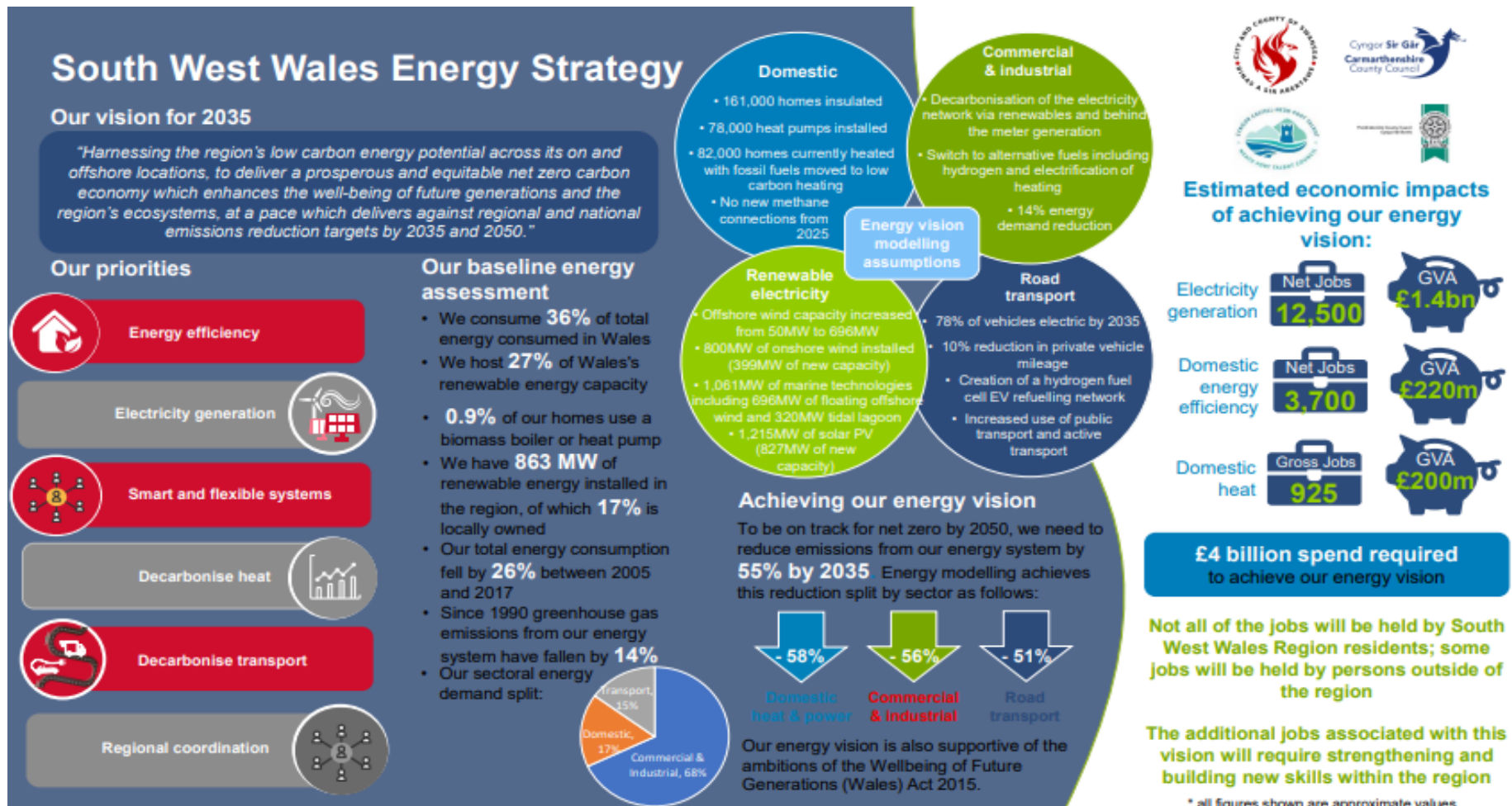


FIGURE 4 - SOUTH WEST WALES REGIONAL ENERGY STRATEGY (EXTRACT FROM STRATEGY SUMMARY DOCUMENT)

2.7 Future Wales contains 11 outcomes which are listed below:

“A Wales where people live

1. *... and work in connected, inclusive and healthy places;*
2. *... in vibrant rural places with access to homes, jobs and services;*
3. *... in distinctive regions that tackle health and socio-economic; inequality through sustainable growth*
4. *... in places with a thriving Welsh Language;*
5. *... and work in towns and cities which are a focus and springboard for sustainable growth;*
6. *... in places where prosperity, innovation and culture are promoted;*
7. *... in places where travel is sustainable;*
8. *... in places with world-class digital infrastructure;*
9. *... in places that sustainably manage their natural resources and reduce pollution;*
10. *... in places with biodiverse, resilient and connected ecosystems, and*
11. *... in places which are decarbonised and climate-resilient.”*

2.8 At page 144, Future Wales states that *“Across the South West region there are a range of strategic issues. Many of these issues have national, regional and local dimensions and will be delivered through co-ordinated action at all levels”.*

2.9 Future Wales sets out some specific policies for the South West region, as per the following:

- Policy 28 National Growth Area – Swansea Bay and Llanelli;
- Policy 29 Regional Growth Areas – Carmarthen and the Haven Towns;

- Policy 30 Green Belts in the South West;
- Policy 31 South West Metro, and
- Policy 32 Haven Waterway and Energy.

Llwybr Newydd - The Wales Transport Strategy 2021 (March 2021)

2.10 We also have a duty to prepare a Regional Transport Plan (RTP) setting out the priorities for our region.

2.11 It is considered that the content of the South West Wales RTP will be influenced [by Llwybr Newydd: The Wales Transport Strategy 2021 \(Llwybr Newydd\)](#).

A notable facet within Llwybr Newydd is the Sustainable Transport Hierarchy which promotes a modal shift and prioritises walking, cycling and public transport.

2.12 Figure 5 below sets out the vision, 3 priorities and the 4 well being objectives set out within Llwybr Newydd.



FIGURE 5 – LLWYBR NEWYDD: THE WALES TRANSPORT STRATEGY (EXTRACT FROM LLWYBR NEWYDD)

The Swansea Bay City Deal

2.13 [Signed in 2017 - The Swansea Bay City Deal](#) is an investment of up to £1.3 billion in a portfolio of major programmes and 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.

2.14 In the 15-year life span of the City Deal, the investment portfolio will boost the regional economy by at least £1.8 billion, while generating more than 9,000 jobs. City Deal programmes and projects are based on key themes including economic acceleration, life science and well-being, energy, smart manufacturing and digital.

3.0 Our Vision

Approach

3.1 In formulating our vision, we have reviewed the high level policy review and issues capturing exercise undertaken in Section 2. To this end, we have extracted key 'visioning elements' which we feel set out an aspirational yet deliverable picture of the South West Wales we want in 2035.

3.2 Our Vision is time bound and is spatially relevant to South West Wales whilst also taking a national steer in the form of Future Wales and Llwybr Newydd. It provides a high level 'hook' that our well-being objectives can deliver upon.

Identifying visioning elements

3.3 The following elements of our 2035 vision have been sourced from the 3 REDP Ambitions: *'resilient', 'sustainable', 'enterprising', 'ambitious', 'balanced' and 'inclusive'*.

3.4 The following elements of our 2035 vision have been utilised from the South West Wales Energy Strategy Vision: *'potential - on and offshore', 'prosperous and equitable', 'net zero carbon economy', 'the well-being of future generations', 'region's ecosystems', '2035' and '2050'*.

3.5 We have captured visioning elements from all 11 of the Future Wales Outcomes within our 2035 vision, including the reference to climate-resilience. We note that climate emergencies have been declared within the region in recent years amongst our constituent Councils.

3.6 In respect of Llwybr Newydd, we have captured the following elements from its Vision within our 2035 vision *"an accessible, sustainable and efficient transport system"*.

3.7 In noting the considerable ambition and projected beneficial impact of the [Swansea Bay City Deal](#), we have also referenced it within our 2035 vision.

Our Vision for South West Wales 2035

3.8 ***“By 2035 South West Wales will be a place where people are living and working within a resilient, sustainable, enterprising, ambitious and climate resilient region that is serviced by world class digital infrastructure and is on track to achieve a net zero carbon economy by 2050, having already achieved its public sector decarbonisation target.***

It will be a distinctive region that tackles health and socio-economic inequality through sustainable growth. It will have vibrant rural places with access to homes, jobs and services, whilst people will also live and work in towns and cities which are a focus and springboard for sustainable growth. Prosperity, innovation and culture are promoted within the region.

A prosperous, resilient and equitable region that is maximising upon its on and offshore potential, South West Wales is a place where the Welsh language is thriving and the region continues to be a key contributor towards the national target of achieving a million Welsh speakers by 2050. Effective collaboration between the region’s decision and change makers is demonstrated by the fact that the South West Wales Corporate Joint Committee continues to discharge all of its functions effectively. The region continues to feel the benefit from the Swansea Bay City Deal investment portfolio.

The need to enhance the well-being of future generations and ecosystems is firmly embedded within decision making structures that are balanced and inclusive and which recognise the need to sustainably manage our natural resources and reduce pollution resulting in places with biodiverse, resilient and connected ecosystems. People are living and working in connected, inclusive and healthy places with an accessible, sustainable and efficient transport system and where travel is sustainable.”

4.0 Our aim and well-being objectives

Our aim

4.1 We want to deliver our vision for ‘South West Wales 2035’. We know where we want to get to, and now we need to map out how we are going to get there. This means that our aim over the next 5 years to 2028 is to:

- Complete all of the constitutional, corporate and governance aspects of the SWWCJC’s establishment;
- Deliver tangible betterment in terms of the region’s economic well-being;
- Demonstrably lead the region further along its journey towards net zero;
- Progress the formulation of a Regional Transport Plan for the region; and
- Progress the formulation of a Strategic Development Plan for the region.

How we will deliver

4.2 Whilst we remain ambitious, we must be realistic and open to change given the turbulence in the external operating environment.

4.3. We have set 3 well-being objectives (WBOs) to guide our initial work and are committed to revisiting these as the work of the CJC matures. We are taking an integrated approach as demonstrated by the fact that our well-being objectives will also be informing the formulation of our equality objective. We have reviewed the guidance on preparing well-being objectives [as set out within the 2020 Future Generations Report](#) - notably the emphasis on ensuring that we understand what we want to achieve.

Our well-being objectives

Well Being Objective 1

4.4 To collaboratively deliver the Regional Economic Delivery Plan and Regional Energy Strategy thereby improving the (decarbonised) economic well-being of South West Wales for our future generations.

4.5 Key to the delivery of this objective is the fact that we have [already endorsed the REDP and Regional Energy Strategy](#). It should be noted that the REDP sets out some initial key action areas to deliver against the ambitions and missions. These actions will form the basis of a ‘living’ action plan document, in the form of a project pipeline supplement, that will be regularly reviewed by regional partners and will evolve to embrace new investment proposals as they emerge. In terms of energy, it should be noted that a strategic action plan is the next stage of the regional energy planning process and is directed at turning the core principles and strategic priorities into reality.

4.6 The steps we will take to deliver this well-being objective are set out in Appendix 1 and 2. This sets out the action/steps, timescale and impact measures that we believe to be possible within the resources we expect to have available.

Well Being Objective 2

4.7 To produce a Regional Transport Plan for South West Wales that is founded on collaboration and enables the delivery of a transport system which is good for our future generations of people and communities, good for our environment and good for our economy and places.

4.8 There is already considerable regional working on transport planning in South West Wales and we have based our future plans on these foundations. The RTP preparation process will be shaped by guidance issued by the Welsh Government (understood to be scheduled for December 2022/January 2023) but also by the resources that are made available to us.

4.9 The steps we will take to deliver this well-being objective are set out in Appendix 3. This sets out the action/steps, timescale and impact measures that we believe are possible within the resources we anticipate to be available.

Well Being Objective 3

4.10 ***To produce a sound, deliverable, co-ordinated and locally distinctive Strategic Development Plan for South West Wales which is founded on stakeholder engagement and collaboration and which clearly sets out the scale and location of future growth for our future generations.***

4.11 There is already considerable regional working on transport planning in South West Wales and we have based our future plans on these foundations. The preparation process will be shaped by guidance issued by the Welsh Government (Strategic Development Plans Manual) and the resources made available to us.

4.12 The steps we will take to deliver this well-being objective are set out in Appendix 4. This sets out the action/steps, timescale and impact measures that we believe to be possible within the resources we expect to have available.

5.0 Our Well-being Statement

Overview - The Well-being of Future Generations (Wales) Act 2015

5.1 By embedding the requirements of [the WFG Act](#) into our corporate planning, we will ensure that it forms a central organising principle to the way we work. In this regard, we recognise the need to undertake the following steps:

- Set and publish wellbeing objectives [s3(2)(a)]
- Take all reasonable steps to meet those objectives [s3(2)(b)]
- Publish a statement about wellbeing objectives [s7(1)]
- Publish an annual report of progress [s13(1)and Sch1]
- Publish a response to a recommendation made by the Future Generations Commissioner [s22(4)]

Our ways of working

5.2 The WFG Act places a duty on each public body to carry out sustainable development. Sustainable Development is defined as a process of improving the economic, social, environmental and cultural well-being of Wales. This needs to be done by taking action in accordance with the sustainable development principle so that the well-being goals are achieved. The principle is made up of five ways of working that public bodies are required to take into account when applying sustainable development. It should also be noted that the Constituent Councils will all be bound by their own requirements in regards the WFG Act. Whilst setting our own well-being objectives, we need to have regard to the Well-being Plans (WBPs) already in place across the region as part of a collaborative and integrated approach. The following sets out how we will embed the 5 ways of working:

5.2.1 Looking to the long term so that we do not compromise the ability of future generations to meet their own needs: The recognition of the importance of future generations is implicit within our vision and well-being objectives, most notably in the fact that the vision (and as such the objectives designed to deliver the vision) are framed within a time bound context i.e. 'South West Wales 2035'. Our well-being objectives have also informed our equality objective. There will be specific opportunities to further embed these principles as the work develops – for example in undertaking the duty to prepare a Strategic Development Plan (WBO3) there will be a requirement for a range of impact assessments to be undertaken as part of this process – including a Sustainability Appraisal/Strategic Environmental Assessment.

5.2.2 Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives: The National well-being goals have played a key role in the identification of the SWWCJC well-being objectives. In this regard, reference is made to Table 1 below.

5.2.3 Involving a diversity of the population in the decisions that affect them: This Plan will be subject to consultation. The preparation of this Corporate Plan has engendered an increased awareness of the need for us to develop a Participation Strategy. In noting that the Constituent Councils will have their own strategies and engagement exercises, we do have an opportunity to develop an approach which is proportionate and does not duplicate existing provisions within the region. In respect of the WBO's themselves, specific reference should be given to WBO3 which emphasises the fact that the SDP Plan making process will be subject to consultation as per the requirements to prepare a Community Involvement Scheme.

We will emphasise that a key message is one of involvement in the delivery of our well-being objectives and the undertaking of Plan making.

5.2.4 Working with others in a collaborative way to find shared sustainable solutions; Collaboration is at the very essence of the SWWCJC way of working, from the way it is constituted (i.e. leaders of the region's Councils) to the manner in which it is seeking to establish a co-option and advisory framework function. All 3 of our WBOs include reference to collaboration.

5.2.5 Understanding the root causes of issues to prevent them from occurring: The fact that there are a specific set of duties and powers that are relevant to the SWWCJC are pertinent considerations, however in noting this we have sought to develop an appreciation of the issues by virtue of the policy and issues capture exercise undertaken in Section 2. To this end, the vision (which in turn requires the well-being objectives to deliver upon it) is informed by an appreciation of the challenges and opportunities that we face – as demonstrated by the visioning elements exercise undertaken.

5.3 We have put in place a clear flow and delivery pathway from the issues/policy review, through to the Vision and onto the 3 WBOs themselves. We know where we need to get to and how we are going to get there. We are confident that our WBOs are Specific Measurable Attainable and Relevant (i.e. we have duties and/or powers to deliver upon them by 2035) because they are legally deliverable and they also stem from an appreciation of the key issues, challenges and opportunities that we face in South West Wales.

5.4 In undertaking our functions, we are actively embedding the WFG Act 5 ways of working into our corporate governance. Also, in setting our own well-being objectives, we note the need to have regard to Well-being Plans (WBPs) across the region. We will seek to work in an integrated and collaborative way and recognise the significant amount of work that has been achieved to date by Councils and Public Services Boards across the region.

5.5 Our commitment to embedding the 5 ways of working is demonstrated via a dedicated section on the WFG Act within the reports provided to our Members by our Executive Officers. Moving forward, once this corporate plan is formally approved there will be an opportunity to add a section to the report template to allow for commentary on how the proposal will assist us to achieve our 3 WBOs and our Equality Objective.

5.6 [At our October 2022 meeting](#), we endorsed the principle of adopting Neath Port Talbot's 2 stage Integrated Impact Assessment Toolkit. This will allow for an integrated approach to be undertaken which includes considerations around the WFG Act.

[Our contribution towards achieving the National well-being goals](#)

5.7 The WFG Act identifies seven National Well-being Goals: a Prosperous Wales; a Resilient Wales; a Healthier Wales; a More Equal Wales; a Wales of Cohesive Communities; a Wales of vibrant culture and thriving Welsh language; and a Globally Responsible Wales. In developing our well-being objectives, we have sought to influence the achievement all of 7 goals, however clearly given our focused

duties and powers direct contributions will be made towards those goals that are most aligned with the powers and duties available to us.

5.8 It should also be noted that our 3 well-being goals are intended to be complimentary and integrated to each other and there are clear overlaps – including WBO2 and WBO3 in respect of sustainable travel. To this end, it is appropriate to review the impact all of 3 WBOs in regards the national goals as opposed to separate assessments.

TABLE 1 – OUR WELL-BEING OBJECTIVES AND THE NATIONAL WELL-BEING GOALS

| National Goal | Integrated contribution of our well-being objectives |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A Prosperous Wales | Increasing productivity and economic growth, to support the creation and safeguarding of more, better paid jobs, opportunities for business starts and growth, and further links between the knowledge base and industry. Good for places and the economy - A transport system that contributes to our wider economic ambitions, and helps local communities, supports a more sustainable supply chain, uses the latest innovations and addresses transport affordability. A region where people live in places where prosperity, innovation and culture are promoted - with world-class digital infrastructure. |
| A Resilient Wales | Increased emphasis on economic sustainability through focus on the need to decarbonise the economy; resilience to future technology change through emphasis on responding to and harnessing digitalisation. Good for the environment - A transport system that delivers a significant reduction in greenhouse gas emissions, maintains biodiversity and enhances ecosystem resilience, and reduces waste. A region where people live in places that sustainably manage their natural resources and reduce pollution and where travel is sustainable |



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| <p>A Healthier Wales</p> | <p>Whilst the WBO is not directly concerned with health matters, greater prosperity (especially where more equally distributed) leads to better health outcomes. The REDP itself notes the importance of the health and care sector and the opportunity to link it with economic growth. Good for people and communities- A transport system that contributes to a more equal Wales and to a healthier Wales, that everyone has the confidence to use. A region where people live and work in connected, inclusive and healthy places.</p> |
| <p>A More Equal Wales</p> | <p>The REDP itself recognises the need to build an ‘inclusive growth’ model into the strategy, via efforts to support skills outcomes, resilience to automation, or mechanisms to support greater wealth retention within the community. Good for people and communities - A transport system that contributes to a more equal Wales and to a healthier Wales, that everyone has the confidence to use. A region where people live in distinctive regions that tackle health and socio-economic inequality through sustainable growth.</p> |
| <p>A Wales of Cohesive Communities</p> | <p>Better economic inclusion outcomes should improve cohesion, where linked with programmes and mechanisms that focus on local community involvement and engagement. Good for places and the economy - A transport system that contributes to our wider economic ambitions, and helps local communities, supports a more sustainable supply chain, uses the latest innovations and addresses transport affordability. A region where people live and work in towns and cities which are a focus and springboard for sustainable growth and in vibrant rural places with access to homes, jobs and services.</p> |
| <p>A Wales of vibrant culture and thriving Welsh language</p> | <p>Measures to support the growth of the creative economy (including associated with the Welsh language) should directly support, and could be an important part of the SW Wales investment proposition. More broadly, the WBO seeks to support the economic vibrancy of the region, including principally Welsh-speaking communities. Good for culture and the Welsh language - A transport system that supports the Welsh language, enables</p> |

| | |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | more people to use sustainable transport to get to arts, sport and cultural activities, and protects and enhances the historic environment. A region where people live in places with a thriving Welsh Language. |
| A Globally Responsible Wales | Achieving over time a decarbonised growth model will contribute to this goal. Good for the environment - A transport system that delivers a significant reduction in greenhouse gas emissions, maintains biodiversity and enhances ecosystem resilience, and reduces waste. A region where people live in places which are decarbonised and climate-resilient - with biodiverse, resilient and connected ecosystems. |

5.9 Reference is also made to the requirement to prepare a Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA) as part of the SDP process – along with considerations in regards Habitats Regulations Assessment. This can enable us to understand where the WBO3 (the SDP) can maximise its contribution to the national well-being goals and also potentially allow for the integration of a number of other facets.

5.10 We are content that our well-being objectives will contribute to the achievement of the wellbeing goals and that we are they are taking all reasonable steps to meet our well-being objectives. We are content that our well-being objectives are consistent with the sustainable development principle, most notably in terms of actively promoting collaborative working within our region.

5.11 With such strong alignment to Future Wales and Llwybr Newydd, it is noted that the Welsh Government themselves will have had due regard to the WFG Act in publishing such national strategies.

6.0 Our contribution towards achieving a more equal region

Overview

6.1 With reference to the Equality Act 2010, [statutory guidance](#) issued by the Welsh Government in respect of CJC's confirm the need to ensure that that the consideration of our public sector equality duty and socio-economic duty is suitably embedded into our corporate governance and decision making structure.

6.2 CJCs are listed bodies under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 as amended and are therefore subject to the Public Sector Equality Duty (PSED). The Equality and Human Rights Commission ("the Commission") is the regulator of the PSED. To this end, we have been in dialogue with officers from the Commission to ensure that we are on the correct path towards compliance in this regard.

6.3 To review the potential impact of establishing the CJCs the Welsh [Government published impact assessments](#) – including a Regulatory Impact Assessment and Integrated Impact Assessment.

6.4 Our approach will be a twin track one, where we want to ensure that our decisions don't impact disproportionately negatively, but that we also grasp any opportunities for betterment as part of a positive approach.

How we measure the impact of our decisions

6.5 The need to measure the impact of our decisions is already firmly embedded into our corporate governance (notably in terms of a section on the reports provided to our Members where such matters are acknowledged). It is considered however

that as our work moves to substantive matters of policy formulation then these decisions should go through an assessment process.

6.6 [In light of the foregoing, at our October 2022 meeting](#), we endorsed the principle of adopting Neath Port Talbot's 2 stage Integrated Impact Assessment Toolkit as our Toolkit. The utilisation of the Toolkit will further embed matters of equality into our corporate governance, and as such demonstrates that we are fully acknowledging and embracing our public Sector equality duty and socio-economic duty.

6.7 We also want to set out a specific equality objective within this first Corporate Plan. In preparing this Objective, we have had [reference to the Welsh Government's Strategic Equality Plan 2020-2024](#). Reference can be made to the [Is Wales fairer](#) 2018 report. Furthermore, we have had reference to 3 our well-being objectives, because we want to embed an integrated approach in this regard. It is noted that many of the processes (eg SDP) are likely to be subject to impact assessments in their own right (e.g. Integrated Impact Assessments), however we want to identify a specific SWWCJC equality objective which re-affirms our corporate commitment to a more equal South West Wales. This is set out overleaf.

Our Equality Objective – A more equal South West Wales by 2035

6.8 ***“To deliver a more equal South West Wales by 2035 by contributing towards:***

(a) The achievement of the [Welsh Government’s long-term equality aim](#) of eliminating inequality caused by poverty;

(b) The achievement of the [Equality statement set out in Llwybr Newydd](#) which is to make our transport services and infrastructure accessible and inclusive by aiming to remove the physical, attitudinal, environmental, systemic, linguistic and economic barriers that prevent people from using sustainable transport; and

(c) The achievement of the [Welsh Government’s long-term equality aims](#) of cohesive communities that are resilient, fair and equal and where everyone is able to participate in political, public and everyday life.”

6.9 In terms of achieving element (a) of our equality objective, it is considered that this integrates suitably with WBO1 which focuses on economic well-being and energy. In noting that we have already endorsed the Regional Economic Delivery Plan and Regional Energy Plan, we will explore how we can take these Plans back through our Integrated Impact Assessment Toolkit in 2023 to identify if there are any further opportunities to deliver a more equal South West Wales.

6.10 In terms of achieving element (b) of our equality objective, it is considered that it integrates suitably with WBO2 which focuses on transport. Llwybr Newydd is very clear on equality matters, and as such there are clear opportunities to provide a regional expression of this national policy direction. We will take any future decisions through our Integrated Impact Assessment Toolkit.

6.11 In terms of achieving element (c) of our equality objective, it is considered that it integrates suitably with WBO3 which focuses on strategic development planning (noting that stakeholder engagement and collaboration are key elements of the SDP preparation process – as per the requirements for a Community Involvement Scheme). We will take any future decisions through our Integrated Impact Assessment Toolkit.

7.0 Governance and operational facets

Our constitutional and governance framework

7.1 We [first met in January 2022](#) and we were reconstituted for the civic year 2022/2023 [at our July 2022 meeting](#).

7.2 Some of those key procedural steps we have already undertaken since our commencement include:

- Establishing a Governance and Audit Sub-Committee Committee;
- Establishing an Overview and Scrutiny Sub-Committee; and
- Designating the Neath Port Talbot County Borough Council Standards Committee as our Standards Committee.

7.3 We have agreed an approach for representatives from the two local health boards that serve our area, along with Swansea and Trinity St David Universities, to [be co-opted](#). We have also agreed an approach for the appointment of [private sector representatives](#) to an Advisory Board.

7.4 We have established 4 sub-committees, [with the terms of reference for each of these agreed in October 2022](#). These sub-committees will have a key role in driving forward delivery of our 3 well-being objectives.

TABLE 2 – OUR SUB-COMMITTEE STRUCTURE (FUNCTION THEMES)

| Sub Committee | Lead Chief Executive | Political Lead |
|-----------------------------------------------------|----------------------|-------------------|
| Regional Transport Planning | Swansea | Carmarthenshire |
| Economic Well Being – regional economic development | Carmarthenshire | Swansea |
| Strategic Development Planning | Pembrokeshire | Neath Port Talbot |
| Economic Well Being - regional energy strategy | Neath Port Talbot | Pembrokeshire |

Budgeting

7.5 A key consideration in terms of how we will discharge our duties and functions is funding.

7.6 We must set a budget for the upcoming financial year i.e.1/4 to 31/3, by the end of January each year. We approved our 2022-23 budget of £575,411 at our [meeting on January 25 2022](#). The ability to increase the CJC budget through an increase in the levy for 2023-24 is considered to be very limited given the general economic outlook for local government budgets and the prevailing cost of living crisis. Consequently, progress in 2023-24 will be more dependent on other funding being available from Welsh Government or other sources.

Operational Facets, including staffing and service arrangements

7.7 We are required to appoint a number of statutory “executive officers” similar to the roles within principal councils (e.g. Chief Executive, Chief Finance Officer and Monitoring Officer). The Chief Executive of Neath Port Talbot is currently our Chief Executive, with the intention being to rotate this role on an annual basis amongst the respective constituent Council Chief Executives. The Head of Legal Services in Neath Port Talbot retains the Monitoring Officer function, and the Head of Finance in Carmarthenshire retains the Chief Finance Officer function.

7.8 In terms of operational facets provided to the SWWCJC, services are provided by the constituent Councils. Service Level Agreements are being formulated in respect of the statutory functions and the subject areas/function themes.

Engagement and consultation

7.9 We recognise that our constituent Councils undertake engagement and consultation and have their own methods and stakeholders in this regard. We will not seek to duplicate these established platforms, rather we will seek to utilise them and feed any consultation that we have through these channels.

7.10 In the short term, we have taken the following steps:

- Dedicated SWWCJC website and e mail addresses;
- SWWCJC branding;
- Commitment to produce easy read documentation;
- Proportionate awareness raising – including presentations, and
- Publishing accessible documentation.

8.0 Public Sector Duties, Plans and Strategies

Overview

8.1 There are a number of duties relevant to us as summarised within [statutory guidance](#) issued by the Welsh Government in respect of CJC's. We will embrace these duties, but in so doing we will be taking a proportionate and integrated approach. Our emphasis has been on embedding such considerations into our corporate governance. Specific reference should be made to Section 6 of this Plan in respect of our approach to our public sector equality duty and socio-economic duty.

The Welsh language

8.2 In the absence of the imposition of standards by the Welsh Language Commissioner, we have taken a proactive approach, particularly given the prominence of the language within the social fabric of our region. [At our October 2022 meeting](#), we endorsed the principle of adopting Carmarthenshire County Council's standards as our interim policy position.

8.3 Reference should also be made to our adoption of an Integrated Impact Assessment Toolkit which will also allow for consideration of Welsh language matters. Also specific workstreams – notably the Strategic Development Plan – will have policy considerations - e.g Impact Assessment process and national policy [e.g Technical Advice Note 20 – The Welsh Language](#).

The Environment (Wales) Act 2016

8.4 As one of the Public Authorities subject to the Biodiversity and Resilience of Ecosystems Duty, we are required to seek to maintain and enhance biodiversity so far as is consistent with the proper exercise of our functions and in doing so promote the resilience of ecosystems. We must have regard to:

- [The section 7](#) list of habitats and species of principal importance for Wales;
- [The State of Natural Resources Report \(SoNaRR\)](#), published by Natural Resources Wales; and
- Any Area Statement which covers all or part of the area in which the authority exercises its functions, once these are produced.

8.5 We must prepare and publish a plan setting out what we propose to do to comply with the Section 6 duty. We must also produce and publish a report on what we have done to comply with the s6 duty by 31 December 2022 and then every three years after this date. Discussions with Biodiversity Policy Officers within the Welsh Government have indicated that we can embed our Duty Plan into our Corporate Plan and in fact this would be preferable to a standalone one ([this is also confirmed in Welsh Government guidance](#)). Whilst there is no specific timescale to publish Our Duty Plan, we have taken the opportunity to publish it within this Corporate Plan so that key principles are embedded into our corporate governance from the outset. This will be subject to review. [In terms of our Compliance Report – this was published by 31 December 2022.](#)

8.6 [The Nature Recovery Action Plan \(NRAP\) for Wales](#) was originally published in December 2015 as the Nature Recovery Plan and contains the following ambition: *‘To reverse the decline in biodiversity, for its intrinsic value, and to ensure lasting benefits to society’*. This ambition is supported by 6 objectives:

- 1: Engage and support participation and understanding to embed biodiversity throughout decision making at all levels;
- 2: Safeguard species and habitats of principal importance and improve their Management;
- 3: Increase the resilience of our natural environment by restoring degraded habitats and habitat creation;
- 4: Tackle key pressures on species and habitats;
- 5: Improve our evidence, understanding and monitoring, and
- 6: Put in place a framework of governance and support for delivery.

8.7 We recognise these aims and objectives and have utilised them to frame our first Duty Plan, which is set out in Table 3 overleaf. Our approach and focus is on embedding the consideration of our duties into our corporate governance, noting our specific functions and the fact that the work that will be undertaken (e.g. Strategic Development Plan) will be subject to rigorous scrutiny in terms of designations (including National Site Network) together with policy alignment – [e.g. Technical Advice Note 5 - nature conservation and planning](#).

8.8 In formulating our Duty Plan, we have had regard to the [South West Wales Area Statement](#) (SWWAS) and its themes as set out below:

T1 - Reducing health inequalities: This theme aims to examine the opportunities to address health inequalities in South West Wales by using natural resources and habitats;

T2 - Ensuring sustainable land management: Ensuring our land is sustainably managed for future generations;

T3 - Reversing the decline of, and enhancing, biodiversity : This theme aims to explore how we can reverse the decline of biodiversity by building resilient ecological networks, and

T4 - Cross-cutting theme: mitigating and adapting to a changing climate : This theme looks at how we can adapt and respond to a changing climate.

Our Biodiversity Duty Plan 2023-2028.

8.9 Our Duty Plan is set out within Table 3 below.

TABLE 3 - OUR BIODIVERSITY DUTY PLAN 2023-2028

| NRAP Objective | NRAP Extract | SWWCJC Action | SWWAS Theme |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1 | Addressing this objective demands corporate change, and the integration of biodiversity values, both economic and intrinsic, into decision making, so that the value is recognised, accounted for and acted on at an early stage. | <p>We will formulate a Corporate Plan and set well-being objectives.</p> <p>We will adopt an Integrated Impact Assessment Toolkit (which will include a biodiversity section for screening).</p> <p>We will embed the 5 ways of working into our corporate governance.</p> | T1,T2,T3,T4. |



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| | | We will ensure that this Section 6 Plan is referenced in Executive Officer Reports to Members. | |
| 2 | We need to use the legislation that we have to ensure we safeguard our protected species and habitats, and to manage them better to reduce the multiple pressures they are facing. We need to identify opportunities for policy change, managing for multiple benefits and using resources (both human and monetary) innovatively. Partnership working is key. | In accordance with legislative / policy requirements we will ensure that impacts are considered – eg Habitats Regulations Assessment to the Strategic Development Plan. As a regional body, we will take a collaborative and integrated approach which is underpinned by partnership working. | T3,T4 |
| 3 | Action is needed across the whole of Wales to recover biodiversity and build the resilience of our ecosystems. | We will actively scrutinise the requirement for conservation and enhancement as part of our corporate governance. In so doing, we will take decisions that reflect the WFG Act and we note The State of Natural Resources Report (SoNaRR) , published by Natural Resources Wales. | T3 |
| 4 | The Sustainable Management of Natural Resources (SMNR) puts in place a framework and tools for an integrated approach to tackling negative impacts on our biodiversity while building resilience of our environment. | At a corporate level, we will recognise and embed SMNR approaches into our ways of working. As such, we will place an emphasis on integration and promote nature based solutions. We recognise the Section 7 list of habitats and species of principal importance for Wales. | T3,T4 |
| 5 | To inform the delivery of our actions to help nature recover we need to improve the quality of data and the confidence we have in it, direct relevant and prioritised research and review and develop monitoring and surveillance. | Much of the data will be collected on a local / Local Authority level. However, we will take opportunities through our activities to attain information on our contribution towards conservation and enhancement – e.g. Strategic | T1,T3,T4 |

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| | | Development Plan monitoring indicators. | |
| 6 | We need to ensure these are as well informed and prioritised as possible, and that this information is accounted for in local planning and decision making. We need to put in place resourcing (both human and monetary) to achieve our nature recovery objectives. | <p>We will utilise Impact Assessments (eg Sustainability Appraisal/Strategic Environmental Assessment that will be done with the Strategic Development Plan) to increase our understanding.</p> <p>In formulating our budget, we will have reference to our WBOs/sub committees.</p> <p>We will have specific reference to the South West Wales Area Statement and have utilised its cross cutting themes in this Plan.</p> | T1,T2,T3,T4. |

Towards the formulation of a Child Poverty Strategy

8.10 The requirement for us to prepare a Child Poverty Strategy is noted. We will address this as the CJC work activities are further developed.

Freedom of Information

8.11 Within 2023, we will also be looking towards the production of a Publication Scheme and any associated requirements in respect of these matters.

9.0 Measuring our performance

Overview

9.1 We need a framework to measure our success.

Well-being of Generations (Wales Act 2015).

9.2 We will be required to report on the progress we have made in meeting our well-being objectives at the end of each year. [Reference is made to the Well-Being of Wales Report 2022](#). Annual Reports must be published as soon as possible, but no later than 31 March. In preparing our report we must review our well-being objectives. We will need to demonstrate that:

- our well-being objectives are contributing to the achievement of the wellbeing goals;
- we are taking all reasonable steps to meet our well-being objectives, and
- our well-being objectives are consistent with the sustainable development principle.

[Audit Wales landscape review Autumn 2022](#)

9.3 During the Autumn of 2022, Audit Wales will have undertaken an early landscape review to understand the evolving arrangements of CJC's across Wales. A Project brief has been issued, with the below forming the overall commentary questions:

- What is our understanding of Welsh Government's aims for the CJC's?
- Have we established effective governance arrangements to meet the Welsh Government aims and statutory obligations?

- Do we have clear and effective plans to deliver the Welsh Government aims and meet our statutory obligations?
- How will we fit in to existing partnership arrangements?, and
- How are we planning to meet their requirements under the Well-being of Future Generation (Wales) Act 2015 including how are we setting our well-being objectives?

9.4 It is considered that the production of this Corporate Plan will be an important component of our response to the above, notably in terms of clarifying the progress we have made in terms of governance and meeting our statutory obligations and our responsibilities under the WFG Act. We are also actively reviewing partnership arrangements to ensure they remain fit for purpose.

10.0 Next steps

10.1 This Draft Corporate Plan was reported to our Members in December 2022. Our Members gave their approval for the undertaking a public consultation on this Draft Plan in early 2023.

10.2 Further to above, any consultation responses received will be reported back to the Members with a view to informing a final version of the Plan as part of its formal endorsement. This is scheduled for March 2023.

Appendices

Appendix 1 – Well-being objective 1 - action/steps, timescale and impact measures (Regional Economic Delivery Plan).

1 Regional Economic Delivery Plan (Well being Objective 1)

Sub-Committee Financial Profile 23/24 £100,000

To deliver the REDP, we will take the following steps 2023-2028:

| Action | Timescale | Impact Measures | Comments |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Resources | 2023 onwards - It will be important to secure sufficient capacity within individual partner authorities and jointly. To do this, given the scale of the opportunities and challenges, it is proposed that a Regional Economic Delivery Plan Programme Manager is appointed to provide the day-to-day resource needed to implement the strategy and to lead delivery of regional projects. This post would work collaboratively with the economic development functions in each local authority to deliver the Regional Economic Delivery Plan. Up until budgets are agreed and allocated towards these | Effective Coordination & Delivery of REDP. | Dedicated staff resources to deliver REDP. Indicative cost calculated at circa £50K per annum to include project manager, and £50k development budget. |



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| | <p>resources, it is intended that temporary EARTH resources would support this programme of work locally and regionally for the next 12 months.</p> | | |
| <p>Building Capacity and Expertise to maximise SWW renewable energy and net zero potential</p> | <p>SW Wales has a substantial opportunity in renewables and the low carbon energy sector. There are several major projects in delivery or proposed and there is a need to develop coordination regionally between the major projects and through skill development, business growth and potential for local ownership models.</p> <p>This function sits under the Energy strand, however there are clear overlaps with the economic development strand and coordination will be vital to maximise success.</p> <p>Major projects and programmes currently being delivered include Pembroke Dock Marine, Dragon Energy Island, Homes as Power Stations, onshore wind and energy from waste projects and a potential</p> | <p>Assist in delivery of regional energy strategy.</p> | |



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| | <p>nuclear fusion prototype scheme in Pembrokeshire. Reference is also made to the Freeport proposal and Floating Offshore Wind (FLOW).</p> <p>2022-25 – Economic Development to liaise with the Energy strand and assist in the delivery of the regional energy strategy where appropriate. Opportunities to be explored around business engagement, development and support, long term upskilling, infrastructure requirements, etc.</p> | | |
| <p>Creation of a Virtual innovation agency to provide a better integrated regional innovation offer</p> | <p>SW Wales has some impressive innovation assets. The REDP identifies the universities’ research capabilities as a key strength to the region.</p> <p>Risks are emerging linked to lack of clarity on what will replace current European funding and the complexity of the range of institutions and programmes that drive forward innovation support potentially contributes to complexity in terms of business engagement.</p> | <p>Establishment of a Virtual Innovation Agency</p> | |



In addition, innovation (the development and commercialisation of new products, goods and processes) and wider policy objectives, especially in relation to climate change and decarbonisation; digitisation and the exploitation of data; and the pressures and opportunities associated with an aging population are key to future growth of the region.

As such there is a need to explore a better integrated regional innovation offer, in the form of a virtual research and Technology Organisation for SW Wales.

2022-23 Scope out the opportunity for a virtual innovation agency. Develop a consortium of key partners in the public and private sector together with the universities.

Covering the following points:

- 1) Aim to broker relationships between businesses, programmes and the knowledge base.



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| | <p>2) Develop a place-based innovation partnership</p> <p>3) Galvanise responses to social need</p> <p>4) Demonstrate and promote regional opportunities</p> <p>2023-25 Issues to consider</p> <ul style="list-style-type: none"> • Potential routes to investment post ERDF (increased private sector co financing) • Institutional Options from partnership to constituted delivery vehicle • Links with initiatives and policy development at Welsh and UK Government. | | |
| <p>Coordinated regional business support programme to support enterprise and entrepreneurship at scale</p> | <p>2022-23 – Scope and review existing businesses support offer across the region to include Local Authorities, Welsh Government and other relevant partners.</p> | <p>X amount of businesses supported</p> <p>X amount of jobs created</p> | |



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| | <p>2022-23 -Establish a regional business group linked as a subgroup to the regional leads group.</p> <p>2022 onwards - Develop and deliver a coordinated suite of support packages for business support to include start up grants and growth grants. Link activity to emerging SPF programme.</p> <p>2023 onwards -Develop a programme to nurture enterprise and entrepreneurship through targeted business support including enterprise clubs, digital exploitation, specialist support and opportunities for commercialisation of products.</p> | <p>Improved coordination of business support across region</p> | |
| <p>Regional commercial property investment fund</p> | <p>There is a regional shortfall of employment space in Wales, and this is exacerbated in SW Wales by weak viability and market failure with the cost of development far exceeding the cost of development.</p> | <p>X - amount of businesses supported</p> <p>X – amount of employment space to be created</p> | |



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| | <p>2022 -23 Establish a regional Commercial Property Investment Group. Develop governance structure and report to the SW Wales Regional leads group.</p> <p>2023 onwards -Develop a property commercial investment fund for SW Wales. Link up with Welsh Government along with the UK Government’s shared prosperity fund.</p> | <p>X – amount of jobs accommodated</p> | |
| <p>Regional inward investment proposition</p> | <p>Creating an attractive destination for inward investment is a competitive market. In SW Wales, we have many assets which can make us an attractive proposition to those looking to invest in the region.</p> <p>2022-23 – Through the EARTH programme we will create a user friendly, online promotional tool to provide clear and concise information to inward investors.</p> <p>2023 - 2028 Create a dedicated cross-region team who would be trained to update and use the tool and deal with inward investment enquiries and activities.</p> | <p>X inward investment leads</p> | |



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| | <p>Representative from each LA. Team to report to the regional economic development leads group.</p> <p>2023 – Review barriers to investment and provide solutions to make region more attractive to investors.</p> | | |
| <p>Devolved regional investment fund</p> | <p>With EU programmes in Wales coming to an end and UK Government Funding emerging through the levelling up agenda, the region needs to ensure that the funding mechanisms to stimulate investment and growth are fit for purpose in SW Wales.</p> <p>2022-23 – Review the funding mechanisms available for SW Wales. Identify funding gaps that are required to realise the regions potential growth.</p> <p>2023-24 Lobby WG and the UK Government for a devolved funding package to prioritised at the SW Wales regional Level. Opportunities will then be explored to lever other</p> | <p>New Regional Investment Fund</p> <p>X – External Funding levered</p> | |



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| | <p>funds from the private sector, third sector and others.</p> <p>Explore finance models such as loans, equity investments, mutual investment models, to induce a mechanism to recycle funding for reinvestment.</p> | | |
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We will take the following longer term steps from 2028-2035:

Carry out a comprehensive review to establish the impact of activities up to 2028. Following review a schedule of longer term steps will be provided.

Appendix 2 – Well-being objective 1 - action/steps, timescale and impact measures (Regional Energy Strategy).

2 Regional Energy Strategy (Well being Objective 1)

Sub-Committee Financial Profile 23/24 £20,000

To deliver the RES, we will take the following steps 2023-2028:

| Action | Timescale | Impact Measures | Comments |
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| <p>Undertake an evaluation exercise to determine that the correct level of resource and expertise is embedded within each Council for the effective delivery of activity and programmes within each specific thematic theme of the strategy:</p> <ol style="list-style-type: none"> 1. Domestic energy 2. Renewable energy generation 3. Transport and active travel | <p>Q1 & Q2 2023</p> | <p>Implementation of a regional delivery team. Alignment to existing programmes.</p> | <p>Resource capacity and expertise is essential for delivery of the strategy and the delivery programme. It is important to liaise with other regional energy strategy programmes and ensure cross regional synergy and that all opportunities are maximised.</p> <p>City Science consultants have been appointed to develop the Local Area Energy Plans (LAEPs) for Neath Port Talbot, Swansea and Carmarthenshire and a funding bid has been submitted to WG for 3 posts – Project manager and 2 x Project officers – for two years.</p> |

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| 4. Commercial and industrial | | | |
| Structured review and sense check of the actions contained within the draft SWW Regional Energy Strategy - strategic action plan. | Q3 & Q4 2023 | Provision of a short-list of improvement programmes. | Important that there is an even distribution of improvement programmes and activity across the region in a fair and equitable delivery. |
| Formulate thematic themed - implementation programmes for delivering tangible projects and activity converting the core principles and strategic priorities into reality benefiting all sectors across the region. | 2024 - 2028 | Development of full business cases for each programme. Identification of challenges and barriers for project implementation. Fully resourced and funded projects. | Important that the energy system delivery landscape will evolve as all sectors transition to a net zero society therefore it is important that the strategy improvement have flexibility integrated into them where possible/practicable. |

We will take the following longer term steps from 2028-2035:

| Action | Timescale | Impact Measures | Comments |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Milestone review of the strategy and improvement programmes. | 2029 | Evaluation of the performance of the delivery programmes against the strategy's priorities, and objectives. | Given the magnitude and complexity of the programmes required to move towards achieving net-zero, periodic reviews will be essential for ensuring that the correct rate of trajectory is being achieved to reach net-zero. |
| Formulation of additional improvement programmes. | 2030 - 2035 | Increased delivery of the strategy. | The enormity of the challenge needs to be understood and contingency programmes, actions and projects identified at this point in the timeframe, if it is realised that the targets within certain sectors will not be met. |
| Review exercise to understand the effectiveness of the strategy programme and the success rate of the region transitioning to net zero via innovative energy system solutions and to determine the required rate of carbon reduction by | 2033 - 2035 | <p>Number of improvement programmes across the thematic themes and sectors.</p> <p>Level of carbon reduction achieved from 2023 to 2035.</p> | It will be essential that the learning, success and failures of the 2023-35 Regional Energy Strategy delivery programmes are learnt from and used to shape and define the 2035-50 strategy, ensuring that the correct governance, management processes, resource, expertise are in place to achieve the required level of transition to a net zero society. |

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| <p>2050 and improvement programmes required within the second stage of the strategy from 2035 to 2050.</p> | | | |
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In Summary, the outcomes are:

- Complete 3 LAEPs - build understanding/ownership amongst key partners and ensure alignment with Regional Energy Strategy;
- Secure additional resources from WG – agreed in principle, submitting a bid for 3 staff (1 regional coordinator, 2 ‘shared’ project officers);
- Complete the Communications plan to allow for building of engagement and understanding;
- Refine the Action Plan into tangible projects for implementation, and
- Work with WG, industry and academia to support decarbonisation and renewable opportunities and build capacity e.g. Freeport, Launchpad bid, FLOW.

Appendix 3 – Well-being objective 2 - action/steps, timescale and impact measures (Regional Transport Plan).

3 Regional Transport Plan (Well being Objective 2)

Sub-Committee Financial Profile 23/24 £80,000

To deliver the RTP, we will take the following steps 2023-2028:

| Action | Timescale | Impact Measures | Comments |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Respond to RTP guidance and develop RTP delivery programme | Guidance expected to be provided by WG in late 2022/early 2023 | Robust and resourced programme for delivery with consultation at the core | A suitable level of resource (£80k) would enable an officer to be recruited who could coordinate responses and make representations on behalf of the region with a view to attaining Welsh Government backing to progressing this key policy area in partnership - but it would not be sufficient to develop the full RTP in 23/24. The officer could work up the Implementation Plan during 23/24. |
| Approval of RTP | TBC – timescales will be provided when guidance is issued and Implementation Plan (agreed by CJC in due course). | Robust RTP signed off which establishes the transport priorities for the region. | The RTP will form the basis for funding bids |
| Review RTP on an annual basis | Annual | Ensure the RTP is current and appropriate. | Will need to be reviewed against any policy changes. |

We will take the following longer term steps from 2028-2035:

| Action | Timescale | Impact Measures | Comments |
|-------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------|-----------------------------------------|
| Review RTP | Likely to be 2028 | | RTP's/LTP's have been 5yr plans to date |
| Continue to implement transport improvements (including Metro) with RTP as backbone plan. | | Improved connectivity and increased modal shift to sustainable modes of transport | |

Appendix 4 – Well-being objective 3 - action/steps, timescale and impact measures (Strategic Development Plan).

4 Strategic Development Plan (Well being Objective 3)

Sub-Committee Financial Profile 23/24 £20,000

To deliver the SDP, we will take the following steps 2023-2028:

| Action | Timescale | Impact Measures | Comments |
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| Engage with Welsh Government Officers on the draft SDP Manual to ensure the final version of that guidance serves to help facilitate an SDP that can deliver on CJC and Council corporate objectives | 2023 | | Informal Stakeholder Consultation commenced September 2022, comments to be returned by 31 st December 2022. |
| Work collaboratively across the region with other Authorities to undertake key projects that will form an evidence base for the SDP | 2023-2028 | Ensures early key stage work benefit from alignment with latest underpinning evidence, and is aligned with replacement LDPs being produced | Preparatory work already underway on some projects – including: <ul style="list-style-type: none"> - Defining South West Wales National Growth Area - Forecasting economic and population Growth |

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| | | | - Strategic Flood Consequences Assessment |
| Deliver a number of SDP key stages with engagement and consultation of stakeholders – in particular Delivery Agreement (including Community Involvement Scheme, the ‘Call for’ Strategic Locations and Sites/Areas, Preferred Strategy | Autumn 2023-2028 | Delivers on statutory requirement to advance SDP in accordance with a delivery programme to be agreed with Welsh Government | This timescale for delivery of early key stages is dependent on final SDP Manual being published by WG by Autumn 2023, as well as decisions yet to be confirmed in relation to financing, resourcing and formation of SDP delivery teams |

We will take the following longer term steps from 2028-2035:

| Action | Timescale | Impact Measures | Comments |
|--------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Deliver the remaining SDP key stages with engagement and consultation of stakeholders – in particular agree and submit Deposit | 2028-2030 | Meet statutory requirements and Welsh Government policy (as expressed in Future Wales: the National Plan) in respect of adopting a regional strategic development plan, | This timescale is dependent on decisions yet to be confirmed in relation to financing, resourcing and formation of SDP delivery teams |

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| <p>Plan, undertaken Examination in Public and finally adoption</p> | | <p>following compliance of all key stages. An adopted SDP for South West Wales provides the opportunity to establish a joined up, regional planning framework to guide decision making on larger than local issues, ensuring these are planned for in an integrated and comprehensive way. This includes the key issues of scale and spatial distribution of housing and employment growth, and in regard to infrastructure planning.</p> | |
| <p>Undertake programme of monitoring of adopted SDP</p> | <p>2030-2035</p> | <p>Ensures that the policies and proposals set out in the adopted SDP are being effectively delivered over time, and enables a mechanism to intervene and review where necessary in order that the Plan is delivering on its objectives.</p> | |