**Dinas a Sir Abertawe** 



Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

## Pwyllgor Trawsnewid Gwasanaethau'r Economi ac Isadeiledd

- Lleoliad: Cyfarfod Aml-Leoliad Ystafell Gloucester, Neuadd y Ddinas / MS Teams
- Dyddiad: Dydd Iau, 20 Gorffennaf 2023
- Amser: 2.00 pm
- Cadeirydd: Y Cynghorydd Philip Downing

### Aelodaeth:

1

Cynghorwyr: C R Doyle, W G Lewis, P Lloyd, N L Matthews, S J Rice, W G Thomas a/ac T M White

Gwylio ar-lein: <u>https://bit.ly/3p5nnxU</u>

Ymddiheuriadau am absenoldeb.

### Agenda

Rhif y Dudalen.

- 2 Derbyn datgeliadau o fuddiannau personol a rhagfarnol. www.abertawe.gov.uk/DatgeluCysylltiadau
- Cofnodion. Cymeradwyo a llofnodi cofnodion y cyfarfod(ydd) blaenorol fel cofnod cywir.
  Fframwaith Strategol Cynllun Cyflawni Economaidd Lleol.
  Adroddiad Statws Strategaeth Bae Abertawe.
  Cynllun Gwaith
  Cyfarfod nesaf: Dydd Iau, 21 Medi 2023 am 2.00 pm

ten time

Huw Evans Pennaeth y Gwasanaethau Democrataidd Dydd Gwener, 14 Gorffennaf 2023 Cyswllt: Gwasanaethau Democrataidd - (01792) 636923



### **City and County of Swansea**

Minutes of the Economy & Infrastructure Service Transformation Committee

Multi-Location Meeting - Council Chamber, Guildhall / MS Teams

Thursday, 8 June 2023 at 2.00 pm

Present: Councillor P Downing (Chair) Presided

Councillor(s) C R Doyle T M White Councillor(s) W G Lewis Councillor(s) P Lloyd

### Officer(s)

Scott Dummett Phil Holmes Mark Wade Samantha Woon Lead Lawyer Head of Planning & City Regeneration Director of Place Democratic Services Officer

### **Apologies for Absence**

Councillor(s): N L Matthews and W G Thomas

### 4 Disclosures of Personal & Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interests were declared.

### 5 Minutes:

**Resolved** that the Minutes of the Economy & Infrastructure Service Transformation Committee held on 18 May 2023 be approved as a correct record.

### 6 Terms of Reference. (For Information)

The Terms of Reference of Service Transformation Committees were provided 'for information'.

### 7 Work Plan Discussions. (Verbal)

The Chair detailed the proposed topics for the Work Plan 2023-2024:

• Tawe Riverside Corridor Action Plan (to include improvements, grant opportunities and the potential for any transport opportunities, including the Metro River, taxis, etc).

Minutes of the Economy & Infrastructure Service Transformation Committee (08.06.2023) Cont'd

- Swansea Bay Strategy Projects. (The Chair referred to convening a Workshop and suggested that this would take place at 4pm on a date to be confirmed to allow Officers/Members to attend).
- Destination Management Plan.
- Review of the Council's Housing Allocation Policy.
- Maintenance of Road Infrastructure.
- Local Economic Delivery Plan.
- More Homes Delivery Programme.

### Resolved that: -

- 1) The topics listed above be endorsed.
- 2) The Work Plan be circulated to the Committee.

### 8 Date and Time of Future Meetings. (Discussion)

The Chair referred to the dates of future meetings provided on the agenda.

**Resolved** that future Committee meetings be agreed.

The meeting ended at 2.12 pm

Chair



### **Report of the Director of Place**

# Economy and Infrastructure Service Transformation Committee – 20 July 2023

## Local Economic Delivery Plan Strategic Framework

Purpose:	To outline the draft strategic framework for the new Local Economic Delivery Plan for Swansea.	
Policy Framework:	South West Wales Regional Economic Delivery Plan	
Consultation:	Access to Services, Finance, Legal.	
Recommendation(s):	It is recommended that the Committee:	
<ol> <li>Note the progress in producing the Local Economic Delivery Plan ar provide comments on the draft strategic framework as set out in section 3.2 of this report.</li> </ol>		
Report Author:	Clare James	
Finance Officer: Ben Smith		
Legal Officer: Debbie Smith		
Access to Services Officer	r: Rhian Millar	

### 1. Introduction

- 1.1 As outlined in the previous Corporate Development Committee Report on 26<sup>th</sup> January 2023, a new Local Economic Delivery Plan (LEDP) is being produced to set out the economic regeneration priorities and actions for Swansea. The LEDP will complement the Regional Economic Delivery Plan (REDP), covering Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea, and guide the implementation of the REDP in a local context.
- 1.2 The LEDP will include the following:
  - Executive Summary

- Strategic context
- Economic context
- Strategic Framework setting out the aims and objectives
- Action plan for delivering against the aims and objectives
- 1.3 The indicative timescales for completing this work are as follows:

Activity	Date	
Develop local missions and objectives	February – March 2023	
Draft strategic framework produced	April 2023	
Preparation of action plan	July – September 2023	
Draft LEDP	September – October 2023	
Final version LEDP	November 2023	

- 1.4 The evidence base for developing the Local Economic Delivery Plan can be drawn from the extensive economic analysis undertaken for the preparation of the REDP and the 2022 Assessment of Local Wellbeing in Swansea (which informed the Local Wellbeing Plan).
- 1.5 The LEDP is being produced in consultation with the Regeneration Swansea Partnership, which 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 Business Improvement District, 4theRegion, Urban Foundry, Indycube, Welsh Government and UK Government.

### 2. Strategic Context

- 2.1 The Regional Economic Delivery Plan provides the overarching strategic framework for the preparation of the Local Economic Delivery Plan. The REDP was developed in the context of a range of plans and strategies at the local, Welsh and UK level, in particular the Well-being of Future Generations Act, the commitment to decarbonisation and achievement of net zero by 2050, the opportunities and challenges presented by technological and demographic change, and the UK's exit from the European Union.
- 2.2 The REDP sets out three 'Ambitions' which set out the nature of the South West Wales economy that we want to work towards. These are:
  - Resilient and sustainable
  - Enterprising and ambitious
  - Balanced and inclusive

- 2.3 The ambitions 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
  - Mission 2 Building a strong, resilient and embedded business base
  - Mission 3 Growing and sustaining the 'experience' offer
- 2.4 At the local level, the Swansea Economic Recovery Action Plan is informing the preparation of the LEDP.

### 3. Draft Strategic Framework

3.1 The Local Economic Delivery Plan will take the high level strategic direction from the REDP and recast this in a local context, to reflect the unique challenges and opportunities in Swansea. As a starting point for this, the following 'Local Missions' were agreed at the Regeneration Swansea meeting in February 2023:

Regional Missions				
REDP	A UK Leader in renewable energy and the net zero economy	Building a strong, resilient and embedded business base	Growing and sustaining the experience offer	
Local 'Sw	Local 'Swansea' Missions			
LEDP	Transitioning to a net zero economy	Building a strong, resilient business and skills base	Growing and Promoting Swansea's strengths and experience offer	

3.2 A workshop session was then held in the March Regeneration Swansea meeting to develop the strategic aims and objectives that sit below the missions. This has led to the creation of the draft strategic framework outlined below:

Local Mi	ssion 1	Local N	lission 2	Local M	lission 3
Transitioning Econ		Building a Strong, Resilient Business and Skills Base		Growing and Promoting Swansea's Strengths and Experience Offer	
Strategic Aim 1	Strategic Aims 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		
Promoting the benefits of climate action	Decarbonising the housing stock	Co-ordinated package of support which engages new and existing businesses	Enabling and inspiring all people to reach their potential in Swansea	<ul> <li>Building a strong, healthy, and resilient city centre</li> </ul>	<ul> <li>Preserving and promoting our heritage</li> </ul>
Decarbonising businesses and buildings	<ul> <li>Investing in renewable energy</li> </ul>	<ul> <li>Ensuring access to fit for purpose sites and premises</li> </ul>	Responding to current and future skills needs	Creating flourishing. accessible district and local centres	Celebrating our unique arts and cultural offer
Creating local supply chains	Developing a more circular economy	<ul> <li>Actively promoting Swansea as a place to invest, work, study and do business</li> </ul>	Creating pathways to enter and progress in employment	<ul> <li>Investing sustainably for a greener future</li> </ul>	Promoting Swansea as a green, wellbeing city
Harnessing low carbon technology/ industries	Supporting decarbonised transport solutions	Maximising the positive impact of large and small organisations on local communities and foundational economy	<ul> <li>Growing and retaining highly skilled young people</li> </ul>	Exploiting the benefits of digital infrastructure	Investing in the 'experience' economy – tourism, food, leisure, culture and arts
	<ul> <li>Enabling green infrastructure</li> </ul>	<ul> <li>Fostering innovation transfer between lo Universities and Co</li> </ul>	cal businesses,		<ul> <li>Making the economy work for everyone</li> </ul>
Cross Cutting theme					
Working in Partnership – locally, regionally and nationally					

3.3 The Service Transformation Committee are invited to provide comments on the draft strategic framework. The next steps will be to finalise the framework, draft the supporting narrative and begin development of the accompanying action plan.

### 4. Integrated Assessment Implications

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.

- Deliver better outcomes for those people who experience socioeconomic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 4.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.4 An Integrated Impact Assessment (IIA) screening has been completed and is attached at Appendix A.
- 4.5 The Local Economic Delivery Plan will complement the existing Regional Economic Delivery Plan and aim to create an economy that is resilient and sustainable; enterprising and ambitious; and balance and inclusive. It is expected that it will have a positive impact on people and communities in Swansea by improving economic performance and creating sustainable employment opportunities. In line with the Equality Act 2010 and Public Sector Equality Duty, due regard will be given to the impact on protected groups in the development of the LEDP. A full IIA will be undertaken on the Plan during its development.

### 5. Financial Implications

5.1 There are no immediate and direct implications arising from this report. Any actions stemming from the Local Economic Delivery plan will need to identify the nature, timing and design of any programmes or projects and the resulting costs and funding prior to any investment decisions being made.

### 6. Legal Implications

6.1 There are no specific legal implications at this stage.

### Background Papers:

Regional Economic Delivery Plan Swansea Economic Recovery Plan

### Appendices:

Appendix A: Integrated Impact Assessment Screening Form

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

Which service area and directorate are you from? Service Area: Planning & City Regeneration Directorate: Place

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

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

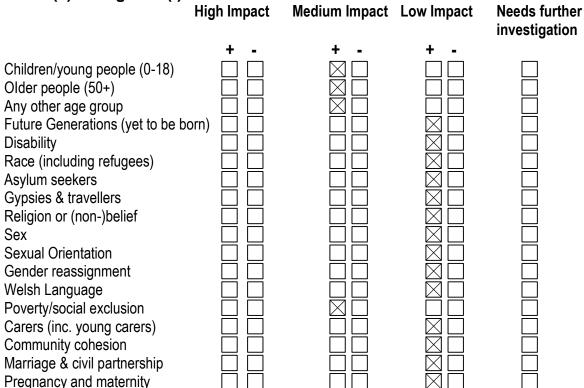
### (b) Please name and fully <u>describe</u> initiative here:

Preparation of a Local Economic Delivery Plan (LEDP) to complement the existing Regional Economic Delivery Plan (REDP). It will guide the implementation of the REDP in a local context and set out the Swansea-specific economic regeneration priorities and actions.

The South West Wales Regional Economic Delivery Plan is the strategic framework for economic regeneration at the regional and local level. It was adopted as Council policy in January 2022. The REDP was produced by the four local authorities in South West Wales in partnership with the Welsh Government. It sets out how we will build on our distinctive strengths and opportunities over the next ten years to develop a more prosperous and resilient South West Wales economy.

Preparation of the REDP included a thorough analysis of the evidence base on the region's economy, labour market and infrastructure to determine its strengths, weaknesses, opportunities and threats. Extensive consultation was undertaken with stakeholders across the region. Development of the plan also included consideration of national, regional and local policy context including the Wellbeing of Future Generations Act, decarbonisation and the achievement of net zero by 2050, technological and demographic change and Brexit.

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



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

The REDP provides the strategic framework for the preparation of the Local Economic Delivery Plan. The evidence base for developing the Local Economic Delivery Plan will be drawn from the analysis and consultation undertaken for the preparation of the REDP and also the 2022 Assessment of Local Wellbeing in Swansea (which informed the Local Wellbeing Plan) and included widespread local consultation.

The REDP was prepared by the four local authorities in South West Wales in partnership with Welsh Government. In preparing the REDP, consultation took place with over 50 stakeholders from business, local authorities and Welsh Government, Universities, Further Education Colleges, leaders within the region's Enterprise Zones and local business partnerships, and the third sector.

Consultation during the preparation of the REDP included one-to-one consultations throughout the process; discussions at county-level economic partnership boards including Regeneration Swansea, the Regional Learning and Skills Partnership, and the Economic Strategy Group of the Swansea Bay City Deal; and a stakeholder consultation workshop which took place in June 2021.

The Local Economic Delivery Plan will be produced in collaboration with Regeneration Swansea - which encompasses a broad range of economic regeneration partners from the public, private and third sector in Swansea.

Integrated Impact Assessment Screening Form Appendix A

- Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:
  - a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
    - Yes 🖂 🛛 No 🗌
  - b) Does the initiative consider maximising contribution to each of the seven national well-being goals? Yes ∑ No □

  - d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

$\boxtimes$	No
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Yes

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

High risk	Medium risk	Low risk

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

 ⊠ Yes
 □ No
 If yes, please provide details below

The LEDP will sit alongside the REDP and provide strategic direction for economic regeneration activities undertaken by the Council

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

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

The Local Economic Delivery Plan will complement the existing Regional Economic Delivery Plan and aim to create an economy that is resilient and sustainable; enterprising and ambitious; and balance and inclusive. It is expected that it will have a positive impact on people and communities in Swansea by improving economic performance and creating sustainable employment opportunities. In line with the Equality Act 2010 and Public Sector Equality Duty, due regard will be given to the impact on protected groups in the development of the LEDP. The LEDP will be subjected to a full IIA.

### **Outcome of Screening**

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

- Summary of impacts identified and mitigation needed (Q2) The impacts of the LEDP are expected to be positive and are low to medium in nature.
- Summary of involvement (Q3)

The LEDP will draw on the consultation and evidence bases produced for the REDP and the 2022 Local Assessment of Wellbeing in Swansea, and will be prepared in collaboration with Regeneration Swansea partnership.

### • WFG considerations (Q4)

The Wellbeing of Future Generations Act was considered throughout the preparation of the REDP and this will be reflected in the LEDP. Annex B of the REDP sets out its contribution to the wellbeing goals.

### • Any risks identified (Q5)

The preparation of the LEDP is expected to be low risk. In delivering the actions that flow from the Plan, any risks will be considered at a project level in the normal way.

### • Cumulative impact (Q7)

The Local Economic Delivery Plan will complement the existing Regional Economic Delivery Plan and aim to create an economy that is resilient and sustainable; enterprising and ambitious; and balance and inclusive. It is expected that it will have a positive impact on people and communities in Swansea by improving economic performance and creating sustainable employment opportunities. In line with the Equality Act 2010 and Public Sector Equality Duty, due regard will be given to the impact on protected groups in the development of the LEDP. A full IIA will be undertaken on the plan during its development.

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

### Full IIA to be completed

 $\square$ 

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

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

Screening completed by:
Name: Clare James
Job title: Economic Development Manager
Date: 20.12.22
Approval by Head of Service:
Name: Phil Holmes
Position: Head of Planning and City Regeneration
Date: 21.12.22

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



### Report of the Director of Place

# Economy and Infrastructure Service Transformation Committee 20 July 2023

## Swansea Bay Strategy Status Report

Purpose:	Provide an update of a Workshop session held on 4 <sup>th</sup> July 2023, exploring opportunities for development within five of the six Swansea Bay destinations	
Policy Framework:	Swansea Bay Strategy	
Consultation:	Access to Services, Finance, Legal.	
Recommendation(s):	It is recommended that:-	
	<ol> <li>The committee supports the suggestions proposed from the July 4<sup>th</sup> workshop and approves a second workshop to be arranged to agree destinations and consider next steps.</li> </ol>	
Report Author:	Geoff Bacon	
Finance Officer:	Ben Smith	
Legal Officer:	Debbie Smith	
Access to Services Officer	: Rhian Millar	

### 1. Background

1.1. Following the Corporate Delivery Committee (CDC) held on 23rd March 2023 it was agreed that a Working Group be convened and a report developed to inform the delivery plan. This will ensure that the Cabinet Members Cllr Francis-Davies and Cllr David Hopkins are included in discussions to agree a way forward.

It was also proposed that the Swansea Bay Strategy be updated, together with a review of the Destination Management Plan.

1.2. A workshop session was chaired by Cllr Philip Downing on 4<sup>th</sup> July 2023. The Head of Property Services provided an update on the Swansea Bay Strategy Action Plan, whilst providing an overview of potential sites within six destinations.

- 1.3. Attendees reviewed locations within five of the six destinations, providing suggestions that could inform feasibility and allow the working group to further explore suggested developments.
- 1.4. It is recommended that the Economy and Infrastructure Service Transformation Committee review the summary of the workshop outcomes listed in section 2, in advance of the next workshop.
- 1.5. The Swansea Bay Delivery Plan is an item included as a part of the City Regeneration Programme Board (CRPB).

### 2. Workshop Outcomes

- 2.1. Cllr Philip Downing chaired the workshop, inviting the Head of Property Services Geoff Bacon to provide an overview of potential locations, identified under six destinations.
- 2.2. Suggestions captured at the Workshop (4<sup>th</sup> July 2023).
- 2.2.1. Review the Destination Management Plan to complement the destinations.
- 2.2.2. Promote All Year Tourism.
- 2.2.3. Any development must include a travel plan.
- 2.2.4. Promote and make the most of the seafront to support development and investment.
- 2.2.5. Create an attractive visitors offer that benefits local communities.
- 2.2.6. Create more café and toilet facilities along the coast.
- 2.2.7. **Blackpill** Consider commercial opportunities on the promenade, improve the Lido, visitor centre.
- 2.2.8. **Langland** Commercial opportunities to include; serviced apartment, toilets, restaurants and boutique hotels to benefit and attract visitors.
- 2.2.9. **St Helen's** Slip Bridge Elevated Café on the sand Recreation Ground – Park & Ride, multi-level parking and Apartments.
- 2.3. It is proposed that a second workshop will be arranged in the next few months to discuss the creation of a suitable targeted delivery plan for the Swansea Bay Strategy activity from 2023 onwards.

### 3. Integrated Assessment Implications

- 3.1. The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socioeconomic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 3.2. The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 3.3. Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 3.4. This report is for information only, hence there is not requirement to undertake the IIA screening at this point in the project.

### 4. Financial Implications

4.1. From the initial scoping and suggestion workshop it is clear as these ideas are more fully developed there are likely to be both revenue and capital implications. At this early stage there are no direct financial implications from the report itself or the proposed follow up action but any more fully scoped proposals will need to be fully worked up, costed, and funded by Council, partners, or from potential commercial income streams. Any such assessment of feasibility will need to be considered by Cabinet and Council as part of their allocation of overall budget resources and priorities in due course.

### 5. Legal Implications

5.1. There are no legal implications associated with this report.

### Background Papers:

Economy & Infrastructure Service Transformation Committee 8<sup>th</sup> June 2023 at 2.00pm

https://democracy.swansea.gov.uk/ieListDocuments.aspx?Cld=738&Mld= 11265&Ver=4&LLL=0

### Appendices:

None



### **Report of the Chair**

### Economy & Infrastructure Service Transformation Committee – 20 July 2023

## Work Plan 2023-2024

Date of Meeting	Agenda Item(s) & Format	Lead Officer
8 June 2023	Work Plan Discussion	
20 July 2023	Local Economic Delivery Plan.	Paul Relf/Clare James
21 Sept 2023	Destination Management Plan.	Steve Hopkins
2 Nov 2023	Swansea Bay Strategy Projects.	Geoff Bacon
14 Dec 2023	Review of the Council's Housing Allocation Policy.	Carol Morgan
18 Jan 2024	Maintenance of Road Infrastructure.	Stuart Davies
29 Feb 2024	More Homes Delivery Programme.	Carol Morgan
11 April 2024	Tawe Riverside Corridor Action Plan.	Gail Evans/Paul Relf