



CJC JOINT OVERVIEW AND SCRUTINY COMMITTEE

INFORMATION REPORT – DECISION MAKING STRUCTURES CCR

REPORT OF THE SERVICE DIRECTOR DEMOCRATIC SERVICES, WELSH LANGUAGE AND COMMUNICATIONS RCTCBC

13 NOVEMBER 2025

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide Members with an update in respect of the Cardiff Capital Region (CCR) Corporate Joint Committee (CJC) governance arrangements, including details of its decision-making structure, sub-committees, advisory boards and company entities. The report attached at **Appendix A** aims to ensure Members are fully informed of the regional governance framework and how it interfaces with the Council's own decision-making and scrutiny processes

2. RECOMMENDATIONS

It is recommended that Members:

- 2.1 Note the governance structures and sub-committee arrangements in place under the Cardiff Capital Region Corporate Joint Committee as attached at **Appendix A**
- 2.2 Note that the CJC Joint Overview and Scrutiny Committee will receive a briefing session on the CCR Governance structures at a members briefing on the **25th November 2025**. Members will also receive further updates on any subsequent governance changes, membership updates or statutory requirements as they arise.

3. BACKGROUND

- 3.1 The Cardiff Capital Region (CCR) Corporate Joint Committee (CJC) is the main regional decision-making body responsible for promoting economic well-being, preparing a Strategic Development Plan, and developing a Regional Transport Plan.
- 3.2 The CJC has established a comprehensive framework of statutory, advisory and company based boards to discharge its functions effectively. The presentation delivered to Members provided a full overview of these arrangements.



- 3.3 The CJC also carries responsibility for the Constitution, corporate policy, annual budget, and a range of statutory corporate duties including the Well-being Statement, Biodiversity Plan, Child Poverty Strategy, Strategic Equalities Plan and Welsh Language duties

4. CCR GOVERNANCE STRUCTURES

- 4.1 The CJC is supported by a range of statutory committees, advisory boards, and company structures that help deliver its legal duties, shape regional policy, and manage investment. Key statutory committees include scrutiny, audit, standards, transport, and strategic planning functions. Advisory boards bring together partners from business, academia, and local government to guide economic growth, skills, and innovation. In addition, the CJC oversees several company interests, such as CSC Foundry Ltd and CCR Energy Ltd, which deliver major regional projects and investment programmes.

5. GOVERNANCE AND SCRUTINY ARRANGEMENTS

- 5.1 Rhondda Cynon Taf CBC continues to play a central role through the hosting of the Joint Overview and Scrutiny Committee, ensuring that robust scrutiny is maintained over the work of the CJC.
- 5.2 The governance framework promotes accountability, transparency and the alignment of regional and local priorities.
- 5.3 Future updates will be provided to the Committee to reflect any legislative changes, new programme boards or revised reporting arrangements.

6. EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 The CJC's governance structure ensures representation from across the region, incorporating members from business, academia, and the third sector, as well as each of the 10 constituent councils.
- 6.2 This inclusive approach aligns with the Well-being of Future Generations (Wales) Act 2015 by supporting a more equal, resilient and prosperous Wales.

7. FINANCIAL IMPLICATIONS

- 7.1 None directly arising from this report. Any costs associated with hosting or supporting CJC sub-committees will be met within existing regional budgets.



8. LEGAL IMPLICATIONS

- 8.1 The governance arrangements described are compliant with the Local Government and Elections (Wales) Act 2021 and associated statutory guidance governing Corporate Joint Committees

9. LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

- 9.1 The CJC's decision-making structure supports delivery of regional and local objectives relating to sustainable economic growth, integrated transport and strategic land use planning.
- 9.2 Effective governance contributes to the well-being goals of a prosperous, resilient and more equal Wales.



**Cyd-bwyllgor
Corfforaethol
De-Dwyrain Cymru**

LOCAL GOVERNMENT ACT 1972

**South East Wales
Corporate
Joint Committee**

**AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION)
ACT 1985**

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

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13 NOVEMBER 2025

**REPORT OF THE SERVICE DIRECTOR DEMOCRATIC SERVICES,
WELSH LANGUAGE AND COMMUNICATIONS**

Decision Making Structures - CCR

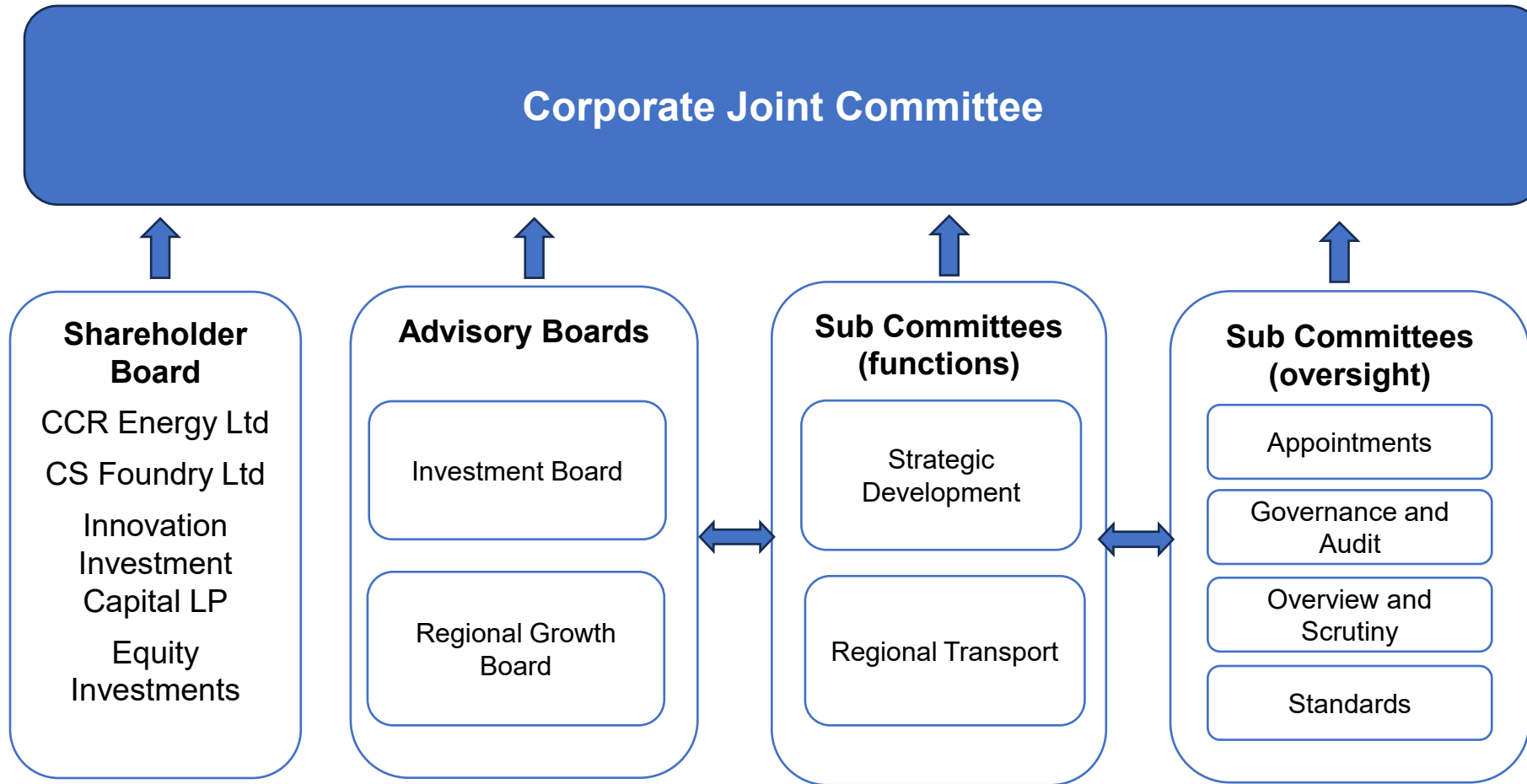
Part 3A – Matters Reserved to the Corporate Joint Committee and Delegation of Duties to Portfolio Holders

The CJC is the main decision-making body for the Cardiff Capital Region.

The CJC is responsible for three main statutory duties :

- **Preparing** a Strategic Development Plan
- **Preparing** a Regional Transport Plan
- **Doing** whatever is deemed necessary to enhance or promote the Economic Wellbeing of the area
- The Committee also has responsibility for the CJC's Constitution, policy setting, setting the annual budget, agreeing the terms of reference of its sub-committees and appointing Chief Officers. It must further enact a range of statutory corporate duties around a Wellbeing Statement & Objectives, Bio-diversity Plan, Child Poverty Strategy, Strategic Equalities Plan and Welsh Language.

Overview of Committee Structure



CJC Member Portfolios 2025/26

Governance, Resources & Assurance

Cllr Mary Ann Brocklesby (Chair)

Monmouthshire

Research, Innovation & Investment

Cllr Anthony Hunt (Deputy Chair)

Torfaen

Industrial Policy, Internationalisation & Core Cities

Cllr Huw Thomas (Deputy Chair)

Cardiff

Infrastructure and Major Projects Delivery

Cllr Andrew Morgan

Rhondda Cynon Taf

Climate Response

Vacant

Caerphilly

Spatial and Transport Policy

Cllr Lis Burnett

Vale of Glamorgan

Northern Valleys

Cllr Stephen Thomas

Blaenau Gwent

Cllr Brent Carter

Merthyr Tydfil

Building Capability – Data and Skills

Cllr Dimitri Batrouni

Newport

Economic Inclusion

Cllr John Spanswick

Bridgend

Current Committees, Sub-Committees & Advisory Boards (under CJC)

Related to Contractual Requirements (City Deal/ Investment Zone/ LIPF):

- Regional Growth Board
- Investment Board
- Chief Executive's Group
- Investment Zone Advisory Board
- LIPF Innovation Advisory Board
- Regional Skills Board (hosted by Newport)

Related to Statutory Requirements (CJC):

- Joint Overview and Scrutiny Committee (contracted under SLA to RCT)
- Governance and Audit Committee
- Standards Committee
- Appointments Sub-Committee
- Regional Transport Sub-Committee
- Regional Strategic Development Sub-Committee

Related to Company Law Requirements:

- CSC Foundry Ltd
- CCR Energy Ltd
- Innovation Investment Capital (LP)
- Shareholder Group

Related to Contractual Requirements - Programmes



Regional Growth Board

Composition

Up to 14 Members:

- Up to 12 members of the regional business, academic and thirds sector communities
- 1 member of the Regional Transport Sub-Committee
- 1 member of the Strategic Development Sub-Committee

Non-voting observers:

- Portfolio Holder for Research, Innovation and Investment
- Portfolio Holder for Industrial Policy, Internationalisation & Core Cities
- Co-Portfolio Holder for Northern Valleys

Terms of Reference

- Provides guidance and advice to the CJC on matters of regional economic policy and delivery.
- Brings the voice of business, Higher and Further Education and the wider public sector community to the CJC's policy making and delivery activity.
- Has no political agenda.

Regional Growth Board Membership

Lay Member, Chair	Kevin Gardiner
Lay Member	Prof. Wendy Larner
Lay Member	Dr Louise Bright
Lay Member	Mark John
Lay Member	Nick Bennett
Lay Member	Prof. Robert Huggins
Blaenau Gwent CBC	Cllr Stephen Thomas
Cardiff Council	Cllr Huw Thomas
Merthyr Tydfil CBC	Cllr Brent Carter
Monmouthshire CC	Cllr Paul Griffiths
Newport CC	Cllr Rhian Howells
Torfaen CBC	Cllr Anthony Hunt

Investment Board

Composition

10 Members:

- 5 members of the Regional Business Community
- 5 Public Sector Chief Executives

Terms of Reference

- Works with the CJC's Statutory Officers and external advisors to make recommendations to the CJC in relation to investment frameworks and strategies, investment advice on approved investment programmes and to contribute to the development of medium-term funding strategies.
- Complements the role of the Regional Growth Board by ensuring policy is converted to delivery and outcomes are achieved that align with the CJC's vision for high value jobs, productivity growth, shared prosperity and private leverage.
- Investment Board's remit is divided into four main parts:
 - Making recommendations to the CJC on new investment proposals;
 - Making recommendations to CJC Portfolio Leads on City Deal Wider Investment Framework sub-delegated funds;
 - Providing input and contributions to shaping new investment programmes; and
 - Investment monitoring and oversight.

Investment Board Membership

Lay Member (Chair)	Frank Holmes
Lay Member	Dr Carol Bell
Lay Member	Andrew Probert
Lay Member	David Stevens
Lay Member	Chris Sutton
Cardiff Council, CEO	Paul Orders
Merthyr Tydfil CBC, CEO	Ellis Cooper
Monmouthshire CC, CEO	Paul Matthews
Newport CC, CEO	Beverly Owen
Rhondda Cynon Taf CBC, CEO	Paul Mee

Regional Chief Executives' Group

Composition

- Chief Executive Officer of each of the 10 Constituent Councils
- Chief Executive Officer of the Brecon Beacons National Park Authority * for Planning/SDP only
- Chief Executive Officer of the CJC

Terms of Reference

- Responsible for bringing their collective expertise and experience to advise on regional strategy, policies and investment proposals.
- Provides Local Authority specific input into the development of policies, reviews investment proposals and monitoring reports, and provides feedback and advice to the Investment Board.
- Attends other forums and meetings to present public sector feedback and advice, and responds to requests from Welsh Government and UK Government for regional feedback on schemes, policy proposals and initiatives.

Regional Chief Executives' Group Membership

Corporate Joint Committee	Kellie Beirne
Blaenau Gwent CBC Torfaen CBC	Stephen Vickers
Bridgend CBC	Jake Morgan
Caerphilly CBC	Ed Edmunds
Cardiff Council	Paul Orders
Merthyr Tydfil CBC	Ellis Cooper
Monmouthshire CC	Paul Matthews
Newport CC	Beverly Owen
Rhondda Cynon Taf CBC	Paul Mee
Vale of Glamorgan	Rob Thomas

Appointments Sub-Committee

Composition

- Between 3 and 5 Members drawn from the CJC, convened as and when required

Responsibilities

- Responsible for the appointment, dismissal, or disciplinary action against Chief Officers and Deputy Chief Officers
- Determines the level of pay to be paid to Chief Officers
- Considers any appeal by a staff member against dismissal or disciplinary action decisions
- Approves any severance payments to Chief Officers
- Appoints Independent Members to the Regional Growth Board and the Investment Board

Regional Skills Partnership

Purpose

- Support Welsh Government Strategic Planning: Regional Skills Priorities.
- Provides Labour Market Intelligence to identify current and emerging skills gaps, across 6 priority clusters.
- Formation of a 3-year Regional Skills & Employment Plan.
- Stakeholder Engagement: Facilitate collaboration between FE, HE, employers, training providers, and local authorities.
- Curriculum Influence: Inform and influence curriculum development to meet regional sector needs.
- Funding Advice: Advise Welsh Government on post-16 education and training investment priorities.
- Monitoring & Evaluation: Track progress against regional skills action plans and report outcomes.

Composition

- Up to 24 Members - drawn from academia, government & industry bodies
- Board Members convene quarterly. Cluster Groups meet quarterly – Chairs of Cluster Groups as Board Members.

Regional Skills Partnership Board Membership

Leigh Hughes - Chair	Felicitas Consultants
Lisa Mytton – Vice Chair	Training Federation Wales
Rowena O’Sullivan	CCR
Lisa Jones	Bridgend CBC
Mark Owen	Careers Wales
Vivienne Buckley	Bridgend College (FE Rep)
Francis Cowe	USW (HE Rep)
Avril Lewis	Technology Connected
Ian Matthey	DWP
Rob Basini	FSB
Rob Davies	CITB
Mark Baines	Working Wales
Cllr Dimitri Batrouni	NCC - RSP Host
Tracey Brooks	NCC
Ruth Birch-Hurst	MEDR
Will McClean	MCC

Kevin Williams	Wales TUC
Kathryn Wing	Educ8 Training
James Davies	Industry Wales
Sharon Davies	Welsh Government
Caryn Grimes	RSP
Chris Meadows	CS Connected
David Chapman	UK Hospitality
Allizon Dowsell	Screen Alliance

Investment Zone Advisory Board

Advisory Board Established:

- After Gateway 5 approval (Q4 2025), an **Investment Zone Advisory Board** will be formed.

Purpose:

- Support mobilisation, detailed intervention design, and delivery.
- Provide expert advice and endorsement before items go to the Investment Board.

Key Functions:

- Review IZ programme business case, annual delivery plans, and intervention proposals.
- Offer feedback and endorsement.
- Supports effective collaboration across key delivery partners.
- Meeting minutes appended to papers for Investment Board and Regional Growth Board.

LIPF Innovation Advisory Board

* Board is to be set up in November 2025 as a mandatory requirement of the Local Innovation Partnership Fund (LIPF)

Composition

- Public sector leaders from Local Authorities, Welsh Government and other public bodies.
- Pro-Vice Chancellors from the three universities and a Further Education Representative.
- Private sector innovation experts such as Chief Technical Officers.
- National innovation experts such as the Connected Places Catapult.
- Chair of EPSRC from UKRI.

Terms of Reference

- Responsible for bringing their collective expertise and experience to advise on regional innovation strategy, policy and innovation-led investment proposals.
- To provide strategic insight on the LIPF specifically, analysing applications for investable projects and making recommendations to UKRI for investment.
- To develop and own the regional innovation strategy.
- To lead development of the regional innovation ecosystem to delivery measurable change.
- Responsibility to interact with Investment Zone, and any other funding mechanisms in the future with innovation being a core component.

Related to Statutory Requirements



Joint Overview & Scrutiny Committee

Composition

- 1 non-executive member from each of the 10 Councils (with 10 nominated deputies)

Responsibilities

- Responsible for reviewing and scrutinising decisions made by the CJC and making reports or recommendations to the CJC regarding the discharge of its functions.
- Where appropriate, the Joint Committee may recommend that a decision made by the CJC be reconsidered.
- The Joint Committee may require members or officers of the CJC to attend and answer questions. It may also invite other persons to attend its meetings.

JOSC is delivered via SLA by Rhondda Cynon Taf County Borough Council.

Joint Overview and Scrutiny Committee Membership

Rhondda Cynon Taf CBC (Chair)	Cllr Robert Bevan
Cardiff Council (Vice-Chair)	Cllr Peter Wong
Blaenau Gwent CBC	Cllr Jacqueline Thomas
Bridgend CBC	Cllr Simon Griffiths
Caerphilly CBC	Cllr Andrew Whitcombe
Merthyr Tydfil CBC	Cllr David Isaac
Monmouthshire CC	Cllr Armand Watts
Newport CC	Cllr Trevor Watkins
Torfaen CBC	Cllr Lynda Clarkson
Vale of Glamorgan	Cllr Susan Lloyd Selby

Governance and Audit Sub-Committee

Composition

15 Members:

- 1 non-executive member from each of the CJC's 10 Constituent Councils
- 5 Lay Members

Responsibilities

- (a) review and scrutinise the CJC's financial affairs;
- (b) make reports and recommendations in relation to the CJC's financial affairs;
- (c) review and assess the risk management, internal control, performance management and corporate governance arrangements of the CJC;
- (d) make reports and recommendations to the CJC on the adequacy and effectiveness of those arrangements;
- (e) review and assess the CJC's ability to handle complaints effectively;
- (f) make reports and recommendations in relation to the ability of the CJC to handle complaints effectively;
- (g) oversee the CJC's internal and external audit arrangements;
- (h) review any financial statements prepared by the CJC; and
- (i) exercise such other functions as the CJC may specify.

Governance and Audit Sub-Committee Membership

Lay Member (Chair)	Alan Davies
Lay Member (Deputy Chair)	Andrew Blackmore
Lay Member	Sue Eriksen
Lay Member	Colin Prosser
Lay Member	Cheryl Hucker
Blaenau Gwent CBC	Cllr Jacqueline Thomas
Bridgend CBC	Cllr Simon Griffiths
Caerphilly CBC	Cllr Ceri Wright
Cardiff Council	Cllr Kate Carr
Merthyr Tydfil CBC	Cllr David Isaac
Monmouthshire CC	Cllr John Crook
Newport CC	Cllr Phil Hourahine
Rhondda Cynon Taf CBC	Cllr Wendy Lewis
Torfaen CBC	Cllr David Williams
Vale of Glamorgan	Cllr Pamela Drake

Standards Sub-Committee

Composition

- Minimum 5 Members, including 3 Independent Members and 2 Members of the CJC's Constituent Councils

Responsibilities

- Responsible for promoting and maintaining high standards of conduct among members and co-opted members, assisting them in observing the Member Code of Conduct, and advising the CJC on adopting or revising the Code.
- It monitors the operation of the Code, provides advice or training to members on matters relating to the Code, and submits an annual report to the CJC detailing how its functions have been discharged during the financial year.
- The Standards Sub-Committee will be serviced by CCR for 2025/26; previously provided by Cardiff Council of the CJC.

Standards Sub-Committee Membership

Independent Member	Dawn Jones
Independent Member	Peter Brunt
Independent Member	Richard Hendicott
Independent Member	Roy Lynch
Blaenau Gwent CBC	Cllr George Humphreys
Bridgend CBC	Cllr Graham Walter
Merthyr Tydfil CBC	TBC

Regional Transport Sub-Committee

Composition

12 Members:

- Executive Member with responsibility for Transport from each of the 10 Constituent Councils
- 2 non-voting Members of the CJC who act as Chair and Deputy Chair

Terms of Reference

- Responsible for preparing regional transport strategies, plans, policies and programmes for approval by the CJC.
- Works with Welsh Government, Transport for Wales, user groups, industry and other stakeholders to coordinate transport planning and operations across the region on behalf of the CJC.
- Develops transport Candidate Schemes for assessment under the CJC Investment Framework.
- Provides advice and observations related to Candidate Schemes, with transport implications, submitted to the CJC by other bodies.

Regional Transport Sub-Committee Membership

Chair (non-voting)	Cllr Andrew Morgan
Deputy Chair (non-voting)	Cllr Lis Burnett
Blaenau Gwent CBC	Cllr John Morgan
Bridgend CBC	Cllr Neelo Farr
Caerphilly CBC	Cllr Nigel George
Cardiff Council	Cllr Dan De'Ath
Merthyr Tydfil CBC	Cllr Jamie Scriven
Monmouthshire CC	Cllr Catrin Maby
Newport CC	Cllr Rhian Howells
Rhondda Cynon Taf CBC	Cllr Ann Crimmings
Torfaen CBC	Cllr Amanda Owen
Vale of Glamorgan	Cllr Bronwen Brooks

Strategic Development Sub-Committee

Composition

13 Members:

- Executive Member with responsibility for Planning from each of the 10 Constituent Councils
- Member appointed by the Brecon Beacons National Park Authority
- 2 non-voting Members of the CJC who act as Chair and Deputy Chair

Terms of Reference

- Responsible for preparing a Strategic Development Plan for approval by the CJC, setting out the CJC's objectives in relation to development and use of land in its area and policies for the implementation of those objectives.
- Also responsible for keeping under review the matters which may be expected to affect the development, or the planning of the development, of its area.

Strategic Development Sub-Committee Membership

Chair (non-voting)	Cllr Lis Burnett
Deputy Chair (non-voting)	Cllr Andrew Morgan
Brecon Beacons NPA	TBC
Blaenau Gwent CBC	Cllr John Morgan
Bridgend CBC	Cllr Neelo Farr
Caerphilly CBC	Cllr Philippa Leonard
Cardiff Council	Cllr Dan De-Ath
Merthyr Tydfil CBC	Cllr David Jones
Monmouthshire CC	Cllr Paul Griffiths
Newport CC	Cllr James Clarke
Rhondda Cynon Taf CBC	Cllr Mark Norris
Torfaen CBC	Cllr Joanne Gauden
Vale of Glamorgan	Cllr Ruba Sivagnanam

Related to Company Law Requirements



CSC Foundry Ltd

Composition

10 Members:

- Each of the CJC's Constituent Councils have a nominated Director to the Board.
- A Chairperson is appointed by the Directors and rotate on an annual basis.

Terms of Reference

The Company has three categories of decisions to be taken in relation to the carrying out of the Business and how they will be taken:

- "Project Matter", being any operational matters related to delivering the plan approved by the board on a day to date basis;
- "Board Matter", being any operational matters relating to the implementation of the CSC Project in accordance with the Annual Business Plan;
- "CJC Reserved Matter" (previously a "JWA Reserved Matter"), being a matter that is not a Board Matter that shall be referred for determination by the Corporate Joint Committee.

Company Directors CSC Foundry Ltd

Newport CC (Chair)	Cllr Deborah Davies
Blaenau Gwent CBC	Cllr John Morgan
Bridgend CBC	Cllr Neelo Farr
Caerphilly CBC	Cllr Philippa Leonard
Cardiff Council	Ken Poole
Merthyr Tydfil CBC	Cllr Andrew Barry
Monmouthshire CC	Cllr Paul Griffiths
Rhondda Cynon Taf CBC	Cllr D Paul Griffiths
Torfaen CBC	Cllr Richard Clarke
Vale of Glamorgan	Cllr Neil Thomas

CCR Energy Ltd

Composition

The Board of Directors shall have a maximum of eleven (11) Directors appointed to it at any one time which shall comprise of six (6) Executive Directors (one of whom shall be a CJC Director) and up to five (5) Non-executive Directors.

Terms of Reference

The Company has four categories of decisions to be taken in relation to the carrying out of the Business and how they will be taken:

- "Management Team Matter" being certain day-to-day operational matters relating to the Business which have been delegated by the Board for the Management Team's decision;
- "Board Matter" being the day-to-day management and operational matters relating to the Business in which the Board will be able to make a decision and have the power to bind the Company in doing so;
- "CJC Matter" being certain key decisions relating to the Business which have been reserved to the CJC;
- The Company has also established the Strategic Steering Group in accordance with the provisions of Clause 8.9 to provide assistance to the Board in making decisions.

Company Directors CCR Energy Ltd

Director	Council/Organisation
Derek James	RCT
Marcus Lloyd	CCBC
Marcus Goldsworthy	Vale of Glamorgan CBC
Colan Mehaffey	SEWCJC
Prof Hywel Thomas	NED
Anthony Davies	NED
Jonathan Evans	NED

Shareholder Group

Composition

- CJC Member for Governance, Resources & Assurance (Chair)
- CJC Member for Research, Innovation & Investment
- CJC Member for Industrial Policy, Internationalisation & Core Cities
- The Directors of CSC Foundry Ltd, CCR Energy Ltd and Innovation Investment Capital Limited Partnership, together with the CJC-nominated Non-Executive Directors of companies in which the CJC has made equity investments, will be invited to report to the Board as and when required but are not members of the Board.

Terms of Reference

- Responsible for considering issues relating to the CJC's wholly-owned companies and companies in which the CJC has made equity investments.
- Makes reports and recommendations to the CJC, as appropriate.

Shareholder Board Membership

Chair	Cllr Mary Ann Brocklesby
Deputy Chair	Cllr Anthony Hunt
Deputy Chair	Cllr Huw Thomas

Innovation Investment Capital LP

- Limited Partnership for the purposes of deployment of IIC
- This comprises £50M fund for innovation scale-ups led by PWC and independent FCA accredited and registered fund managers, Capricorn Fund Managers Ltd, an institutional quality investment manager.
- Fund focuses on equity investments of between £2-7M
- The fund is managed at arms-length from CCR, with regular reporting against targets
- IIC LP has an advisory board which comprises:
 - CCR
 - Capricorn
 - PWC