



***SOUTH WEST WALES CORPORATE JOINT  
COMMITTEE - OVERVIEW AND SCRUTINY SUB-  
COMMITTEE***

***2.00 PM THURSDAY, 2 NOVEMBER 2023***

**All mobile telephones to be switched to silent for the duration of the meeting**

This meeting will be recorded for broadcast via the Council's Internet Site. By participating you are consenting to being filmed and the possible use of those images and sound recordings for training purposes.

1. Chair's Announcements
2. Declarations of Interest
3. Minutes of previous meeting (*Pages 3 - 6*)
4. Correspondence between the Scrutiny Committee Chair and Corporate Joint Committee Chair (*Pages 7 - 16*)
5. Audit Wales Letter - Commentary of Corporate Joint Committee Progress (*Pages 17 - 26*)
6. RTP Implementation Plan for Submission to Welsh Government (*Pages 27 - 42*)
7. Corporate Joint Committee Forward Work Programme 2023- 2024 (*Pages 43 - 46*)
8. Forward Work Programme 2023 - 2024 (*Pages 47 - 48*)

9. Urgent Items

Any urgent items at the discretion of the Chairperson pursuant to Section 100BA(6)(b) of the Local Government Act 1972 (as amended).

**K.Jones**  
**Chief Executive**

**Civic Centre**  
**Port Talbot**

**Friday 27<sup>th</sup> October 2023**

**Committee Membership:**

**Chairperson: Councillor R.Sparks**

**Vice  
Chairperson: Councillor T.Bowen**

**Councillors:** R.Davies, S.Pursey, D.Howlett, M.John,  
M.Tierney, R.James, E.Schiavone, P.Black,  
M.White and W.Lewis

## South West Wales Corporate Joint Committee - Overview and Scrutiny Sub-Committee

(Via Microsoft Teams)

**Members Present:**

**20 April 2023**

**Chairperson:** Councillor R.Sparks

**Vice Chairperson:** Councillor T.Bowen

**Councillors:** S.Pursey, M.John, M.Tierney, R.James, E.Schiavone, P.Black, M.White and W.Lewis

**Officers In Attendance** C.Griffiths, O.Enoch, N.Pearce, C.Morris and C.John

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1. **Welcome**

The Chair introduced and welcomed the Committee.

2. **Chairs Announcements**

There were none.

3. **Declarations of Interest**

There were none.

4. **Minutes of Previous Meeting**

The minutes of the previous meeting were approved.

5. **Correspondence from the Scrutiny Committee to the Chair of the Corporate Joint Committee**

Members were informed of the correspondence between the Chairs of the South West Wales Corporate Joint Committee and the South West Wales Corporate Joint Committee – Overview and Scrutiny Sub Committee. This was due to a previous meeting of the Corporate Joint Committee – Overview and Scrutiny Committee that was held

on the 23rd February 2023 where members highlighted their views and concerns, as detailed within the circulated report.

Members welcomed the offer from the Chair of the Corporate Joint Committee to attend a future scrutiny meeting and provide further assurances. The Committee agreed that they would allow time for potential changes to occur in the first instance and would welcome the Chair to attend a future scrutiny committee within the next 6 months.

## 6. **South West Wales Strategic Development Plan**

Members were updated on the key components and stages of the Strategic Development Plan (SDP); the options for delivering the work programme; the current issues and risks; and an overview of the collaborative evidence base studies undertaken across South West Wales, as detailed within the circulated report.

Discussions took place around the complexities of Creating a Strategic Development Plan regionally while Local Councils would be developing their Local Development Plan. There was concern that this may cause duplication, as well as being heavily resource intensive due to the complexities of creating the plans cohesively.

Members queried the reason as to why Welsh Government had opted for the plans to be completed in this way going forward. Members were concerned that this would be resource intensive for officers without any additional funding being provided to support the process. Officers explained that there would be clear complexities/issues that were arising from the Local Development Plan which could be dealt with on a regional level. It was suspected that this is the reason as to why Welsh Government were interested in the plans being developed in this way going forward.

Members queried whether there would be involvement from the National Parks on Scrutiny. It was noted that legally they were in a process of co-opting representatives of the both National Parks on to the Scrutiny Committee.

Following Scrutiny, the report was noted.

## 7. **South West Wales Energy Strategy Update**

Members were updated on the developments across the regional energy agenda, in line with the CJC Corporate Plan (Action Plan) that was adopted in March 2023, as detailed in the circulated report.

It was noted that there were complications with the published version of the attached Action Plan at Appendix C of the circulated report. It was requested that this be brought back to a future meeting.

Members noted that a grant of £350,000 had been provided to the Corporate Joint Committee to allow a requirement process to take place and help accelerate both local and regional energy plans and coordinate delivery.

Discussions took place in relation to the Welsh Government's plan to have a net zero carbon target that all Welsh Local Authorities are to participate and achieve by 2030. Members raised their concerns in relation to the scale of investment required to meet this target and the pace of delivering this within the next 7 years. It was noted that this would be difficult and extremely costly.

Following discussions, members felt it important to send a letter to the Chair of the Corporate Joint Committee raising the concerns detailed within this item.

Following Scrutiny, the report was noted.

## 8. **Forward Work Programme**

Officers updated members on the Forward Work Programme. It was noted that members would have an opportunity to populate the Forward Work Programme for 2023/2024 at a future Forward Work Programme Session.

Members requested that the Energy Action Plan be included on the Forward work programme to be brought back to a future meeting.

## 9. **Urgent Items**

There were none.

**CHAIRPERSON**

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## **SOUTH WEST WALES CORPORATE JOINT COMMITTEE OVERVIEW AND SCRUTINY COMMITTEE**

2<sup>nd</sup> November 2023

### **Report of the Chair of the Corporate Joint Committee – Overview and Scrutiny Committee**

**Report Title: Correspondence from the Scrutiny Committee to the  
Chair of the Corporate Joint Committee**

<b>Purpose of Report</b>	To inform scrutiny members of the correspondence that was shared with the Chair of the Corporate Joint Committee, from the Scrutiny Chair on behalf of the views of the Corporate Joint Committee – Overview and Scrutiny Committee.  Cllr Rob Stewart will be present at the meeting to update Members further.
<b>Recommendation</b>	That the correspondence be noted.
<b>Report Author</b>	Alison Thomas
<b>Finance Officer</b>	
<b>Legal Officer</b>	Craig Griffiths

#### **Background:**

Following a previous meeting of the Corporate Joint Committee – Overview and Scrutiny Committee that was held on the 23<sup>rd</sup> February 2023. Members highlighted their views and concerns and requested that delegated authority be provided to the Chair of the Scrutiny Committee to share these concerns via letter to the Chair of the Corporate Joint Committee (attached at appendix 1).

Attached at appendix 2 is the correspondence received from the Chair of the Corporate Joint Committee received on the 13<sup>th</sup> April 2023.

Attached at appendix 3 is the correspondence sent from the Chair of the Corporate Joint Committee – Overview and Scrutiny Committee on 30<sup>th</sup> May 2023.

**Financial Impacts:**

No Implications

**Integrated Impact Assessment:**

There is no requirement to undertake an Integrated Impact Assessment as this report is for information purposes.

**Workforce Impacts:**

No implications.

**Legal Impacts:**

No implications.

**Risk Management Impacts:**

No Implications.

**Consultation:**

There is no requirement for external consultation on this item

**Reasons for Proposed Decision:**

To inform the Scrutiny Committee of the correspondence shared between the Chairs of Scrutiny and the Corporate Joint Committee.

**Appendices:**

Appendix 1 – Letter from the Chair of the Corporate Joint Committee – Overview and Scrutiny Committee.

Appendix 2 – Letter from the Chair of the Corporate Joint Committee

Appendix 3 – Letter from the Chair of the Corporate Joint Committee – Overview and Scrutiny Committee

**List of Background Papers:**

None

**Officer Contact:**



Alison Thomas  
Senior Scrutiny and Project Management Officer  
a.thomas6@npt.gov.uk

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Cllr. Rob Stewart  
Chair of the Corporate Joint Committee

Dear Cllr. Rob Stewart

**Re: Corporate Joint Committee**

I am writing to you in your capacity as Chairperson of South West Wales (SWW) Corporate Joint Committee (CJC) at the request of the membership of the South West Wales Corporate Joint Committee – Overview and Scrutiny Sub Committee in my capacity as Chairperson of said Sub-Committee.

In the last two meetings of our Sub-Committee members have expressed their frustration and lack of clarity about the purpose and benefit of the new regional structure. The CJC appears to be attempting to formalise existing excellent relationships between the member organisations. However, our local authorities have a proven track record of joint working and the duties of the new CJC appear to be a costly and unnecessary burden which is costing our residents at a time when budgets could not be under more pressure from the ongoing cost of living crisis, brought on by the consequences of several factors including Brexit, the COVID-19 pandemic and the war in Ukraine.

In our last meeting on 23<sup>rd</sup> February, the substantive items on the agenda 5, 6 and 7 were the Draft Corporate Plan 2023-2028, The SWW Economic Delivery Plan 2025-2030 and the Regional Transport Plan 2025-2030. In each of them officers and members both noted that the work of the CJC appears to be superfluous since the member organisations already work together on these projects.

We appear to have been forced into this by Welsh Government and there is concern that the necessary levels of bureaucracy that the CJC requires does not offer a clear benefit. Whilst future benefits might be in the offing in the future, they are not clear now. At the very least we suggest that we should have more clarity from Welsh Government and if they will insist on this structure, we recommend that they fund the costs directly rather than creating additional burdens on local authorities.

I would kindly request that you note our sub-committee's frustration and I ask you to pass this onto the members of SWW CJC and in your ongoing engagement with Welsh Government and Ministers.

Yours faithfully,

Cllr. Russel Sparks

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**Chair of the Corporate Joint Committee – Overview and Scrutiny Sub Committee**

Councillor Russel Sparks  
Chair of the Corporate Joint Committee  
Overview and Scrutiny Sub Committee

*Please ask for:* Councillor Rob Stewart  
*Direct Line:* 01792 63 6366  
*E-Mail:* [cllr.rob.stewart@swansea.gov.uk](mailto:cllr.rob.stewart@swansea.gov.uk)  
*Our Ref:* RS/CM  
*Your Ref:*  
*Date:* 13<sup>th</sup> April 2023

**BY EMAIL**

Dear Councillor Sparks

Thank you for your letter dated 8<sup>th</sup> March 2023.

I share your view that the South West Wales region has a strong track record of successful collaborative working – the Swansea Bay Growth Deal a case in point.

In setting up the Corporate Joint Committee for the region, we have been careful not to disrupt the effective regional mechanisms already in place but to use these arrangements as a foundation for exercising the new powers and duties.

Officers have quantified the costs that accompany the new statutory planning duties as part of the set-up phase and I can assure the Joint Scrutiny Committee that I, along with the Chairs of the other three Corporate Joint Committees are pressing Ministers to fully fund the policy.

I would also advise that Welsh Ministers have been clear that they will be allocating future investment to support economic growth on the basis of the new Corporate Joint Committee model. I am seeking clarity from Welsh Ministers as to the level of investment likely to be made available over the coming years whilst ensuring we are well positioned to draw down such investment. You will have noted from the information presented to the Joint Scrutiny Committee that arrangements made by the UK Government to replace EU funds remains unsatisfactory and that is a further factor that is frustrating the early work of all Corporate Joint Committees.

Should you find it helpful for me to engage directly with the Joint Scrutiny Committee on these points I would be very happy to attend a future meeting.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rob Stewart', with a long horizontal flourish extending to the right.

**COUNCILLOR ROB STEWART  
CHAIR  
SOUTH WEST WALES CORPORATE JOINT COMMITTEE**

Cllr. Rob Stewart  
Chair of the Corporate Joint Committee

Dear Cllr. Rob Stewart

**Re: Corporate Joint Committee**

Thank you for your response dated 13<sup>th</sup> April.

The South West Wales Corporate Joint Committee – Overview and Scrutiny Sub Committee met on the 20<sup>th</sup> April. The Scrutiny Committee welcomed your letter and your assurances in relation to future investments on supporting economic growth.

The Committee also welcomed your offer to attend a future meeting of the South West Wales Corporate Joint Committee – Overview and Scrutiny Sub Committee. My Scrutiny Officer will be in touch to make arrangements.

At the Scrutiny Sub Committee held on 20<sup>th</sup> April 2023, members received an update and scrutinised the 'Energy Agenda'. It has come to our attention that as part of the Welsh Government's plan, there is a collective 2030 Welsh Public Sector net zero carbon target that all local authorities are to participate in.

Following, information given by officers it was apparent that the scale of investment required to meet such a target and the pace of delivering this within the next 7 years would be difficult and extremely costly.

I understand that a grant of £350,000 has been provided to the CJC to allow a recruitment process to help accelerate both local and regional energy plans and coordinate delivery. My Committee and I are concerned that grants of this nature are not going to provide financial support needed. My Committee was also concerned that we would not be able to meet the target of Net Zero by 2030 without substantial funding being made available.

Can I ask if you have developed an investment timetable that will get us to our targets or that records the level of investment required to do so?

I would kindly request that you note our sub-committee's concerns and I ask you to pass this onto the members of SWW CJC and in your ongoing engagement with Welsh Government and Ministers.

Yours faithfully,

Cllr. Russel Sparks

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**Chair of the Corporate Joint Committee – Overview and Scrutiny Sub Committee**



## SOUTH WEST WALES CORPORATE JOINT COMMITTEE OVERVIEW AND SCRUTINY SUB-COMMITTEE

2<sup>nd</sup> NOVEMBER 2023

### Report of the Chief Executive

Report Title: CORPORATE JOINT COMMITTEE – AUDIT WALES LETTER

<b>Purpose of Report</b>	To note Audit Wales' Commentary on CJs' progress letter with regards to the South West Wales Corporate Joint Committee.
<b>Recommendation(s)</b>	It is recommended that Members note the commentary letter and supporting action plan.
<b>Report Author</b>	Karen Jones, Corporate Joint Committee Chief Executive
<b>Finance Officer</b>	Chris Moore
<b>Legal Officer</b>	Craig Griffiths

#### Introduction / Background:

Audit Wales have undertaken a review covering the four Corporate Joint Committees (CJC), which is due to be published in the coming weeks. The report is structured in two parts: the first gives a brief overview of their findings, the second is framed around key risks and opportunities. The purpose of the review was to gain early assurance about the CJs' progress as newly established bodies.

The review also aimed to identify any emerging issues that need to be addressed and provide some early feedback to help CJs as they continue to develop. Each CJC has been provided with a commentary letter, which can be found in Appendix 1. The letter is structured around five key areas:

- Understanding of the Welsh Government's aims for the CJs evolving governance arrangements.
- CJC's plans to deliver the Welsh Government aims and meet their statutory obligations.
- How the CJC relates to existing partnership arrangements.
- CJC's plans to meet their requirements under the Well-Being of Future Generations Act (WFG Act), including setting their well-being objectives

Key areas identified have been included in the below action plan and will be implemented over the next six months.

Action	Timescale
Develop Child Poverty Action Plan	By March 2024

Develop a Participation Strategy	By March 2024
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Further work will be undertaken by Audit Wales over the next 18-24 months to assess progress.

**Timescales:**

Work on both of these actions will commence shortly with draft versions of both plans being presented to CJC Members as part of the corporate planning process for 2024-25.

**Financial Impacts:**

The programme of audit work undertaken by Audit Wales has been delivered within the budget allocated for audit and inspection work.

**Integrated Impact Assessment:**

The CJC 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 socio-economic 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.

In recognition of the above duties, the CJC has adopted an Integrated Impact Assessment (IIA) Tool which allows for a 2 stage approach to be undertaken to measure any potential impact of its decisions. It is not considered that an Integrated Impact Assessment (IIA) is required for this report as it does not seek a substantive policy decision from Members

The CJC approved its Corporate Plan 2023-2028 in March 2023. The Corporate Plan includes the CJC's Equality Objective which is set out below for ease of reference:

*“To deliver a more equal South West Wales by 2035 by contributing towards:*

- (a) *The achievement of the [Welsh Government's long-term equality aim](#) of eliminating inequality caused by poverty;*

- (b) *The achievement of the [Equality statement set out in Llwybr Newydd](#) which is to make our transport services and infrastructure accessible and inclusive by aiming to remove the physical, attitudinal, environmental, systemic, linguistic and economic barriers that prevent people from using sustainable transport, and*
- (c) *[The achievement of the Welsh Government's long-term equality aims](#) of cohesive communities that are resilient, fair and equal and where everyone is able to participate in political, public and everyday life. There will be no room for racism and / or discrimination of any kind."*

## **Well-being of Future Generations (Wales) Act 2015**

### Alignment with CJC Corporate Plan 2023-2028 and the identified CJC Well-being objectives:

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'.

The CJC approved its Corporate Plan 2023-2028 in March 2023. The Corporate Plan contains the CJC's well-being objectives and frames the corporate direction of travel. To this end, it is considered that the recommendation(s) contained within this report align(s) to the corporate policy framework of the CJC as set out within its Corporate Plan.

### **Workforce Impacts:**

The preparation of a child poverty strategy and participation strategy will have an impact on officer time but at this stage in the CJC's operation these are not believed to be onerous and should be able to be accommodated within the corporate planning process.

### **Legal Impacts:**

The requirement for a child poverty strategy is referenced within statutory guidance which places a number of public sector statutory duties on CJsCs on the basis that they are part of the local government family.

Likewise, the requirement to produce a participation strategy is set out in the Local Government and Elections (Wales) Act 2021 and as CJsCs are part of the local government family, the new statutory duties also apply to CJsCs.

### **Risk Management Impacts:**

Failure to address the areas for improvement could attract adverse audit opinion impacting the reputation of the CJC and potentially increasing audit fees.

### **Consultation:**

No formal consultation required for the purpose of this report.

**Recommendation – For Noting:**

To ensure the Committee is aware of the Audit Wales Commentary Letter and for them to take assurance that the recommendations made by Audit Wales will be implemented.

**Appendices:**

1. Audit Wales Letter

**List of Background Papers:**

Local Government and Elections (Wales) Act 2021 and related statutory guidance.

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South West Wales Corporate  
Joint Committee

### Via email

**Reference:** 3658A2023/AC371

**Date issued:** 17 July 2023

Dear Colleagues

### Commentary on CJsCs' progress – South West Wales Corporate Joint Committee

Further to my recent summary report on the Corporate Joint Committees' progress in developing their arrangements, this letter sets out the findings pertinent to the South West Wales Corporate Joint Committee. The letter is structured around the following areas as per the summary report:

- understanding of the Welsh Government's aims for the CJsCs.
- evolving governance arrangements.
- CJC's plans to deliver the Welsh Government aims and meet their statutory obligations.
- How the CJC relates to existing partnership arrangements.
- CJC's plans to meet their requirements under the Well-Being of Future Generations Act (WFG Act), including setting their well-being objectives.

My team will be happy to attend a meeting of the CJC to talk through the findings.

### Understanding of Welsh Government's aims for the CJsCs

- South West Wales CJC had a clear understanding of Welsh Government's aims for the CJs, although it was apparent that it wasn't entirely supportive of the need for the CJs. I appreciate this was, in part, linked to the CJC's concerns about lack of resources to support the implementation of the CJC and its functions. It proactively raised these concerns with Welsh Government.
- Nevertheless, the CJC was generally positive about the opportunities the CJs could bring for the region including beyond its core functions. Most notably, by adopting the South West Wales regional energy strategy and the regional economic delivery plan.

### Governance arrangements

- **Overall, we are assured that the CJC has established its core governance arrangements and that most of its arrangements are up and running.**
- This includes its main Corporate Joint Committee, its overview and scrutiny sub-committee and its Governance and Audit Committee (GAC). The CJC has agreed the terms of reference for four thematic based sub-committees (regional transport, regional economic development, strategic development planning, and regional energy strategy). But, as of May 2023, these sub-committees had not yet met so had not begun to deliver their roles in line with their terms of reference. Dates for these meetings were agreed at the annual general meeting in June.
- The Overview and Scrutiny sub-committee has agreed its high-level work programme. We appreciate the members are primarily getting up to speed with the CJC at the moment. As the work of the CJC develops, the sub-committee needs to consider the value and impact its activity will have, beyond just noting progress with plans, to provide a mechanism to hold the CJC to account. Our [paper on scrutiny](#) may be helpful to the sub-committee.
- The CJC has taken a proportionate and pragmatic approach to its governance arrangements. It has maximised the flexibility to tailor its arrangements, for example, making use of some of its constituent bodies' arrangements and seconded statutory officers from within the constituent councils on a part-time basis.
- It is positive that the CJC has taken the opportunity to involve the National Park Authorities (NPAs) more fully in its arrangements, beyond the NPAs' statutory role around strategic development planning. As well as ensuring it considers the impact its actions have on the national park authority areas, this will also help the CJC to maximise the positive contribution that NPAs could have on the delivery of the CJs' well-being objectives and functions.
- We will be keen to see how the CJC's governance arrangements support the CJC as it continues to develop.

## Progress and clarity of plans

- **We found that the CJC had set out a clear vision in its corporate plan 2023-28, which drew on its Regional Economic Development plan, regional energy strategy and national policies.**
- The CJC is progressing with its plans to meet its economic well-being duty, building on the work of the Swansea Bay City Deal. At the moment, the CJC does not intend to bring the two regional arrangements together, given the different funding streams and legal bases. Managing and overseeing two regional arrangements, which have similar and mutually beneficial objectives, will require resources. The CJC and the constituent bodies of the Swansea Bay City Deal will need to determine how it can do this efficiently and effectively. Officers are currently exploring options to minimise the administrative burden and associated costs of operating the two arrangements.
- **However, progress with delivering its strategic development planning and regional transport planning functions was more limited.** We understand the CJC feels this is largely due to concerns about availability of resources and that the Welsh Government had not yet issued final guidance. I have raised a number of points about Welsh Government preparedness in my summary report and recognise that the financial status issues in particular have impacted on the CJC's ability to progress, not wanting to incur VAT for example.
- Welsh Government has engaged with the CJCs about the strategic development and transport planning functions so the CJCs should have some understanding of expectations. For example, it shared advisory notices recommending early preparation for the strategic development plans in August 2021. There was also an event to discuss CJCs' planning functions in January 2022. So, despite the financial status issues, I consider more progress could have been made in these areas. I would expect to see greater and swifter progress from this point forward.
- Whilst the CJC has agreed a budget to support its regional transport function it also only set a very small budget for strategic development planning for 2023-24. This underlines that it's unlikely there will be much activity on this. Welsh Government have been clear to regions that they are willing to provide support to develop the plans, both directly and via Transport for Wales.
- The SDP process, in particular, is complex and lengthy and the CJC needs to get this underway. There is a risk the CJC will not be able to achieve its objectives and improvements for the region if realistic budgets are not allocated to support the delivery of its functions. It needs to determine how it can maximise its abilities as a separate legal entity to help it do this.
- The CJC has made progress working to address its public sector duties, such as its biodiversity and equalities duties, and Welsh Language requirements. Whilst the CJC recognises the requirement to produce a Child Poverty



strategy in its Corporate Plan, as of May 2023 it had not developed its child poverty action plan as required. It will need to do so as soon as possible.

## **Partnerships**

- I have commented frequently on the complex partnership landscape in Wales so am keen to see how CJsCs are exploring how they relate to and work with existing partnerships. To make the most of existing resources and to tackle challenges more collaboratively.
- The CJC has been clear that it has wanted to build on the existing relationships in the region. It is positive to see that it has looked beyond the statutory membership of the CJC co-opting representatives from Swansea University and the University of South Wales, Hywel Dda and Swansea Bay university health boards. It is also building on the expertise of the Swansea Bay city deal. This should provide it with a significant opportunity to boost the collaborative power of the region and generate wider ownership to deliver its priorities. I will be keen to see the impact of this as the CJC progresses.

## **Well-Being of Future Generations Act (WFG Act)**

- Like the other named bodies under the WFG Act, the CJC must set and publish well-being objectives. It must act in accordance with the sustainable development principle when setting those objectives and when taking steps to meet them.
- The CJC published its well-being objectives by 1 April 2023 as required. It incorporated these within its corporate plan as recommended within the statutory guidance.
- We have not done a detailed review of the extent to which the CJC has applied the sustainable development principle to the setting of its well-being objectives. The CJC told us it is taking a proportionate approach to meeting its duties under the Act.
- We can see that the CJC has set out in its corporate plan how it intends to embed the five ways of working. From our high-level review of the document, we can see that the corporate plan covers elements set out in the Well-Being of Future Generations Act legislation. For example, the CJC has set out how its well-being objectives will help contribute to the delivery of the national well-being goals.
- The corporate plan was subject to public consultation, including a targeted approach with key stakeholders in the region. The CJC developed an easy read version of the plan and a summary of the plan on one page to make it easier to access and understand. The CJC has identified some ways that it could strengthen its application of the sustainable development principle. For instance, by developing a participation strategy and building on approaches



being used by its constituent bodies to help it involve the full diversity of the population. It also talks about the need to work in an integrated way.

- The CJC has adopted Neath Port Talbot County Borough Council's impact assessment tool to help it demonstrate its consideration of the well-being goals and the five ways of working. I appreciate these tools can be helpful. But it needs to be more than simply having an impact assessment at the end of a report. My recent report on equalities impact assessment underlined the point about consideration of these areas earlier to help inform decisions and policies.
- The CJC has a duty to act in accordance with the sustainable development principle. More broadly, that framework has the potential to add value to how it plans and delivers its work. For example, the wider benefits of applying the sustainable development principle to meeting its transport, planning and economic development functions and powers. The CJC may find it helpful to draw on the range of resources on transport and planning available on the Future Generations Commissioner for Wales website.
- I will expect to see the CJC apply this principle in a meaningful way, across its functions. I will be undertaking examinations of the extent to which it has applied the sustainable development principle in future years, as required by the Act.
- We have developed some positive indicators which provide an illustrative set of characteristics of what good looks like when organisations act in accordance with the sustainable development principle. The constituent bodies will be familiar with these. The CJC may find it helpful to draw on these positive indicators as it delivers its well-being objectives.

The CJC should consider this letter in tandem with my summary report, which provides an assessment of the collective position of the four CJCs.

I intend to do further work over the next 18-24 months to assess the CJCs' progress.

Thank you for your support and contributions to this review.

Yours sincerely



**Adrian Crompton**  
**AUDITOR GENERAL FOR WALES**

## SOUTH WEST WALES CORPORATE JOINT COMMITTEE OVERVIEW & SCRUTINY COMMITTEE

2<sup>nd</sup> NOVEMBER 2023

**Report Title: REGIONAL TRANSPORT PLAN (RTP) - IMPLEMENTATION PLAN**

<b>Purpose of Report</b>	To update Members on the Regional Transport Plan Implementation Plan which is to be submitted to Welsh Government.
<b>Recommendation(s)</b>	It is recommended that Member note the Implementation Plan, appended to this report to meet the requirements of the Regional Transport Plan mandate.
<b>Report Author</b>	Stuart Davies Head of Highways & Transportation, City & County of Swansea Council Mark Wade Director of Place, City & County of Swansea Council
<b>Finance Officer</b>	Chris Moore
<b>Legal Officer</b>	Craig Griffiths

### **Introduction / Background:**

The Corporate Joint Committee (CJC) for South West Wales has been mandated to produce a Regional Transport Plan (RTP) for the region by Welsh Government in conformity with the Transport (Wales) Act (2006) and to complement Llwybr Newydd: Wales Transport Strategy (2022).

The region has been tasked with producing an Implementation Plan setting out how the Regional Transport Plan (RTP) will be developed and adopted. It is expected that this implementation plan is submitted to Welsh Government by 31<sup>st</sup> October 2023.

The Implementation Plan is shown in Appendix 1

The Implementation Plan was presented to and approved by the Corporate Joint Committee at its meeting on the 24<sup>th</sup> October 2023. In addition to approving the Implementation Plan, the Committee approved a covering letter which will be sent to the Minister to deal with the risks highlighted in the plan.

The draft letter is shown in Appendix 2

### **Timescales:**

The Committee approved the draft Implementation Plan and submits Welsh Government prior to the 31<sup>st</sup> October 2023.

### **Financial Impacts:**

The Implementation Plan is a statement of intent as to how a Regional Transport Plan will be developed for the South West Wales region. Hence the plan itself does not have a direct financial impact.

The CJC has allocated funding to assist with the development of the RTP and Welsh Government have indicated that they will make available £125k of funding in the current financial year towards the development of the RTP.

The full cost of the RTP is yet to be determined but it is clear that further funding will be required. The funding will need to be provided to enable the plan to be progressed and this will need to be identified and allocated through discussion with Welsh Government.

A proposed letter to Welsh Government on this point is set out at Appendix 2 for consideration.

### **Integrated Impact Assessment:**

The CJC 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 socio-economic 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.

In recognition of the above duties, the CJC has adopted an Integrated Impact Assessment (IIA) Tool which allows for a 2 stage approach to be undertaken to measure any potential impact of its decisions. It is not considered that an Integrated Impact Assessment (IIA) is required for this report as it does not seek a substantive policy decision from Members

The CJC approved its Corporate Plan 2023-2028 in March 2023. The Corporate Plan includes the CJC's Equality Objective which is set out below for ease of reference:

*“To deliver a more equal South West Wales by 2035 by contributing towards:*

- (a) *The achievement of the [Welsh Government's long-term equality aim](#) of eliminating inequality caused by poverty;*

- (b) *The achievement of the [Equality statement set out in Llwybr Newydd](#) which is to make our transport services and infrastructure accessible and inclusive by aiming to remove the physical, attitudinal, environmental, systemic, linguistic and economic barriers that prevent people from using sustainable transport, and*
- (c) *[The achievement of the Welsh Government's long-term equality aims](#) of cohesive communities that are resilient, fair and equal and where everyone is able to participate in political, public and everyday life. There will be no room for racism and / or discrimination of any kind."*

## **Well-being of Future Generations (Wales) Act 2015**

### Alignment with CJC Corporate Plan 2023-2028 and the identified CJC Well-being objectives:

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'.

The CJC approved its Corporate Plan 2023-2028 in March 2023. The Corporate Plan contains the CJC's well-being objectives and frames the corporate direction of travel. To this end, it is considered that the recommendation(s) contained within this report align(s) to the corporate policy framework of the CJC as set out within its Corporate Plan, most notably in terms of Well-being Objective 2 as outlined below for ease of reference:

#### *Well-Being Objective 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 current and future generations of people and communities, good for our environment and good for our economy and places (rural and urban)."*

### **Workforce Impacts:**

The CJC has approved resources to support the development of the RTP and hence recruitment processes are being followed to secure support. In addition, the region will procure specialist support as necessary to develop the RTP.

### **Legal Impacts:**

The Implementation Plan is the first stage of producing a Regional Transport Plan which is a duty placed on the CJC by Welsh Government pursuant to the Local Government and Elections (Wales) Act 2021. The South West Wales Corporate Joint Committee Regulations came into force on 1<sup>st</sup> April 2021 the timeframes for the discharging of specific functions.

### **Risk Management Impacts:**

None.

### **Consultation:**

No formal consultation required for the purpose of this report.

**Recommendation – For Noting:**

To ensure the Committee is aware of the Regional Transport Implementation Plan's submission to Welsh Government.

**Appendices:**

1. Implementation Plan for Developing a Regional Transport Plan for South West Wales
2. Proposed letter to Welsh Government requesting that the statutory duty to prepare a regional transport plan is fully funded by the Welsh Government.

**List of Background Papers:**

[Welsh Government Regional Transport Plans: Guidance for Corporate Joint Committees](#)

## Implementation Plan for Developing a Regional Transport Plan for South West Wales



## 1. INTRODUCTION

The Corporate Joint Committee (CJC) for South West Wales has been mandated to produce a Regional Transport Plan (RTP) for the region by Welsh Government in conformity with the Transport (Wales) Act (2006)<sup>1</sup> and to complement Llwybr Newydd: Wales Transport Strategy (2022)<sup>2</sup>. The RTP should be developed in line with the guidance issued by Welsh Government.

The RTP will be reflective of the aims, priorities and strategies for transport in the area covered by the following local authorities:

- Carmarthenshire County Council
- City & County of Swansea
- Neath Port Talbot County Borough Council
- Pembrokeshire County Council

This area is shown in Figure 1:



Figure 1 – Area Considered in the South West Wales Regional Transport Plan.

<sup>1</sup> [Transport \(Wales\) Act 2006 \(legislation.gov.uk\)](https://legislation.gov.uk/ukpga/2006/26/contents)

<sup>2</sup> [Llwybr Newydd: a new Wales transport strategy | GOV.WALES](https://gov.wales/llwybr-newydd-a-new-wales-transport-strategy)



Local authorities have been asked to develop an Implementation Plan setting out how the RTP will be developed and adopted. It is expected that this implementation plan be submitted to Welsh Government by 31<sup>st</sup> October 2023.

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## 2. PROJECT GOAL

This Implementation Plan sets out how it is intended that the RTP for South West Wales will be developed. The aim of this piece of work is to:

*Develop a Regional Transport Plan for South West Wales which sets out a plan for transport in the region that supports economic growth, encourages modal shift away from private car use, and reduces the negative environmental impact of our transport network.*

It is expected that a proposed final version of the RTP be submitted to Welsh Government by 29<sup>th</sup> March 2025.

The RTP when completed and approved by Welsh Ministers will replace the existing SWW Joint Transport Plan 2015-2020.

It is imperative that the RTP is reflective of the Wales Transport strategy and aligned to other National, Regional, Local strategies and priorities, as shown in Figure 2.

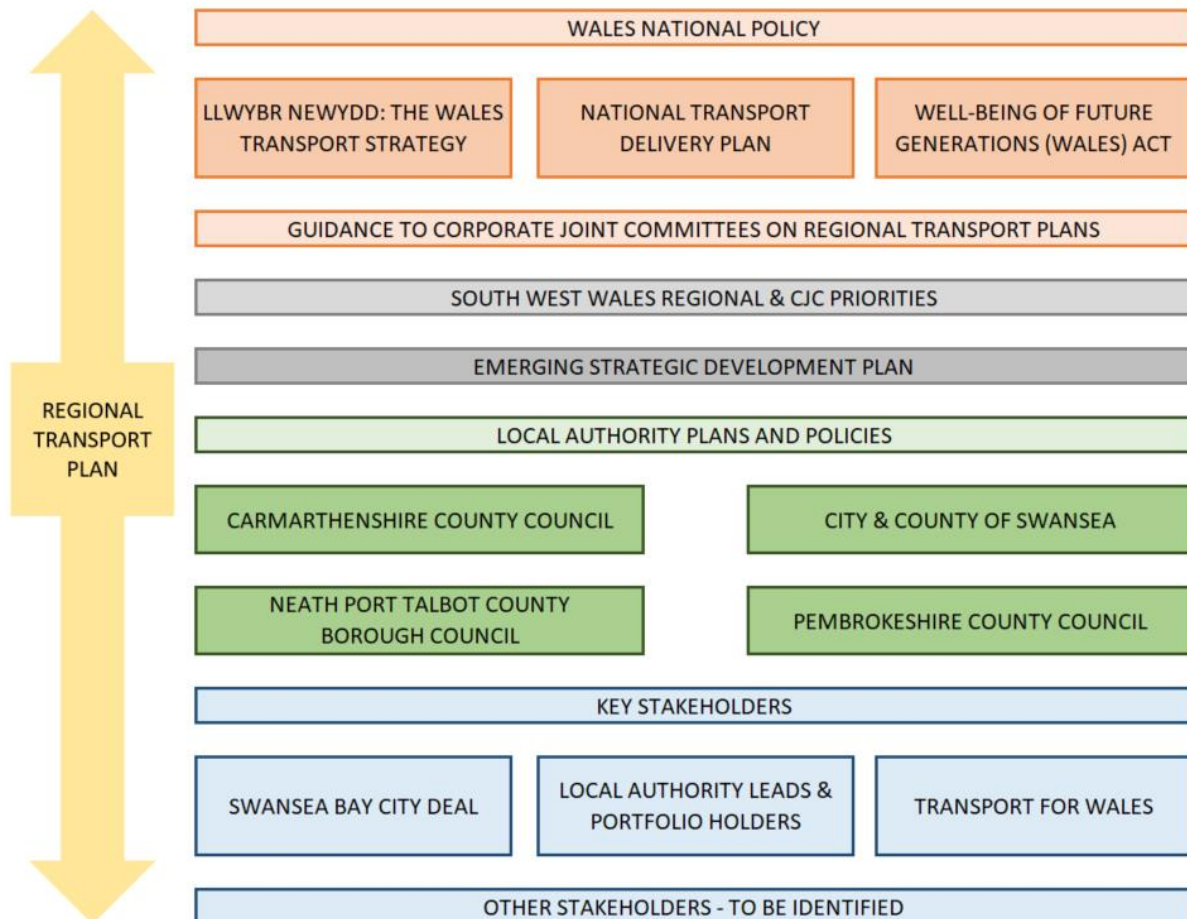


Figure 2: Policy Context for Regional Transport Plan

### 3. SCOPING THE KEY WORK PACKAGES

Table 1 below shows what are considered to be the key work packages that require completing to develop the South West Wales RTP.

Developing the Case for Change		
Work Package	Description	Key Dates
Member and key stakeholder engagement	Seek the views of the CJC representatives, portfolio holders and/or other Members, and key stakeholders about the issues to be captured in the case for change and the policies / schemes needed to address them. Agree approach to engaging members and key stakeholders. A consistent approach should be utilised to engage members across all four authorities.	CJC is essential to the process Approval at CJC Meeting 23rd January 2024
Define the Area of Study	Description of the South West Wales area including a map showing the 4 authorities etc.	<b>Submit To Welsh Government 29<sup>th</sup> February 2024</b>
Set out the Strategic Case	Set out the local impact on National, Regional and Local plans and strategies including but not limited to: <ul style="list-style-type: none"> <li>• Llywbr Newydd: Wales Transport Strategy</li> <li>• National Transport Delivery Plan</li> <li>• Local Authority Local Development Plans</li> <li>• Well-being of Future Generations (Wales) Act</li> <li>• Local Authority Transport Plans and Council Plans</li> </ul> Previous Joint Local Transport Plan	
Review of Evidence and Identify Issues and Opportunities	Identify transport aspirations for the Region. GIS mapping. SW Transport Model findings.  Consideration will include: <ul style="list-style-type: none"> <li>• Rurality and access to services</li> <li>• Car dependency</li> <li>• Household Access to Car by area</li> <li>• Bus – improvements including Fflecsi, TrawsCymru, opportunities from franchising and future plans etc.</li> <li>• Rail - opportunity for SWML proposals and connections; West Wales Frequency;</li> <li>• Swansea Bay and South West Wales Metro</li> <li>• Road network: M4; A40</li> <li>• Port Access</li> <li>• Walking and cycling</li> <li>• Housing and economic growth</li> <li>• Supporting tourism</li> <li>• Supporting industry</li> <li>• Origin and destination of trips, and importance of cross-border movement</li> <li>• Decarbonisation of transport</li> </ul>	

<p>Identify RTP Vision</p>	<p>Development of a vision for the RTP.</p> <p>Consideration to be given to:</p> <ul style="list-style-type: none"> <li>• Access to employment, services and attractions</li> <li>• High quality active travel and public transport networks</li> <li>• Decarbonisation</li> </ul> <p>Current JTP vision:  <i>To improve transport and access within and beyond the region to facilitate economic regeneration, reduce deprivation and support the development and use of more sustainable and healthier modes of transport.</i></p>	
<p>Identify RTP Smart Objectives</p>	<p>Development of SMART objectives for the RTP aligned to the priorities in the Wales Transport Strategy.</p> <p>Consideration to be given to:</p> <ul style="list-style-type: none"> <li>• Reduce carbon emissions and enhancing the environment</li> <li>• Reducing inequality/transport poverty</li> <li>• Wellbeing</li> <li>• Support businesses</li> <li>• Improving public transport connectivity</li> <li>• Making public transport more affordable</li> <li>• Enhancing rail services and improving cross-border connectivity</li> <li>• Sustainable access to main centres of tourist demand</li> <li>• Supporting the tourist economy</li> <li>• Supporting growth in Investment Zones and Free Ports</li> <li>• Increasing active travel</li> <li>• Supporting / encouraging the take up of Zero emission vehicles</li> <li>• Safety</li> <li>• Enhancing freight connectivity to key destinations; including ports</li> </ul> <p>Current JTP higher level outcomes focus on:</p> <ul style="list-style-type: none"> <li>• Transport network resilience</li> <li>• Capacity and safety enhancements</li> <li>• Integration with strategic PT services</li> <li>• Improved links to employment</li> <li>• Access to services</li> <li>• Encouraging sustainable travel</li> </ul>	
<p>Governance</p>	<p>Identify Governance arrangements for development, sign off and adoption of the RTP both within the CJC and LA's.</p> <p>Determination of the stages of development that the RTP needs to be approved i.e. prior to public engagement, prior to submission of draft to WG etc.</p>	

<p>Develop a Stakeholder management and public engagement Plan</p>	<p>Develop a stakeholder management and public engagement plan to enable the message to reach as many residents as possible.</p> <p>Consideration to be given to:</p> <ul style="list-style-type: none"> <li>• Identification of key partners and stakeholders.</li> <li>• Agreeing approach for engaging key partners and stakeholders.</li> <li>• Method of engagement – working groups, forums, email, formal consultations, online engagement etc.</li> <li>• Production of engagement materials – all engagement materials to be bilingual and be clear and concise.</li> <li>• Agree and develop a feedback platform such as a focused questionnaire.</li> <li>• Agree the required number and location of face-to-face public engagement events.</li> <li>• Agree arrangements and approach for engaging with the CJC and elected members from each LA.</li> <li>• Consider innovative ways of engaging with hard to reach groups and those with protected characteristics.</li> <li>• Method for recording engagement activities and consultation responses (in accordance with GDPR regulations).</li> </ul>	
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Developing the Regional Transport Plan		
Initial Draft of RTP		
Work Package	Description	Key Dates
Identifying the High Level interventions and policies	<p>Assess the objectives of the RTP against the Wales Transport strategy and other National, Regional, Local strategies and priorities.</p> <p>Identify the policies that will address the issues/opportunities and support delivery of the objectives.</p> <p>Review and align with work undertaken on the emerging Strategic Development Plan.</p> <p>Balancing the priorities of policies to deliver the needs in both urban and rural areas.</p> <p>Review expected outcomes from existing JTP.</p>	<p>First draft BEFORE PUBLIC CONSULTATION to be submitted to WG by 29<sup>th</sup> May 2024.</p>
Review of schemes from existing JTP	<p>Undertake a review of the schemes included the existing JTP, considering:</p> <ul style="list-style-type: none"> <li>• What has been delivered (remove)</li> <li>• What is no longer considered a priority (remove)</li> <li>• What cannot be delivered in light of policy and budget changes (remove)</li> <li>• What new challenges/opportunities have been identified that require further consideration</li> </ul>	
Identify a methodology for prioritising schemes	Identify and agree a robust methodology for assessing schemes against impact on Wales Transport Strategy priorities and sub priorities.	
Prioritise schemes	Prioritise schemes using the methodology identified above.	
Final Draft of RTP		
Work Package	Description	Key Dates
WG feedback	Review and action WG feedback	<p>Final draft to be submitted to WG by 31<sup>st</sup> October 2024.</p>
Consultation feedback	Consultation in accordance with stakeholder management plan. Review consultation responses and action consultation feedback.	
Governance	In line with identified requirements.	
Final RTP		
Work Package	Description	Key Dates
WG feedback	Review and action WG feedback	<p>Final report to be submitted to WG 29<sup>th</sup> March 2025.</p>
Governance	In line with identified requirements.	

<b>Develop the Integrated Well-being Assessment</b>		
Step 1	Review the Case for Change, undertake scoping to establish what specialist work packages may be needed to develop the IWBA including any supporting statutory impact assessments, and develop a brief/s to commission that work and ensure it is fed into the process of developing the RTP.	First draft BEFORE PUBLIC CONSULTATION to be submitted to WG by 29 <sup>th</sup> May 2024.  Final draft to be submitted to WG by 31 <sup>st</sup> October 2024.  Final report to be submitted to WG 29 <sup>th</sup> March 2025.
Step 2	With reference to WelTAG guidance an integrated well-being framework should be developed and agreed with key partners. Options for projects should be reviewed against that framework.	
Step 3	When the draft RTP is published for consultation: it should be accompanied by a draft IWBA report showing how well-being has been taken into account and how the five ways of working have been followed.	
Step 4	When the final RTP is submitted to WG it should be accompanied by a final IWBA report taking on board any consultation responses.	
<b>Public and Stakeholder consultation</b>		
<b>Work Package</b>	<b>Description</b>	<b>Key Dates</b>
Plan proposed consultation period and stakeholder engagement	This will be as per the stakeholder management and public engagement plan	Consultation after submission of first draft of RTP and IWBA to WG (late May 2024).
<b>Monitoring and Evaluation Plan</b>		
<b>Work Package</b>	<b>Description</b>	<b>Key Dates</b>
Contribution to National Priorities	Develop a Monitoring and Evaluation Plan that monitors regional progress in achieving the National and Regional objectives.	To be submitted following the approval by WG of the RTP.
Agree measures to monitor	Identify an appropriate set of quantitative and qualitative measures that can be used to monitor progress of the RTP and to inform CJC annual reports and three year assessment of the RTP.	
<b>Equalities Impact Assessment</b>		
<b>Work Package</b>	<b>Description</b>	<b>Key Dates</b>
Undertake EqIA	An EqIA will be undertaken in line with best practice and will include a Welsh language impact assessment.	In line with WG RTP guidance requirements
<b>Environmental Impact Assessment and Habitats Regulation Assessment</b>		
Undertake EIA and HRA	EIA and HRA will be undertaken in line with statutory requirements.	In line with WG RTP guidance requirements

Note activities relating to the easy read version and the Welsh translation version will be completed once the RTP has been signed off by the WG.

#### 4. RISK IDENTIFICATION

At this early stage, the high level risks associated with delivering a Regional Transport Plan for South West Wales are considered to be:

- ❖ Political agreement on polices and high level outcomes
  - To be mitigated through engagement and discussion throughout the process.
- ❖ Regional agreement on prioritised RTDP schemes list
  - To be mitigated through the development of a robust and impartial scoring methodology
- ❖ Challenging timescales for submission and adoption of the RTP
- ❖ Available resource within Local Authorities to deliver the RTP
  - Dedicated Programme Manager for the RTP to be appointed.
- ❖ Number of specialist studies to be undertaken in the development of the RTP and lack of funding to deliver.
  - Funding from WG to deliver.

#### 5. TIMELINE AND KEY DATES

<b>13th July 2023</b>	Guidance issued to CJC's
<b>31st October 2023</b>	CJC to submit implementation plan to WG
<b>29th February 2024</b>	CJC to submit RTP case for Change (including SMART objectives) to WG
<b>29th May 2024</b>	CJC to submit initial draft of RTP, IWBA and RTDP to WG (before public consultation)
<b>31st October 2024</b>	CJC to submit final draft of RTP, IWBA and RTDP to WG
<b>29th March 2025</b>	CJC to submit final RTP, IWBA and RTDP to WG
<b>30th June 2025</b>	WG decision on approval of RTP.



Dear Deputy Minister,

Further to the meeting of the South West Wales CJC on the 24<sup>th</sup> October 2023, I confirm that the Implementation Plan for the Regional Transport Plan (RTP) has been approved by the Committee for submission and I attach a copy for your reference.

The Implementation Plan has been developed in line with the guidelines and indicative timescales provided by Welsh Government. However, in the CJC meetings a number of concerns were raised as follows;

- An initial funding allocation of £125k from Welsh Government is expected for the current financial year and I welcome confirmation that this will be provided as a matter of urgency.
- An accurate estimate of the total cost of developing the RTP is yet to be provided but it is clear that this will be significantly greater than the £125k initial funding allocation. Hence I would welcome a clear commitment from Welsh Government to fund all costs associated with the development of the RTP.
- The development of a meaningful and focussed RTP relies on a level of clarity as to the likely scale of funding which will be earmarked for the development and delivery of the transport priorities. The CJC have subsequently requested early dialogue to provide clarity on the likely level of capital funding which will be made available. This will ensure that the RTP is able to strike the right balance between ambition and reality in terms of the delivery of projects and programmes.
- The 2025 timescale for completing the RTP was set some considerable time ago and since then the timescales for providing guidance in addition to the challenges of establishing the CJC's have considerably compressed the development time for robust and aspirational RTP. The timescale for completion has remained fixed however which has compressed the remaining time available to complete the various stages / actions required to make the document suitably robust. This would include approvals/sign offs via our individual governance structures ahead of the CJC itself agreeing the final RTP. There are therefore significant

concerns about the time constraints for producing the RTP and the CJC is clear that it must be a document which sets out a clear vision and has been through an effective consultation period

I have been asked on behalf of the CJC to bring these matters to your attention, including the concern regarding the deadline for completion and respectfully request your commitment for early engagement on the concerns raised above so that the CJC can work towards developing an RTP which is ambitious and gives a strong vision for the region.

Yours sincerely

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**South West Wales Corporate Joint Committee**

**SOUTH WEST WALES CORPORATE JOINT  
COMMITTEE**

**FORWARD WORK PROGRAMME**

**2023-2024**

Meeting Date 2023	Agenda Item	Type	Contact Officer
<b>5 December 2023</b>	Approval of Statement of Accounts 2022/23	Decision	Chris Moore
	Consider Options in respect of the 2024/25 Budget	Decision	Chris Moore
	Budget Monitoring / Financial Comparison	Information	Chris Moore
	Corporate Plan – draft priorities for 2024-25 – Authority to Consult	Decision	Louise McAndrew
	Welsh Language Standards – Agreement to Response of Consultation	Decision	Louise McAndrew
	Audit Wales - All Wales Corporate Joint Committee Report	Information	Louise McAndrew/Audit Wales

Meeting Date 2024	Agenda Item	Type	Contact Officer
23 January 2024	Agree Response to Consultation on Draft SDP Manual for Submission to Welsh Government	Decision	Nicola Pearce
	Response from Welsh Language Commissioners Office	TBC	Louise McAndrew

Meeting Date 2024	Agenda Item	Type	Contact Officer
19 March 2024			

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**South West Wales Corporate Joint Committee – Overview and Scrutiny Sub-Committee**  
**Forward Work Programme**

Meeting Date	Agenda Item	Contact Officer
<b>2023</b>		
2 <sup>nd</sup> November	Audit Wales Letter - Commentary of CJC Progress	Karen Jones
	Update on of RTP Implementation Plan for Submission to Welsh Government	Mark Wade
	Chair of CJC Committee attending	
<b>2024</b>		
16 <sup>th</sup> January	Private Sector Advisory Board – update	Karen Jones
	Budget Monitoring	Chris Moore
12 <sup>th</sup> March	Update Energy Action Plan	Nicola Pearce

**Items to be included for Cycle:**

- Overarching Governance Guide
- Economic Delivery Plan (Workforce Planning)

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