Cyd-bwyllgor Corfforedig
De-orllewin Cymru
South West Wales
Corporate Joint Committee

South West Wales Corporate Joint Committee
Private Sector Advisory Board
Terms of Reference

1. Purpose and role

The Private Sector Advisory Board (PSAB) will operate as a strategic, non-decision-making advisory body to the South West Wales Corporate Joint Committee. Its purpose is to provide timely private sector insight, constructive challenge, market intelligence and ambassadorial support to help shape regional priorities across economic wellbeing, transport, strategic planning, energy and related investment opportunities.

The Board's value will be measured by the quality, relevance and visible impact of its advice, not by formal decision-making authority. It will be engaged early enough to input and be part of policy development.

2. Operating principles

- **Early engagement:** PSAB advice provided at the formative stage of strategies, policy development, work programmes and investment opportunities.
- **Clear ask, clear response:** specific advice being requested and the intended route for that advice to work through policy development.
- **Outcome focus:** meetings will prioritise live strategic issues, feedback from wider working groups, risks and opportunities.
- **Respect for governance:** the Board will provide advice and challenge while respecting the statutory responsibilities, local sovereignty and formal decision-making roles of the SWWCJC and constituent authorities.

3. Core functions

- Provide market insight, business intelligence and practical challenge to support regional strategy, delivery planning and investment propositions.
- Advise on opportunities and risks affecting the region's economic, transport, strategic planning, energy, skills, tourism, digital, housing and investment priorities.
- Support the development and testing of strategic propositions before they proceed into formal governance.
- Participate in sector specific task and finish groups where specialist input is required on a defined issue, proposition or opportunity.
- Act as ambassadors for South West Wales by promoting the region's strengths, investment opportunities and strategic priorities through relevant business, sector and national networks.

- Strengthen connections with investors, funders, anchor institutions, businesses and wider partners where this can add value to regional ambitions.

4. Membership
Membership will be skills, experience and contribution based. The Board will include senior private sector voices with credibility, practical delivery experience and the ability to provide strategic insight across the region’s priorities.

Right sizing the Board to support meaningful discussion, active contribution and timely advice is key. Membership will be reviewed against a clear skills and priorities matrix, ensuring that the collective expertise of the Board aligns with the SWWCJC’s current and emerging work programme.

This includes consideration of where standing membership is required, where specialist input is better secured through task and finish groups, and where targeted recruitment is needed to address gaps in sector expertise, geography, seniority, investor perspective or diversity.

Board members will be selected based on their alignment to our regional priorities which include:

- Economic wellbeing
  - Energy, Net Zero and Green Economy
  - Manufacturing, Technology and Materials
  - Health and Life Sciences
  - The ‘Experience’ Economy
  - Creative and Digital Sector
  - Agri-tech and high-value food production
- Transport
- Strategic planning

Appointments will be for a fixed term of two years, with the option of renewal where contribution, attendance and strategic fit remain strong. A skills and representation matrix will be maintained and reviewed annually to inform succession planning and targeted recruitment.

5. Chair and relationship with the SWWCJC
The Chair will be selected by the Board on an annual basis. The Chair may be co-opted to the SWWCJC in a non-voting capacity for a one-year term, subject to renewal at the discretion of the SWWCJC.

The Chair, supported by the Chief Operating Officer (COO) or nominated senior officer, will help shape agendas, ensure the Board is focused on strategic priorities, and maintain a clear route between PSAB advice and the SWWCJC’s formal governance arrangements.

6. Meetings and work programme
The Board will normally meet quarterly, with additional focused sessions convened where there is a defined strategic issue, investment proposition or opportunity

requiring timely private sector advice. Meetings may be held virtually, in person or on a hybrid basis, with the format determined by the nature of the agenda and the need to maximise contribution.

A rolling forward work programme will be maintained and reviewed at each meeting. This should identify forthcoming strategic items, the stage at which PSAB advice is required, the officer lead, the specific question for the Board, and the route for reporting advice back into the relevant governance or delivery process.

Agendas, papers and clear advice requests are required to be circulated at least five working days before each meeting. Minutes, action notes and advice summaries should be circulated promptly after meetings and used to maintain a live action and feedback log.

7. Task and finish groups
Task and finish groups may be established by agreement between the Chair, COO or nominated senior officer, and relevant officer leads. Each group should have a clear purpose, timeframe, membership, reporting route and expected output. Groups may include PSAB members, officers and invited external expertise where this adds value.

Task and finish groups will be used to deepen specialist input, test propositions, identify risks, unlock networks, and provide short, practical advice notes for consideration through the appropriate officer or SWWCJC governance route.

8. Expectations of members

- Attend meetings regularly and notify officers in advance where attendance is not possible.
- Prepare for meetings and contribute constructively, drawing on sector expertise, networks and practical delivery experience.
- Respect confidentiality, commercial sensitivity and the advisory nature of the role.
- Declare any actual, potential or perceived conflicts of interest at the earliest opportunity.
- Support the region as ambassadors where appropriate, while recognising that members do not speak on behalf of the SWWCJC unless expressly authorised.

Where a member is unable to attend regularly or contribute to the work programme, consideration by the Chair and COO will be given as to whether continued membership remains appropriate, with advice being provided to the SWWCJC.

9. Officer support and integration
Officer leads will be responsible for bringing forward items at the right stage of development, setting out the specific advice being requested, and explaining how PSAB input will be used. The PSAB should be integrated into relevant forward plans so that advice is sought early in policy development rather than at the point of final reporting.

A named officer will support the Board by maintaining the forward work programme, action and feedback log, membership matrix, meeting papers and annual impact review.

10. Conflicts of interest and conduct
All private sector representatives will be required to sign an Advisors Agreement. This will confirm expectations on confidentiality, conflicts of interest, conduct, use of information and the advisory status of members. The purpose is to enable constructive private sector advice while preventing undue influence or any unfair advantage to individual organisations.

11. Records, advice summaries and feedback loop
Meetings will be recorded through concise minutes or action notes. For substantive agenda items, an advice summary should capture the issue considered, key points of advice, any risks or opportunities identified, agreed actions, responsible leads and the route for response or escalation.

A standing feedback item will be included on each agenda to show what has happened since the previous meeting, how advice has been used, and where further input is required.

12. Review and impact
The effectiveness of the PSAB will be reviewed annually. This will include attendance, membership balance, use of task and finish groups, timeliness of engagement, quality of papers, clarity of follow-up, and evidence of influence on regional strategies, propositions or delivery activity.

An annual PSAB impact statement will be prepared for noting by the SWWCJC. This should summarise the Board's contribution, advice provided, action taken, membership changes, lessons learned and priorities for the next 12 months.