



Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

## Panel Ymchwiliad Craffu – Gweithio Rhanbarthol

**Lleoliad:** Committee Room 4, Guildhall, Swansea

**Dyddiad:** Dydd Llun, 13 Tachwedd 2017

**Amser:** 2.00 pm

**Cynullydd:** Y Cynghorydd Lyndon Jones MBE

**Aelodaeth:**

Cynghorwyr: V M Evans, J A Hale, C A Holley, O G James, M H Jones,  
B J Rowlands, M Sykes a/ac T M White

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### Agenda

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb.
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.  
[www.abertawe.gov.uk/DatgeliadauBuddiannau](http://www.abertawe.gov.uk/DatgeliadauBuddiannau)
- 3 **Gweithio Rhanbarthol: Cyfarwyddiaeth Lleoedd** 1 - 9  
Bydd y Cyfarwyddwr Lleoedd, Martin Nicholls, yn bresennol yn y cyfarfod a bydd yn darparu adroddiad i'r panel sy'n amlinellu gweithgareddau Gweithio Rhanbarthol yn y Gyfarwyddiaeth Lleoedd.
- 4 **Rhaglen Waith Cynllun y Prosiect** 10

**Cyfarfod nesaf:** Dydd Gwener, 1 Rhagfyr 2017 ar 10.30 am

**Huw Evans**

**Pennaeth Gwasanaethau Democraidd**

**Dydd Llun, 6 Tachwedd 2017**

**Cyswllt: Michelle Roberts, Scrutiny Officer**



## Report of the Convener of the Regional Working Scrutiny Inquiry Panel on 13 November 2017

### Regional Working – Place Directorate

<b>Purpose:</b>	The Panel have asked for information about the financial picture in relation to Regional Working as part of the evidence gathering for their Scrutiny Inquiry
<b>Content:</b>	Information about regional working in the Place Directorate as it relates to Swansea
<b>Councillors are being asked to:</b>	Consider the information provided as part of the scrutiny inquiry into regional working
<b>Lead Councillor:</b>	Councillor Lyndon Jones, Convener of the Regional Working Scrutiny Inquiry panel
<b>Lead Officer &amp; Report Author:</b>	Michelle Roberts, Scrutiny Officer Tel: 01792 636356 E-mail: <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>

#### 1. Background

- 1.1 The Panel have scheduled to speak to each Directorate and today will meet the Director of Place to discuss regional working as it affects the Place Directorate.

#### 2. Regional Working, the Place Directorate

- 2.1 The Director of Place will provide a report and attend to answer any questions the panel may have. The Panel have asked for a breakdown of all the regional working activities that are happening within the Place Directorate.
- 2.2 The Panel are asked to consider this information as part of their scrutiny inquiry into regional working. All evidence gathered will form part of a findings pack which will be used to inform the Panel's conclusions and recommendations.

# Regional Working Scrutiny Enquiry Panel

13<sup>th</sup> November 2017 - Place Directorate

## 1.0 INTRODUCTION

1.1 Due to the size and varied nature of the Directorate, there are many existing “Regional” and “Collaborative” working arrangements in existence across the whole range of Directorate services. Just for clarity, this covers the following service areas:-

- Corporate Building and Property Services
- Housing and Public Protection
- Culture and Leisure Services
- Planning and City Regeneration
- Waste, Parks and Cleansing
- Highways and Transportation

## 2.0 EXTENT OF REGIONAL WORKING

**Appendix A** summarises the existing regional and collaborative working, which are a mixture of “formal” and “informal arrangements depending on the area and subject matter. Outlined below are some examples:-

### 2.1 City Deal Delivery

A relatively recent development following the successful attainment of the Swansea Bay City Region deal with a range of officer and member groups culminating in the emerging Joint Committee. This will ultimately become a formal decision making body for the City Deal projects including City’s Digital District, Homes as Power Stations and Learning and Skills Partnership.

### 2.2 South West Wales Regional Transport

This formal arrangement, previously constituted, agrees the forward programme and prioritisation of various funding opportunities linked to Local Transport Plan.

### 2.3 Economic Regeneration

Set up on a South West Wales footprint but also in collaboration with Mid Wales Authorities, the regional approach to Economic Development and prioritisation of projects and funding bids enables the delivery of a joined up strategy on a regional basis.

### **3.0 PROFESSIONAL NETWORKS**

Various Regional and All Wales Networks exist, which can be either officer or officer / member arrangements. These cover a wide range of activities with the opportunities to collaborate and share best practice, some of which are summarised as follows:

- Waste Management
- Highway and Transportation Regional arrangements
- Property and Building Services such as Consortium of Local Authorities in Wales (CLAW), Constructing Excellence (CE) and Local Property Board.
- Association for Public Service Excellence (APSE)
- Planning and Building Regulations
- Energy
- Housing

Many of the groups generally have direct access to Welsh Government and in many cases UK government, which is critical when developing new or changing existing policies.

### **4.0 FUTURE PICTURE**

Whilst the above summarises, at a very high level, the existing regional working, Welsh Government's reform agenda is giving clear indication of the direction of travel with more "formalised" areas of collaboration in a greater number of service areas. Whilst this presents opportunities, it also raises some important risks:

#### **4.1 Regional delivery**

Some areas can only be delivered regionally, such as strategic transport planning or regional economic development strategies and these are already delivered on this basis although in a non-constituted manner. Whether mandating these services, via a formal joint committee or new Council structure, will lead to any further improvements is in doubt.

#### **4.2 Efficiency**

Some areas may give rise to opportunities for greater efficiency by delivering on a regional footprint. However, until this has been scoped and clear opportunities for rationalisation identified, it is dangerous to assume that "bigger is always best".

#### **4.3 Future Prevention**

Whilst more relevant to "People" services such as Social Care, consideration has to be given to the Future Prevention agenda and the Future Generations act whereby Councils individually or even collectively cannot solve some of

the most difficult challenges without having a wider collaboration with other bodies such as Health Boards.

#### 4.4 Resilience

As budgets shrink, there are increasing concerns that some services, particularly in smaller Councils are unsustainable by individual Authorities in isolation and greater collaboration is one way to address such challenges.

### 5.0 **SUMMARY**

As such, whilst the debate about further regional working is inevitable, it's important for the Council to be active in whatever the emerging picture should look like and to share in its future. It needs to understand the benefits of local delivery but also be mindful of the National and Regional picture and where benefits exist.

This isn't just an officer debate as the need for local knowledge and local accountability extends to members who are elected by local people and are accountable to the electorate to deliver better outcomes.

If regions are too large or the footprint differs across various sectors, this could lead to confusion and a loss of democratic accountability. Whilst given the current unsustainable nature of public finances, such debates are inevitable and it is important to understand the implication of any decisions that are likely to be made.

### **Appendix A: Existing Collaborative Arrangements**



Appendix A.XLSX

**Audit of Regional Working - Place Directorate**

<b>Name of Regional Group / Working</b>	<b>Which Partners are involved?</b>	<b>What is the remit?</b>	<b>What are the Benefits to CCoS of this Group?</b>
Swansea Bay City Deal Officer Working Group	Swansea, NPT, Carmarthen, Pembrokeshire, Ceredigion, Powys	Deliver the City Deal Projcets	Significant investment, job creation, economic growth
RDP South West & Central Local Action Group	NPT, Swansea, Carmarthen, Pembrokeshire, Ceredigion, Powys	Information exchange of RDP LEADER	awareness of activity, delivery, risks, evaluation and expansion of RDP
Workways + ESF employability project	NPT (lead), Swansea, Carmarthen, Pembrokeshire, Ceredigion	Management groups for project	Management of major employability initiative
Cynydd ESF young people support project	Pembrokeshire (Lead), Swansea, Carmarthen, NPT, Ceredigion	Management groups for project	Management of major youth engagement project
Cam Nesa ESF NEETs Employability Project	Pembrokeshire (Lead), Swansea, Carmarthen, NPT, Ceredigion	Management groups for project	Management of major NEET engagement project
Valleys Task Force - Landscapes	All Valleys LA's	to develop each concept outlined in the "Our Valleys, Our Future" high level plan	Contribute to development of new WG Valleys strategy; could be linked to future funding opportunities for north Swansea
Welsh European Funding Group	All Wales LA's	Meeting of officers engaged in securing and managing external funding sources such as EU funding, HLF, WG capital funding etc	Exchange of information and good practice, constructive networking with other Local authorities, WLGA input
South West Regeneration Directors Group	Swansea, NPT, Carmarthen, Pembrokeshire, Ceredigion, Powys	Regional working around regeneration agenda, in particular City Deal	Formal discussion around City Deal and associated regeneration issues
RLPSWW employability group	Swansea, NPT, Carmarthen, Pembrokeshire, Ceredigion, Powys	Discussion around employability agenda	Engagement with RLP on employability work
South West Regional Engagement Team (WEFO)	Carmarthen (lead), NPT, Swansea, Pembrokeshire	regional monitoring of EU funding programmes, assessment of regional fit of new EU funded proposals	Exchange of information and good practice, constructive networking with other Local authorities, WLGA input
Fisheries Local Action Group network	Swansea, Carmarthen, NPT, Bridgend, Pembrokeshire, Ceredigion, Gwynedd and Anglesey	Information exchange of European Maritime and Fisheries Fund, specifically in relation to fisheries local action groups	awareness of activity, delivery, risks, evaluation and expansion of EMFF
South West Wales Markets Forum	Market Managers/ leads from Swansea, NPT, Bridgend, Pembrokeshire, Carmarthen, Maesteg	To discuss and share best practice regarding the management and development of retail markets	Sharing of ideas and best practice. Discussion of solutions to shared problems.
Wales region of the Association of Town Centre Management (ATCM)	BIDs and LA town centre management practitioners from across Wales i.e. Cardiff, RCT, Bridgend, NPT, Newport, Carmarthen, Wrexham, Merthyr, Vale of Glamorgan, Denbighshire, Portcawl, Conway, Caerphilly, Ceredigion, Llanelli etc.	To discuss and share best practice regarding the management and development of towns and city centres across Wales	Sharing of ideas and best practice. Discussion of solutions to shared problems. Joint lobbying of Welsh Government/ Westminster.
Future Landscapes Wales Working Group	3x National Park Authorities, 5x AONB Units, Natural Resources Wales and Welsh Government	Collaborative group working on priorities for designated landscapes in Wales - legislation, governance, resourcing, sustainable management of natural resources	New mode of collaborative decision-making, influence over emerging legislation affecting Gower AONB, developing a stable resource base for AONB with WG and NRW financial support. Learning from practice/projects from other landscapes
Planning Officers Society for Wales (POSW)	All Welsh Local Planning authorities, RTPi Cymru, Welsh Government	Pursuit of good and effective planning practice within local government. Aims are to raise land use planning issues with other national bodies and institutions in Wales, and the Society has been instrumental in promoting Best Value in planning, developing aspects such as Performance Indicators and Benchmarking.	Membership offers the opportunity to influence the development of planning policy and make use of best practices currently being applied throughout Wales. WG utilise the Society as a means of consulting on the development of planning policy in Wales

Name of Regional Group / Working	Which Partners are involved?	What is the remit?	What are the Benefits to CCoS of this Group?
South West Wales Heads of Planning Group	Swansea Council, Carmarthenshire County Council, Neath Port Talbot Borough Council, Ceredigion County Council, Pembrokeshire Coast National Park and Pembrokeshire County Council	Heads of Planning supported by two officer groups (one covering planning policy the other development management) identify regional priorities in accordance with the nationally agreed POSW work programme.	The group provides a focus for strategic planning on a cross boundary basis and ensures that best practice is identified and shared in the interests of securing improved and sustainable performance, efficiency savings and a reduction in service costs. Shared knowledge, resources and good practice, standardised ways of working.
Welsh Rights of Way Managers Group (WROWMG) - this is a sub-group of the County Surveyors Society	All Welsh local authorities, including the National Parks, Natural Resources Wales and Welsh Government	Collaborative group working on priorities for legislation, the distribution of rights of way knowledge and the pursuit of good practice. Chair reports to the UK meeting in Birmingham at quarterly intervals.	Membership offers the opportunity to influence emerging legislation, learn about good practice currently being applied throughout Wales and England and an up to date knowledge forum.
Carmarthen Bay and Estuaries European Marine Site, Relevant Authorities Group	Swansea Council, Carmarthen County Council, Pembrokeshire County Council, Pembrokeshire Coast National Park, Natural Resources Wales, Welsh Water Dwr Cymru, Saundersfoot Harbour Authority, Trinity House Lighthouse Service	The organisations/authorities have a legal responsibility to help safeguard the features of the Carmarthen Bay & Estuaries European Marine Site in undertaking their work and thereby achieving the aims of the Habitats Directive. Relevant authorities are a sub-set of the competent authorities with specific responsibilities in the marine environment. On the CBEEMS, these authorities work closely together as a relevant authorities group.	The CBEEMS RAG jointly employ a Part Time Officer to support the work of the member organisations in meeting their statutory functions under the Habitats Regulations. The Officer is hosted by Swansea Council
Wales Biodiversity Partnership	All Local Authorities in Wales plus other Statutory and non statutory Partners including Welsh Government, NRW, Wildlife Trusts etc	Facilitating collaboration, sharing information and good practice, raising the profile of the Local Nature Partnerships. Improving Communication between Local Nature Partnerships and Welsh Government	Highly useful source of information and support. Helping to keep up to date with new legislation /initiatives/ funding etc. Training opportunities. Networking benefits. No cost
Association Of Local Government Ecologists (ALGE)	All Local Authorities in Wales	Providing support, facilitating information exchange and collaboration with a focus on Ecological planning and policy issues,	Highly useful source of information and support. Helping to keep up to date with new legislation /initiatives/ etc. Networking benefits. No cost
Glamorgan Biodiversity Action Group	Swansea Council, Neath Port Talbot Council, Bridgend, RCT, Cardiff and Vale, Natural Resources Wales, Wildlife Trust, Welsh Government and others	Facilitating networking and collaboration between the Local Nature Partnerships in the Glamorgan area.	Highly useful source of information and support. Helping to keep up to date with new legislation /initiatives/ funding etc. Training opportunities. Networking benefits. No cost
Coed Cymru	Most Local Authorities in Wales plus NRW, Woodland Trust, WLGA	Aims to improve the condition of Welsh woodland and integrate new woodlands within the landscape. Has staff who provide advice and support, innovation and access to grant aid. Brings research into practice about the role of trees in flooding, soils and water, agricultural productivity and wider ecosystem services. Supports cooperative projects between woodland and timber businesses, to increase the economic value from timber and enhance the performance and quality of Welsh timber products.	Swansea benefits from the services of a part time Coed Cymru Officer based with the Nature conservation Team as well as the wider benefits of being members of the partnership
South West Wales Regional Food Waste Hub	Swansea and Bridgend County Borough Council	Regional contract for food waste treatment	Reduced/shared procurement costs, lower treatment gate fees for aggregated tonnaged, WG financial support.
South West Wales Regional Waste Management Committee	Swansea, NPT, Bridgend, Pembroke, Carmarthen	Member and officer group to review and oversee the potential for regional waste procurement	Reduced/shared procurement costs, lower treatment gate fees for aggregated tonnaged, WG financial support.

<b>Name of Regional Group / Working</b>	<b>Which Partners are involved?</b>	<b>What is the remit?</b>	<b>What are the Benefits to CCoS of this Group?</b>
South West Wales Waste Management Group	Blaenau-Gwent, Caerphilly, Cardiff, Carmarthenshire, Ceredigion, Merthyr, Newport, Pembrokeshire, Powys, RCT, Torfaen, Vale of Glam	Procurement and operation of regional treatment contracts, advice and training, etc.	Regional and up to date knowledge forum, access to existing/new contracts with limited cost, access to industry specific good practice training
CSS Waste Wales	All Welsh Las, WLGA, WG, NRW	To shape national waste strategy and share best practice	To participating in the shaping of national waste strategy and the sharing of best practice
Mid & South West Wales Regional Consultancy Framework	Swansea, NPT, Carmarthenshire, Pembrokeshire, Ceridigion, powys	Regional Framework for Civil Engineering Design Services	Maximise ability of in-house team, by supplementing with external resource when necessary.
Regional Transport Directors Group	Swansea, NPT, Bridgend, Pembroke, Carmarthen	Officer Group to support regional transport forum and develop regional transport policies and approaches	Essential that transport is considered beyond boundaries. WG will be requiring greater regional working. The sharing of knowledge and skills is also a benefit. The regional working also extends to other sub groups i.e. we have regional construction and consultancy frameworks which have been established through the collaboration.
Regional Transport Forum	Swansea, NPT, Bridgend, Pembroke, Carmarthen	Member and officer group to facilitate regional working on transport	Builds strong regional working and is likely to constituted formally soon as part of WG proposals
West Wales Regional Contractors F	Swansea, NPT, Carmarthenshire, Pembrokeshire, Ceredigion	Regional approach, sharing good practice in regard to the 'Built Environment'	Reduced procurement costs, sharing of good practice, recognition of the 'quality' services provided
CLAW	All 22 LA's, CE Wales and other public sector organisations	National approach, sharing good practice in regard to the 'Built Environment'	Reduced procurement costs, sharing of good practice, recognition of the 'quality' services provided
City of Culture Bid	Regional and local public/private sector	submit and ideally secure city of culture 2021	significant profile and inward investment
Local Property Board	AMBU, Universities, RSL, WG, Fiore and rescue and Police	to maximise opportunities with asset portfolio	savings and asset disposal/sharing
Cross Borders Project	Swansea, Neath & Port Talbot & Bridgend local authorities and Supporting People	Supported Housing Project across the region to support women with substance misuse issues/complex needs	Provides a wider range of accommodation options for vulnerable women whilst receiving specialist support.
Western Bay Regional Provider Forum	Voluntary sector, Social Services and other Supporting People providers within Swansea, Neath & Port Talbot & Bridgend	Consider issues which affect providers who are funded by Supporting People	Opportunity to network and discuss the outcomes of funding. Group also feeds into a hierarchy of decision making by making recommendations to the Regional Collaborative Committee.
Housing Regional Collaborative Committee	Western Bay Supporting People teams	Recommend priorities for Supporting People Programme through the development of the Regional Strategic Plan.	Pool resources to support projects such as the Housing First Pilot.
Houses into Homes / Home Improvement Loans Western Bay Regional Group	Swansea, Neath & Port Talbot, Bridgend local authorities	Quarterly update on progress with delivering Houses into Homes / Home Improvement Loans capital programmes to report back to Welsh Government Steering Group.	Lead authority for regional group , reporting back to Welsh Government steering group. The benefits of the regional group are discussions on common themes arising, issues that need reporting to steering group. Being the lead authority Swansea is a member of the steering group, giving influence on strategy/policy issues going forward.



Name of Regional Group / Working	Which Partners are involved?	What is the remit?	What are the Benefits to CCoS of this Group?
Gypsy Traveller Forum	All Welsh Local Authorities, Welsh Government	Facilitated by WG to: Improve understanding of Gypsies & Travellers, look at site standards, planning for new sites, looking at and managing unauthorised encampments, networking to share good practice, ideas for consultation with Gypsies & Travellers and issues linked to improving health and education.	Share good practice and discuss issues around the Gypsy Traveller Community.
Registered Social Landlord Forum	Pembrokeshire, Ceredigion, Carmarthenshire, Swansea, Neath & Port Talbot Social Landlords .	Discuss Universal Credit and Welfare Reform updates etc.	To receive updated information from the DWP and JCP - share experiences and good working practices.
Health and Housing Group	Swansea, Neath & Port Talbot & Bridgend local authorities and social housing providers, ABMU Health Board, third sector	Consider ways in which Health and Housing services can work together to assist clients	Discussions around best practice, pooling of ideas to achieve a mutually beneficial outcome.
Prisoner Regional Resettlement Group	Regional Local Authorities / Prisons / Probation / WLGA	To ensure that the Prisoner Housing Pathway is developed and to have a coordinated approach to dealing with the housing and support needs of ex-offenders.	Sharing good practice and ensures that we are compliant with dealing with prisoners under the Housing (Wales) Act and Social Services and Well-being Act
All Wales Rough Sleeping Task Group	Welsh Local Authorities / WLGA & Third Sector Partners	To tackle rough sleeping in Wales.	A Welsh Government priority is to reduce rough sleeping and Swansea benefits greatly through by influencing the rough sleeping agenda through attendance at this group.
Homelessness Network	All Welsh Local Authorities	To share information and good practice and to ensure that we are compliant with homelessness legislation.	Excellent learning opportunities and to ensures that we have the opportunity to share concerns and good practice.
Wales Heads of Trading Standards - National delivery of Animal Feeds Standards Enforcement	Neath Port Talbot/Swansea Local Authorities - regional delivery group	To complete statutory duties in respect of Animal Feed Standards.	Delivery of statutory responsibilities to standards specified via the Food Standards Agency Code of Practice.
Wales Heads of Trading Standards - National delivery of statutory Trading Standards weights and measure ("Metrology") regulations	All Welsh Local Authorities	Maintain notified body status for legal metrology for individual local authorities.	Enables statutory delivery of metrology service in Swansea to a recognised standard using a quality system applicable across Wales which saves individual Councils from maintaining a system.
Cardiff/Swansea joint working arrangement	Swansea in partnership with Shared Regulatory Services - a partnership organisation made up of Cardiff, Vale of Glamorgan and Bridgend Local Authorities	To undertake calibration of trading standards equipment required by Swansea as a Local Weights & Measures Authority.	Equipment is kept in calibration by Officers from Cardiff saving Officer time required to maintain a local standards laboratory.
Directors of Public Protection Wales	All Welsh Local Authorities	To co-ordinate activities in Public Protection to achieve economies of scale and consistency of service. A number of sub-groups operate under this including: Welsh Heads of Environmental Health; Welsh Heads of Trading Standards; Expert Panels on service specific issues such as food safety, licensing, health& safety, pollution, and private sector housing.	Membership of a range of sub-groups which provide the opportunity for collaborative working to develop framework documents, prepare responses to consultations on behalf of Welsh authorities, and develop a consistent approach to the delivery of Public Protection functions across Wales.
Institute of Licensing (Wales Region)	All Welsh Local Authorities, Representatives from Welsh police forces, Gambling Commission.	A professional body which represents those who work within the field of licensing.	Provides up to date information regarding changes in legislation, case law, best practice, provides training opportunities and represents members views in the development and enforcement of laws and regulations.

Name of Regional Group / Working	Which Partners are involved?	What is the remit?	What are the Benefits to CCoS of this Group?
LABC Cymru (Local Authority Building Control Wales)	All Welsh Local Authorities	To further the management of Building Control in Wales.	Ease of collation of information and benchmarking and a mechanism for sharing good practice, communicating with other local authorities, the Welsh and UK Governments and other relevant organisations.
All Wales Registration Services Group.	All Welsh Local Authorities	To act as a forum for Proper Officers / managers of the registration services in Wales.	Sharing good practice on strategic issues, service development and policy matters. An opportunity to comment on any proposed changes by General Registration Office, Central and Welsh Government. Streamlines benchmarking processes.
Continuous Improvement Forum for Bereavement Services	All Welsh Local Authorities	A forum for Welsh Local Authorities to further the development of the Bereavement Service and to discuss critical related issues.	An opportunity to influence rules and policy. Gaining from the shared knowledge of members. Communication opportunities with the Ministry of Justice. Streamlines benchmarking processes.
<b>TOTAL</b>			

# Agenda Item 4

## Project Plan/Timetable of work Scrutiny Inquiry into Regional Working

When / Where	What / Who
<b>Pre Inquiry Working Group</b> 2 October 2017	<ul style="list-style-type: none"> <li>• <b>Overview/strategic picture</b> (Cabinet member and lead officer)</li> <li>• <b>The Corporate landscape</b> with regards to regional working / partnerships</li> <li>• <b>Agreeing the inquiry project plan:</b> discuss the key question, lines of inquiry, evidence gathering and work programme.</li> </ul>
<b>Background information to be sent to the panel throughout inquiry</b> <ul style="list-style-type: none"> <li>• Legislation and relevant directives/announcements</li> <li>• Good practice examples</li> <li>• Desk based research of scrutiny activities across partnership Swansea and other examples.</li> </ul>	
<b>Evidence gathering phase</b>	
<b>Session 1</b> 30 Oct at 2pm	<ul style="list-style-type: none"> <li>• <b>Financial picture</b> of Swansea Councils part in regional working. (Details of what are we contributing to and how much)</li> </ul>
<b>Session 2</b> 13 Nov at 2pm	<ul style="list-style-type: none"> <li>• <b>Place Directorate</b> – Consider the picture of regional working/partnerships within this Directorate</li> </ul>
<b>Session 3</b> 1 Dec at 10.30am	<ul style="list-style-type: none"> <li>• <b>Education Directorate</b> – Consider the picture of regional working/partnerships within this Directorate</li> </ul>
<b>Session 4</b> 26 Jan at 10.30am	<ul style="list-style-type: none"> <li>• <b>Social Services Directorate</b> – Consider the picture of regional working/partnerships within this Directorate</li> </ul>
<b>Session 5</b> Feb 2018 TBA	<ul style="list-style-type: none"> <li>• <b>Roundtable meeting 1</b> - with representatives from regional working partnerships including Western Bay, ERW and City Regions</li> </ul>
<b>Session 6</b> Feb/Mar 2018 TBA	<ul style="list-style-type: none"> <li>• <b>Roundtable meeting 2</b> - with representatives from regional working partnerships other than the big three</li> </ul>
<b>Session 7</b> Mar 2018 TBA	<ul style="list-style-type: none"> <li>• Speak to <b>Welsh Government</b> representative about current and future regional working</li> </ul>
<b>Finalising Inquiry phase</b>	
<b>Session 8</b> Apr 2018 TBA	<ul style="list-style-type: none"> <li>• Start to draw together evidence and discuss emerging themes arising from the inquiry. (Start to put together final report for SPC and then Cabinet)</li> </ul>
<b>Session 9</b> TBA	<ul style="list-style-type: none"> <li>• Discuss Final report</li> </ul>