

31 JULY 2023

**SOUTH EAST WALES CORPORATE JOINT COMMITTEE
TRANSITION PLAN**

REPORT OF THE ACTING INTERIM CHIEF EXECUTIVE

AGENDA ITEM: 6

Reasons for Report

1. To update the South East Wales Corporate Joint Committee (the CJC) on the transition of the Cardiff Capital Region City Deal (CCRCD) into the CJC.
2. To update the CJC on the current activities to fulfil its statutory duties to develop the Regional Transport Plan and the Strategic Development Plan.

Background

3. Since the setup of the CJC, planning and activities to transition the CCRCD to the CJC have been developing and the CJC has made decisions to put in place the building blocks for 'Lift and Shift' including:
 - (1) an annual business plan focussed on transition – moving from Bare Minimum to Building Foundations (Jan 2023);
 - (2) setting up of sub committees (March 2023);
 - (3) decisions on staffing matters (May 2023).
4. During this period, the amendments to primary legislation were made by the UK government, removing the barriers to operation of the CJC, including Section 33 VAT status and the Government of Wales Act Section 150 Order. Both of these putting the 4 CJC's in Wales on a level footing with Local Authorities on areas including VAT, Pensions and Taxation.
5. In order to deliver 'Lift and Shift' the Transition Steering Group has been brought together to be the engine room; it is made up of the 6 Workstream Leads:

	Title:	Lead:
WS 1	People	Chief HR Officer Cardiff Council
WS 2	Corporate & Governance	SEW CJC Interim Chief Executive and Cardiff Legal Services Legal Lead, Interim Monitoring Officer.

	Title:	Lead:
WS 3	Finance	Head of Finance, Risk & Assurance CCRCD
WS 4	Investments and Project Delivery	Head of Digital & Data Innovation CCRCD
WS 5	Subsidiary Corporate Structures	Chief Operating Officer CCRCD
WS 6	Stakeholder Engagement & Communications	Head of Governance, Policy and Communications CCRCD

6. The group meets monthly and is responsible for:
- i. oversight and coordination of activities across the workstreams;
 - ii. monitoring and highlighting:
 1. Progress against the Transition Plan,
 2. Risks,
 3. Opportunities,
 4. Interdependencies;
 - iii. ensuring the best use of cross cutting resources;
 - iv. managing the interactions of the Transition Plan and the CJC to ensure appropriate and timely decision making;
 - v. giving the CJC assurance on the progress of the Transition Plan.

Update

What are the Key Milestones

7. The transition plan is focussed around 2 key points in time and the longer term, these are:
- (1) Day 1 – achieving operating status at 1st October 2023, the building blocks for ‘Lift and Shift’, which means the CJC:
 - i. Has the ability to employ people
 - ii. Employees have access to the tools to be productive
 - iii. Can function as a corporate entity
 - iv. Has the appropriate governance, scrutiny and support arrangements in place
 - v. Is registered with the appropriate bodies
 - vi. CEO takes up position as a minimum – as per Workforce Update to the CJC meeting in May 2023.
 - (2) Year 1 – having a fully functioning status at 31st March 2024 to enable ‘Lift and Shift’, this means:

- i. all appropriate policies, procedures and operations in place, commensurate with a public body in Wales
- ii. ability for all CCRCD employees to transition into the CJC structure
- iii. the CJC being responsible for all activities currently undertaken by the Accountable Body for the CCRCD, this could mean the CJC undertaking those activities itself and/or making arrangements with 3rd parties in respect of these activities
- iv. The portfolio of CCRCD projects are managed directly by the CJC
- v. All CCRCD and CJC activities fully governed in the CJC
- vi. The CJC is effectively standing on its own two feet.

(3) Future Years – Transition does not finish on 1st April:

- i. There will likely need to be ongoing work, ensuring that the organisation remains fit for purpose, aligned with its strategic vision, and delivering its legal responsibilities.
- ii. Setting the Strategic Vision for the future - The CJC provides an opportunity to develop something different and authentic that aligns with the evidence base and bold ambition set for the region as articulated in the Regional Economic and Industrial Plan. An approach to setting a Strategic Vision will be brought to the September CJC. The approach will also take into account feedback from the recent OECD follow up workshop on regional working.

How do the Workstreams Deliver the Above?

- 8. Each workstream has a significant amount of work underway to achieve the 'Day 1' ambition for the CJC to be operational by the 1st October 2023 (see Appendix 1) shows an overview of the critical activities being delivered by each workstream to meet this milestone.
- 9. Table 1 below, lays out the progress so far per workstream, rating the activities and the resources to deliver as Red / Amber / Green to give an indication of the risk attached to each area.

Table 1:

Workstream 1 – People (Tracey Thomas)	RAG Rating:	Activities:	Resources:	Overall:
<p>Activities: The two main areas of focus are putting in place the policies, procedures and systems required for Day 1/Year 1 and the formal activities around the TUPE transfer of staff to the CJC. There are many interdependencies, in particular with WS 3 (Finance) on areas such as payroll, pension enrolment where close working between all parties is required for a successful outcome.</p> <p>Resources: Although resources in the accountable body are available to undertake the majority of the work to prepare policies and procedures, resource within the CJC is as yet unidentified which poses a risk to the longer-term elements of this work.</p>		Green	Amber	Amber

Workstream 2 – Corporate & Governance (James Williams / Kellie Beirne)	RAG Rating:	Activities: Amber	Resources: Amber	Over all: Amber
<p>Activities: There is a significant amount of work underway in this workstream to both deliver a functioning corporate body on Day 1, but also to ensure that these foundations are built on for the Year 1, the key components to this work are:</p> <ul style="list-style-type: none"> I. Developing an interim constitution for the CJC (Green) II. Statutory Sub Committees in place (Green) III. Governance Model Development (Amber) IV. Target Operating Model Development (Amber) V. ICT provision in place for Day 1 operation (Green) VI. Strategic Vision definition approach preparation (Green) VII. Work with the UK Government to transition CCRCD – joint with WS 3 (Amber) <p>Resources: Resources within the legal aspects of this have been resolved. A Governance Manager has recently joined CCRCD and will devote 50% of their time to support developing the CJC future governance approach. Resource to support other work is coming on stream, albeit slowly. Statutory posts within the CJC: The Monitoring Officer and the Section 151 Officer functions are currently filled via the Accountable Body and will continue to be until the substantive posts within the CJC structure are filled</p>				
Workstream 3 – Finance (Hrjinder Singh)	RAG Rating:	Activities: Green	Resources: Red	Over all: Amber
<p>Activities: This workstream has by far the greatest number of activities underway and also carries the greatest number of interdependencies, progress includes:</p> <ul style="list-style-type: none"> I. Ensure there are proper arrangements in place to administer the CJC’s financial affairs II. Arrangements in respect of accounting, financial management, reporting and audit III. Developing treasury management approach for the organisation IV. Implementing capability required to manage these activities V. Engagement with RCT on new functions including transactional support VI. Engagement with CCC on closing out CCR function VII. Arrangements for Pension Administration & Accounting VIII. Arrangements for Payroll & Accounting IX. Arrangements for VAT and taxation matters X. Supporting the development of the CJC Constitution <p>Resources: This area has significant resource constraints at present due to depleted Finance Team. This will require considerable effort from the small finance team to ensure we meet the objectives for Day 1. However, a plan has been developed to manage this issue and is expected to be implemented by the end of the summer period.</p>				
Workstream 4/5 – Portfolio Transition (Colan Mehaffey)	RAG Rating:	Activities: Green	Resources: Red	Over all: Amber

Activities:

The majority of work being undertaken in this phase is to carry out an assessment of the portfolio (all 25+ projects to date) to understand the legal and financial implications of transferring to the CJC. The assessment is on track to bring to the next CJC meeting at the end of September.

Resources:

This work relies heavily on external expertise in the form of specialist tax advice and CCRC legal advisors, reviewing each project and the implications and mitigating actions to enable transfer

Workstream 6 – Stakeholder Engagement & Communications (Nigel Pompeus)

RAG Rating:

Activities:

Resources:

Overall:

Green

Amber

Amber

Activities:

Having been a little slower to get moving due to retirement and recruitment timings, this workstream is starting to get up to speed.

Activities to date include Stakeholder mapping, the development of regular internal comms and the building of a messaging framework

Resources:

Resources are now more readily available and the new workstream lead is developing the activities and support required to deliver them.

Key Decisions for the CJC July and September

10. In July the CJC will be required to make decisions on the following items:

- (1) the setting up of the Statutory Sub-Committees of the CJC;
- (2) establishing scrutiny arrangements for the CJC.

11. In September, the CJC will have a series of decisions to make, including the following items:

- (1) an interim Constitution for the CJC;
- (2) an updated Business Plan and Budget position for FY 2023/24;
- (3) update on people related items, these may include:
 - i. Target Operating Model – including statutory roles and responsibilities
 - ii. Any LGPS pension set up requirements over and above standard transfer terms;
- (4) an outline Governance model to further develop in readiness for 'Year 1';
- (5) any outstanding statutory committee set up actions;

- (6) an approach to the development of the Annual Business Plan and proposed budget strategy for FY 2024/25 and over the medium-term;
- (7) an approach to setting the 'Strategic Vision for the CJC';
- (8) the approach to transition the portfolio in readiness for 'Year 1' – October 2023 to January 2024;
- (9) updated approaches to the delivery of the RTP and the SDP.

Key Dependencies:

- 12. The whole transition is built upon a cohesive plan of cross organisational working, key dependencies of that include:
- 13. HR and Finance (WS 1 & 3) - There are a wide range of dependencies between these workstreams. Aligning the payroll and HR systems is critical, this also links to the pensions and benefits. Resource constraints in the Finance Team will impact this. Mitigation: In order to ensure this is managed appropriately, strong links have been established between these two workstreams, and monthly sessions with the programme manager to ensure nothing falls between the gaps.
- 14. Corporate Governance, Finance and People (WS 1, 2 & 3) - Setting up the corporate entity, with a new constitution and all that entails, impacts on a number of areas, in particular, finance and people elements of the constitution. Input from the People and already stretched Finance WS's is critical to the success of this piece of work. Secondly, ensuring the governance of the SEWCJC is appropriate and aligned to the finance and operational procedures of the organisational, matched with the appropriate skills and delegations. Mitigation: The delivery of the constitution of the new organisation is being done in house, reducing the reliance on outside legal advisors. This work is being led by the Interim Monitoring Officer. Fortnightly meetings between the Programme Manager and Interim Monitoring Officer and Interim Governance Manager ensure that this work is capturing all the required elements and progressing accordingly. The Finance WS is kept abreast of developments in this area and will input at the appropriate time in respect the key Financial Schedules etc.
- 15. Finance and Project Transition (WS 3 / 4 / 5) - The transition of the portfolio and the many contracts from the current set up to the new will involve a close link between the finance and project transition workstreams, ensuring that all potential risks are mitigated, opportunities are taken advantage of and a seamless transition managed. Mitigation: joint sessions held with tax advisors, legal advisors and a jointly agreed package of work, overseen by the Programme Manager will help ensure that these dependencies are delivered within the transition plan and ensure the extent of any taxation liabilities crystallising on transfer are kept to a minimum.

Key Risks and Opportunities:

16. The risks to the Transition Plan are:

(1) Resources (all workstreams)

- i. Risk – across the whole transition approach there is a clarity on what has to be delivered, however the major constraint is capacity, the risk is that:
 - 1. finance in particular have reduced capacity;
 - 2. summer is a very busy period to prepare for Day 1 – 1st Oct 2023;
 - 3. recruitment of resource can be protracted over the summer period;
 - 4. challenges with recruitment due to the current national employment market;
 - 5. specialist support for key activities (in particular WS 4/5) may have large costs.
- ii. Mitigations:
 - 1. a clear plan of what is required for each workstream to focus on for Day 1 – to ensure minimal wasted effort;
 - 2. additional central resource to support all workstreams – doing activities that do not require specialist knowledge or skills;
 - 3. a RAID log that captures risks, actions and issues and is regularly reviewed by the Transition Steering Group to ensure transparency;
 - 4. finance has developed a Resourcing Plan and is in the process of implementing this over the summer period.

(2) Complexity (all workstreams)

- i. Risk: Working between three organisations (CCC / RCT / SEWCJC) brings added layers of complexity. Therefore, the following have to be considered:
 - 1. timescales;
 - 2. governance;
 - 3. decision making;
 - 4. procurement.
- ii. Mitigations: ensuring each decision required is clearly communicated to key stakeholders – to enable timing considerations and preparation to be carried out. A clearly communicated and defined overview is made available to the wider team to see where and when decisions are required in order for them to support appropriately.

(3) Lack of Clarity for our people and our stakeholders:

- i. Risk: Our people are our most valuable asset, working through a change programme such as this, we need to support our staff. This is especially so with the current growth of the team, within what is a fairly loose structure;

- ii. Mitigations: an internal communications plan is being developed in order to keep our internal CCR stakeholders engaged appropriately, and an active stakeholder engagement and management plan is being developed to keep our wider stakeholders engaged and to ensure a smooth transition.
17. The opportunities presented by the Transition to the CJC is enormous, to both set the CJC on a path that delivers the maximum for the Region, but also to ensure that the CJC delivers a truly regional proposition, with a vision that clearly articulates not only its role and purpose, but also brings a level of clarity to the national and local agendas too.

Regional Transport Plan / Strategic Development Plan - Update

18. Welsh Government's vision is for a strategic approach to both land-use and transport planning in a more joined-up way than has previously been achieved. To that end, the CJC is required to develop a Strategic Development Plan (SDP) and Regional Transport Plan (RTP).

Regional Transport Plan (RTP)

19. The Welsh Government (WG) Guidance to Corporate Joint Committees on Regional Transport Plans, has been finalised and published on 11 July 2023 and can be seen in full in Appendix 2. The RTP guidance provides advice on the practicalities of producing an RTP, including key milestone and timescales, alignment with the Wales Transport Strategy, National Transport Delivery Plan, other key strategies and plans, and advice on following the Welsh Transport Appraisal Guidance (WeTAG).
20. An Implementation Plan for the RTP was approved by the CCR Regional Transport Authority on 15 June 2023. This will be revised based on the final RTP guidance and submitted to the CJC for approval on 25 September 2023.
21. The guidance sets out the approach Welsh Government expects the Corporate Joint Committees (CJCs) to take in preparing Regional Transport Plans (RTPs).
22. The duty to produce a RTP sits with the CJCs, the duty to deliver the RTP rests with the local authorities. It is expected that the local authorities in each CJC will collaborate on a single collective delivery plan, an RTDP.
23. The key milestones identified within the Guidance are:
 - 31 October 2023 – CJCs to submit Implementation Plan to Welsh Government;
 - 29 February 2024 – CJCs to submit RTP Case for Change including SMART objectives to Welsh Government;
 - 29 May 2024 – CJCs to submit initial draft RTP, Integrated Well-Being Appraisal (IWBA) and RTDP to Welsh Government BEFORE public consultation;

- 31 October 2024 – CJs to submit final draft RTP, IWBA and RTDP to Welsh Government;
- 29 March 2025 – CJs to submit final RTP, IWBA and RTDP to Welsh Government;
- 30 June 2025 – Welsh Government decision on approval of RTPs.

Strategic Development Plan (SDP):

24. Two Advisory Notes on SDPs have been issued by Welsh Government, covering governance and the SDP preparation process, and an informal draft Manual providing detailed guidance has been provided. Informal consultation on the manual has taken place with Local Planning Authorities (LPAs) and it is anticipated this will be finalised and published in spring 2024 following formal, wider consultation.
25. An official letter was issued to CJs on 13 January 2023 setting out Welsh Ministers' expectations in relation to the development of the SDP. This includes the submission of a Delivery Agreement (DA) to Welsh Ministers by March 2024, and that the CJC demonstrate the commencement of technical work on plan preparation.
26. CCR has engaged with regional planning officials on the preparation of the plan. Significant progress was made on securing regional agreement on governance, resourcing, scope and funding of the SDP before the CJC regulations were introduced. As a regional endeavour, collaboration is critical, and LPA colleagues will provide expert support and guidance when preparing the SDP.
27. It is intended that the SDP will, ultimately, enable a more consistent, cost effective and efficient approach to land-use planning. The SDP will offer the opportunity to better plan and deliver regionally important, strategic growth in a coordinated, cross-border manner, aligned with the Regional Transport Plan.
28. It is not anticipated that the SDP will be adopted until 2028, and Local Development Plans (LDPs) must be kept up to date, ensuring, for example, that investment and sustainable development can continue to take place in a Plan-led way, providing confidence to all stakeholders including investors, developers and our communities. It also provides a safeguard against speculative development proposals, for example, the loss of key employment sites to other types of development.
29. To that end, there have been discussions with LPA and WG colleagues, to ensure that there is a satisfactory dual track of SDP development and LDP review/renewal, allied to alignment with WG policy.
30. In terms of the statutory Development Plan hierarchy, legislation requires that SDPs and LDPs align with Future Wales 2040 (FW2040). FW2040 identifies parts of South East Wales as a national growth area where development and

growth should be focused, as well as setting out population projections based on past trends and other policy requirements such as allocation of a green belt.

31. As LDPs are developed, WG requires evidence that the region's LDPs align and that the region's growth assumptions for homes and jobs are complementary across the region and are in general conformity with FW2040.
32. An agreement has been reached at a regional officer level (and tabled with WG officers) that a report will be commissioned demonstrating and evidencing regional growth ambitions and their general conformity with FW2040. It is anticipated this will be delivered in September/October 2023. The report is being funded through the South East Wales Strategic Planning Group (SEWSPG).
33. Similarly, CCR is investigating how the development of the Delivery Agreement will be resourced. This could be achieved through formally 'buying-in' resource from an LPA to provide strategic leadership.
34. It is proposed that a plan, outlining the SDP development forward view; alignment to LDPs; and resources required to achieve the Delivery Agreement is brought to the next meeting of the CJC for approval.

Regional Transport Plan / Strategic Development Plan – Development Funding

35. There is potential funding in 2023/24 from WG to support the development of the RTP and the SDP. However, before any funding is issued to support regional planning, we will need to work with WG to agree the resources required.
36. To that end, the SEWCJC must submit, by the end of October 2023, a draft implementation plan that scopes out the work and resources required to develop the RTP based on the requirements of the guidance. This initial work must be conducted 'in-house and not through consultants'.

Reason for Recommendations

37. In order to keep the CJC update on the progress on the transition of the Cardiff Capital Region City Deal (CCRCD) into the CJC and the current activities to fulfil its statutory duties to develop the Regional Transport Plan and the Strategic Development Plan.

Financial Implications

38. The report provides an update on the transition of the Cardiff Capital Region City Deal (CCRCD) to the South East Wales Corporate Joint Committee (CJC), including details on current activities and statutory duties. These activities and duties were considered as part of the 2023/24 budget report approved by the CJC in January 2023.
39. In summary, the CJC approved a revenue budget amounting to £255,662 for the year and the report set out that the sufficiency of the budget will be kept under review and updates will be reported to the CJC at key intervals during the year. In addition, CCRCD has approved a separate Transition Budget amounting to

£234,481 in respect of 2023/24. These budgets provide a total resource envelope of £490,143 to cover both operational activities and transition arrangements.

40. At Month 03 a high-level budget review has been undertaken to assess the adequacy of the resource envelope against known and emerging costs. The review indicates that based on the information known at this time, the resource envelope should be sufficient to meet the projected costs in 2023/24. However, as set out in this report, the transition is complex and dynamic and additional requirements (and potentially costs) are being identified as the transition gains momentum. Therefore, further work on the 23/24 budgets will be undertaken over the summer period and a detailed report will be brought back for consideration at the CJC's September meeting.
41. In addition, the summer period will mark the commencement of work around the CJC's 2024/25 Budget and Medium-Term Financial Plan (MTFP). The local authority partners and the Bannau Brycheiniog National Park (BBNPA), will be keen to understand as soon possible how their existing levels of contributions may need to change to support the CJC from the 1st April 2024 and beyond, noting the use CCR General Reserves in recent years to meet local authority contributions.
42. This will be a key task, involving the CJC to think through both the scope and the practical implications of delivering the existing CCRC and the new CJC functions as a legal entity in its own right. For example, the CJC will need to take responsibility for matters such as its day-to-day cash management, as well as its wider Treasury Management activities, which to-date have been undertaken by the Accountable Body.
43. The findings from this initial work will be discussed with members at the workshop planned for September 2023, and the agreed way forward, fully set out in a report to the CJC's September meeting.
44. Finally, the report refers to potential funding from Welsh Government in respect of the Strategic Development Plan and the Regional Transport Plan. In accepting such funding, the CJC will need to satisfy itself that it can meet the terms of any associated funding terms and conditions.

Legal Implications

45. There are no legal implications regarding the transition activities and proposed production of the SDP set out in this report.
46. S112 Transport Act 2000 provides that the CJC must have regard to any guidance issued by the Welsh Ministers concerning the content of regional transport plans and the preparation of such plans.

Well-being of Future Generations (Wales) Act 2015

47. In developing the Plan and in considering its endorsement regard should be had, amongst other matters, to:

- a) the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards;
- b) public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: a. age; b. gender reassignment; c. sex; d. race – including ethnic or national origin, colour or nationality; e. disability; f. pregnancy and maternity; g. marriage and civil partnership; h. sexual orientation; i. religion or belief – including lack of belief, and;
- c) the Well-being of Future Generations (Wales) Act 2015. The Well-being of Future Generations (Wales) Act 2015 ('the Act') is about improving the social, economic, environmental and cultural well-being of Wales. The Act places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language and is globally responsible. In discharging their respective duties under the Act, each public body listed in the Act (which includes the Councils comprising the CJC) must set and publish wellbeing objectives. These objectives will show how each public body will work to achieve the vision for Wales set out in the national wellbeing goals. When exercising its functions, the CJC should consider how the proposed decision will contribute towards meeting the wellbeing objectives set by each Council and in so doing achieve the national wellbeing goals. The wellbeing duty also requires the Councils to act in accordance with a 'sustainable development principle'. This principle requires the Councils to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Put simply, this means that CJC must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, they must:

- look to the long term;
- focus on prevention by understanding the root causes of problems;
- deliver an integrated approach to achieving the 7 national well-being goals;
- work in collaboration with others to find shared sustainable solutions;
- involve people from all sections of the community in the decisions which affect them.

48. The CJC must be satisfied that the proposed decision accords with the principles above. To assist the CJC to consider the duties under the Act in respect of the decision sought, an assessment has been undertaken, which is attached at Appendix 3.

Equality Act 2010

49. In considering this matter, regard should be had, amongst other matters, to the Councils' duties under the Equality Act 2010. Pursuant to these legal duties the CJC must in making decisions have due regard to the need to (1) eliminate unlawful discrimination (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are:

- age;
- gender reassignment;
- sex;
- race – including ethnic or national origin, colour or nationality;
- disability;
- pregnancy and maternity;
- marriage and civil partnership;
- sexual orientation;
- religion or belief – including lack of belief.

RECOMMENDATIONS

50. It is recommended that the SEW CJC:

- (1) notes the transition activities laid out in the report;
- (2) notes the proposed approach to the development of the RTP and SDP laid out in the report.

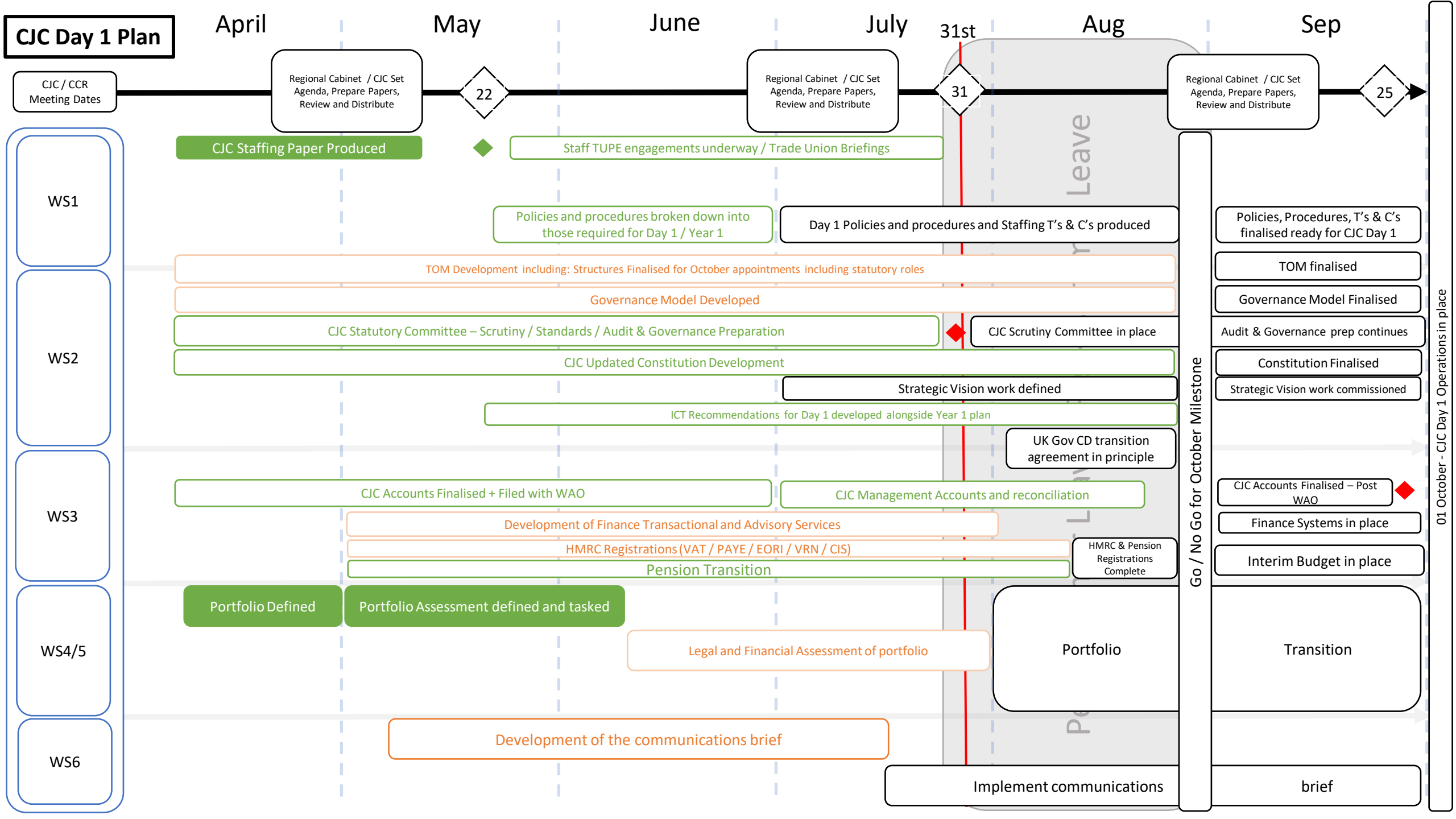
Rhys Thomas
Interim Chief Executive
South East Wales Corporate Joint Committee
31 July 2023

Appendices

Appendix 1 CJC Day 1 Plan

Appendix 2 Newly Published RTP Guidance

Appendix 3 Well-being of Future Generations Assessment





Llywodraeth Cymru
Welsh Government

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GUIDANCE TO CORPORATE JOINT COMMITTEES ON REGIONAL TRANSPORT PLANS

2023



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Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg / We
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Contents

1	Introduction	1
1.1	Purpose	1
1.2	Key Points	1
1.3	Overview.....	2
1.4	Statutory requirements and duties.....	2
1.5	Approval	3
2	Strategic Context	4
2.1	Llwybr Newydd: The Wales Transport Strategy.....	4
2.2	The National Transport Delivery Plan.....	6
2.3	Strategic Development Plans	6
2.4	Other Policies and Plans	7
3	Form and Content of Regional Transport Plans.....	8
3.1	Format	8
3.2	Content.....	8
3.3	Supporting information	9
3.4	Scope	9
4	How to Develop the Regional Transport Plan.....	10
4.1	Case for Change	10
4.2	Engagement	10
4.3	Governance	11
4.4	Scoping and Implementation Plan	11
4.5	The Planning Process	13
4.6	Regional Transport Delivery Plans	13
4.7	Monitoring and Evaluation Plan	14
5	Integrated Well-being Appraisal	15
	Annex 1: Regional Contacts	17
	Annex 2: Modal Plans and Strategies	18
	Annex 3: Data to inform Regional Transport Plans	21
	Annex 4: Regional Transport Plan Framework	23
	Annex 5: Key Milestones	26

1 Introduction

1.1 Purpose

1.1.1 This guidance sets out the approach Welsh Government expects the Corporate Joint Committees (CJCs) to take in preparing Regional Transport Plans (RTPs).

1.1.2 The purpose of this guidance is to set out:

- the practical process to be followed in developing the RTPs;
- how Welsh Government aims to support RTP production; and
- the process to be followed to obtain approval from the Welsh Ministers.

1.1.3 CJCs have a legal duty to take account of this guidance in the preparation of RTPs.

1.2 Key Points

- 1. We DO want the RTPs to be firmly focused on achieving modal shift.**
- 2. We DO NOT want overly long documents written solely by consultants.**
- 3. We DO want evidence of clear outcome-focused thinking.**
- 4. We DO want you to use innovative approaches and technology in both developing and implementing the RTP.**
- 5. We DO want you to draw on existing analysis and plans, including the work of the Transport for Wales (TfW) Geospatial and Strategic Transport Analysis unit (G-STAT).**
- 6. We DO want you to work together as a CJC to produce the RTP.**
- 7. We DO want you to follow the five ways of working set out in the Well-being of Future Generations (Wales) Act 2015.**
- 8. We DO want you to use creative ways to engage people to achieve modal shift.**
- 9. We DO want you to include disincentives for car use as well as incentives for more sustainable travel.**
- 10. We DO want the Strategic Development Plans and the Regional Transport Plans to be developed together.**

1.3 Overview

- 1.3.1 Llwybr Newydd – The Wales Transport Strategy (WTS)¹ – sets out a vision for an accessible, sustainable, and efficient transport system in Wales.
- 1.3.2 The delivery mechanisms to realise these ambitions are the National Transport Delivery Plan (NTDP) and the Regional Transport Plans (RTPs).
- 1.3.3 The NTDP is prepared by Welsh Government and the RTPs are prepared by each CJC. The RTPs set the policies for implementing the WTS at a regional level.
- 1.3.4 The RTPs must include Regional Transport Delivery Plans (RTDPs) setting out how local authorities in Wales will deliver the policies set out in the RTPs.
- 1.3.5 RTPs must be approved by the Welsh Ministers. This approval will form part of the assessment process for local authorities to access Welsh Government grant funding for both local and regional transport schemes.
- 1.3.6 The existing Local Transport Plans (LTPs) remain live until the new RTPs are approved. There is no longer a duty for local authorities in Wales to produce LTPs.
- 1.3.7 A list of regional contacts to support the CJCs and LAs in the development of their RTPs and RTDPs is provided at Annex 1.

1.4 Statutory requirements and duties

- 1.4.1 The requirement for local authorities to produce an LTP is set out in the Transport Act 2000, as amended by the Transport (Wales) Act 2006.
- 1.4.2 This duty was transferred to CJCs on 30th June 2022 by the Local Government and Elections (Wales) Act 2021. Statutory guidance is set out in the [Corporate Joint Committee Statutory Guidance](#)². The [Corporate Joint Committees \(Transport Functions\) \(Wales\) Regulations 2021](#)³ set out how CJCs should prepare RTPs.
- 1.4.3 Although the duty to produce a RTP sits with the CJCs, the duty to deliver the RTP sits with the local authorities. Despite this, it is expected that the local authorities in each CJC will collaborate on a single collective delivery plan, an RTDP.
- 1.4.4 A CJC must develop policies for local authorities to implement the WTS. These policies must include transport facilities and services that are:

¹ <https://gov.wales/llwybr-newydd-wales-transport-strategy-2021>

² [Corporate Joint Committee: statutory guidance summary | GOV.WALES](#)

³ [The Corporate Joint Committees \(Transport Functions\) \(Wales\) Regulations 2021 \(legislation.gov.uk\)](#)

- Required to meet the needs of people living or working in the region, visiting or travelling through the region;
- Required for the transportation of freight; and
- Facilities and services for pedestrians.

1.4.5 RTPs must consider the transport needs of disabled persons (within the meaning of the Equality Act 2010⁴) and of persons who are elderly or have mobility problems, and more widely consider overcoming barriers.

1.4.6 In doing so, CJsCs must comply with their other statutory duties, including:

- [Wales Act 2017](#)
- [Conservation of Habitats and Species Regulations 2017 \(Habitats Regulations\) Environment \(Wales\) Act 2016](#)
- [Well-being of Future Generations \(Wales\) Act 2015](#)
- [Active Travel \(Wales\) Act 2013](#)
- [Welsh Language \(Wales\) Measure 2011](#) and [Welsh Language Standards](#)
- [Equality Act 2010](#)
- [Rights of Children and Young Persons \(Wales\) Measure 2011](#)
- [Air Quality \(Wales\) Regulations \(2000\), as amended by the Air Quality \(Wales\) \(Amendment\) Regulations 2002\) and Air Quality \(Wales\) Regulations \(2010\)](#)
- [Environmental Assessment of Plans and Programmes \(Wales\) Regulations 2004 \(SEA Regulations\)](#)

1.5 Approval

1.5.1 CJsCs must submit their RTPs to Welsh Government for approval by the Welsh Ministers. The Welsh Ministers may only approve the RTP if they consider that:

- The RTP is consistent with the WTS;
- The policies contained in the RTP are adequate for the implementation of the WTS⁵ within the region; and
- The RTP has taken account of this guidance.

1.5.2 If the Welsh Ministers do not approve an RTP, the CJC will receive a statement of the reasons for its refusal. The CJC must then submit another RTP to Welsh Government for its approval within the timescale specified by Welsh Government.

1.5.3 If the Welsh Ministers approve an RTP, it has effect from when approval is given.

1.5.4 No additional or revised information will be accepted after the submission, unless approved or requested by Welsh Government.

⁴ <https://www.legislation.gov.uk/ukpga/2010/15/contents>

⁵ The Corporate Joint Committees (Transport Functions) (Wales) Regulations 2021 sets out the requirements associated with preparation and approval of RTPs.

2 Strategic Context

2.1 Llwybr Newydd: The Wales Transport Strategy

2.1.1 The WTS sets out our vision to provide an accessible, sustainable and efficient transport system that is fit for future generations and places people and tackling climate change at the heart of decision making.

2.1.2 The vision is supported by four long-term ambitions with supporting objectives. These are to deliver a transport system that is good for:

- people and communities (equality, health, and safety and confidence)
- the environment (transport emissions, biodiversity and waste)
- places and the economy (place making and innovation)
- culture and the Welsh Language

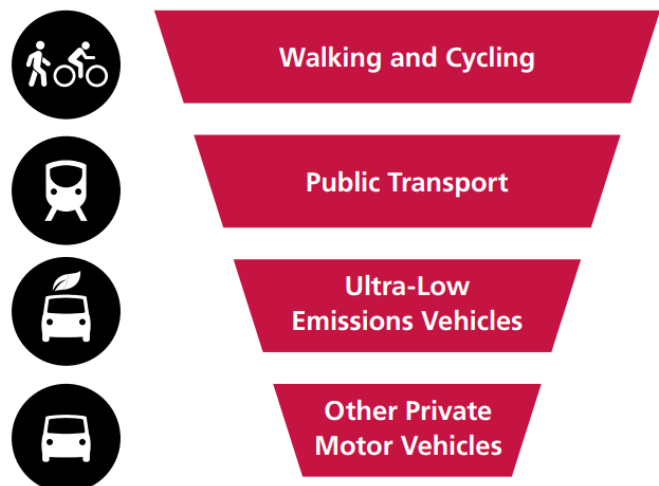
2.1.3 The four ambitions are supported by three short-term priorities:

- bring services to people in order to reduce the need to travel;
- allow people and goods to move easily from door to door by accessible, sustainable and efficient transport services and infrastructure; and
- encourage people to make the change to more sustainable forms of transport.

2.1.4 **The RTPs must include policies to support the vision and ambitions of the WTS, with an emphasis on the three short term priorities. The RTDPs must include actions to deliver these.**

2.1.5 The RTPs and RTDPs must include policies and actions to make best use of existing transport infrastructure by maintaining and managing it well, adapting it to a changing climate and upgrading it to support modal shift.

2.1.6 Where new infrastructure is needed, the RTPs and RTDPs must follow the Sustainable Transport Hierarchy.



2.1.7 **The RTPs must identify barriers to sustainable travel for different groups of people, using the COM-B model of behaviour change.**

2.1.8 The COM-B model states that to do a behaviour, an individual must have the **Capability** to do it, the **Motivation** to do it, and external factors must provide them with an **Opportunity** to do it. The RTPs and RTDPs must include policies and actions to give people:

- the Capability to use sustainable transport;
- the Opportunity to make sustainable transport choices; and
- the Motivation to shift away from private car use.

2.1.9 **RTPs and RTDPs must include policies and actions for a range of behaviour-change projects** to encourage people to make smarter travel choices to reduce congestion and increase use of sustainable modes of transport.

2.1.10 The WTS includes nine mini-plans that set out actions for specific transport modes. To encourage integrated transport planning across modes there are four cross-cutting pathways to track actions on rural delivery, decarbonisation, equality and integrated journey planning.

2.1.11 **The RTPs must include policies to support the mini-plans and cross-cutting pathways. The RTDPs must include actions deliver these.**

2.1.12 The WTS Monitoring Framework sets out measures to track progress against the WTS. These are based on the four ambitions in the WTS and the 7 goals set out in the Well-being of Future Generations (Wales) Act 2015.

2.1.13 **RTP policies and RTDP actions must maximise contribution to the measures in the WTS Monitoring Framework.**

2.1.14 The WTS incorporates the five ways of working set out in the Well-being of Future Generations Act (Wales) 2015.

2.1.15 **RTPs and RTDPs must be developed using five ways of working of the Well-being Act:**

- **Long term** – balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
- **Prevention** – identifying root causes of problems and considering how to prevent them occurring or getting worse.
- **Integration** – considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- **Collaboration** – acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

- **Involvement** – involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

2.2 The National Transport Delivery Plan

- 2.2.1 The National Transport Delivery Plan (NTDP⁶) sets out Welsh Government’s programmes, projects and policies to deliver the WTS vision, ambitions and priorities across Wales over a five-year period.
- 2.2.2 **The RTPs and RTDPs must align with the NTDP.**
- 2.2.3 Given the overlapping publication cycles, it is expected that RTPs will inform subsequent versions of the NTDP. The current NTDP is due to be revised in 2027.
- 2.2.4 **The RTPs must draw on work already undertaken for other transport policies and plans in the region**, including Metro programmes, South Wales Transport Commission, North Wales Transport Commission and Bws Cymru.
- 2.2.5 Transport for Wales (TfW) is developing Metro programmes and associated business cases on behalf of Welsh Government and in collaboration with local government. Where they exist, Metro programmes will provide context for the RTPs in those regions to build on.
- 2.2.6 The Active Travel (Wales) Act 2013 **requires** CJs to have regard to the Integrated Network Maps for active travel when formulating RTPs.
- 2.2.7 **RTPs and RTDPs must align with Welsh Government’s response to the Roads Review recommendations and principles for future road investment.**
- 2.2.8 Annex 2 provides a list of modal plans and strategies that all RTP policies and RTDP projects must align with.

2.3 Strategic Development Plans

- 2.3.1 Transport is a key element in place-making, so it is important that RTPs and SDPs for each CJC are closely aligned.
- 2.3.2 The first WTS priority is ‘to bring services to people to reduce the need to travel’. This involves planning ahead for better physical and digital connectivity, more local services, more home and remote working and more active travel to reduce the need for people to use their cars on a daily basis.

⁶ [National transport delivery plan: 2022 to 2027 | GOV.WALES](#)

2.3.3 Both [Planning Policy Wales](#) and [Future Wales](#) include guidance on taking transport issues into account in land use planning including having regard to WeITAG and adopting the sustainable transport hierarchy.

2.3.4 **RTPs will provide a good platform for better integration with land use planning. RTPs must take account of:**

- Future Wales: the National Plan 2040⁷ which sets the direction for development in Wales;
- Planning Policy Wales;
- the Wales Infrastructure Investment Plan⁸; and
- work undertaken to produce existing and new Local Development Plans (LDPs) and emerging work on their Strategic Development Plans (SDPs). LDPs and SDPs must take account of RTPs.

2.4 Other Policies and Plans

2.4.1 **CJCs must take account of other policies and plans, including:**

- Local Authority well-being assessments and well-being plans
- Regional Economic Frameworks⁹
- Net Zero Wales¹⁰
- A Healthier Wales¹¹
- Clean Air Plan for Wales: Healthy Air, Healthy Wales¹²
- Noise and Soundscape Action Plan¹³

2.4.2 The RTPs should clearly demonstrate how they will enable access to, and deliver benefits in relation to, other local government and public services such as education and health.

⁷ <https://gov.wales/sites/default/files/publications/2021-02/future-wales-the-national-plan-2040.pdf>

⁸ <https://gov.wales/wales-infrastructure-investment-plan-project-pipeline-2021>

⁹ [Regional economic frameworks | GOV.WALES](#)

¹⁰ <https://gov.wales/net-zero-wales>

¹¹ <https://gov.wales/healthier-wales-long-term-plan-health-and-social-care>

¹² [Clean Air Plan for Wales: Healthy Air, Healthy Wales | GOV.WALES](#)

¹³ [noise-and-soundscape-action-plan.pdf \(gov.wales\)](#)

3 Form and Content of Regional Transport Plans

3.1 Format

3.1.1 The RTPs **must** consist of two elements:

- The RTP itself, incorporating the RTDP; and
- An Integrated Well-being Appraisal (IWBA) for the RTP.

3.1.2 The RTP and IWBA **must** both be **easy to read and concise**. Please consider:

- What information **MUST** the reader have to understand the issues and options? **Include it**.
- What information **SHOULD** the reader have to improve understanding of the issue and options? **Be selective**.
- What information **COULD** the reader have, which would be nice to know, but not necessary to understand the issues and options? **Leave it out**.

3.1.3 Keeping the RTP concise is very important. You may use annexes, but these must also be concise and kept to a minimum.

3.1.4 Visuals such as diagrams and plans should illustrate the style, format and content of RTPs to a range of stakeholders and be easy to understand.

3.1.5 RTPs **must** be available in accessible formats, including an Easy Read version. The purpose of an Easy Read document is to give people access to information who have difficulty doing so from documents produced in a standard format.

3.1.6 RTPs, RTDPs and IWBA **must** be available in Welsh and English.

3.2 Content

3.2.1 The RTPs **must** include the following information:

- Context and background to the plan, including the link to relevant national and regional strategic plans and policies.
- An evidenced-based overview of the current transport situation and likely changes over the plan period – closely tied to land use planning. This should include opportunities and barriers to addressing the priorities in the WTS and fit with the NTDP. To support this, information is produced by Welsh Government and available via the Well-being of Future Generations Future Trends Report¹⁴,

¹⁴ <https://gov.wales/future-trends-2021>

Mobility in Wales¹⁵, and WTS transport data and trends supporting information¹⁶. Datasets, analytics and regional modelling is available via TfW (Annex 3).

- A vision for the transport network by the end of the plan period with a series of clear SMART objectives linked to this. These should be linked back to the WTS.
- An overview of the proposed policies and high-level interventions and how they will achieve the vision, including a brief summary of how those options were chosen (including any consultation and appraisal).
- A Regional Transport Delivery Plan (RTDP), listing the specific projects that will help to achieve the vision – ranked in order of priority (in terms of greatest impact in meeting WTS priorities) and sequenced for delivery. This can be in the form of a detailed table. An example can be found in Annex 4 of this document.
- Information about how projects will be delivered, and plans for monitoring and evaluation. These **must** align with the WTS monitoring framework.

3.3 Supporting information

3.3.1 The supporting information for an RTP can include (but not be limited to):

- the key background data and research used to inform the issues and opportunities (this might include data from previous studies, modelling information, or land use planning information);
- an IWBA showing how well-being has been taken into account in developing the RTP including the five ways of working and the four WTS well-being ambitions;
- more detailed statutory impact assessments, technical studies, consultation and engagement summaries, or other information that have been used to inform the development of the RTP or IWBA; and
- a monitoring framework and set of baseline data.

3.4 Scope

3.4.1 For each high-level intervention identified in the RTP, the RTDP should set out the specific schemes proposed to deliver them. These should **only** include proposals for schemes that are within a local authority's remit and should not, for example, include schemes relating to the rail or trunk road network.

3.4.2 Where a local authority considers an intervention or scheme to have a sub-regional or regional impact, this should be identified in the RTP.

¹⁵ <https://gov.wales/llwybr-newydd-wales-transport-strategy-2021-mobility-wales>

¹⁶ <https://gov.wales/sites/default/files/consultations/2020-11/supporting-information-transport-data-and-trends.pdf>

4 How to Develop the Regional Transport Plan

4.1 Case for Change

- 4.1.1 Before starting work on developing the RTP, the CJC should develop a 'Case for Change'. This should set out the aim of the RTP and core SMART objectives. It should draw on the WTS and other current strategic plans, as well as on existing knowledge of issues and opportunities including previous plans.

4.2 Engagement

- 4.2.1 As part of the Case for Change, CJsCs should develop an Engagement Plan showing who will be involved in developing the RTP and how they will be involved, including details of the formal consultation process and other engagement and involvement mechanisms.
- 4.2.2 RTPs should be developed collaboratively, drawing on knowledge and experience of previous local and regional transport plans. CJsCs should also be in dialogue with each other during the process to share knowledge and avoid duplication.
- 4.2.3 The key partners will be each of the local authorities in the CJC. Other partners should include TfW, Welsh Government, and transport groups and operators in the private and third sectors across different transport modes. CJsCs must engage with the public, using creative and innovative means of involving a diverse range of people.
- 4.2.4 There should be a formal governance process in place to involve key partners and agree the RTP (see below). There should also be a wider engagement process involving activities such as working groups, forums, face to face meetings and formal consultations.
- 4.2.5 **We expect CJsCs to use creative ways of reaching people whose behaviour we want to change to achieve modal shift.**
- 4.2.6 It is particularly important that there is effective engagement with land-use planning colleagues developing Strategic Development Plans. The CJC should also seek to engage with stakeholders from other policy areas including education, health and well-being, such as through inviting colleagues to workshops to develop options.
- 4.2.7 The RTP should summarise the engagement process and show how the results of that engagement have informed the development of the RTP. The Integrated Well-being Appraisal (IWBA) should show how engagement across different sectors and policy areas has informed the social, environmental, economic, place-based and cultural impacts of the RTP.

4.3 Governance

- 4.3.1 As well as a wider engagement process, CJsCs will need a formal governance process for preparing the RTP. This ensures that key partners have the opportunity to be involved in, and formally agree, the RTP.
- 4.3.2 A review group should be set up involving key staff from the authorities in the CJC. This group should ensure that CJsCs have taken into account relevant information, including priorities plans and budgets. Other members should include representatives from Welsh Government and TfW. The regulations allow for others to be co-opted into the process such as partners from outside the region where there are shared interests.
- 4.3.3 The CJC should appoint a Secretariat to co-ordinate basic administration, such as meeting arrangements, and a Project Manager to be responsible for and oversee the plan's production, including securing decision making/ approvals.
- 4.3.4 Welsh Government check-ins should be held at least twice during the development of a CJC's RTP to help ensure progress is being made and to raise any issues at an early stage. This could, for example, take place at draft and final plan stages prior to the submission of the RTP to the Welsh Government for approval. The Check-in approach should be agreed at the start of the RTP planning process with Welsh Government officials.
- 4.3.5 Details of the governance process should be included in the Implementation Plan.

4.4 Scoping and Implementation Plan

- 4.4.1 RTPs and RTDPs should be prepared and submitted to Welsh Government by the start of the 2025-26 financial year.
- 4.4.2 Following the publication of this guidance, CJsCs should consider it, review previous work to ensure it is aligned, scope the likely work required and consider the resources needed to prepare their RTP.
- 4.4.3 By the end of October 2023, each CJC **must** produce an Implementation Plan and discuss it with Welsh Government transport officials and Transport for Wales.
- 4.4.4 The scoping exercise should identify the work packages needed to develop the RTP and supporting information including the IWBA.

4.4.5 The work packages could include:

- Background data and research including technical data from transport models, and baseline data on key WTS monitoring measures including air quality or noise.
- Initial advice on scheme development and options, including technical modelling of options including carbon emissions and air quality.
- Preparation of an initial IWBA to inform the choice of options and a final IWBA showing how well-being has been taken into account in the final RTP.
- More specific regulatory impact assessments such as Environmental Impact Assessment, Habitats Regulations Assessment, Equalities Impact Assessment, Welsh Language Impact Assessment and Heritage impact assessment as needed to inform the IWBA.
- Assistance with engagement and consultation.
- Assistance with drafting the plan and incorporating the results of more detailed work packages including the IWBA.

4.4.6 The milestones should include target dates for completing the following steps:

1. Drafting the initial Case for Change, mobilisation and scoping
2. Submitting the Implementation Plan to Welsh Government
3. Finalising the Case for Change and engaging with statutory bodies and others on the IWBA
4. Developing and refining proposals
5. Submitting the draft RTP and draft IWBA to Welsh Government for review
6. Publishing the revised RTP and IWBA for public consultation
7. Submitting the revised RTP, IWBA and consultation report to Welsh Government for approval by the Welsh Ministers
8. Publishing the approved RTP and IWBA.

4.4.7 Annex 5 provides key milestones.

4.4.8 The Implementation Plan should set out how the RTP will be developed including what work packages are needed, the governance arrangements, the timetable and milestones. It should include an engagement plan for the development of the RTP.

4.5 The Planning Process

- 4.5.1 Once the Case for Change has been established and the Implementation Plan has been agreed, the next step is for the CJs to develop the regional policies and high-level interventions to achieve the vision and objectives of the RTPs.
- 4.5.2 These policies and high-level interventions will set the framework for the projects and programmes in the RTDPs. This will ensure that what we are delivering directly contributes to regional and national priorities.
- 4.5.3 It is important that RTPs are developed in-house wherever possible, and consultants and specialists are only brought in where needed.
- 4.5.4 It is also important not to duplicate work and make best use of existing information and knowledge.
- 4.5.5 Engagement and review are essential parts of the planning process and will help make sure that the policies, programmes and projects maximise well-being.
- 4.5.6 Modelling can be used to test the effectiveness of policies and interventions at meeting our objectives against a do nothing or do minimum scenario. Any modelling must be proportionate to the funding available to deliver the RTPs.

4.6 Regional Transport Delivery Plans

- 4.6.1 RTPs must set out both policies for transport in the region and more specific information about how those policies will be delivered by local authorities in its Regional Transport Delivery Plan (RTDP).
- 4.6.2 The RTDP should take the form of a list of schemes and be ranked in order of priority in terms of impact on delivering WTS priorities. These should be the schemes that local transport authorities intend to invest in to deliver the RTPs.
- 4.6.3 The RTDP must set out how local authorities will meet the revenue consequences of the capital investment.
- 4.6.4 As well as using their own resources, CJs and local authorities are encouraged to be creative in seeking additional funding for transport investment. This could include private sector financing or funding from other funders.
- 4.6.5 Where Welsh Government funding is made available for local authority schemes once RTPs are in place, we would expect any schemes proposed for support to be identified and prioritised in the approved RTDP.

4.7 Monitoring and Evaluation Plan

- 4.7.1 The RTP must include a Monitoring and Evaluation Plan showing how regional progress in achieving the national priorities and ambitions in the WTS will be monitored, measured and evaluated. This must include the region's contribution to national decarbonisation and modal shift targets.
- 4.7.2 The Monitoring and Evaluation Plan should include a set of measures with baseline information for each. The measures can include qualitative outcomes and quantitative measures.
- 4.7.3 The measures should be based on the framework of measures used in the IWBA and updated if needed, drawing on the WTS Monitoring Framework adapted for regional needs. Transport for Wales published baseline data for the WTS Monitoring Framework and are reviewing and updating this on an ongoing basis.
- 4.7.4 CJsCs must submit annual performance reports on RTPs to Welsh Government each year.
- 4.7.5 A comprehensive evaluation should be prepared after three years to assess whether the RTP is delivering its outcomes, providing value for money and whether there are any unintended consequences. This should follow published guidance and best practice on evaluation.
- 4.7.6 The results of this comprehensive evaluation will feed into the subsequent RTP for each CJC, and the subsequent NTDP.

5 Integrated Well-being Appraisal

- 5.1.1 RTPs **must** be supported by an Integrated Well-being Appraisal (IWBA). Current guidance on IWBA is set out in the new draft WelTAG guidance. This should be used until the final guidance is published.
- 5.1.2 An IWBA shows how well-being has been considered in the plan including social, environmental, economic and place based and cultural well-being, and the five ways of working. It should also show how the RTP will contribute to other outcomes such as NetZero and equality.
- 5.1.3 IWBA is not new. Welsh Government publish Integrated Impact Assessments for new policies and programmes and public bodies are required to consider well-being. Strategic Environmental Assessments (SEAs) are used for plans that set the framework for development consents.
- 5.1.4 The IWBA simply tailors that process to the needs of transport policies, programmes and projects in Wales by aligning it with the WTS and the Well-being of Future Generations (Wales) Act 2015. It includes considerations relevant to transport services including equalities impact assessment, Welsh Language impact assessment and impact on NetZero ambitions.
- 5.1.5 Public Service Boards already publish well-being plans and report against well-being targets. Those documents will provide a useful starting point for developing the RTP and assessing the impact of RTPs on well-being.
- 5.1.6 Providing the IWBA identifies, describes and evaluates the “likely significant effects on the environment of implementing the plan and reasonable alternatives, taking into account the objectives and geographical scope of the plan”,¹⁷ there may be no need for a separate Strategic Environmental Assessment.
- 5.1.7 In accordance with the Equalities Act 2010, the IWBA should summarise the foreseeable impacts of the RTP on people who share protected characteristics (including disabled people and people with limited mobility) and how any potentially negative impacts have been mitigated or avoided. They should also show how the RTP has addressed the [socio-economic duty](#).
- 5.1.8 The IWBA should use an Integrated Well-being Appraisal Framework which incorporates the four well-being ambitions in the WTS and the measures in the WTS Monitoring Framework, including modal shift and decarbonisation targets.

¹⁷ Environmental Assessment of Plans and Programs (Wales) Regulations 2004

5.1.9 These can be supplemented with regional ambitions and measures drawing on, for example, Public Sector Board Well-being Plans or Regional Strategic Plans.

5.1.10 The IWBA should also show how the RTP has used five ways of working set out in the Well-being of Future Generations (Wales) Act 2015.

5.1.11 The IWBA should not be prepared after the RTP is drafted. Instead, well-being should be considered each stage in developing the RTP including the Case for Change, exploring options, the choice of final proposals and plans for monitoring and evaluation.

5.1.12 The four main steps in preparing and IWBA for a RTP are:

Step 1 before work commences: the project manager should 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.

Step 2 During the process of developing the RTP: an integrated well-being framework should be developed and agreed with key partners. Options for policies or 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.

5.1.13 CJs may wish to commission specialist impact assessments to explore particular topics in Schedule 2 of the environmental impact regulations or in relation to equality or Welsh language. They may also need specialist advice on calculating projected carbon emissions or health impacts. Information from these should be summarised in the IWBA which should take an integrated approach.

Annex 1: Regional Contacts

Transport Planning

For help with transport planning including RTP development and application of WeITAG:

	Welsh Government	Transport for Wales
North Wales	Corinna James* transportplanning@gov.wales	Ruth Wojtan Ruth.wojtan@tfw.wales
Mid Wales	Matt Jones transportplanning@gov.wales	Tracy Kearns Tracy.kearns@tfw.wales
South West Wales	Matt Jones transportplanning@gov.wales	Ben George Ben.george@tfw.wales
South East Wales	Corinna James transportplanning@gov.wales	Rob Jones Rob.jones@tfw.wales Amy Nichols (Cardiff) Amy.nichols@tfw.wales

*Temporary contact whilst a north Wales transport planner is appointed

North Wales Transport Commission

In developing north Wales transport policies, programmes and projects, the north Wales CJC and LAs must take account of the following documents:

- North Wales Transport Commission Interim Report
<https://www.gov.wales/sites/default/files/publications/2023-06/north-wales-transport-commission-interim-report-june-2023.pdf>

Key Contact:

Welsh Government
Lea Beckerleg Lea.beckerleg@gov.wales

Annex 2: Modal Plans and Strategies

Active Travel

In developing Active Travel policies, programmes and projects, including Safe Routes in Communities, CJs and LAs must take account of the following documents:

- Active Travel Act Guidance [Active Travel Act guidance \(gov.wales\)](#)
- [Each local authority's Active Travel Network Map, as submitted on DatamapWales, Active Travel Network Maps | DataMapWales \(gov.wales\)](#) and its associated scheme prioritisation schedule

Key Contacts:

Welsh Government	Transport for Wales
Natalie Grohmann activetravel@gov.wales	Matthew Gilbert activetravel@tfw.wales

Public Transport

In developing Public Transport policies, programmes and projects, CJs and LAs must take account of the following documents:

- Bws Cymru [Bws Cymru connecting people with places \(gov.wales\)](#)
- Bus reform white paper [One network, one timetable, one ticket: planning buses as a public service for Wales | GOV.WALES](#) and any subsequent legislation
- A Railway for Wales: Meeting the needs of future generations [a-railway-for-wales-the-case-for-devolution.pdf \(gov.wales\)](#)

Key Contacts:

Welsh Government	Welsh Government
Joe Doohar bus@gov.wales	Jodye Kershaw / Jon Travis rail@gov.wales

Road Safety

In developing Road Safety policies, programmes and projects, CJs and LAs must take account of the following documents:

- Road Safety Strategy for Wales [Written Statement: Road Safety Strategy \(15 December 2022\) | GOV.WALES](#)

We are developing a new Road Safety Strategy for Wales to align with the Wales Transport Strategy and Net Zero. We plan to launch the new strategy in early 2024.

We will provide a copy of the Road Safety Strategy for Wales once it is published.

Key Contacts:

Welsh Government
Ian Bradfield transportplanning@gov.wales

Ultra-low Emission Vehicles

In developing Ultra-low Emission Vehicle policies, programmes and projects, CJs and LAs must take account of the following documents:

- Electric Vehicle Charging Strategy for Wales [Electric Vehicle Charging Strategy \(gov.wales\)](#)
- Electric Vehicle Charging Strategy for Wales Action Plan [Electric vehicle charging strategy for Wales: action plan \(gov.wales\)](#)

Key Contacts:

Welsh Government	Transport for Wales
Karine Boucher transportplanning@gov.wales	Steve Ward steve.ward@tfw.wales

Roads

In developing Road policies, programmes and projects, CJs and LAs must take account of the following documents:

- Welsh Government response to the Roads Review [Welsh Government response to the Roads Review | GOV.WALES](#)

Key Contacts:

Welsh Government
Alison Thomas transportplanning@gov.wales

Freight

In developing Freight policies, programmes and projects, CJs and LAs must take account of the following documents:

- Freight & Logistics Plan for Wales

We are developing a new Freight & Logistics Plan for Wales. The plan will be developed through joint working and consultation with key stakeholders such as The Rail Freight Group, Road Haulage Association and Logistics UK. We intend to launch the plan by 2024.

We will provide a copy of the Freight & Logistics Plan for Wales once it is published.

Key Contacts:

Welsh Government
Jonathan Moody aviationportsandlogistics@gov.wales

Annex 3: Data to inform Regional Transport Plans

Data available to CJs from Transport for Wales

Subject to discussion and agreement of scope with Transport for Wales, the following data and analysis can be provided for use by CJs. Requests should be made to Welsh Government and Transport for Wales representations working with CJs across each region, who may engage with the Geospatial and Strategic Transport Analysis Unit (G-STAT)¹⁸.

Datasets

- Public Sector Geospatial Agreement (PSGA) data from OS, such as mapping tiles and AddressBase – note that this information can be supplied to CJs if they (or their legally accountable body) are signed up to the PSGA and can use their own OS licence number on maps that are produced when they use this data.
- Bus route coverage / bus stop mapping, updated to Q3 2022.
- GPS-based journey time data for main road links and corridors (up-to-date and historic) – note that permission will need to be granted by the Welsh Government before Transport for Wales can release this data to CJs.
- Summary annual rail demand for specific stations or specific rail corridors based on ticket sales data contained within MOIRA1, updated to year ending March 2022 – note that permission may need to be sought from GWR, Cross County or Avanti if CJs wish to publish information for rail lines/stations served by those operators.
- Origin-destination mobile network data summary mapping at the MSOA census level, from summer 2018 / spring 2019 (pre-pandemic). More recent datasets (for summer/autumn 2022) will be available spring 2023.
- High level GB National Trip End Model (NTEM) forecasts from the DfT's TEMPro.

¹⁸ Email: gstat@tfw.wales

Analytics

- Journey time accessibility isochrone mapping for public transport, walk, cycle access to specific destinations, by time of day. Similarly, journey time accessibility mapping for walk or cycle access to the public transport network. Based on Q3 2022 public transport networks.
- Catchment analyses, for populations within certain distances / times of bus stops and/or rail stations, using 2020 mid-year population estimates.
- Trip numbers and mode share estimates (2019) for each region.

Strategic transport modelling

- Base year travel demand matrices by time period (AM peak, inter-peak, PM peak), by mode (car, public transport) and by journey purpose (commute, business, other):
 - South East Wales Transport Model (SEWTM): 2015 base year (2022 version to be available mid-2023)
 - South West & Mid Wales Transport Model (SWMWTM): 2019 base year
 - North Wales Transport Model (NWTM): 2019 base year
- Scenario modelling / forecasts, following scoping discussions with Transport for Wales:
 - SEWTM: 2026/2036 (later forecast years to be available mid-2023)
 - SWMWTM: 2027/2042
 - NWTM: 2027/2042

Further information on the Wales Regional Transport Models is available at: [Wales Regional Transport Models | TfW](#)

Llwybr Newydd Wales Transport Strategy Monitoring Framework

Information on the national Wales Transport Strategy Monitoring Framework is available at: [Wales Transport Strategy Monitoring | Transport for Wales \(tfw.wales\)](#)

Annex 4: Regional Transport Plan Framework

1. Introduction

1.1 Plan Coverage and Period

Provide a brief introduction. Attach a location plan of area covered.

1.2 Links to Welsh Government Priorities

Provide information about links to priorities.

1.3 Review of Regional Transport Plan and Studies

Provide an overview of plans and studies reviewed.

1.4 Review of Policies and Other Plans

Provide a brief overview of documents reviewed.

2. Issues, Opportunities and Interventions

Issues and opportunities should relate to meeting the WTS priorities and targets for decarbonisation and modal shift, considering the well-being outcomes.

The interventions should focus on turning the WTS into action at a regional level. Whilst it will be the responsibility of local authorities to deliver the interventions in any approved RTP, the CJsCs should answer key questions as part of the RTP process pertinent to affordability, deliverability and management.

In line with WeITAG, an evidence-based approach should be applied, considering each issue, opportunity and outcome in the context of the current and future trends.

The five ways of working set out in the Well-being of Future Generations (Wales) Act should be followed to help ensure CJsCs think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. CJsCs should refer to the relevant guidance published by the Future Generations Commissioner for Wales¹⁹.

¹⁹ <https://gov.wales/well-being-future-generations-wales-act-2015-guidance>

RTPs should include a Regional Transport Delivery Plan, using the format below. This should provide a reference number alongside relevant evidence, issues, opportunities and interventions.

Ref	Evidence	What is the issue or opportunity?	What do we want to achieve? (Well-being outcomes)	How do we intend to achieve this? (Affordability, deliverability, and management)	When do we intend to achieve this? (Timescale)

The WTS identifies **four** key areas critical to the delivery of Welsh Government priorities and ambitions – decarbonisation, equality, integrated journey planning and rural. These cut across the different modes and sectors.

There are a wide range of commitments relating to each of these throughout the WTS. Annex 3 of the NTDP provides a summary of the main NTDP initiatives that will be key to delivering each pathway.

The RTP should include a summary of the main RTP initiatives that will be key to delivering each pathway.

3. Statutory Checks

CJC should provide details of screening undertaken and summarise any necessary statutory checks.

An IWBA should accompany the RTP.

4. Engagement

CJCs should provide details of who has been consulted, summarise feedback and explain how comments have been taken into account. This should be based on an Engagement Plan completed as part of the RTP Implementation Plan, and recorded in a Consultation Report, to be undertaken and satisfied as part of the WeITAG and IWBA process.

5. Monitoring and Evaluation

A Monitoring and Evaluation Plan will be required which describes how each intervention and its impacts will be monitored. This should follow WeITAG guidance as appropriate.

Annex 5: Key Milestones

- 31st October 2023 – CJCs to submit Implementation Plan to Welsh Government.
- 29th February 2024 – CJCs to submit RTP Case for Change including SMART objectives to Welsh Government
- 29th May 2024 – CJCs to submit initial draft RTP, IWBA and RTDP to Welsh Government BEFORE public consultation
- 31st October 2024 – CJCs to submit final draft RTP, IWBA and RTDP to Welsh Government
- 29th March 2025 – CJCs to submit final RTP, IWBA and RTDP to Welsh Government
- 30th June 2025 – Welsh Government decision on approval of RTPs

Future Generations Assessment Evaluation

(includes Equalities and Sustainability Impact Assessments)






<p>Name of the Officer completing the evaluation:</p> <p>Rhys Thomas</p> <p>E-mail: rhys.thomas@cardiff.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <ol style="list-style-type: none"> 1. To update the South East Wales Corporate Joint Committee (the CJC) on the transition of the Cardiff Capital Region City Deal (CCRCD) into the CJC. 2. To update the CJC on the current activities to fulfil its statutory duties to develop the Regional Transport Plan and the Strategic Development Plan.
<p>Proposal: CJC – Update</p>	<p>Date Future Generations Evaluation form completed: 31 July 2023</p>

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The report and appendices set out a progressive approach for driving prosperity within the region as it evolves its functions to embed CJC provisions and regulations.</p>	<p>In order to maintain business continuity and a seamless transition the report is focused on concurrence and the principles of transition and adaptation.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The central contention of the report is that covid-19, climate and low growth all poses a conundrum about the forward and how some of the behaviours around working together, innovating quickly and rapidly adapting can be maintained as a positive legacy in the new working arrangements.</p>	<p>A CJC will allow more freedom and flexibility and it is envisaged that climate and renewable energy for clean growth will be a key lever in this context. The report highlights the responsibilities of the CJC going forward and how the organisation is setting itself up to be able to manage those duties appropriately and proportionally.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Inclusion is a core theme of the approach and balancing a focus on levelling up the region with other regions in the UK to ensure CCR accesses all of the opportunities available to it – thus supporting not just sectors and industries but communities and people.</p>	<p>ESG and equality and diversity focus to ensure emphasis on societal and community needs.</p> <p>CJC will develop its own corporate policies in response to key duties in respect of WFG Act Wales, Equality and Human Rights and Nature and Biodiversity</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Putting in place a framework for regional cohesion whilst enhancing localism will support delivery of scale projects that make a difference across the geography, in tandem with local policies and levers that ensure citizens can benefit.</p>	<p>Work on the Northern Valleys will continue to be a key theme of CJC work – as will the emphasis on distributed, inclusive and resilient growth.</p> <p>CJC will also pick up the mantle on approval of key mechanisms such as the Regional Investment Plans for the Shared Prosperity Fund.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The principles look outward and focus on the FDI and international opportunities, which are particularly important post-EU exit.</p>	<p>Proposal for eventual radical decentralization of business functions and units currently operating at national level.</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The document represents a distinctive regional strategic approach to developing the economy.</p>	<p>CJC will develop its own corporate policies in response to key duties in respect of WFG Act Wales, Equality and Human Rights and Nature and Biodiversity</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The approach focuses on economic inclusion, levelling-up and a mission-driven approach capable of not just tackling economic problems – but societal ones too.</p>	<p>The CJC will begin to produce its own policies for equality and diversity and ensuring these are not just factors in assessing impact – but become central to the task of increasing productive capacity and inclusive growth in the first place.</p>

2. How has your proposal embedded and prioritized the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The CJC is a long-term construct and requires thinking ahead, however in the short-term a 'bare minimum' model is being put in place.</p>	<p>This will be subject to the first phases of work and the transition plan as well as the proposed interim first phase of operation.</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The principles of the structure recommended situate partnerships and the building of new institutional capacity at the heart of the new framework.</p>	<p>As the regs develop this will be further progressed. As work commences on immediate duties around the Strategic Development and Regional Transport Plans – consultation and engagement processes will be developed accordingly.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The plan will be backed by a wider comms plan which has already included meeting with the various CCR Partnership groups.</p>	<p>Challenge funds will be another perspective to bring to bear in this context.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The mission-driven/ challenge-led approach embedded will be a key means of experimenting in the prevention space</p>	<p>At project and programme level – there are a number of options the CJC will be looking at in quick time, regarding regional bus services and transport demand management. There is also work moving forward on Local Area Energy Planning to ensure prevention is prioritized.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The proposed impact assessments will give a comprehensive and ongoing overview of benefits, costs and results. Outcome focused reporting and accountability will be key to this.</p>	<p>This can be further reinforced in the CJC budget setting and when Cabinet and partners have access to greater freedoms and flexibilities and the full 'lift and shift' CJC model.</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Not relevant in this context since the principles, approach and ways of working apply to all prospective interests and stakeholders	As projects and programmes develop under the CJC, each will be subject to comprehensive assessments against the plans and procedures put in place to protect certain characteristics.	<p>A full ESG agenda and diversity and inclusion reviews into partnerships and groups will help ensure this agenda is embedding in ways of working and the culture that is created.</p> <p>A full training and development programme will also be devised in order to embed and 'bring to life' such considerations – not just as part of project assessments, but in seeking to address such concerns and issues as part and parcel of project business cases that are developed.</p>
Disability	As above	As above	As above.
Gender reassignment	As above	As above	As above.
Marriage or civil partnership	As above	As above	As above.
Pregnancy or maternity	As above	As above	As above.
Race	As above	As above	As above.
Religion or Belief	As above	As above	As above.
Sex	As above	As above	As above.
Sexual Orientation	As above	As above	As above.
Welsh Language	As above	As above	As above.

4. Safeguarding & Corporate Parenting. Are your proposals going to affect either of these responsibilities?

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not directly relevant –however, building the future economy should have a profoundly positive impact on ability to safeguard the future of our residents		This is dependent upon the brief for regional education consortia and whether or not, it is intended to be grouped within CJsCs.
Corporate Parenting	Not directly relevant – however building strength in the economy should create opportunities for all of the young people entrusted in our care and makes a direct contribution to wellbeing.		

5. What evidence and data has informed the development of your proposal?

As above.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

As above, the main implications will be in the delivery of this work.

7. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

Scrutiny by the CJC and quarterly performance – Lift and Shift anticipated to take place in 2023/24