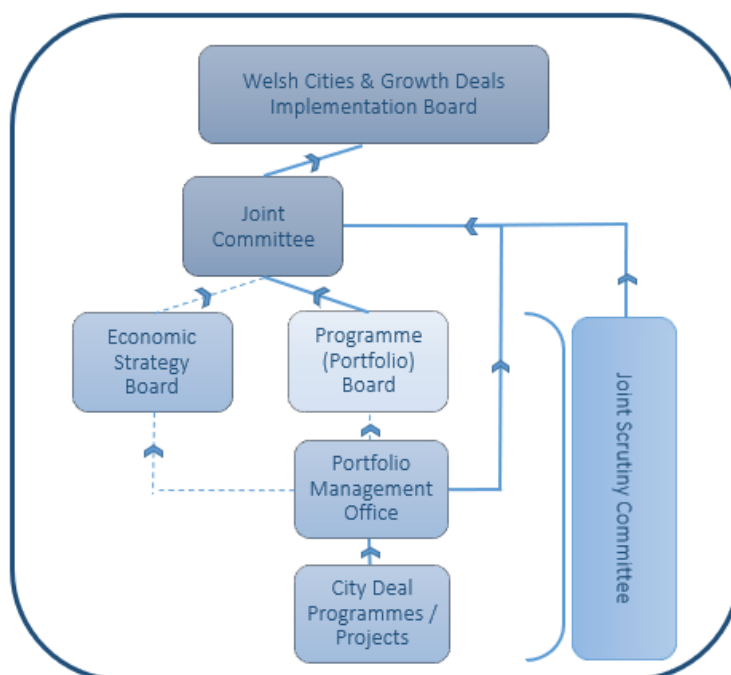


## Appendix 5.1 Governance and Management Structure

The diagram below illustrates the relationship between the governance and delivery groups within the City Deal.



### 5.1.1 Joint Committee

The Joint Committee comprises of the four Local Authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The Joint Committee will be chaired by a Local Authority Leader and is currently chaired by the Leader of Swansea Council.

The Chair of the Joint Committee will be elected for a two-year term in the first instance, reviewed annually thereafter.

The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the Swansea Bay City Deal, in line with the visions and interests of all participating parties.

The first formal meeting of Joint Committee took place on August 31, 2018, when each of the four local authorities signed the Joint Committee Agreement (JCA) – a legal document that sets out how the councils will work together.

The head of paid service, monitoring officer and section 151 officer of each of the local authorities shall be entitled to attend meetings of the Joint Committee as an advisor, but they shall not have a vote.

The Leaders have agreed to co-opt to the Joint Committee the Chair of the Economic Strategy Board, and one representative each from the University of Wales Trinity Saint David, Swansea

University, Hywel Dda University Health Board and Swansea Bay University Health Board. Voting rights will be reserved for the four local authority Leaders.

The Joint Committee meets on a monthly basis and, as set out in the Joint Committee Agreement, its functions include:

- Identifying and introducing appropriate governance structures for the implementation of any programmes / projects within the Swansea Bay City Deal portfolio. This shall include the formation of corporate bodies and any other structures which the Councils can lawfully establish or participate in
- Agreeing and planning the overall strategy for and delivery of the Swansea Bay City Deal portfolio
- Performance management of the Swansea Bay City Deal portfolio
- Strategic communications
- Monitoring the City Deal portfolio's impact
- Reporting of impact to regional local authorities
- Authorising the Accountable Body to commission external support and to oversee the delivery and management of project expenditure
- Progressing a regional approach for the discharge of strategic functions. These functions may include land use, planning, transport and economic development
- Approval and adoption of the Implementation Plan
- Approval of any Implementation Plan deadline extension agreed by the Councils
- Agreeing the terms and conditions of Government funding
- Overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional programmes / projects
- Reviewing performance of the Chair of the Economic Strategy Board on an annual basis
- Agreeing the annual costs budget
- Consideration of project business cases, based on recommendations from Programme (Portfolio) Board and the Economic Strategy Board
- Determining whether to approve the submission of projects to the UK and Welsh Governments for approval/the release of government funds

A detailed Joint Committee work programme has been developed in Gantt format. This will be continually monitored and updated to ensure progress is being made.

### **5.1.2 Joint Committee Agreement**

All four Swansea Bay City Region local authorities have signed the Joint Committee Agreement (JCA) in 2018, which is a legal document that outlines the principles of City Deal arrangements. An amended JCA was drawn up and signed off in December 2019.

Under the terms of the JCA, the four regional local authorities will work in partnership to discharge their obligations to one another, the Welsh Government and the UK Government to

promote and facilitate projects funded under the Swansea Bay City Deal. This, in turn, will help boost economic well-being throughout the City Region as a whole.

By documenting the respective rights and obligations of City Deal local authority partners, the JCA has enabled the establishment of the Joint Committee.

### **5.1.3 Programme (Portfolio) Board**

Accountable to the Joint Committee, the Programme (Portfolio) Board consists of the head of paid service of each of the four Councils, or another officer nominated by the head of paid service. The Programme (Portfolio) Board Chair shall be reviewed annually.

The Programme (Portfolio) Board may co-opt additional representatives to the Board. Co-opted members may include representatives of Swansea University, the University of Wales Trinity Saint David, Hywel Dda University Health Board and Swansea Bay University Health Board.

The Board was formally established by the Joint Committee at its first meeting.

The Programme (Portfolio) Board has four distinct roles:

- Preparing recommendations on the Swansea Bay City Deal portfolio:
  - Ensuring that all schemes are developed in accordance with the agreed package
  - Analysing each City Deal programme's / project's financial viability, deliverability and risk
  - Overseeing the production of business cases.
- Advising on the strategic direction of the Economic Strategy Board
- Overseeing performance and delivery of programmes / projects by reviewing progress against agreed milestones, focusing on delivery and financial risks, and identifying any necessary remedial action
- Working on a regional basis to improve public services, especially in the areas of economic development, transport, planning, strategic land use, housing, energy and regeneration

Meetings of the Programme (Portfolio) Board take place on a monthly basis before meetings of Joint Committee and the Economic Strategy Board.

### **5.1.4 Economic Strategy Board**

Reporting to the Joint Committee, the Economic Strategy Board (ESB) is made up of representatives from the private sector in key City Deal themes including energy, life sciences, manufacturing and housing.

The Economic Strategy Board acts as the voice of business, providing strategic direction for the City Deal through advice to the Joint Committee on matters relating to the City Region. It also has a role in advising the Joint Committee on opportunities to strengthen the City Deal's impact.

The Chair is accountable to the Joint Committee. Reaching agreement by consensus, the Economic Strategy Board does not have formal decision-making powers.

The Economic Strategy Board meets monthly in advance of Joint Committee, or when necessary to deal with business as agreed by the Chair of the Economic Strategy Board.

Key activities of the Economic Strategy Board include:

- Submitting strategic objectives for the Swansea Bay City Region
- Assessing the individual project business cases against the strategic aims and objectives of the City Deal
- Making recommendations to the Joint Committee on whether the programme / project business cases should proceed
- Considering implications of a proposed withdrawal or change of programme / project local authority lead
- Considering any proposal for a new programme / project
- Providing recommendations to the Joint Committee on whether the new programme / project proposed should replace the project to be withdrawn
- Determining the process for selecting new programmes / projects or reallocating funding
- Monitoring progress of the City Deal's delivery

The Chair of the Economic Strategy Board has been appointed following an open competition exercise. The process of appointing other members of the Economic Strategy Board has taken place through an open recruitment and nomination process, with membership being drawn from across private sector. The Economic Strategy Board membership was agreed through a vote at the first formal meeting of the Joint Committee on August 31, 2018.

### **5.1.5 Joint Scrutiny Committee**

As set out in the Joint Committee Agreement, the Joint Scrutiny Committee will provide a scrutiny function to ensure greater public accountability over decisions made by the Joint Committee and any of its sub-committees/related entities. It has been agreed by the four Councils that Neath Port Talbot County Borough Council will be the lead authority to take responsibility for the scrutiny function responsibility and its administration.

The membership of the Joint Scrutiny Committee will consist of 12 members. Each of the Councils shall nominate three members for appointment to the Joint Scrutiny Committee. The member nominated by each Council shall be an elected member of that Council but shall not be a member of that Council's executive and shall not be a member of the Joint Committee. The Chair of the Joint Scrutiny Committee shall not be a member of the Council which is providing the Chair of the Joint Committee.

The role of the Joint Scrutiny Committee is to provide advice, challenge and support to the Joint Committee. The full terms and reference for the Joint Scrutiny Committee are set out in the Joint Committee Agreement.

The Joint Scrutiny Committee shall be required to:

- Review and scrutinise the Joint Committee's financial affairs
- Review and assess the Joint Committee's risk management, internal control and corporate governance arrangements
- Review and assess the economy, efficiency and effectiveness with which resources have been used

- Make reports and recommendations to the Joint Committee

### **5.1.6 Accountable Body**

In accordance with the Joint Committee Agreement, it was agreed that Carmarthenshire County Council would act as the Accountable Body responsible for discharging City Deal obligations for all regional councils.

The role of the Accountable Body is to:

- Act as the primary interface with the Welsh Government, the UK Government and any other funding bodies
- Hold and release any Government funding in relation to the Swansea Bay City Deal
- Only to use and release these funds in accordance with the terms of the Joint Committee Agreement
- Comply with the funding conditions set out in the Joint Committee Agreement
- Undertake the accounting and auditing responsibilities set out in the Joint Committee Agreement
- Employ Regional Programme Management Office staff

### **5.1.7 Portfolio Management Office (PoMO)**

Reporting directly to the Joint Committee and Swansea Bay City Deal Senior Responsible Owner (SRO), the Portfolio Management Office plays a co-ordinating and supporting role. It is responsible for the day to day management of matters relating to the Joint Committee and the Swansea Bay City Deal.

Key activities of the Portfolio Management Office include:

- Strategic liaison with the UK Government, the Welsh Government and policy advisors
- Governance support for all aspects of the City Deal governance structure
- Portfolio implementation, co-ordination, monitoring and evaluation
- Undertaking research, analysis and reporting as and when requested by groups within the governance structure
- Strategic programme / project co-ordination including advising on and coordinating the development and submission of five-case business models for City Deal programmes / projects
- Liaison and engagement with government funding bodies and programmes, Universities and Health Boards
- Responsibility for managing the identification, assessment, approval, monitoring and evaluation processes for regional interventions and programmes / projects
- Communications and business engagement management for the Swansea Bay City Deal
- Private sector involvement, business development and inward investment
- The consideration and development of opportunities for additional funding sources to assist in the delivery of regional activities which are complimentary to the City Deal