South East Wales
Corporate
Joint Committee

Wellbeing Statement

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Our Mission and Objectives:

Cardiff Capital Region (CCR) will foster a regional economy that is bigger, fairer, and greener, generating good growth and creating conditions for shared prosperity across the ten local authorities that make up our Region.

Embedding The Well-being of Future Generations (Wales) Act 2015 into Cardiff Capital Regions mission will ensure that it forms the backbone to the way we work.

We will ensure that we fulfil the following activities in this regard:

1. Set and publish wellbeing objectives
2. Take all reasonable steps to meet those objectives
3. Publish a statement about wellbeing objectives
4. Publish an annual report of progress
5. Publish a response to a recommendation made by the Future Generations Commissioner [s22(4)

Our proposed Wellbeing Objectives, adopted from our CCR Regional Economic & Industrial Plan are an opportunity to reaffirm our unwavering commitment to both sustainable development, but also how this is intrinsically linked to how we are operating now, under the CCR City Deal and how we will operate under the new South East Wales Corporate Joint Committee moving forward. We should also be clear that as a regional entity and the single economic governance organisation for the region, differentiating between the Wellbeing Objectives of our constituent Local Authorities both reduces the potential for duplication but also ensures we are all able to keep clarity on our roles.

Our Wellbeing Objectives for the Region for the next 5 years are:

- A Competitive Region - Enable businesses within our priority sectors and public services to achieve higher levels of productivity through innovation-led growth
- A Connected Region - Invest in cutting-edge digital and physical infrastructure and grow the green economy
- A Resilient Region - Maximise ‘good growth’ by ensuring prosperity is shared and spread across the Region and take direct steps to reduce inequality

How we approach the five ways of working:

The Well-being of Future Generations (Wales) Act 2015 places a duty on each public body to carry out sustainable development. The principle is made up of five ways of working that public bodies are required to take into account when applying sustainable development. It should also be noted that the Constituent Councils will all be bound by their own requirements. Whilst setting our own well-being objectives, we need to have regard to the Wellbeing Objectives, Statements and Plans in place across the region as part of a collaborative and integrated approach.

In undertaking our functions, we are actively embedding the five ways of working into our corporate governance. Our commitment to embedding these is further demonstrated via a

dedicated section on the Well-being of Future Generations (Wales) Act 2015 within the reports provided to our Members by our Executive Officers.

1. ***Looking to the long term so that we do not compromise the ability of future generations to meet their own needs***

CCR's mission and objectives have a laser focus on building foundations for longer term prosperity. Looking at the experiences of other similar regions across the world, CCR is taking a comprehensive approach to creating a region that is competitive, connected and resilient. Tackling some of the challenges that blight our economic and personal prosperity, for example, the gap in productivity, tackling economic disparity across the region (per capita GVA across the region varies from 53% to 97.5% of the UK average) and decarbonising the environment (for example raising the amount of low carbon energy produced in the region).

By tackling these challenges head on, the future, long term ability of future generations to meet their needs can only be improved, more productive, more prosperous and living in communities that pollute less and have improved energy security.

2. ***Taking an integrated approach so that public bodies look at all the wellbeing goals in deciding on their well-being objectives***

It was clear in our early analysis of the National Wellbeing Goals and the Wellbeing Objectives of our 10 constituent Local Authorities that integrating the regional role of CCR into this picture could lead to additional layers of bureaucracy. There was also the potential for a new layer of wellbeing objectives to have considerable duplication with the 10 public sector bodies that make up CCR. With this in mind we approached the challenge of integrating our objectives from the Regional Economic & Industrial Plan into our wellbeing objectives. It is clear to us that the REIP objectives are core to our being as an entity and have very tangible Wellbeing benefits, both to our economy, to the health and connectedness of our region, but also to the strengthening of our communities.

This approach was a real opportunity to reaffirm our unwavering commitment to both sustainable development, but also how this is intrinsically linked to how we are operating now, under the CCR City Deal and how we will operate under the new South East Wales Corporate Joint Committee moving forward. We should also be clear that as stated above, differentiating between the Wellbeing Objectives of our constituent Local Authorities both reduces the potential for duplication but also ensures we are all able to keep clarity on our roles within the region.

3. ***Involving a diversity of the population in the decisions that affect them***

This Wellbeing Statement and the objectives will form the first pillar of our Corporate Plan. This Plan will be subject to consultation over the summer 2023. The preparation of this Corporate Plan will include consultation with the community, both internally and externally to ensure that we are tackling our corporate responsibilities and our objectives in an appropriate manner.

In doing our work we note that the Constituent Councils will have their own strategies and engagement exercises, but also that we do have an opportunity to develop an approach which is proportionate and does not duplicate existing engagement within the region but is in fact complimentary and relevant to our role as a regional body. In respect of the objectives themselves and the duties placed upon the CJC's to produce Regional Transport Plans and Strategic Development Plans, there will be wide ranging consultation throughout the development of these. We will seek all opportunities to involve as wide a range of the population as possible throughout all of our activities.

4. ***Working with others in a collaborative way to find shared sustainable solutions***

South East Wales has a faced, and still faces, many challenges. The work of CCR will foster local government collaboration; develop new policies and approaches to fiscal levers and incentives; provide enhanced shared services; and improve sustainability and liveability across the region.

This collaborative approach is embedded in the current organisation, the bringing together of 10 Local Authorities under the City Deal, and under the CJC an 11th in the Brecon Beacons National Park Authority. Without this collaboration to date, nothing could have been achieved.

The future work, including tackling some of the regions' (and worlds) biggest challenges can only be done together. Now more than ever, collaboration is the only avenue to succeed and here CCR is very well placed. Be that with the public sector, through our regional structures, or the business community, through groups such as our 'Climate Coalition', continually building and fostering relations with local, regional, national and international bodies is at the core of what we do and will continue to do as we work toward a more sustainable future.

5. ***Understanding the root causes of issues to prevent them from occurring:***

Between the duties placed upon Corporate Joint Committees around transport, planning and economic wellbeing and the wide ranging activities of the city deal mean we are driven to understand the issues that lie behind these, from the reductions in the support for sustainable transport such as bus travel in some of our poorest communities, to the unlocking of land for redevelopment for economic, health or sustainability purposes we have a need to understand in order to help bring forward collaborative solutions to make sure we have a long term, well thought out and achievable ambitions for the region and Wales.

Alongside this, utilising our links with the academic sector and colliding these with those seeking to unpick and reconstruct some of the biggest challenges that we face, for example our newest challenge on changing the way we deliver emergency care is a fundamental approach to how we operate. We're not looking for quick fixes, we're looking for long term sustainable solutions to some of the biggest challenges we face, to do that we need to invest time and effort to understand them, and to champion the innovation led growth that our Wellbeing Objectives articulate.

How do our Wellbeing Objectives deliver against the National Wellbeing Goals?

We have assessed our objectives against the 7 National Wellbeing Goals to ensure, given our focused duties and powers, we have as much impact as possible. Clearly direct contributions will be made towards those goals that are most aligned with the powers and duties available to us.

As our three 3 well-being objectives are adopted from our Regional Economic and Industrial Plan, they are complimentary and integrated to each other and central to our mission and values, therefore we have reviewed the impact of all three wellbeing objectives against each national goal.

National Goal	**How do our objectives deliver**
A Prosperous Wales	Supporting the growth of our economy and the spreading of the benefits of that growth as far and wide as possible within the region is fundamental in all of our wellbeing objectives. Our Wellbeing Objectives set out a progressive planned approach for driving prosperity within the region over the next five years and a set of goals that are focused on our ambitions to create a truly Connected, Competitive, Resilient, Inclusive and Sustainable Region - balancing the need to provide for wealth and well-being in so doing.
A Resilient Wales	Being resilient is core to the success of the region. Be that responding to the climate challenge or increasing the skills in our people, or connecting our communities, this is at the core of our approach and runs through each of our objectives. Ensuring a focus on the green economy; sustainable housing and transport; and energy security.

	Alongside this, connecting our region, either through digital or physical infrastructure brings with it resilience, as well as increased opportunity.
A Healthier Wales	Whilst our wellbeing objectives are not directly concerned with health matters, greater prosperity (especially where more equally distributed) leads to better health outcomes. Addressing regional and nation inequality is a core theme of the plan as is and it makes a commitment to ensuring Equality, Diversity and Inclusion are embedded both in terms of approaches and Monitoring & Evaluation Alongside this, CCR work alongside academia and the health sector through our challenge network to directly tackle some of the biggest social and healthcare challenges the region is facing., having direct and indirect impacts on the health of the region and the nation. Most of these activities also have a global reach.
A More Equal Wales	Our objectives are tightly focused on economic inclusion and the need to address economic disparities and inequality across the Region. Connecting people and communities, either through digital or physical means helps us to spread equality across our region. We have identified inequality as one of the key drivers to our overall REIP and by following our objectives, this inequality should be massively reduced, with a wider range of opportunity opened up to the region whether you live in Cardiff or Cwmbran, Maesteg or Monmouth.
A Wales of Cohesive Communities	Enabling cohesive, inclusive communities are central to our wellbeing objectives. In particular our objectives on being more resilient and connected are primarily aimed at this. Unlocking initiatives centred around physical and digital infrastructure will revolutionise the capability of the Region.

	Increasing productivity, efficiency and innovation-led growth; and, most importantly, connecting the Region's most valuable assets – our people, whilst creating the conditions for them, and their communities, to be best equipped to embrace the future.
A Wales of Vibrant Culture and Thriving Welsh Language	Our maximising good growth objective will allow us to support the growth of the creative industries with a strong focus on the cultural opportunity. More broadly, our objectives support the economic vibrancy of the region, which will include principally Welsh speaking communities. We want to create a region where people live in places with a thriving Welsh Language and strong cultural connection. Our transport system that supports these objectives is key, it enables more people to use sustainable transport to get to arts, sport and cultural activities, and protects and enhances the historic environment.
A Globally Responsible Wales	Our Wellbeing Objectives are intrinsically linked to our ambition "to be a proud Cardiff Capital Region where everyone is connected locally and globally, enjoying work, business and life opportunities that make us the place to fulfil potential" Each objective builds upon this ambition and are as important in a global context as they are in a local one. Being Globally Connected and Competitive is ever more critical to the success of the region, our people and our communities. Even more so, being Globally Resilient is fundamental in ensuring a responsible, fairer, greener region, generating good growth and creating conditions for shared prosperity.

How will this be monitored and governed (in particular through the transition period)

Governance – Throughout the first 12 months transition period, the governance and monitoring of the delivery against these objectives will be under the joint competences of both the CCR City Deal Joint Committee (which has also approved the REIP and thus, the wellbeing objectives) and the emergent SEW Corporate Joint Committee. Both these are formal boards with key decision-making powers, the former currently over a £1.3Bn City Deal and the latter over a set of immediate duties, such as the transport and strategic development plans and other corporate duties.

Beyond the transition period, all of the activity will be under the umbrella of the SEW Corporate Joint Committee as the single governance structure.

Reporting and monitoring - the REIP is a five-year plan, distilled through a fully costed Annual Business Plan. The delivery of the ABP is monitored quarterly with deep dive evaluations of impact on indicators such as growth and jobs, annually. The Gateway Review process occurs every 5 years, but with ongoing activity around mid-point reviews and LEF development.

How will we meet the objectives over the next 5 years:

By taking the approach laid out in this statement, the CJC is also underpinning the annual business planning approach agreed by the CCR Regional Cabinet and the CJC in January 2023, for the Financial Year 2023/24 a single annual business plan has been prepared integrating both the CJC and CCRCD.

It is important to remember that the CJC is not what CCRCD is becoming, it is simply the legislative mechanism through which the constituent local authorities will achieve their goals for regional prosperity, moving toward the long-held ambition of the CCR Regional Cabinet to develop one integrated model of regional public investment.

This integrated regional plan is an interwoven approach of bringing the two parallel tracks of CCR City Deal activity, and the wider regional remit through the creation of CJC's, into one plan. The approach is underpinned by the long-term Delivery Plan approach as laid out in the REIP and the Annual Business Plan, which lays out in more detail the activities of the two entities in this Financial Year to deliver these objectives.

Delivery Plan

Our Delivery Plan has three areas of focus – **Becoming More Competitive**, **Becoming More Connected** and **Becoming More Resilient** – with the priorities in each of these areas setting out how we will deploy tactics, deliver outcomes, and measure impact.

Measures are indicative, pending completion of the Locality Evaluation Framework (LEF), which is being developed in alignment with the UKG National Evaluation Framework (estimated for May 2023). When the LEF is complete, measures will be defined and assigned to Tactics.

1. Becoming *More* Competitive

Enable businesses within our priority sectors and public services to achieve higher levels of productivity through innovation-led growth.

Tactics	**Outcomes**	**Measures**
Deliver Cluster Plans for five identified priority clusters, including strategic sites, skills interventions and trade or membership body ownership: • Business Plan for the *Cyber Innovation Hub* • Business Plan for *Fintech Wales* • A UKRI SIPF Programme for *CS Connected* and the *CSC Foundry* • A UKRI SIPF Programme for *media.cymru*	• Five strong and recognised priority clusters • Better quality jobs within and beyond the priority clusters • Increased productivity across the Region • A healthy innovation ecosystem across CCR, with interaction between the priority clusters	• Cluster GVA, Jobs, Leverage and Productivity, reported through a balanced scorecard • Earnings quality and Employment Market security • Business survival rate in the clusters • Engagement activity and, where relevant, membership of cluster organisations.

• A cluster network and strategy for *MedTech*		
Convene regional, national and international partners from the public and private sectors to mature the Regional innovation ecosystem: • Formally convene key partners across the public sector, industry and academia • Form an Innovation Advisory Board to develop and oversee the CCR innovation strategy • Judiciously deploy the *£50m Innovation Investment Capital (IIC)* • Leverage *CJC powers*, design fiscal and policy levers to generate innovation-led growth • Forge productive international innovation and trade collaborations to drive inward investment	• A regional innovation agenda that is aligned to CCR inclusive growth ambitions • An ecosystem where innovation is systematically adopted through existing companies, new companies, investors and start-ups • An international 'shop front' for CCR as an innovation destination for high-growth businesses • International innovation partnership and trade agreements	• Regional R&D investment as a value and as a percentage of Gross Domestic Product (GDP). • Private sector investment in businesses • Foreign Direct Investment (FDI), particularly in priority clusters • Formal partnerships with international partners.
Grow the green economy through innovation initiatives centred on green technologies and future skills: • Design the masterplan, remediate and commence development of the Aberthaw Green Energy Park • Investigate innovation opportunities for Zero Carbon Manufacturing and green technologies • Leverage R&I funding and industry-led skills development through Regional HEIs in targeted areas, such as green hydrogen	• A Zero Carbon Manufacturing cluster, including Green Hydrogen Production facilities • Innovative green technology and skills within the Region, for future scaling and development across the Region • A Region that is known for its expertise in sustainable energy and facilitating investment in the green economy	• GVA, Jobs and Leverage directly attributable to activities • Number and value of investments in green technologies • R&D spend on green technologies

Leverage public sector Research & Innovation funding streams, by submitting ambitious scheme proposals in pursuit of funds for: • *Innovation Launchpad* • *Innovation Impact Accelerator* • *UK Research Partnership Investment Fund* • Sector-specific funds, such as the *CoSTAR Future Production Fund*	• Priority Clusters that are fully engaged with academia and public sector partners • CCR positioned as a destination for industry and academic research funding • Applied research and knowledge transfer to meet industry needs.	• R&D spend absolute and as a percentage of GDP • SE Wales performance in R&D rankings • UKRI and other public sector grants awarded • New IP generated in the Region • Research power for Regional HEIs
Establish end-to-end data competency and infrastructure to guide and support cluster productivity, leveraging data as an asset in its own right: • Develop and secure support from ESRC for *Local Policy Innovation Partnerships* • Establish a data innovation capability in the Region, cutting across sectors • Deliver enhanced data skills provision.	• Formalised partnerships with ONS and IPO in pursuit of data leverage, skills development and high productivity work • A Regional data service that routinely delivers insight and foresight for CCR interventions • Routine monitoring and evaluation of CCR performance	• Number of projects arising from Regional data assets • Number of companies developing new products and services through leveraging data assets • Data-related employment and associated productivity markers

2. Becoming *More* Connected

Invest in cutting-edge digital and physical infrastructure and grow our green economy.

Tactics	**Outcomes**	**Measures**
Adopt a sustainable approach to transport, developing the Regional Transport Plan and collaborating with partners to ensure delivery: • Prepare and agree *Regional Transport Delivery Plan* to 2037 • Delivery of the *Metro Plus* scheme • Development of the *Metro Central* programme • Centralised delivery of the *Regional Bus Network*	• An integrated regional transport network that sustainably connects the Region's citizens to economic opportunities • An integrated transport hub in Cardiff that significantly enhances access to the capital • A Regional bus network that is sustainable and affordable for the long-term	• Number, capacity and quality of public transport services operational • Leverage generated to deliver transport schemes and wider regeneration • Job transition from diminishing markets to more sustainable employment opportunities
Acquire or support the acquisition of strategic sites across the Region that will generate indigenous business growth and inward investment: • Deployment of the *Strategic Premises Fund* • Develop business case and deliver the *Sites Acquisition & Utilities Programme* • Develop business case and deliver the *Northern Valleys Strategic Premises Fund*	• New and sustainable commercial developments in the Region, particularly where project viability is a concern • A Region that supports and accelerates private sector led development and site-specific infrastructure • New or refurbished employment spaces in support of innovation, business growth and regeneration	• Creation of new or refurbished employment space, in volume and value • Productivity increases aligned to areas in proximity to strategic sites • Number and value of FDI projects • Number of projects supported by DIT • New and safeguarded jobs related to commercial developments

Begin the transition of the regional transport network to net zero through the deployment of green technologies and infrastructure: • Maximising CCR's role in its continued roll-out of ULEV programmes, including Taxi Try Before You Buy, EV Car Club, EV Charging infrastructure and public buildings programme • Development and delivery of a Green Energy Fund for transport and infrastructure programmes • Adopt appropriate monitoring and evaluation to ensure that all transport initiatives are delivering against net zero targets	• Begin the transition of the regional transport network to net zero/ net positive • A mature and accessible Regional ULEV network • Routine monitoring and evaluation of environmental measures	• AQMA and other relevant environmental measures against public and private transport • Relevant KPIs for each of the themes using baseline data identified in the Energy Strategy and Carbon Disclosure Project (CDP) • Number and use of EVs in Region
Lead the Strategic Development Plan for land-use in the Region, informing allocations for housing, commercial sites, energy, digital infrastructure and transport connectivity: • Deliver a *Strategic Development Plan* • Collaborate with Local Authorities, developers and communities in communication of regional ambition • Deliver on the current and future pipeline of the *Housing Viability Gap Fund*	• Sustainable and affordable homes on new and stalled sites across the Region • Strong relationships with Local Authorities and developers, recognising the potential in CCR • Engaged and empowered local communities, benefitting from derelict land remediation and supporting infrastructure for new homes	• Match funding of schemes • Total number and distribution of new homes • Relevant KPIs for each of the themes, using the baseline data identified in Energy Strategy and CDP • Jobs, GVA and Leverage relating to the schemes
Roll-out of enhanced digital infrastructure, particularly in areas of digital poverty in the Region: • Delivery of the *Ogi full-fibre programme* across targeted locations (Caerphilly*;*	• Full-fibre digital connectivity to both businesses and residential customers in targeted locations • Rural towns and villages in targeted locations that are connected, resilient, productive and competitive	• Average broadband speed in targeted locations • Number of premises (residential and commercial) with access to full-fibre broadband

Rhondda Cynon Taff; Bridgend; and Torfaen) • Provision of fibre and network for *5G connectivity* to Mobile Network Operators • Leverage of the *Shared Rural Network* Wales Programme • Support the deployment of IoT and smart technologies in targeted locations	• Connectivity to 5G masts and sensors in targeted areas of the Region • Connected town centres in targeted locations that leverage data for the benefit of the local economy and services	• New jobs created as a direct result of interventions • Leverage from co-investors in full-fibre roll-out

3. Becoming *More* Resilient

Maximise 'good growth' by taking direct steps to reduce inequality, ensuring prosperity is shared and spread across our Region.

Tactics	**Outcomes**	**Measures**
Becoming a resilient City Region with multiple policy & fiscal levers, through implementation of the transition plan and Target Operating Model: • Develop and approve transition plan and Target Operating Model • Move CCR to 'Interim Position' and establish corporate responsibilities and Statutory Duties • Transition to fully functioning CJC	• A fully functioning City Region with operations and corporate functions • Statutory Duties enacted in key areas • A series of policy and fiscal levers at the disposal of the CJC	• Organisational performance measures per the transition plan • Others TBC
Establish and implement **a new challenge model** for 'CCR Missions': • Build strength in regional Challenge delivery, through strategic *integration of InFuse and the Challenge Fund* • Define and approve a *five-year Challenge strategic delivery framework* • Obtain robust data and evidence for decision-making from *Local Wealth Building Challenge Fund* evaluation	• **Empowered** Local Authorities and public sector partners that have the capability to adopt innovative solutions to problems • **A series of four active missions,** tightly aligned to inclusive growth ambitions, underwritten by successfully procured solutions • **A mission-based ecosystem,** encouraging the commercialisation and scaling of innovative solutions to societal and public sector service delivery challenges	• Social value indicators • Local supply chain development • Number and value of regional collaborations • Public sector procurement value • Public and private sector R&D investment

Seek investment and co-investment from the public and private sector for *Mission-driven innovation*		
Support the development of net zero energy production facilities in the Region to give greater energy security and reduce dependency on 'imported' energy: • Deliver the *Regional Energy Action* plan that meets the 2035 and, subsequently, *2050 Climate Change Committee* • Developing a CCR-based Energy Systems Catapult, to provide the data, knowledge, and support for the delivery of optimised domestic retrofit programmes • Design and launch funds targeted at the green economy, including *Net Zero New Homes* and *Green Energy Fund*	• A Region that has energy resilience through a combination of sustainable energy sources • A Region that is **known for its expertise** in sustainable energy • **Greater energy security** and a reduced dependency on 'imported' energy	• Progress against Regional and national KPIs • Job creation, Leverage and GVA in the green energy production • Regional energy security KPIs
Establish and implement **a new challenge model** for 'CCR Missions': • Build strength in regional Challenge delivery, through strategic *integration of InFuse and the Challenge Fund* • Define and approve a *five-year Challenge strategic delivery framework* • Obtain robust data and evidence for decision-making from *Local Wealth Building Challenge Fund* evaluation	• **Empowered** Local Authorities and public sector partners that have the capability to adopt innovative solutions to problems • **A series of four active missions,** tightly aligned to inclusive growth ambitions, underwritten by successfully procured solutions • **A mission-based ecosystem,** encouraging the commercialisation and scaling of innovative solutions to societal and public sector service delivery challenges	• Social value indicators • Local supply chain development • Number and value of regional collaborations • Public sector procurement value • Public and private sector R&D investment

• Seek investment and co-investment from public and private sector for *Mission-driven innovation*		
Convene an industry-led series of skills and employability interventions that improve opportunities for people across the Region: • Delivery of a *CCR Skills Plan* supportive of, and complementary to, the CCR Regional Skills Partnership and Welsh Government strategies • *Future-ready Skills programmes* embedded within the priority clusters, where appropriate • Delivery of the *Venture Graduate* and *Cyber Masters* programmes • Industry-led *Assured Skills Academies* delivered across the Region	• An **industry-led approach** to regional skills provision • CCR **upskilling, reskilling and employment opportunities** across the Region • **Empowered Priority Clusters** through ready access to CCR skills programmes	• Geographic and demographic reach of skills programmes • Number of bespoke career accelerator programmes completed • Earnings quality and Employment Market security • Knowledge transfer quality across businesses
Routinely **embed ESG and EDI approaches**, **monitoring and evaluation** in all CCR interventions: • Develop *a dedicated plan and operating framework* to embed ESG & EDI • Delivery of a *Local Evaluation Framework* with specific ESG and EDI KPIs, including alignment with National Themes, Outcomes & Measures (TOMs) • *Retrofit the standard* wherever possible, and ensure it is central to all interventions moving forward • *Routine data collection* against relevant KPIs on a Regional and project-specific level	• Recognition of CCR as **a City Region that supports excellence** in ESG and EDI • Significant strides forward in **addressing inequality of opportunity** across Priority Clusters. • **A UK-leading approach to ESG and EDI** data, monitoring and evaluation that informs continuous improvement of interventions • A **mature Governance framework** for managing interventions and suppliers	• **National TOMs and KPIs** aligned with the Wellbeing of Future Generations Act • **Relevant KPIs** for each of the themes using baseline data identified in Energy Strategy and CDP • **EDI reporting** against Priority Clusters

4. CCR / CJC Annual Business Plan – Strategic Goals and Objectives 2023-2024

COMPETITIVE **Enable businesses within our priority sectors and public services to achieve higher levels of productivity through innovation-led growth**	**CONNECTED** **Invest in cutting-edge digital and physical infrastructure AND grow the green economy through investing in and promoting companies, technologies and community initiatives that are embracing the decarbonization agenda**.	**RESILIENT - External** **Maximise 'good growth' by ensuring prosperity is shared and spread across the Region and take direct steps to reduce the economic and social disparities between our places.**	**RESILIENT - Internal** **Build an Effective, Efficient Delivery Capability**
Obtain Business Plans from Cyber Innovation Hub, Fintech Wales and CSconnected.	Commence engagement on a future integrated: Regional Strategic Transport Plan and Strategic Land Use Plan Consider approach to Regional Bus	Review Venture Programme & Implement Recommendations Initiate a minimum of 1 new sector specific skills and talent programme	Publish updated REIP & Investment strategies for the WIF and supporting Impact Funds. Review and embed the principles of ESG, EDI and Social Value into CCR investment frameworks. Funding strategy developed
Ensure PWC establishes a robust Innovation pipeline which delivers £10m Investments across Cardiff Capital Region	TfW Metro Central Full Business Case approved Complete Metro Plus Programme	Identify Challenge Solutions Food Security	Local Evaluation Framework developed and implemented Conduct outcomes/ financial returns review of current investment portfolio Project reviews commenced where future exit and funding streams are considered as part of long-term legacy impact
	EV Charging Infrastructure Programme Completed	Identify Challenge Solutions Endoscopy	
	Long Term ULEV Strategy Released & Business Cases Approved	Identify Challenge Solutions LEV	
	HVGF programmes successfully progressed Strategic Sites and Premises Programme progressed. Monitor CSC Foundry Consider approach to a Net Zero New Homes programme	CaV Adopt Tracheostomy Solution Undertake Missions / Challenge Outreach and Engagement activity	Ensure adequate resources within the team to facilitate the effective delivery of the current programmes in place (CCRCD and SPF) Conduct Corporate IT Tools and Technology review and make recommendations

Apply for R&D funding grants	CCR Energy Ltd Fully Operational	Commence Shared Prosperity Fund Programme of CCR Regional Initiatives	Create a phased single entity Transition Plan including a Target Operating Model to facilitate bringing in all current staff and all corporate activity, projects, and investments. Create an updated organizational governance model that simplifies the current model
Sign formal agreement with a minimum of 1 international innovation partner.	Remediation and planning strategies for Aberthaw approved by Board Aberthaw ACE Building Opened & Operational		
Submit Regional Data Ambition Business Case & Agree Local Policy Innovation Partnership	Business Coalition Action Plan Issued Local Energy Planning Report Issued Eco Flex pilot completed Energy Action Plan Delivered		
Develop & Expand CCR business network across Wales, UK and Internationally.	A series of business cases including digital connectivity, hydrogen development, energy systems development, Northern Valleys / Strategic Utilities and a Green Energy Funds completed and put to Regional Cabinet.	Agree Strategy, delivery approach, resourcing and funding requirement for future mission driven challenges with Challenge Board and create business case.	Action plan created for increasing leverage private funds for projects that have been conceived or seeded by CCR Exploration of City Deal #2 with UKG and WG partners commenced