

Appendix B - Swansea Local Economic Delivery Plan

1.0 Introduction

- 1.1 Swansea is a city and county of contrasts, from deep rural across 60% of its geography to dense urban settings in the city centre, set in a patchwork of smaller towns/districts and villages all with their own character. The stunning natural environment includes 32 miles of coastline and over 50 beaches, the majority of which are situated within the Gower Area of Outstanding Natural Beauty. The unique combination of natural environment, urban/rural mix, cultural, leisure and sporting assets and dynamic universities contribute to Swansea's distinctiveness and makes the county an attractive place to live, work or visit.
- 1.2 With a population of 237,000 and an economy that generates over £5,600million in gross value added, Swansea is a key driver of the South West Wales regional economy and one of the most substantial contributors to, and assets of, the Welsh economy.
- 1.3 Swansea is undergoing a significant transformation, with unprecedented levels of investment through the £1bn+ regeneration programme that is transforming the city's streetscape and skyline. Through projects such as the new Digital Arena & Coastal Park, 71-72 The Kingsway, redevelopment of the Palace Theatre and Albert Hall, regeneration of Hafod Morfa Copperworks and High Street the momentum is building and bringing new opportunities for people and for businesses.
- 1.4 In 2021 the four local authorities in South West Wales working with Welsh Government produced a Regional Economic Delivery Plan which set out region's economic regeneration ambitions through to 2030. The Regional Economic Delivery Plan was adopted as the Council's overarching economic regeneration policy in January 2022. The Local Economic Delivery Plan complements this and will guide the implementation of the Regional Economic Delivery Plan in a local context. It aims to create an economy that is resilient and sustainable; enterprising and ambitious; and balanced and inclusive.
- 1.5 The Local Economic Delivery Plan comprises of a strategic framework which sets out our local missions, strategic aims and objectives through to 2030, and an accompanying action plan. The action plan will be a live document that will be regularly updated by partners as new opportunities come forward and economic circumstances change. The Local Economic Delivery Plan has been produced through the Regeneration Swansea partnership, and partnership working locally, regionally and nationally will be essential to the successful delivery of the Plan.

2.0 Strategic Context

- 2.1 The Regional Economic Delivery Plan was developed in the context of a range of plans and strategies at the local, Welsh and UK level. Important themes that emerged were the need to embed the wellbeing goals and ways of working from the Well-being of Future Generations Act into the Plan, the commitment to decarbonisation and achievement of net zero by 2050, the opportunities and challenges presented by technological and demographic change, and the impacts of the UK's exit from the European Union. These have been taken forward into the Local Economic Delivery Plan and have shaped the local missions, aims and objectives.
- 2.2 The Local Economic Delivery Plan aligns with Swansea's Local Wellbeing Plan 2023 -2028 and will contribute towards the delivery of the vision and all four wellbeing objectives. The Local Wellbeing Plan has been prepared by the Swansea Public Services Board which has a vision to work together to make Swansea a place which is prosperous, where our natural environment is appreciated and sustained, and where every person can have the best start in life, get a good job, live well, age well, have access to cultural opportunities and have every opportunity to be healthy, happy, safe and the best they can be. The Wellbeing Plan focuses on the PSB's long-term objectives, which are:
- Early Years - to ensure that children have the best start in life to be the best they can be;
 - Live Well, Age Well - to make Swansea a great place to live at every stage of life;
 - Climate Change and Nature Recovery - to restore and enhance biodiversity, tackle the causes, and reduce the impact of climate change;
 - Strong Communities - to build cohesive and resilient communities with a sense of pride and belonging.
- 2.3 In addition the Local Delivery Plan complements and links to the following local plans and strategies:
- Climate Change and Nature Strategy 2022-2030 which sets out the Council's commitment to addressing climate change alongside its commitment to nature recovery. The Council business will strive for net zero carbon by 2030 and working with partners will call on the whole of the City and County, its major employers, its citizens, community groups and businesses to contribute to achieving net zero carbon by 2050.
 - Green Infrastructure¹ strategy – Swansea Central Area: Regenerating our City for Wellbeing and Wildlife, published jointly by Swansea Council and Natural Resources Wales, is designed to bring more nature into the city centre through high quality multifunctional green infrastructure which delivers resilience, prosperity, nature, health, wellbeing and happiness to the citizens and visitors of Swansea.

¹ Green Infrastructure - commonly referred to as GI - is the term used to describe all the green space, soil, vegetation and water that provide the ecosystem services that make places more liveable. This includes, for example, streets trees, green roofs and walls, natural play spaces, wildlife / nature gardens, pollinator corridors, landscaping, drainage and air quality management solutions.

- Joint Local Transport Plan for South West Wales which has a vision to improve transport and access within and beyond the region to facilitate economic regeneration, reduce deprivation and support the development and use of more sustainable and healthier modes of transport.
- Swansea Council Corporate Plan 2023-28, which prioritises six wellbeing objectives which are:
 - Safeguarding people from harm
 - Improving Education and Skills
 - Transforming our Economy and Infrastructure
 - Tackling Poverty and Enabling Communities
 - Delivering on Nature Recovery and Climate Change
 - Transformation and Financial Resilience
- ‘Back on Track’ Swansea Destination Management Plan 2023—26 which focuses on the following priorities:
 - Driving Quality: to build on success and further enhance the destination in order to deliver a distinctive and high-quality visitor experience.
 - Breaking free of seasonality: to develop creative, targeted marketing campaigns to enhance the area’s appeal to the UK and wider world and build a stronger tourism offer outside the summer months.
 - Encouraging Sustainability: to nurture a more sustainable approach to tourism, both economically and environmentally, to the benefit of the environment and the wellbeing of all.
 - Working Partnerships: to continue to support the private sector directly and work with our public and third sector partners in order to achieve growth and prosperity for the local economy.
- Swansea Central Area Strategic Framework which provides the strategic context for the regeneration of the city centre in support of a vision to create a mixed-use location with a strong retail, commercial and leisure heart supported by a vibrant resident population.

3.0 Economic Context

3.1 The evidence base for developing the Local Economic Delivery Plan has been drawn from the extensive economic analysis undertaken for the preparation of the Regional Economic Delivery Plan and the 2022 Assessment of Local Wellbeing in Swansea.

3.2 These identify that the longer term economic challenges faced by Swansea are:

- The need for Post-Covid support and recovery, which has been exacerbated by the economic effects of the war in Ukraine and cost of living crisis.
- Growing the business base - the relative size of the business base (523 businesses per 10,000 population) is below Wales (559) and UK (697) averages. Swansea has a healthy level of business formations but one and five year survival rates for enterprises are below the equivalent rates for

Wales and UK. The increasing costs of goods, services and energy, along with rising interest rates are creating very challenging trading conditions for local businesses.

- 98% of businesses in Swansea are either micro or small scale. The scale-up potential of these businesses is vital to the economic growth of the County as a whole. These businesses are the driver of employment growth and higher value, higher paid jobs.
- Addressing the ongoing productivity gap with rest of UK - Swansea's productivity (GVA per hour worked) stood at 84.9% of the UK average in 2021. More productive activities ought to lead to higher average pay, but there will be a need to ensure that any productivity gains are captured locally in pay, conditions and business opportunities.
- Increasing wage rates – In April 2022 annual median full-time earnings for Swansea jobs stood at £30,190, a rise of 5.3% over the year, which was 91.4% of the UK average.
- Supporting people to overcome barriers and move into employment or training. Latest data from the Annual Population Survey to June 2023 suggests that economic activity and employment rates in Swansea are slightly higher than Wales and UK averages. However, excluding students there are still 22,900 people of working age in Swansea who are economically inactive, with nearly half of these classified as long term sick. There are slightly more people working part time in Swansea (25.8% compared with UK average of 23.7%) and fewer people who are self-employed (10.2% compared with 13.3% across the UK).
- At 3.5% in September 2023, the unemployment rate is between the Wales (3.2% and UK (3.7%) averages. Although there are a number of local areas where unemployment rates are considerably higher, in particular Townhill (7.5%), Castle (6.6%), Penderry (6.2%) and Landore (4.8%). Ensuring access for all to a supply of genuine pathways and opportunities is vitally important to reduce inequalities and enable people to move into employment, progress from part-time to full time employment and advance into higher paid opportunities.
- Skills Gaps – Data to December 2022 shows that Swansea has a higher proportion of working age residents with qualifications to level 3 (A/AS levels, GNVQ advanced, trade apprenticeships) and above than the Wales and UK averages. However work needs to continue to upskill people so they can take advantage of opportunities in new and emerging industries, and to address the gaps in sectors such as care, hospitality and construction.
- Reducing the Household Income Gap - In 2021 Gross Disposable Household Income per head in Swansea stood at £17,772 which was 82% of the UK average.

- Reducing deprivation across the county - In the 2019 Welsh Index of Multiple Deprivation (WIMD), Swansea had an above average proportion of its Lower Super Output Areas (LSOAs) featuring in the most deprived 10% in Wales, with 17 (11.5%) of its 148 LSOAs in the 191 (10%) most deprived. Creating sustainable well paid employment, with the required support available to enable people to participate and progress in the labour market, will help to address this.
- Swansea's Local Development Plan identifies a lack of available, high quality office space to meet inward investment and economic growth needs, combined with an oversupply of sub-standard office space at central and out of town locations. There is a viability gap for commercial property development so public sector investment is needed before commercial developers are willing to invest.
- Responding to changing consumer and workers habits by developing new uses for city centre, district and local centres. Including adapting to new ways of working including transport methods and connectivity and positive impact on places.
- Climate change and nature emergencies, the need for rapid adaptation and the achievement of the Council's Net Zero ambitions
- Responding to the digital revolution and connected future with new models of working.

3.3 Swansea also has a range of distinctive strengths and opportunities that the Local Economic Delivery Plan seeks to capitalise on, including:

- Outstanding natural environment – 60% of Swansea is rural - and coastal location that supports a high quality of life and distinctive proposition for visitors and investors
- National and internationally significant research and development expertise within our Universities with a strong track record of industrial collaboration
- Pipeline of skilled labour generated through Swansea University, University of Wales Trinity Saint David and Gower College Swansea
- Emerging strengths in green economy through, for example, the Biome biophilic mixed use development in the city centre, city centre green infrastructure strategy, Blue Eden, Swansea University Biohub.
- Strong heritage offer linked to our industrial past, e.g. Vivian legacy, Hafod Morfa Copperworks
- Diverse cultural offering, as showcased through previous city of culture bids
- Growing reputation for high quality local food and drink, particularly linked to our rural areas
- Ambitious regeneration programme to transform the city centre and Hafod Morfa Copperworks
- Swansea Bay City Deal investment package supported by the Welsh and UK Government's to deliver nine transformational projects across the South West Wales region.

- Strong ethos of partnership working through Regeneration Swansea and more widely across the region.

4.0 Strategic Framework

- 4.1 The Regional Economic Delivery Plan was developed after detailed consultation with stakeholders in Swansea and the region. To help plan for the future it sets out three 'Ambitions' which describe the nature of the South West Wales economy that we want to work towards. These ambitions, which have also been carried forward into the Local Economic Delivery Plan, are:
- Resilient and sustainable
 - Enterprising and ambitious
 - Balanced and inclusive
- 4.2 The ambitions in the Regional Economic Delivery Plan are supported by three complementary Missions, which will guide activity over the next ten years:
- Mission 1 – Establishing South West Wales as a UK leader in renewable energy and the development of a net zero economy: Taking forward the region's major energy related projects and driving the benefits through the region (via industrial decarbonisation, supply chain opportunities, university-linked innovation, etc.).
 - Mission 2 – Building a strong, resilient and embedded business base: Understanding and growing the business stock, supporting widespread social and commercial entrepreneurship, creating stronger supply chain and innovation networks, making public sector support sustainable; driving forward technology adoption and diffusion.
 - Mission 3 – Growing and sustaining the 'experience' offer: Linking environmental quality, quality of life and community character to create a region that retains and attracts talent and investment, and to promote this consistently and powerfully to the outside world
- 4.3 The Local Economic Delivery Plan takes the high-level strategic direction from the Regional Economic Delivery Plan and recasts this in a local context, to reflect the unique challenges and opportunities in Swansea. The local missions in the Local Economic Delivery Plan largely mirror those in the Regional Economic Delivery plan for consistency and are in line with the economic evidence base for Swansea.
- 4.4 The missions guide the long-term economic policy direction for Swansea. Each mission has a two pronged approach outlined as strategic aims which provide the key areas of focus. The Local Economic Delivery Plan Strategic Framework is outlined in figure 4.1.

Figure 4.1: Local Economic Delivery Plan Strategic Framework

Local Mission 1		Local Mission 2		Local Mission 3	
Transitioning to a Net Zero Economy		Building a Strong, Resilient Business and Skills Base		Growing and Promoting Swansea's Strengths and Experience Offer	
Strategic Aim 1	Strategic Aim 2	Strategic Aim 3	Strategic Aim 4	Strategic Aim 5	Strategic Aim 6
Decarbonising the Business Base	Decarbonising the Wider Economy	Growing productivity and resilience across the economy	Creating a pipeline of skilled and talented people	Creating Connected, Sustainable Places	Strengthening our Distinctiveness
Strategic Objectives					
1.1 Promoting the benefits of climate action to businesses	2.1 Decarbonising the housing stock	3.1 Co-ordinated package of support which engages new and existing businesses	4.1 Inspiring and enabling all people to reach their potential in Swansea	5.1 Building a strong, healthy, and resilient city centre	6.1 Preserving and promoting our heritage
1.2 Decarbonising local businesses	2.2 Investing in renewable energy	3.2 Ensuring access to fit for purpose sites and premises	4.2 Responding to current and future skills needs	5.2 Creating flourishing, accessible district and local centres	6.2 Celebrating our unique arts and cultural offer
1.3 Creating local supply chains	2.3 Developing a more circular economy	3.3 Actively promoting Swansea as a place to invest, work, study and do business	4.3 Creating pathways to enter and progress in employment	5.3 Investing sustainably for a more resilient and greener future	6.3 Promoting Swansea as a green, wellbeing city
1.4 Harnessing low carbon technology/ industries	2.4 Supporting decarbonised transport solutions	3.4 Maximising the positive impact of large and small organisations on local communities and foundational economy	4.4 Growing and retaining highly skilled young people	5.4 Exploiting the benefits of digital infrastructure	6.4 Investing in the 'experience' economy
	2.5 Enabling green infrastructure	3.5 Fostering innovation and knowledge transfer between local businesses, Universities and Colleges			6.5 Making the economy work for everyone
Cross Cutting themes					
Working in Partnership – locally, regionally and nationally					
Promoting our successes					

Local Mission 1: Transitioning to a Net Zero Economy

4.5 Both UK and Welsh Government have committed to achieving net zero by 2050. If met, this would mean the amount of greenhouse gas emissions produced by the UK would be equal to or less than the emissions removed by the UK from the environment. Locally, Swansea Council is aiming for the whole county to be net zero by 2050. As outlined in the Swansea Climate Change and Nature Strategy 2022-2030 there will be a need for collective leadership and shared ambition by the Council, partners, major employers, citizens, community groups and businesses to enable us to achieve this.

- 4.6 It is important that we drive forward action through the Local Economic Delivery Plan to enable our local businesses and the wider economy to adapt and take positive action to move us towards a more sustainable, lower carbon economy. The first two strategic aims have been developed to address:-

Strategic Aim 1: Decarbonising the Business Base

- 4.7 Decarbonising our business base will be essential for Swansea to become net zero by 2050 and will bring positive environmental and economic benefits for business. Engagement with local businesses has highlighted a gap in knowledge on how to move towards net zero. We will support our local businesses to become more sustainable and reduce their carbon footprint by:

- **Objective 1.1: Promoting the benefits of climate action to businesses:** Improving businesses understanding of the actions they can take to move towards a lower carbon future, and the additional benefits this can bring in terms of cost savings, enhanced reputation, competitive advantage and resilience to future climate change impacts.
- **Objective 1.2: Decarbonising local businesses** Encouraging energy efficiency measures and a switch to renewable energy sources in business premises and processes to reduce carbon emissions.
- **Objective 1.3: Creating local supply chains** Encouraging more local purchasing by businesses and organisations will reduce carbon emissions associated with transportation. It will also have a positive impact on local businesses and communities by supporting local jobs, creating more resilient supply chains, embedding businesses in local communities and enhancing local identity.
- **Objective 1.4: Harnessing low carbon technology/ industries** Working closely with universities and industry leaders to highlight best practice and encourage adoption of low carbon technology by businesses. Linked with actions to promote Swansea as an investment location we will highlight our potential as the ideal location for new green/low carbon industries building on our university expertise, skills base and physical assets.

Strategic Aim 2: Decarbonising the Wider Economy

- 4.8 Decarbonisation extends beyond the business base, it also impacts on housing and transport. Pobl is undertaking one of the UK's largest community-based retrofit, energy generation and smart energy projects in Penderry. A programme to improve the energy efficiency of the Council's housing stock through installation of solar panels/air source heat pumps and external wall insulation is continuing across the county, and new Council housing stock is being built to the 'Swansea standard' which minimises the energy needed to heat a home, reducing running costs and carbon emissions. Projects such as Blue Eden, with

its energy generation and hydrogen hub are positioning Swansea as a renewable energy city. We will work to decarbonise the wider economy by:

- **Objective 2.1: Decarbonising the housing stock**
Encouraging energy efficiency measures and adoption of renewable energy technologies in new and existing homes.
- **Objective 2.2: Investing in renewable energy**
Working with Welsh and UK Governments and the private sector to progress nationally significant schemes such as Blue Eden Swansea Renewable Energy & Port Development, as well as supporting smaller scale and community-based renewable energy solutions.
- **Objective 2.3: Developing a more circular economy**
There are opportunities to increase re-use of goods and materials across the economy, including potential for community-based solutions to increase repair and re-use of equipment, use of new technology to enable re-use of materials, and reductions in food waste.
- **Objective 2.4: Supporting decarbonised transport solutions**
Continued development of a more sustainable, integrated transport network encompassing rail, bus and active travel modes.
- **Objective 2.5: Enabling green infrastructure**
Swansea has a growing reputation for green infrastructure with the City Centre Green Infrastructure Strategy providing a framework for this. Increasing the extent and quality of green infrastructure in the city centre and across the county, will make it better adapted to climate change and a better place for people and wildlife.

Local Mission 2: Building a Strong, Resilient Business and Skills Base

- 4.9 Business is at the centre of our strategy to 2030: it will be through the expansion of existing firms and the start-up and attraction of new ones that new employment will be generated and productivity growth secured. That means supporting sustainable business growth – both at the ‘leading edge’ and across the wider economy.
- 4.10 A strong skills base will be essential to support growth of existing businesses and attraction of new firms to Swansea. Additionally, to help tackle inequality, poverty and deprivation across the county, we need to ensure that all those who wish to work have the opportunity and skills to participate and progress in the labour market.

Strategic Aim 3: Growing productivity and resilience across the economy

4.11 'Transformational' growth opportunities need to be balanced with the conditions for incremental improvements in resilience, capacity and capability across the whole of economy. There are distinctive opportunities at the 'leading edge' linked to the expertise within Swansea University and University of Wales Trinity Saint David – but long-term employment resilience and wage growth will depend on the sustainability, productivity and expansion of the wider stock of SMEs in Swansea. We will do this by:

- **Objective 3.1: Creating and promoting a co-ordinated package of support which engages new and existing businesses.**

A comprehensive package of business support is needed to drive business start-up rates and entrepreneurship, improve retention and growth of existing businesses as well as increasing the resilience and adaptability to change across our SME base - encompassing all types of business including social enterprises and employee-owned businesses. However, it is not enough to have this package of support in place, business need to also be aware of what's on offer to support them and know how to access it, so there also needs to be a focus on marketing and engaging business in a variety of ways. It will be important to facilitate opportunities for business to engage and learn from each other and improve understanding on how to navigate the regulatory framework, e.g planning.

- **Objective 3.2: Ensuring access to fit for purpose sites and premises**

Evidence shows there is a viability gap in the delivery of commercial property which impacts on the availability of modern, fit for purpose commercial premises, particularly in Swansea city centre. Working with Welsh and UK Governments and the private sector we will seek to bring forward a pipeline of new and refurbished commercial floorspace at a range of appropriate scales and locations to accommodate start-ups, growing businesses and inward investors.

- **Objective 3.3: Actively promoting Swansea as a place to invest, work, study and do business**

We will work collaboratively at local, regional and national level to highlight the unique offer Swansea has linked to assets outlined in mission 3 including quality of life, natural environment and culture to attract new investment, businesses, students and skilled workforce. We will reinforce Swansea's reputation as a great place to start-up or grow a business.

- **Objective 3.4: Maximising the positive impact of large and small organisations on local communities and foundational economy**

There has been a recent focus on the role public sector procurement can play in supporting economic growth, and we have a long established Beyond Bricks and Mortar community benefits policy in Swansea which exemplifies this. The Beyond Bricks and Mortar team facilitate meet the buyer events with Council contractors to maximise local supply chain opportunities, enable educational opportunities and secure targeted recruitment and training for local economically inactive and unemployed

people. We will encourage businesses and all types of organisations to be good corporate citizens and maximise their positive impact on their employees, local community and foundational economy. Not only by encouraging large and small organisations to purchase goods and services locally, but also for example by offering the living wage, engaging in community, education, employment and training initiatives, and supporting employees' wellbeing.

- **Objective 3.5: Fostering innovation and knowledge transfer between local businesses, Universities and Colleges**

Our universities and college are key economic assets for the city and county and have a long track record of working closely with industry. We will work in collaboration to facilitate access for local businesses to the cutting-edge facilities, world class research and development expertise and highly skilled graduates to drive innovation, productivity and growth.

Strategic Aim 4: Creating a pipeline of skilled and talented people

4.12 We cannot grow our business base without a skilled and talented pool of labour. We need to address current skills gaps in Swansea and ensure we are developing the right skills for future growth opportunities, such as renewable energy, green industries and digital.

4.13 We want to create a labour market that everyone has the means to participate in and take advantage of the current and future employment opportunities available. Being in employment is good for physical and mental health and wellbeing, can increase living standards and move people out of poverty. It is vitally important that support is available for those with barriers to employment, and that there are pathways for ongoing training and skills development so that people are able to progress into higher skilled, higher paid employment.

4.14 We will deliver this strategic aim by:

- **Objective 4.1: Inspiring and enabling all people to reach their potential in Swansea**

Everyone has a role to play in the economy. We want Swansea to be a place where all people can reach their full potential, irrespective of their background or circumstances, in whatever path they choose to take – education, training, employment or starting their own business. We want to inspire and motivate people to take up opportunities as well as providing them with the resources (eg skills, transport, confidence) needed to participate in the local labour market. The economy is experiencing skills shortages in a number of areas such as health and construction and it is important to encourage people to train in these areas.

- **Objective 4.2: Responding to current and future skills needs**

Extensive work is undertaken by the Regional Learning and Skills Partnership to map current and future skills needs in Swansea and the wider region, as outlined in the Regional Skills and Employment Plan. We

will work collaboratively through the RLSP to ensure our skills provision meets the current and future needs of the economy, and we are equipping people with the skills and expertise needed by employers.

- **Objective 4.3: Creating pathways to enter and progress in employment**

Unemployed and economically inactive people face a range of complex barriers which prevent them accessing skills and employment opportunities. These can include physical and mental health issues, lack of transport, childcare, low confidence or lack of relevant skills. In particular, we need to focus on those who are under-represented in the labour market and face disadvantage and inequity in accessing work, including disabled people, lone parents, over 50s and Black, Asian and Minority Ethnic people. We will take a multi-agency approach to provide person centred employability support to enable individuals to overcome their barriers and move into sustained employment.

- **Objective 4.4: Growing and retaining highly skilled young people**

Our schools, colleges and universities are generating a pool of highly skilled young people and we want to ensure they can access employment opportunities, or a supportive environment to start their own businesses, so that they choose to remain in Swansea, or return in later years. Central to this is ensuring they fully understand the different learning pathways and career opportunities that are available to them in Swansea, now and in the future. There is a role to play in ensuring that young people are exposed to a greater range of career options throughout their schooling. This can be done by collaborating with industry and formulating a range of options for businesses to help promote their areas of work within schools; industry working with colleges and universities to offer alternatives to standard academic routes and seek out potential students through more creative recruitment which inspires their desire to join that industry. Also showcasing areas of skill shortage within schools and colleges and offering taster sessions, work experience etc to encourage young people to train in these areas.

Local Mission 3: Growing and Promoting Swansea's Strengths and Experience Offer

- 4.15 Swansea is a county of contrasts, from deep rural across 60% of its geography to dense urban settings in the City Centre, set in a patchwork of smaller towns/districts and villages all with their own character. The Gower Area of Outstanding Natural Beauty (AONB), the first AONB in the UK forms the western flank, surrounded by stunning coastline which links along the city waterfront through to the beautiful hilly settings of Mawr to the north. Along with our extensive heritage, arts and cultural strengths, this gives Swansea a unique offer to attract visitors and investment, and also forms part of the wellbeing offer for residents.

Strategic Aim 5: Creating Connected, Sustainable Places

4.16 Swansea city centre and our network of towns and villages are central to our identity and distinctiveness. They provide important regional/local service functions with access to employment, leisure, community and cultural facilities at their core. This mix of activities brings vibrancy to these communities and creates opportunities to draw people together, broadening and deepening community links. The appeal of Swansea as a place to live, work and visit is intrinsically connected with the attractiveness and vibrancy of our city centre, towns and villages.

4.17 We will create connected, sustainable places by:

- **Objective 5.1: Building a strong, healthy, and resilient city centre**

The city centre is a key economic driver for Swansea and the wider region. An ambitious regeneration programme is currently underway which has led to the construction of the new Digital Arena and is creating a revitalised retail and leisure destination, new commercial floorspace and opportunities for more city living. We will continue to work in partnership with the Welsh and UK Governments to deliver the city centre regeneration programme, capitalising on its unique waterfront location, to drive footfall, economic growth and employment.

- **Objective 5.2: Creating flourishing, accessible district and local centres**

Building on the work already started through the Welsh Government Transforming Towns programme, there is a continued need to invest in our towns and villages to create sustainable places where people want to live, shop locally, work, learn and play. Improving accessibility through well connected active travel routes, bringing new uses to vacant premises and enhancing the physical environment through small scale public realm improvements and greening are all aspects of that. Part of this is also about enabling local entrepreneurship in all its senses to flourish from a strong base of community and voluntary activity to new microbusinesses, many of whom are beginning to breathe new life into ailing high streets. Opportunities also exist for co-working spaces on local high streets to provide an alternative to the increase in home working resulting from the covid pandemic.

- **Objective 5.3: Investing sustainably for a more resilient and greener future**

We need to ensure our regeneration activities are contributing to the requirement to decarbonise our economy by 2050 as outlined in Mission 1, and that our buildings are carbon neutral, resilient to climate change, promote biodiversity and maximise the potential for green infrastructure. There is also a need to consider future climate risks, such as flooding in Swansea Bay and Tawe Riverside corridor, and pursue interventions that would help to adapt or mitigate against these to protect existing communities and businesses.

- **Objective 5.4: Exploiting the benefits of digital infrastructure**
Working across and throughout all missions to ensure digital is used as an enabler for change and improvement, including support in reaching net zero and to drive business growth, innovation and productivity both in the private and public sector. Building on the Swansea Bay City Deal digital infrastructure programme we need to harness the power of digital technology in local communities to connect businesses and people, and to ensure people have the necessary skills to take advantage of digital opportunities to improve their economic wellbeing.

Strategic Aim 6: Strengthening Our Distinctiveness

4.18 Swansea has a unique combination of assets – natural environment, sport and leisure opportunities, urban/rural mix, unique culture and extensive industrial heritage – that are central to Swansea’s distinctiveness and makes the county an attractive place to live, work or visit. This aim will strengthen and promote our distinctiveness by:

- **Objective 6.1: Preserving and promoting our heritage**
Swansea has a rich industrial heritage which includes Hafod Copperworks, former site of the world’s largest copperworks, which is now being revitalised to create a unique visitor destination. Many of our larger towns were largely born of the legacy of the industrial revolution as dormitory zones for the major metal and mining industries across the county, and they have unique structures and features that contribute to the local character in each place. Attention is now turning to telling the story of these places for local communities and visitors, to foster local and civic pride and as a means of driving footfall to support local businesses. We will capitalise on heritage-led regeneration opportunities for the development of the visitor economy including a community focus to enable heritage groups to play an integral part in the regeneration of future of heritage assets and sites alongside other key partners.
- **Objective 6.2: Celebrating our unique arts and cultural offer**
Swansea has a diverse arts and cultural offering, encompassing high profile attractions such as the Glynn Vivian Art Gallery, National Waterfront Museum and Swansea International Jazz Festival alongside vibrant community-based activities that showcase our Welsh and multicultural identity. We aim to reinforce and celebrate our unique arts and cultural offer to increase participation and attract visitors, to support community wellbeing and the visitor economy.
- **Objective 6.3: Promoting Swansea as a green, wellbeing city**
Capitalising on our unique assets of location, culture, quality of life and natural environment coupled with our focus on decarbonisation and renewable energy, we will position Swansea as a green, wellbeing city, focused on sustainable growth that has a positive impact on the wellbeing of our citizens, and attracts businesses and inward investors that share our vision.

- **Objective 6.4: Investing in the ‘experience’ economy –**
Tourism is a key sector in Swansea with visitor numbers increasing to over 4.2m in 2022 and generating over £510m of spend in the local economy. Our stunning natural environment and the range of experiences this sustains is at the heart of our quality of life proposition and of central importance to our tourism offer. We have a growing network of local food and drink producers, particularly in our rural areas, that are putting Swansea on the map as a food destination and contributing to that unique visitor experience. We will work collaboratively with businesses to improve the quality, breadth and sustainability of the experience offer for both residents and visitors alike.
- **Objective 6.5: Making the economy work for everyone**
Not all parts of our county benefit from the excellent quality of life that Swansea has to offer with issues of poverty, deprivation and inequality in parts of the county and deteriorating housing affordability. We want our actions and ways of working to be positive and inclusive so that our economic regeneration activities are accessible to and benefit all individuals and communities in Swansea.

Cross cutting themes

Working in Partnership – locally, regionally and nationally

- 4.19 Successful delivery of the Local Economic Delivery Plan will only be achieved through partnership working between public, private and voluntary sector partners in Swansea, the wider region and nationally to ensure we are all pulling in the same direction and maximising the impact of our resources. We will build on our existing partnership arrangements and foster a ‘Team Swansea’ approach for delivery of our regeneration actions.

Promoting our successes

- 4.20 We have a strong track record in Swansea of delivering on our regeneration actions but we are not always as good at promoting our successes. We will make this an integral part of delivering the Local Economic Delivery Plan to showcase our achievements locally, regionally and nationally to build momentum and a sense of pride.

5.0 Action Plan

- 5.1 An action plan will accompany the strategic framework to outline the key actions we will be taking to deliver the strategic aims and objectives in the Local Economic Delivery Plan. Economic circumstances and the policy context are forever changing so the action plan will be a ‘live’ working document that will be regularly reviewed by partners. This will enable new actions to come forward where opportunities arise and for actions to be updated as projects progress.

6.0 Governance and Monitoring

- 6.1 The Local Economic Delivery Plan has been produced through the Regeneration Swansea Partnership. The Partnership brings together key public, private and third sector organisations involved in economic regeneration in Swansea including Swansea University, University of Wales Trinity Saint David, Gower College Swansea, Coastal Housing, Pobl, Caredig, Swansea Council for Voluntary Services, Department for Work & Pensions, Swansea Bay University Health Board, Swansea Business Improvement District, 4theRegion, Urban Foundry, Indycube, Tramshed Tech, Welsh Government and UK Government.

- 6.2 Regeneration Swansea will be responsible for ongoing review and monitoring of the action plan on a regular basis. As part of this performance measures will be developed to monitor progress against the actions.

Swansea Local Delivery Plan - Action Plan Version 1, December 2023

This action plan sets out the key actions that will be taken to deliver the aims and objectives of the Swansea Local Economic Delivery Plan, as set out below:

Local Mission 1		Local Mission 2		Local Mission 3	
Transitioning to a Net Zero Economy		Building a Strong, Resilient Business and Skills Base		Growing and Promoting Swansea's Strengths and Experience Offer	
Strategic Aim 1	Strategic Aim 2	Strategic Aim 3	Strategic Aim 4	Strategic Aim 5	Strategic Aim 6
Decarbonising the Business Base	Decarbonising the Wider Economy	Growing productivity and resilience across the economy	Creating a pipeline of skilled and talented people	Creating Connected, Sustainable Places	Strengthening our Distinctiveness
Strategic Objectives					
1.1 Promoting the benefits of climate action to businesses	2.1 Decarbonising the housing stock	3.1 Co-ordinated package of support which engages new and existing businesses	4.1 Inspiring and enabling all people to reach their potential in Swansea	5.1 Building a strong, healthy, and resilient city centre	6.1 Preserving and promoting our heritage
1.2 Decarbonising local businesses	2.2 Investing in renewable energy	3.2 Ensuring access to fit for purpose sites and premises	4.2 Responding to current and future skills needs	5.2 Creating flourishing, accessible district and local centres	6.2 Celebrating our unique arts and cultural offer
1.3 Creating local supply chains	2.3 Developing a more circular economy	3.3 Actively promoting Swansea as a place to invest, work, study and do business	4.3 Creating pathways to enter and progress in employment	5.3 Investing sustainably for a more resilient and greener future	6.3 Promoting Swansea as a green, wellbeing city
1.4 Harnessing low carbon technology/ industries	2.4 Supporting decarbonised transport solutions	3.4 Maximising the positive impact of large and small organisations on local communities and foundational economy	4.4 Growing and retaining highly skilled young people	5.4 Exploiting the benefits of digital infrastructure	6.4 Investing in the 'experience' economy
	2.5 Enabling green infrastructure	3.5 Fostering innovation and knowledge transfer between local businesses, Universities and Colleges			6.5 Making the economy work for everyone
Cross Cutting themes					
Working in Partnership – locally, regionally and nationally					
Promoting our successes					

The action plan is a live document that will evolve as economic circumstances change and/ or new opportunities present themselves. It contains both actions that are already underway or planned and more aspirational actions that would help achieve the aims and objectives. Actions are listed under their primary strategic aim, but in reality the majority of actions will deliver against multiple objectives - the links are highlighted alongside the actions. Specific actions have not been identified for the cross cutting themes as these are fundamental to the way we deliver all the actions within the Plan.

As the action plan develops it will include timescales, named partners responsible for delivering the action, funding sources and progress. The action plan will be regularly reviewed and updated by Regeneration Swansea.

Action	Links to Objectives
Local Mission 1: Transitioning to a Net Zero Economy	
<i>Strategic Aim 1: Decarbonising the Business Base</i>	
Develop and promote Net Zero information pack and case studies for businesses	1.1,1.2
Delivery of Towards Net Zero training course for local businesses and organisations	1.1,1.2
Explore options for introducing a Net Zero accreditation scheme for businesses	1.1,1.2
Provision of Business Carbon Reduction Grant	1.2,1.4
Deliver Business Swansea supplier development programme to build the local supply chain	1.3, 3.1, 3.4
Promote Shop Local and the online directory itslocalSwansea to increase local purchasing	1.3, 3.4, 5.2
Delivery of Swansea Food Partnership work programme to increase awareness, use and supply of local food	1.3, 6.4
Work with the Universities to raise awareness and uptake of low carbon technologies amongst local businesses	1.2, 1.4, 3.5
Promote green energy/ green industries related training opportunities	1.4, 4.2
Explore potential for a Green Lab that would provide a practical facility for developing innovative products and processes within the city	1.4, 3.5, 5.3
<i>Strategic Aim 2: Decarbonising the Wider Economy</i>	
Explore funding options for retrofit of housing to achieve net zero	2.1, 2.2, 5.3
Progress Blue Eden Swansea Renewable Energy & Port Development	2.2, 5.3
Maximise opportunities from the Celtic Freeport	1.4, 1.3, 4.2
Deliver community led renewable energy schemes through SPF Rural Anchor funding	2.2, 5.3

Action	Links to Objectives
Promote a circular economy	2.3, 1.2
Develop Community led solutions for decarbonised community transport and active travel	2.4, 5.2
Explore options for decarbonised transport e.g. hydrogen buses	2.4, 5.3
Promotion and delivery of Green Infrastructure schemes in line with City Centre Green Infrastructure Strategy	2.5, 5.3, 6.3
Local Mission 2: Building a Strong, Resilient, Business and Skills Base	
Strategic Aim 3: Growing productivity and resilience across the economy	
Support start-ups and existing businesses through the Business Swansea programme of business grants and support	3.1, 1.1, 1.2, 1.3, 1.4, 2.2, 3.4, 3.5, 4.1, 5.4
Research key sectors within the local economy to identify growth opportunities	3.3
Work with Welsh and UK Governments to ensure supply of fit for purpose commercial floorspace in Swansea	3.2, 5.1, 5.2, 5.3
Develop joint prospectus to promote Swansea to a national and international audience	3.3, 6.3, 1.4
Work in partnership with Welsh and UK Governments and Western Gateway to promote Swansea internationally	
Develop a series of case studies and good news content for sharing with a local and national audience to promote Swansea as a place to do business	3.3, 3.1
Support businesses and organisations to become good corporate citizens by for example:- Encouraging employers to pay the real living wage/ link with real living wage foundation Encouraging development of BCorps Local sourcing	3.4, 1.3, 6.5
Maximise the impact of community benefits through Beyond Bricks and Mortar	3.4, 6.5

Action	Links to Objectives
Consider ways of working in key anchor organisations to maximise their positive impact on the local economy	3.4, 6.5, 1.3, 4.3
Foster R&D collaboration between businesses, academia, funding and community networks	3.5, 1.4
Introduce new Shared Prosperity Fund Business Swansea Innovation Grant for small and medium sized enterprises to encourage product and process innovation	3.5, 3.1
Progress Swansea University Natural Products Biohub	3.5, 5.3, 6.3
Maximise opportunities to attract Innovate UK funding to support business innovation	3.5, 3.1, 1.4
Strategic Aim 4: Creating a pipeline of skilled and talented people	
Work in partnership with education and business to inspire and connect young people with opportunities available in the world of work	4.1, 4.4, 6.5
Deliver Introduction to Self Employment courses to promote enterprise/ self-employment	4.1
Work with Regional Learning & Skills Partnership to identify current and future skills needs and match with skills supply	4.2
Address the skills needs of local employers through the SPF Skills for Swansea project	4.2, 4.3
Provide tailored support to enable individuals to access employment and training opportunities through the SPF Pathways to Work Employability Anchor project	4.3, 6.5
Improve numeracy skill levels through the SPF Multiply Swansea programme	4.1, 4.3
Local Mission 3: Growing and Promoting Swansea's Strengths and Experience Offer	
Strategic Aim 5: Creating Connected, Sustainable Places	
Work in partnership with Welsh and UK Governments to deliver the City Centre regeneration programme and strategic partnership with Urban Splash	5.1, 3.2, 5.3, 6.4
Continued regeneration of High Street	5.1, 6.1, 6.5

Action	Links to Objectives
Delivery of Meanwhile Spaces programme to revitalise vacant commercial buildings in city centre and district centres	5.1, 5.2, 3.1
Work in partnership with Welsh Government through the Transforming Towns Programme to invest in the regeneration of city centre and district centres	5.1, 5.2, 2.5, 3.2, 6.5
Preparation of Placemaking Plans for city and district centres	5.1, 5.2
Delivery of SPF Transforming County Anchor Project to support regeneration in district and local centres	5.2, 2.5, 6.1, 6.4
Investment in transport infrastructure in city/district centres and connecting routes to promote walking/ cycling	5.1, 5.2, 2.4
Raising awareness of the impact of business rates on high streets	5.1, 5.2
To explore funding opportunities for managing the risks of climate change related to flood risk	5.1, 5.3, 3.2
Facilitating exemplar net zero regeneration schemes that showcase best practice	5.3, 2.5
Installation of wireless access points (footfall counters) in district centres	5.4, 5.2
Utilise digital technology to connect businesses and people	5.4, 5.2
<i>Strategic Aim 6: Strengthening our Distinctiveness</i>	
Support regeneration of historic structures	6.1, 6.4
Continue regeneration of Hafod Morfa Copperworks and Tawe Riverside Corridor (including Lower Swansea Valley Levelling Up Fund Project)	6.1, 6.4, 5.1
Interpretation and promotion of our heritage	6.1, 5.2, 6.4
Delivery of SPF Culture & Tourism Anchor project	6.2, 6.4
Facilitate delivery of new hotels in line with 2023 Hotel Demand study	6.4
Delivery of Tourism Destination Management Plan	6.4, 6.3, 6.1, 6.2
Delivery of high profile events programme for residents and visitors	6.4, 6.2, 6.1

Action	Links to Objectives
Support development of rural communities through the SPF Rural Anchor project	5.2, 6.5
Facilitate supply of affordable housing, including options for mixed tenure	6.5, 5.1, 5.2