

Strategy	Core Principles	SBCD Alignment
UK Policy		
<p>Levelling Up White Paper 2022</p>	<p>The White Paper outlines the UK Government approach to address and narrow economic and social disparities across the UK. covering numerous areas of government structures and public policy. The intention is for a long-term programme of change to embed levelling up across all areas of the UK government, local and national, in partnership with the private sector and civil society.</p> <p>The Government identifies 12 missions under the following 4 headline objectives:</p> <ul style="list-style-type: none"> • Objective 1: Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging. This objective targets raised living standards, a focus on R&D, improvements to transport infrastructure and digital connectivity • Objective 2: Spread opportunities and improve public services, especially in those places where they are weakest. The objectives targets education, skills, health and wellbeing. • Objective 3: Restore a sense of community, local pride and belonging, especially in those places where they have been lost. The objective targets physical and community regeneration, housing and planning reforms • Objective 4: Empower local leaders and communities, especially in those places 	<p>The SBCD aligns closely with the overall aim of the Levelling Up agenda of addressing regional disparities by investing in actions that will boost the economy of South West Wales. The SBCD investment will create an ecosystem that cultivates sectoral developments across four strategic themes where infrastructure, R&D and skills are brought together to secure and maximise socio-economic growth and inward investment. The projects and programmes will contribute directly to the objectives and missions of the Governments approach as follows:</p> <ul style="list-style-type: none"> • Objective 1: the SBCD will deliver large scale interventions which will impact regional economic growth and productivity and create new quality jobs in targeted growth sectors, including R&D. The focus of the SBCD will be to bring jobs, investment and economic growth to the region. Digital connectivity will be enhanced and will catalyse the spread of benefits across the region. • Objective 2 – there is a focus on Life Sciences and wellbeing across the SBCD portfolio which will be bring benefits to all the communities of South West Wales. The Skills and Talent programme will also look to enhance the present and future skills base of the region. • Objective 3 – the projects and programmes of the SBCD will result in major regeneration projects for the city and town centres and wider communities of the region, enhancing the role of these centres and helping to strengthen local identity. • Objective 4 – the SBCD brings together the four local authorities of the region, together with the two universities and two health boards in a dynamic partnerships and businesses. Its governance ensures that decision making is local, accountable and informed. The projects and programmes of the SBCD will also synergise with, and add value to, the actions being delivered through UK Governments Levelling Up and Shared Prosperity Funds.

	<p>lacking local agency. The objective targets the allocation of local growth funds as the Levelling Up Fund and Shared Prosperity Fund to improve local areas.</p>	
<p>Growth Plan 2022</p>	<p>The Growth Plan 2022 makes growth the government’s central economic mission with the rationale that sustainable growth will lead to higher wages, greater opportunities and provide sustainable funding for public services. The Plan was produced in response the unprecedented challenges for the economy of the UK including high energy prices and inflation. The central objectives of the Plan are:</p> <ul style="list-style-type: none"> • Tackling energy prices <ul style="list-style-type: none"> ○ Support on energy costs for households and businesses ○ Increase energy resilience ○ Make homes cheaper to heat • Growth <ul style="list-style-type: none"> ○ Increasing private sector investment ○ Getting more people into work with the right skills ○ Getting the housing market moving ○ High quality infrastructure ○ Allowing business to focus on business 	<p>The SBCD portfolio will make a direct and significant contribution to the overall mission and intention of the Growth Plan. The Deal is focused on the promotion of economic growth for the region, Wales and the UK and its resulting benefits which will include higher wages, and greater opportunities are aligned.</p> <p>Specifically, the portfolio will directly contribute to the stated objectives of the Plan:</p> <ul style="list-style-type: none"> • Tackling energy prices – through the development of new sustainable energy generation, including off-shore wind and wave technology associated with the Pembroke Dock Marine project which will contribute to energy resilience. The Supporting Innovation and Low Carbon Growth programme will also promote the development of new technologies and alternative energy sources. The Homes as Power Stations project will deliver the rollout of innovative energy technologies for homes throughout the Region. • Growth – through the involvement of the private sector in the development of the portfolio and the investment generated as a direct result of the projects and programmes. The Skills and Talent programme will also ensure that the region’s workforce is equipped with the right skills to take advantage new employment opportunities in growth sectors of the economy. The SBCD is also focussed on the provision of high-quality infrastructure that will provide the environment for the region’s businesses to grow.
<p>UKG Net Zero Strategy: Build Back</p>	<p>The strategy sets out policies and proposals for decarbonising all sectors of the UK economy to meet net zero target by 2050. This strategy is a long-term plan for a transition that will take place over the next three decades with many of the policies in the strategy phased in over the next</p>	<p>The SBCD Portfolio will respond directly to many of the policies and proposals of the Net Zero Strategy through the development and delivery of a range of innovative actions that will lead to improvement of energy efficiency and the transition to a low carbon economy.</p> <p>Specific actions in relation to the identified sectors of the economy include:</p>

Greener 2021	<p>decade or longer. The document sets out clear policies and proposals to keep the UK on track for the UKs carbon budgets, Nationally Determined Contribution (NDC), and then sets out the vision for a decarbonised economy in 2050.</p> <p>The strategy sets targets and aspirations for the following sectors of the economy:</p> <ul style="list-style-type: none"> • Power – to fully decarbonise the power system by 2035 • Fuel supply and hydrogen - to significantly reduce emissions from traditional oil and gas fuel supplies, whilst scaling-up the production of low carbon alternatives • Industry - to decarbonise industry in line with net zero goals whilst simultaneously transforming our industrial heartlands by attracting inward investment, future-proofing businesses, and securing high wage, high skill jobs. • Heat and buildings - improve the energy efficiency of housing and nondomestic properties across the UK, • Transport - ensure greener, faster and more efficient transport including a zero emissions vehicle (ZEV) mandate • Natural resources, waste and fluorinated gases - including low carbon farming practices, tree planting and reforms to waste systems • Greenhouse gas removal - greenhouse gas removals (GGRs) w from the hardest to decarbonise sectors such as aviation, agriculture, and heavy industry. 	<ul style="list-style-type: none"> • Power – direct contribution through the PDM project and the proposals for off-shore wind and wave power generation. • Fuel supply and hydrogen – through the Hydrogen Stimulus project of the Supporting Innovation and Low Carbon Growth Programme • Industry - development of the SWITCH, Advance Manufacturing Production Facility and Technology Centre within the Supporting Innovation and Low Carbon Growth Programme to promote innovation and low carbon growth. Contribution towards Green Growth and decarbonisation through the Pembroke Dock Marine project • Heat and buildings – HAPS will deliver the rollout of innovative energy efficiency homes throughout the Region. • Transport - directly through the LEV Charging Infrastructure and Hydrogen Stimulus projects of the Supporting Innovation and Low Carbon Growth Programme • Greenhouse gas removal – directly through the SWITCH project of the Supporting Innovation and Low Carbon Growth Programme <p>A carbon reduction assessment of activities contained within the SBCD portfolio has been undertaken by the PoMO. The assessment demonstrates the significant contribution that the portfolio is making towards government net zero agendas and commitments. The document is included for information in Appendix 1.2.</p>
UKG Clean Growth Strategy 2020	The UK’s approach to reducing emissions, developed in the context of the UK’s legal requirements under the Climate Change Act, this strategy sets out a comprehensive set of policies	The SBCD Portfolio will respond directly to many of the central proposals of the Green Growth Strategy through the development and delivery of a range of innovative actions that will lead to improvement of energy efficiency and the transition to a low carbon economy.

	<p>and proposals that aim to accelerate the pace of ‘clean growth’, helping deliver increased economic growth and decreased emissions.</p> <p>The strategy recognises that clean growth can only be achieved through innovation – nurturing better products, processes and systems – that we will see the cost of clean technologies come down. Key proposals are:</p> <ul style="list-style-type: none"> • Accelerate Clean Growth: Develop Green Finance capabilities • Improve business and industry efficiency: Supporting businesses to improve energy productivity by 20% by 2030 • Improving the energy efficiency of our homes • Rolling out low carbon heating • Accelerate the shift to low carbon transport • Deliver clean, smart, flexible power • Enhancing the benefits and value of our natural resources 	<p>Specific actions include:</p> <ul style="list-style-type: none"> • Improve business and industry efficiency: Enhancing business energy efficiency through next generation and mobile broadband. Development of the SWITCH and Technology Centre to promote innovation and low carbon growth. Contribution towards Green Growth and decarbonisation through the Pembroke Dock Marine project • Improving the energy efficiency of our homes – HAPS will deliver the rollout of innovative energy efficiency homes throughout the Region • Accelerate the shift to low carbon transport – directly through the Supporting Innovation and Low Carbon Growth Programme
Wales Policy		
<p>The Well-being of Future Generations (Wales) Act 2015</p>	<p>The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.</p> <p>There are 7 Well-being Goals:</p> <ul style="list-style-type: none"> • A Prosperous Wales • A Resilient Wales • A More Equal Wales • A Healthier Wales • A Wales of Cohesive Communities • A Wales of Vibrant Culture and Thriving Welsh Language • A Globally Responsible Wales <p>The Act also identifies 5 Ways of Working:</p> <ul style="list-style-type: none"> • Long Term 	<p>The SBCD portfolio provides opportunities to address persistent challenges such as climate change, poverty, inequality, jobs and skills in a transformational and preventative way, and in doing so aligns to the ambitions and approach set out in the Well-being of Future Generations (Wales) Act 2015. The four strategic themes and nine associated programmes and projects have significant impact across the seven well-being goals for Wales, and will be monitored and assessed accordingly across these goals.</p> <ul style="list-style-type: none"> • A Prosperous Wales: Delivering across each of these areas through investment in digital, low carbon and the development of productivity enhancing technologies/approaches • A Resilient Wales: Delivering balanced and clean economic growth through enhanced connectivity, low carbon growth and business efficiency. Diversifying and strengthening the regional economy • A More Equal Wales: Providing pathways to securing new job opportunities and the distribution of investment benefits throughout the region.

	<ul style="list-style-type: none"> • Integration • Involvement • Collaboration • Prevention 	<ul style="list-style-type: none"> • A Healthier Wales: Major investments in Well-being, Health and Life Sciences to benefit the region’s residents. Major investment in housing infrastructure and the improvement of air quality • A Wales of Cohesive Communities: Ensuring sustainable economic development and enhanced connectivity throughout the communities of the region • A Wales of Vibrant Culture and Thriving Welsh Language: Realising the benefits to the use and growth of the Welsh language and culture through the portfolio investment • A Globally Responsible Wales: Contribution to the long-term global responsibilities to sustainable growth and the environment through innovative low carbon and energy efficient technologies <p>The five ways of working (long-term; prevention; integration; collaboration and involvement) as outlined in the Act will also be used across the portfolio to ensure that sustainable development principles are applied to all that is undertaken. The SBCD PoMO is in discussions with the Office of the Future Generations Commissioner to explore how its programmes and projects can better align to the Act at the scoping and development stages of the programme/project lifecycle.</p>
<p>Prosperity for All: The National Strategy and Economic Action Plan (2017)</p>	<p>Wales Strategy for prosperity and well-being to take forward the 4 key themes of Taking Wales Forward Programme for Government:</p> <ul style="list-style-type: none"> • Prosperous and Secure • Healthy and Active • Ambitious and Learning • United and Connected <p>And based around the 5 Priority Areas:</p> <ul style="list-style-type: none"> • Early Years • Housing • Social Care • Mental Health • Skills and Employability <p>The Economic Action Plan sets out a vision for inclusive growth, built on strong foundations, supercharged industries of the future and productive regions. The Plan focusses on boosting</p>	<p>Prosperity for All (2017) is the strategy to deliver Taking Wales Forward (2016), while embracing the five ways of working in the Well-being of Future Generations (Wales) Act 2015. The headline commitments and strategy identify four priority areas that are aligned to the SBCD portfolio objectives. These, along with the Prosperity for All cross-cutting themes of early years, housing, social care, mental health, and skills and employment, are all part of the direct and indirect outcomes and benefits of the SBCD portfolio that can support long-term prosperity and well-being. Driving long-term regional economic growth and inward investment across a range of industry sectors and improving the lives of people who live in the region demonstrates the alignment within the SBCD focus areas including smart manufacturing, digital, skills, health and well-being, and energy. Specific direct contributions include:</p> <ul style="list-style-type: none"> • Decarbonisation: Enabling more businesses to become carbon light or free. A major element of the Portfolio to be delivered through the Supporting Innovation and Low Carbon Growth, Homes as Power Stations Programmes and Pembroke Dock Marine projects resulting in innovation of new technologies and incorporation into manufacturing and supply chains

	<p>productivity and addressing inequality. The Plan presents Calls to Action on several areas including:</p> <ul style="list-style-type: none"> • Decarbonisation • Innovation • High quality employment and skills development • Research and development 	<ul style="list-style-type: none"> • Innovation: Support throughout the Portfolio for businesses to innovate in digital, production and delivery • High quality employment & skills: Development of a pathway to skills training to meet the needs of the SBCD programmes and projects, improving the skills base of the region • R&D, automation & digitalisation: Delivery of new R&D facilities particularly in relation to Health, Life Sciences, Well-being and Low Carbon, supported by the rollout of enhanced digital connectivity throughout the region <p>The Economic Action Plan highlights the key role of regional partnerships in delivering on shared goals. There is a clear commitment by the Welsh Government to a regionally focused model of economic development, with the aim of developing the distinctive strengths of each region “in pursuit of growth”. The SBCD will be a key driver of the regional agenda, strengthening the economy of the City Region and complementing other regional activities.</p>
<p>Wales Innovates: creating a stronger, fairer, greener Wales</p>	<p>The strategy aims to create and nurture a vibrant innovation culture and help fulfil the wellbeing objectives of the Welsh Government through the promotion and prioritisation of innovation via four objectives:</p> <ul style="list-style-type: none"> • Better Education • Stronger Economy • Health and Wellbeing • Climate and Nature 	<p>The SBCD portfolio aligns with the Wales Innovates strategy, providing the environment and opportunities for the promotion of innovation. The four strategic themes and nine programmes and projects will contribute directly to the objectives of the strategy through:</p> <ul style="list-style-type: none"> • Better Education – the Skills and Talent programme will identify and provide the future skills requirements for the region in emerging and growth sectors of the economy. The programme aims to develop a pathway to skills training to meet the needs of the SBCD programmes and projects and improving the overall skills base of the region • Stronger Economy – all projects and programmes of the SBCD are directly focused on the creation of a stronger economy for SW Wales. The SBCD portfolio will create the high-quality infrastructure that will provide the environment for the region’s businesses to establish, grow and thrive – creating jobs and securing private sector investment across the region • Health and Wellbeing – the SBCD will deliver major investments in well-being, health and life sciences sectors particularly through the Pentre Awel and Campuses projects. The combined impact across the portfolio will achieve significant well-being benefits for residents, including major investment in housing infrastructure, creation of employment opportunities and the improvement of air quality

		<ul style="list-style-type: none"> Climate and Nature – direct contribution to the long-term global responsibilities to sustainable growth and the environment through the development and establishment of innovative low carbon and energy efficient technologies, particularly through the Pembroke Dock Marine, Supporting Innovation and Low Carbon Growth and Homes as Power Stations projects
Strategic Equality Plan 2020-24	This policy document details the Welsh Government 8 long term goals and 8 equality objectives. It lays out a plan to take action to alleviate the challenges and remove the barriers faced by many people and communities.	<p>The SBCD will play a significant role in contributing directly and indirectly to both the long term aims and equality objectives of the plan. In particular, this will be achieved through providing opportunities for work, enterprise and skills development across the projects of the SBCD. There will also be impact on health and wellbeing across the region through project interventions.</p> <p>The SBCD is governed by the Strategic Equality Plan of Carmarthenshire County Council as the City Deal’s Host and the Accountable Body. This Strategic Equality Plan sets out the principles of the commitment to equality and diversity and frames how the SBCD intends to fulfil its responsibilities as an employer, a service provider and as a community leader. The requirement to undertake Equality Impact Assessments is outlined in the SBCD Monitoring and Evaluation plan – this is undertaken at a project level through the specific lead Authorities. All of the headline projects of the SBCD consider and directly and indirectly address equality issues and aim to reduce disparities, particularly in respect to shared prosperity, opportunities for all, health and well-being and the Welsh language. Notably, the region-wide Skills and Talent Programme and Digital Infrastructure Programme will promote inclusiveness and create new opportunities for all to participate in the benefits of the City Deal.</p>
Regional Policy		
Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030	<p>The Swansea Bay City Region Economic Regeneration Strategy 2013 to 2020 provides an evidence and stakeholder-based framework which aims to strengthen the economy and boost productivity for the City Region area. The Strategy sets out the Strategic Framework for intervention through 5 Strategic Aims:</p> <ul style="list-style-type: none"> Business Growth, Retention and Specialisation Skilled and Ambition for long-term success Maximum job creation for all 	<p>The SBCD portfolio is a crucial part of the City Region Strategy and the individual programmes and projects will significantly contribute by supporting activity across the four strategic themes through:</p> <ul style="list-style-type: none"> Inward investment and growth of business Creation of jobs and a skilled workforce An R&D pipeline of research and innovation Infrastructure and environment needed for economic activity to flourish and for our region to be an attractive place to work and live. <p>The effective operation and strengthening of the City Deal Governance structure will also facilitate progress on the cross-cutting themes of the strategy.</p>

	<ul style="list-style-type: none"> • Knowledge Economy and Innovation • Distinctive Places and Competitive Infrastructure. <p>Together with the 4 Cross Cutting themes:</p> <ol style="list-style-type: none"> 1. Thinking and Delivering Together for Regional Success 2. Quality and Intelligence Driven Leadership Action 3. Being and Acting Connected 4. Understanding Sustainable Growth 	
<p>South West Wales Regional Economic Delivery Plan 2022-2030</p>	<p>The SWW Regional Economic Delivery Plan provides an ambitious route map for the development of the regional economy to 2030. The Plan identifies 3 Ambitions for the economy:</p> <ol style="list-style-type: none"> 1. Resilient and Sustainable 2. Enterprising and Ambitious 3. Balanced and Inclusive <p>It also sets out 3 Missions:</p> <ol style="list-style-type: none"> 1. A UK leader in renewable energy and the net zero economy 2. Building a strong, resilient and embedded business base 3. Growing and sustaining the SW Wales experience offer 	<p>The Plan recognises the direct contribution of the SBCD projects to the Ambitions and Missions identified. The programmes and projects to be delivered through the Portfolio will respond directly to the Missions identified as follows:</p> <ol style="list-style-type: none"> 1. The delivery of the Portfolio will facilitate the transition to a zero-carbon economy with a strong drive for green growth reflected in the emphasis on new digital technology, low carbon growth and energy efficiency programmes, particularly the Supporting Innovation and Low Carbon Growth, Homes as Power Stations and Pembroke Dock Marine projects 2. All programmes and projects will contribute to a strengthening and diversification of the regional economy with a focus on growth sectors and the development of innovation and enterprise ecosystems supporting the growth of new companies. Further support will be provided across the region through the transformational Digital Infrastructure programme and the targeted Skills and Talent programme 3. The programmes and projects will provide high quality facilities to improve the experience of residents, business and visitors throughout the region. They will enhance the quality of the built environment and contribute to the distinctiveness of the region. The programmes and projects will also complement the other investments being made by partner organisations in town and city centres and across the many diverse communities of the region.
<p>Regional Economic Framework for South</p>	<p>The Regional Economic Framework (REF) for South West Wales sets out the Welsh Government approach to economic development for the region and supports a more regionally-focused model of economic development, in accordance with the</p>	<p>As outlined above, the SBCD will make a direct contribution to the Ambitions and Missions of the Economic Delivery Plan and will therefore also align with the REF. The SBCD strengthens the regional approach to economic development and already works across the 4 authorities and Welsh and UK Governments to promote collaboration and partnership working.</p>

West Wales 2021	<p>Welsh Government's Programme for Government. and a commitment to progress the Economic Resilience and Reconstruction Mission for Wales. The REF reflects the Ambitions and Missions identified in the Economic Delivery Plan. The REF outlines the approach that the Welsh Government will take with the key stakeholders in the region to work collectively to develop and realise the ambitions for economic growth.</p>	<p>The SBCD will continue to input into the further development of the REF to ensure that priority areas are addressed and the Portfolio, its programmes/ projects, outputs and benefits continue to be aligned to the aims and objectives of the Framework</p>
South West Wales CJC Corporate Plan 2023-28	<p>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 South West Wales CJC was formally constituted in January 2022 and will exercise functions relating to economic development, land use planning, regional transport and energy.</p> <p>The CJC has set 3 well-being objectives to guide their work going forward:</p> <ol style="list-style-type: none"> 1. 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. 2. 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. 3. To produce a sound, deliverable, co-ordinated and locally distinctive Strategic 	<p>The SBCD will complement the work of the SWW CJC, promoting regional collaborative working and contributing directly to the first well-being objective of the CJC through the delivery of its programmes and projects in the context of the Regional Economic Delivery Plan (detailed above) and through its contribution to the Regional Energy Strategy (detailed below).</p>

	<p>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</p>	
<p>South West Wales Energy Strategy 2022</p>	<p>This regional energy strategy for the South West Wales Region was commissioned by the Welsh Government and supported by the Welsh Government Energy Service. It has been developed by the South West Wales Energy Core Group, a sub-group of the Regional Directors' forum from the four local authorities in South West Wales.</p> <p>The overall objective of the strategy is to develop a strategic pathway identifying key interventions to deliver on the region's ambitions for decarbonising its energy system. An Energy Vision scenario has been modelled to set out a potential decarbonisation route that will put the region on track to achieve a net zero energy system by 2050.</p> <p>The vision for SWW is the harnessing the region's low carbon energy potential across its on and offshore locations, to deliver a prosperous and equitable net zero carbon economy which enhances the well-being of future generations and the region's ecosystems, at a pace which delivers against regional and national emissions reduction targets by 2035 and 2050.</p> <p>The priorities for achieving this vision are:</p> <ol style="list-style-type: none"> 1. Energy efficiency 2. Electricity generation 3. Smart and flexible systems 4. Decarbonise heat 5. Decarbonise transport 6. Regional coordination 	<p>The SBCD portfolio will make a direct and significant contribution to the objectives, vision and priorities of the South West Wales Energy Strategy through the delivery of its programmes and projects. Decarbonisation is at the heart of the Supporting Innovation and Low Carbon Growth projects, Pembroke Dock Marine projects and the Homes as Power Stations regional programme which will all contribute to the overall objective of a net zero energy system by 2050. Specific contributions to the priorities of the Strategy include:</p> <ol style="list-style-type: none"> 1. Energy efficiency – the HAPS programme will help drive down domestic energy demand across the region. The SWITCH project will help reduce energy demand in the energy-intensive steel industry and promote the decarbonisation of the sector 2. Electricity generation – the Pembroke Dock Marine projects for the development of floating offshore wind and wave energy will increase the availability, reliability and stability of low carbon energy 3. Smart and flexible systems – the HAPs, SILCG and PDM projects will all encourage innovative energy storage technologies and local generation, to maximise the use of locally produced energy. The projects will also encourage development of new systems throughout the supply chain 4. Decarbonise heat – the HAPS programme will help develop the next generation of decarbonised heat and insulation 5. Decarbonise transport - the SILCG projects of LEV charging infrastructure and the hydrogen stimulus project will further advance the decarbonisation of transport 6. Regional coordination – the SBCD has strengthened regional governance, leadership and coordination in the delivery of regional initiatives and will further promote the initiatives emerging from the SWW Energy Strategy.

Local Policy		
Local plans /strategies relating to the SBCD	<ul style="list-style-type: none"> • LA Plans and Strategies relating to e.g.: <ul style="list-style-type: none"> ○ Economic development ○ Regeneration ○ Skills and Employability ○ Digital Transformation ○ Decarbonisation ○ Well-being plans ○ Local Development • Health Board Clinical Services Plans and Integrated Medium Term/Annual Plans • University Strategic Plans 	<p>The SBCD delivers key transformational programmes and projects across the region to realise growth, productivity, innovation and new jobs, and to upgrade skills and connectivity. This will thereby drive forward many of the aims and objectives of the organisational plans and strategies at a local level.</p> <p>The SBCD Portfolio provides a vehicle for the partnership and collaborative delivery of key strategic projects that will collectively impact the region and realise significant benefits over a 15-year timeframe.</p>