

17 DECEMBER 2018 MEETING

2018-19 ANNUAL BUSINESS PLAN - QUARTER 2 PERFORMANCE REPORT

REPORT OF CARDIFF CAPITAL REGION DIRECTOR

AGENDA ITEM: 5

Reason for this Report

1. To inform key stakeholders, principally, Regional Cabinet and Wales and UK Governments of the Quarter 2 performance reporting position against the 2018/19 City Deal Business Plan, thus discharging the reporting requirements of the Assurance Framework and providing a comprehensive overview of progress.
2. To provide regional Cabinet with an update of actual expenditure and projected full year out-turn as at Quarter 2 against the approved Wider Investment Fund budgets as set out in the Annual Business Plan for the financial year 2018/19.
3. To note the changes to the format, structure and shape of the Performance Report itself, in order to provide a 'balanced scorecard' approach and a consistent, concise and coherent means of evaluating and monitoring wider performance and key success factors ongoing.
4. To approve the amended Work Programme, which underpins the Performance Report and has been revised to reflect the '10 point plan' priorities for evolving City Deal. Whilst this makes no material changes to the Joint Working Agreement Business Plan and Annual Business Plan, it gives greater focus to the ways in which goals and targets can be achieved with maximum productivity and effectiveness and regard for a wider set of Critical Success Factors.
5. To recommend that Regional Cabinet approve the Quarter 2 report, which has been seen and informed by Wales and UK Governments, in order for formal submission to government partners.

Background

6. Regional Cabinet approved its 2018/19 Annual Business Plan at its meeting on the 26th March 2018, which included details of the Wider Investment Fund budgets for that year. The report also provided an overview of the key work streams that would need to be progressed during the year.

7. At its meeting of the 18th June, Regional Cabinet received the 2018/19 Work Programme, which provided details of the tasks and activities required in the coming year to address the requirements of the Joint Working Agreement and the Assurance Framework. That programme of work was accepted by Regional Cabinet as the Work Programme for the 18/19 financial year, and allowed the required resources to be identified and for progress to be monitored by the Regional Cabinet.
8. The Work Programme also forms the basis of the Quarterly Performance Monitoring Reports which are issued to the UK and Welsh Governments. Minor changes have been made to the structure, format and shape of the Work Programme in order to:
 - Situate plans, actions and priorities in the context of the targets that City Deal is required to deliver against – GVA growth, job creation and leverage opportunities;
 - Be compatible with the Ten Point Plan (attached at Appendix 1) now needed to evolve the direction of City Deal and embrace factors wider than just technical projects and programmes – such as influence, challenge-led investment, the need for data, strategy, robust partnerships and a strong approach to internationalisation;
 - Provide a direct line of sight into the UK-wide Industrial Strategy and the £6.4bn available annually for investment in growing the UK's innovation economy, through the non-departmental government entity – UK Research and Innovation; and,
 - Align more comprehensively with the Welsh Government Economic Action Plan and its 'economic contract' and ambitions for 'good growth'
9. Whilst these minor and contextual nuances changes are important in terms of opening up the City Deal Programme to the factors that will be key in securing critical success, they do not detract or move away from the priority actions, objectives and goals set out in the Joint Working Agreement 5 year business plan and the Annual Business Plan for 2018/19. Section 3 of the re-configured Work Programme (Appendix 2), continues to embody the 'long list' of 'Key Programmes' that directly relate to both core City Deal origination documents. These continue to provide a detailed overview in relation to Skills, Transport, Housing Investment Fund, Digital, Energy, Sites and Premises, Regional Destination Management, Urban Renewal, Energy and Innovation and Entrepreneurship.
10. These changes are further reflected in the new make-up and structure of the 'covering' Performance Report. Rather than pages of narrative and extraneous detail, the headlines of the Performance Report are now extracted into a one page 'balanced scorecard' summary sheet which:
 - Sets out headline detail on key areas of progress; placing a clearer emphasis on delivery and actions that are outstanding and requiring attention;
 - Provides a high-level account of strategy and 'direction of travel' alongside assurance on matters relating to Finance, Risk and Assurance;
 - Captures key priority areas and activities guiding critical interventions and wider success factors, pertaining to Programme Delivery; Partnerships; Communications and Reach; Influence and Engagement and resultant/outstanding actions;

- Drives a greater sense of pace and urgency and adopts a dashboard format, which places an emphasis on getting things done, making the right connections, increasing influence and mobilising the resources, assets and expertise of key partners; and,
 - Demonstrates the underpinning importance of good culture, strong capability and engaged adaptive leadership.
11. The detail ordinarily contained within this report is now set out in the attached appendices.
- Appendix 1: CCR City Deal Quarter 2 Performance Report ‘Balanced Scorecard’
 - Appendix 2: CCR City Deal Quarter 2 Updated Work Programme
 - Appendix 3: AGS Action Plan Quarter 2 Update (containing the Risk Register) – Two of the five actions are complete, with the significant progress made against the remaining three actions.
 - Appendix 4: Internal Audit Action Plan Quarter 2 Update – Two of the four recommendations are complete, with the third recommendation expected to be completed by the 31st December 2018. The final recommendation is scheduled for completion by the end of the financial year.
 - Appendix 5: Wider Investment Fund Budget Quarter 2 Update – Full year spend is projected to be on target with the approved 2018/19 budget.
 - Appendix 6: Future Generations Evaluation
12. Regional Cabinet should note that the Joint Working Agreement (JWA) outlines timescales in which the Annual Business Plan should be prepared and the periods of notice to be given to relevant parties:
- Clause 7.3.1 provides that the draft Annual Business Plan should be circulated to the Joint Committee 90 business days prior to the end of the financial year, particularly with respect to annual spend for approved projects. This equates to a target date of the 4th December 2018;
 - Clause 7.3.2 provides that within 30 business days of the date of circulation of the draft Annual Business Plan that a Joint Committee meeting is convened to for the consideration and approval of the draft Annual Business Plan. This equates to a target date of the 21st January 2019.
13. It is proposed that, as the Joint Committee supporting arrangements continue to ‘evolve and bed down’ and because of some of the changes to format and structure already starting to be introduced through the changes in this quarter to evolving performance reporting, that (i) the time limits in clauses 7.3.1 and 7.3.2. be waived in respect of the 2019/20 Annual Business Plan and (ii) the Annual Business Plan for 2019/20 be reported to Regional Cabinet for approval prior to 31.3.19. The waiver of requirements required by the JWA, in effect, amount to an amendment of the terms of the JWA. The waiver in time limits is not deemed a substantive amendment to the terms and conditions of the JWA and the amendment, if acceptable, can be agreed by the Joint Committee, within the scope of its delegated powers.
14. This waiver will allow sufficient time for stakeholder consultation, and full consideration by members ahead of approval at the Regional Cabinet meeting, currently scheduled prior to the end of March 2019. In addition, regular updates will be provided to relevant parties throughout the business planning phase to allow

them to incorporate the up to date position within their respective budgeting processes.

REASONS FOR RECOMMENDATIONS

15. The approach to the ongoing development and delivery of City Deal is changing and evolving, to keep pace with the external environment, newly emerging challenges and opportunities and expectations. Rather than wait for a new financial year, and a new reporting cycle to implement updates and adjustments in style, tone and emphasis - and as these adaptations do not fundamentally change or undermine already approved plans and targets - it is important to demonstrate the ability of City Deal to pivot, modernise and evolve. Taking account of the wider critical success factors that do not currently form part of work programmes and performance reporting, is simply a way of enhancing and heightening progress and accelerating progress.

Legal Implications

16. The report (i) sets out the Quarter 2 performance and is submitted to Regional Cabinet for consideration pursuant to the reporting requirements within the Cardiff Capital Region City Deal Assurance Framework, (ii) seeks waiver of time limits in respect of submission of the Annual Business Plan 2019/20 (see paragraph 13, which contains relevant legal advice on this point) and (iii) seeks approval to the amended work programme. As regards individual projects referred to in the Work Programme, then legal advice on those projects will be reflected in the relevant reports as and when such matters are reported to Regional Cabinet.

Financial Implications

17. Regional Cabinet approved its 2018/19 Annual Business Plan and the associated budgets at its meeting of the 26th March. Appendix 1 provides an update as at Quarter 2, which indicates that the full year spend is projected to be on target with the budget. The projection includes a number of assumptions around the value of expenditure that may be incurred during the second half of the year.
18. Regular budget monitoring reports will be presented to Regional Cabinet throughout the year to ensure that any budget management issues that arise are highlighted at an early stage and appropriate action taken.

Future Generations and Wellbeing

19. Considerations relating to the duties under The Well-being of Future Generations (Wales) Act 2015 and in respect of Equality are described in Appendix 6.

RECOMMENDATIONS

It is recommended that the Cardiff Capital Region Joint Cabinet:

- a) Note the overall progress of Quarter 2 for 2018/19, including the position against the Wider Investment Fund budget and the revised 'performance scorecard' style of reporting;
- b) Consider and if deemed acceptable, approve the Quarter 2 performance report;

- c) Consider and if deemed acceptable, approve the amended and updated Work Programme with its emphasis on the wider critical success factors needed for success. To note, that notwithstanding such adjustments, the key line of sight back to the existing five year JWA Business Plan and the annual Business Plan 2018-19;
- d) Waive the time limit prescribed in clauses 7.3.1 and 7.3.2 of the Joint Working Agreement in relation to the preparation, circulation and approval of the draft Annual Business plan for 2019/20; and,
- e) Authorise the Director of the Cardiff Capital Region City Deal to formally submit the Quarter 2 performance report, including supporting information to both UK and Welsh Governments, and other stakeholders as required, on behalf of the Regional Cabinet.

Kellie Beirne
Cardiff Capital Region Director
17 December 2018

The following Appendices are attached:-

- Appendix 1: CCR City Deal Quarter 2 Performance Report 'Balanced Scorecard'
- Appendix 2: CCR City Deal Quarter 2 Updated Work Programme
- Appendix 3: AGS Action Plan Quarter 2 Update (containing the Risk Register)
- Appendix 4: Internal Audit Action Plan Quarter 2 Update
- Appendix 5: Wider Investment Fund Budget Quarter 2 Update
- Appendix 6: Future Generations Evaluation

GOOD GROWTH SUPPORTING & DELIVERING 5% GVA UPLIFT, 25K NEW JOBS & £4BN LEVERAGE

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|--|---|---|--|--|
| <p>STRATEGY & DIRECTION</p> <ul style="list-style-type: none"> • Sectoral analysis commissioned, first cut of data by end of December 2018. Data Dashboard work underway – first prototype early 2019 • Draft Regional Industrial Plan developed by REGP to go to Regional Cabinet in December 2018 • Electric Vehicle specialists Cenex, commissioned to develop EV Plan and bid to Innovate UK for Stations of Future • Response drafted to review of Research & Innovation Wales • Input provided into Review of Digital and Economic Strategy Wales • Principles of Investment & Intervention Framework established and agreed with REGP and Local Partnerships Commission • City Deal evolution -10 Point Plan converted to revised Work Programme • Co-investment agreement with Innovate UK on alignment of challenges. IUK to produce paper setting out scope in early 2019 | <p>FINANCE & ASSURANCE</p> <ul style="list-style-type: none"> • First meeting held of CCRCD Joint Scrutiny Committee in October 2018 and work programme agreed • Formal Future Generations assessment framework now in place for all decision-making reports • First UK National Evaluation Steering Group attended in September 2018 with second group meeting in Glasgow in 2019 Local evaluation models agreed for Gateway Review and first stakeholder surveys underway in December 2018 • First meeting of Implementation Board across UK, WG and City Deal held – no concerns raised • New Annual Governance Statement in place containing comprehensive Risk Log • 3 of 4 areas actioned on Internal Audit Report for 2018/19 • Work on the Investment Fund to be translated into a supplemental and business friendly Assurance Framework by Local Partnership • Financial reporting for Q2 – posted and on budget • Consolidated Statement of Accounts (including CSC Foundry Ltd) - posted | | | |
| <p>PROGRAMME PIPELINE & DELIVERY</p> | <p>PARTNERSHIPS</p> | <p>COMMUNICATIONS, MARKETING & REACH</p> | <p>INFLUENCE & ENGAGEMENT</p> | <p>ACTIONS PENDING</p> |
| <p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> • Draft project pipeline in development to underpin Innovation & Investment framework • Innovation and Investment framework key principles agreed – translation to toolkit on target for completion Jan 19 • Submission to Innovate UK – Stations of the Future (Metro Plus). Initial outline case on metro Plus received from Capita • NESTA commissioned to develop Skills for the Future business case • Graduate Placement Scheme – pilot proposal to be considered by Regional Cabinet December 2018 • Digital OBC draft received – workshop dates currently being set • Housing Investment Fund: OBC work underway. Match funding commitment to be agreed with WG • Outcome of Strength in Places fund submission awaited • CSA Catapult co-located with CSC Foundry Jan'19 with 5 year business plan and budget in place • Outline submission prepared for submission to WEFO 'Building Institutional Capacity' for Public Services Testbed • LFFN submissions made on Wave 3 – unsuccessful. Awaiting Wave 4 and confirmation awaited on the £200m announced for rural/ valleys in Autumn budget statement • 2 successful submissions notified on Energy Revolution | <p>Regional Economic Growth Partnership:</p> <ul style="list-style-type: none"> • Draft Regional Industrial Plan produced • Data work commissioned • Secured PhD studentships to inform data insight & foresight • Draft Innovation & Investment framework prepared • REGP Chairs' update <p>Regional Business Council:</p> <ul style="list-style-type: none"> • Session with Innovate UK on workshops for business on IS Challenge Fund • Draft Business Plan produced for Cabinet consideration in Dec 2018 • MIPIM preparation underway • Meeting with UK Dept. for International Trade to agree features for prospectus and panel representation at MIPIM <p>Regional Skills Partnership:</p> <ul style="list-style-type: none"> • Handover to RSP to Newport City Council in progress • Q1 performance report approved • Graduate scheme proposed and to be considered by Cabinet in Dec 18 <p>RTA:</p> <ul style="list-style-type: none"> • Capita commissioned to develop Business Case for Metro Plus (match to be agreed with WG) • Stations of the Future submissions made to IUK • EV Strategy work underway by CENEX | <ul style="list-style-type: none"> • Year to date, City Deal news articles directly generated: 93 • Website: 1959 overall visitors • Website: 5248 page views • Website: 206 contact page visits • Twitter: 2179 followers • Twitter: 78.3k impressions • Twitter engagement: 2k • Tweets: 74 RTs: 176 Link clicks: 849 • MIPIM promotional work in progress with production of video showcasing region & aerial photography • Shortlist of 3 potential schemes to feature in Dept for International Trade international investment prospectus • Role on the DfIT Investment Panel at MIPIM • New and improved City Deal website up and running • Feature in Western Mail by Chair of REGP on City Deal ambitions and progress • Sponsorship of Fast Growth 50 • Sponsorship of Wales in London Week 2019 and Panel representation and session for CCRCD | <ul style="list-style-type: none"> • CCRCD keynote speeches/ inputs to: <ul style="list-style-type: none"> • Social Business Conference (Wales Co-op Centre) • Magor Rail Group (Monmouthshire) • ARUP Autumn Lunch • Innovate UK: Women in Innovation Knowledge Transfer Network • Community Housing Cymru Annual Conference • IWA Event and report on Smart Regions • CIPFA Annual Conference • Cardiff Business Club • Wales Skills Board • CITB Roadshow • Gwent Futures • Launch of UKRI in Wales and meeting with CEO, Sir Mark Walport • Ian Campbell CEO of IUK – meeting February '19 • Roundtable session held on digital at Caerphilly CBC with DCMS Minister M. James • Input into UK Government pre-consultation on shaping Shared Prosperity Fund | <ul style="list-style-type: none"> • Formalise Innovation & Investment framework and 3 funds, decision in early 2019 with launch of Three Funds to follow • Update 5 Year Business Plan & produce 2019/20 Annual Business Plan • Transfer Sites and Premises work into Office of City Deal • Write formally to WG seeking clarity on position re: support for apprenticeships • Seek meeting with WG re: commitments to co-investment and pooling resources • Respond to formal Shared Prosperity Fund consultation • Respond to WG regional working proposals • Clarify position on topslice of Wider Investment Fund for resource and capacity investment • Clarify position on treatment of leverage in the Gateway Review • Focus work of s151 group on making progress with wider fiscal programme and measures - NNDR • Respond to WG Brexit impact assessment/ CCR impact • Produce Investment Prospectus |
| <p>CULTURE, CAPACITY & LEADERSHIP</p> <ul style="list-style-type: none"> • City Deal Office team planning day • New Structure & Resources proposal for City Deal Office & move to Tredomen office to establish 'front of house' presence | | <ul style="list-style-type: none"> • PhD KES studentships to commence in March 2019 • Prince2 Training for all City Deal Office staff • Challenge prize training – to be delivered by Nesta | <ul style="list-style-type: none"> • Knowledge development: KTN and bi-weekly team briefings • CCRCD role in assessing current round of SBRI bids • Secondment agreed with BG for temp Strategic Lead role | <ul style="list-style-type: none"> • CCRCD Director appointed to Chief Scientific Adviser's Panel Wales |

Cardiff Capital Region City Deal Work Programme 2018-19
Evolving our City Deal – Areas to Shape Emerging Regional Plan and Approach

(1) DATA RICH – EVALUATION READY

| To address the issue of low levels of data insight and foresight and to ensure we have a robust baseline from which track progress and key advancements | Q1 | Q2 | Q3 | Q4 |
|--|-----------|---|---------------------------------------|-------------------------|
| <ul style="list-style-type: none"> Commission sectoral analysis and an overview of competitiveness as regional and place level | | Work underway | First report due in Dec 2019 | Final report due |
| <ul style="list-style-type: none"> Commission work on a data dashboard to provide a portal that brings together and makes sense of data sources that are relevant to tracking and telling the story of the region | | | Commissioned and due in Q2-3 2019/20 | |
| <ul style="list-style-type: none"> Adopt the National Evaluation Framework and work with SQW to develop the local evaluation frameworks, logic models and plans to inform the work needed for the Gateway review | | Report approved by Cabinet in Sept 2018 | | |
| <ul style="list-style-type: none"> Action in conjunction with SQW, the first set of stakeholder surveys and interview to inform the work needed for the Gateway Review | | Preparation work underway | Phase 1 to be completed | Phase 2 to be completed |
| <ul style="list-style-type: none"> Secure investment through the KES Studentship scheme for PhD student to join the City Deal Office to inform and develop data capacity and competency | | | Secured with start date of April 2019 | |
| <ul style="list-style-type: none"> Complete the work commenced by Data Cymru on the Regional Skills database | | | Completed | |

(2) SETTING OUR STALL OUT – REGIONAL INDUSTRIAL STRATEGY / PLAN

| To set out our core competitive strengths and have a key means of engaging with the WG Economic Action Plan and the UK Industrial Strategy | Q1 | Q2 | Q3 | Q4 |
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| <ul style="list-style-type: none"> Develop context to the JWA five year business plan | | | Draft complete | Due for publication |
| <ul style="list-style-type: none"> Set out core competitive and sectoral strengths and demonstrate synergies with Four Grand Challenges & priorities featuring in the Economic Action Plan | | | As above | |
| <ul style="list-style-type: none"> Work with Welsh and UK Government to respond to the Local Industrial Strategy guidance and provide the first Industrial Strategy in Wales | | | Opportunity set out in Cabinet Report Dec 2018 | To be agreed across Reg Cabinet UK & Wales Govts |
| <ul style="list-style-type: none"> Demonstrate increased number of submissions into the Industrial Strategy Challenge Fund | | | Submissions made to: Energy Revolution SIPF Stations of Future | ongoing |
| <ul style="list-style-type: none"> Convert the core elements of the Industrial Strategy/ Plan into a CCR Investment Prospectus and to be ready for MIPIM in March 2019 | | | | To be completed |

(3) DELIVERY PIPELINE 'ECO-SYSTEM'

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| To develop the tools needed to enact robust assessment and decision-making in line with our key targets (GVA, jobs and leverage) and to monitor delivery against current work streams and projects | Q1 | Q2 | Q3 | Q4 |
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| <ul style="list-style-type: none"> Develop an integrated project pipeline document to be monitored and assessed by Regional Cabinet and informed by the REGP by end of 2018/19 | | | Work has commenced | To be completed |
| <ul style="list-style-type: none"> Develop and bring forward for approval by UK Govt, Wales Govt and CCR Cabinet, a new Investment and Intervention Framework and the establishment of three sub-funds to establish the criteria and evaluation tools for investment decision-making | | | Work has commenced and Local Partnerships commissioned | To be completed |
| <ul style="list-style-type: none"> Once approved, launch the three funds in early 2019 – Regional Infrastructure Fund, Challenge Fund and Innovation Investment Fund | | | | To have commenced |
| <ul style="list-style-type: none"> Preparation of the Annual Business Plan for 2019/20 | | | | To be completed |
| KEY PROGRAMMES (lifted from Annual Business Plan) | | | | |
| Regional Skills Partnership <ul style="list-style-type: none"> Redesign LSKIP to become CCR Employment and Skills Board | | | Reg Skills Partnership – now to be Transferred to NCC, Skills lead | To be completed |
| <ul style="list-style-type: none"> Plan delivery of WG contractual requirements | | | Q1 submitted and feedback received | As above |

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| <ul style="list-style-type: none"> Develop a CCR Employability Plan <p>Skills for the Future</p> <ul style="list-style-type: none"> To produce the Outline Business Case To produce a full business case by August 2018 To initiate phase 1 delivery <p>Connecting the Region</p> <ul style="list-style-type: none"> RTA Meetings to take place quarterly with progress reports to Joint Cabinet Finalise consultation on Regional Transport Plan Secure agreement of all 10 Councils for Regional Transport Strategy RTA to oversee development of Metro Plus scheme To prepare a programme business case for Metro Central in Cardiff Central Square and Business District <p>Digital</p> <ul style="list-style-type: none"> Secure project development support to design proposals for regional digital infrastructure Prepare a development plan business case for digital infrastructure OBC To report to Regional Cabinet to progress Sign up to Open Data Licence <p>Housing Investment Fund</p> <ul style="list-style-type: none"> Secure project development support to enable design and development of proposal To prepare and develop business case To report to regional Cabinet on progress in forming a Fund and comply with Assurance Framework to secure investment alongside WG <p>Strategic Sites and Premises</p> <ul style="list-style-type: none"> Identify agreed list of strategic sites Prioritise into short/med/long terms opportunities with WG Explore sources of investment and report findings | | | <p>Re-worked bus case underway. Nesta commissioned. Graduate scheme for approval to Regional Cabinet Dec '18</p> <p>Complete</p> <p>Underway</p> <p>Underway</p> <p>Underway OBC in draft and consultation day with EGP 12.12 Completed</p> <p>Business case underway with Dev Bank</p> <p>Phase work identified key sites and</p> | <p>To be completed</p> <p>Prog of quick wins underway</p> <p>To be completed</p> <p>To be completed</p> <p>To be completed</p> <p>To be completed</p> <p>Workshop with Regl Cabinet in Jan 19</p> <p>Match funding to be agreed Business case to be completed</p> <p>Site list and data visualisation to be complete</p> |
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| <ul style="list-style-type: none"> • Explore potential for a Regional Development Fund supported by WG and City Deal • Establish a strategic property register • Identify sources of investment for sites and premises redevelopment and development <p>Visitor Economy</p> <ul style="list-style-type: none"> • Produce regional visitor economy plan and for Regional Cabinet agreement • Review constitution of Destination Management Group • Identify and secure opportunities for delivery against the Plan • WG resources and City Deal resources to be aligned for delivery in CCR <p>Energy</p> <ul style="list-style-type: none"> • Identify regional investment opportunities in key renewable energy schemes, industrial energy management and manufacturing technologies • Identify and secure potential resources • Regional sustainable energy plan <p>Urban Renewal</p> <ul style="list-style-type: none"> • Develop proposals that revitalise town centres and urban locations • Identify all sources of funding to enhance centres and towns and opportunities for job creation and secure TRI <p>Innovation & Entrepreneurial Activity</p> <ul style="list-style-type: none"> • Support meetings of RBC and report recommendations to regional Cabinet and investment support for proposals • Secure project development support for the Technology Venture Capital Fund and secure investment support and decision through partners and Assurance Framework | | | <p>premises agreed with WG. Phase 2 work commissioned Work handed over to City Deal office</p> <p>Draft Plan produced Update to Regional Cabinet in Dec 2019</p> <p>Local Partnerships pro bono input Stations of Future submitted X two Energy Revolution schemes secured</p> <p>TRI proposals secured Bi-monthly TRI meetings</p> <p>MIPIM report supported 09.18 Superseded by Investment Framework</p> | <p>To be completed</p> <p>Work on plan to be underway</p> <p>2018/19 TRI scheme to be completed</p> <p>MIPIM to be completed</p> |
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| <ul style="list-style-type: none"> • Report progress on National Software Academy and development of National Cyber Academy • Public Services testbed to be rolled out and developed • Support and develop internationally renowned CSC Cluster • Support CSC Foundry Ltd and development of Foundry | | | <p>Not relevant at this time</p> <p>SIPF bid submitted</p> <p>ongoing</p> | <p>EOI to be submitted to WEFO</p> <p>SIPF notified</p> |
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(4) CONSOLIDATED & EFFECTIVE 'GOOD GOVERNANCE'

| To establish a streamlined effective 'good governance' that utilises the full range of talents, skills and assets available to City Deal | Q1 | Q2 | Q3 | Q4 |
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| <ul style="list-style-type: none"> • Develop the detailed 'Evaluation Criteria, Methodology and Weightings' along with a range of 'practical, user-friendly guidance notes' which support the Assurance Framework that demonstrates we are open for business and the way in which that business will be conducted | | | Under-way | To be completed |
| <ul style="list-style-type: none"> • Re-visit the number, variety, composition and frequency of the plethora of groups, partnerships and fora developed to support City Deal and streamline, consolidate and schedule into an appropriate and supportive governance network by end of Quarter 4 | | | | To be under way |

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| <ul style="list-style-type: none"> Transfer the 'host' authority status for the Regional Skills Partnership to lead body, Newport City Council | | | Transition period in effect | To be completed |
| <ul style="list-style-type: none"> Put in place arrangements for transitioning Lead Authority responsibility for CSC Foundry Ltd during 2019/20, including meeting all statutory requirements. | | | | To have commenced |
| <ul style="list-style-type: none"> Develop and monitor a concise and coherent Risk Register and complete work around City Deal wider Risk Environment | | | Actioned | To have commenced |
| <ul style="list-style-type: none"> Develop and implement a comprehensive Annual Governance Statement | | Actioned | | |
| <ul style="list-style-type: none"> Quarterly Financial Monitoring Reports to Regional Cabinet, Welsh Government and UK Government | | Actioned | | |
| <ul style="list-style-type: none"> Develop a new Future Generations/ Sustainability Assessment to demonstrate that all decisions are foregrounded in FG considerations | | Actioned | | |
| <ul style="list-style-type: none"> Actively contribute to and develop presence and profile at UK Govt Steering Group Meetings, Pan-UK Implementation Panel and all relevant cross-government partnerships | | Actioned | Actioned | |

(5) DEVELOP CITY DEAL INFLUENCE, PROFILE & VISIBILITY

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| To establish the profile and visibility of the City Deal and City Region with key decision-makers, investment sources and the people and organisations who can help grow our high potential ideas | Q1 | Q2 | Q3 | Q4 |
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| <ul style="list-style-type: none"> Address full range of external partnerships, events, investment community and others to develop understanding of the purpose and profile of CCR | | City Deal input at 5 events | City Deal inputs to 12 events | |
| <ul style="list-style-type: none"> Develop relationship with UKRI and Innovate UK through direct interaction, University-led partnerships and input into key policy and strategy development | | | CCRCD on GW4 Partnership | |
| <ul style="list-style-type: none"> Further develop relationship with WG and regional working structures and strategies | | | Director appointed to CSA Council | |
| <ul style="list-style-type: none"> Develop role of REGP as industrial figure-heads supporting CCR and CCRCD | | | REGP lead on Industrial Plan, data & investment framework | |
| <ul style="list-style-type: none"> Obtain a seat for CCRCD at UKRI level by 2021 | | | ongoing | On-going |

(6) CREATE 'OFFICE OF CITY DEAL'

| Develop a professional, efficient and sufficiently resourced City Deal Office capable of driving and delivering step change in the region | Q1 | Q2 | Q3 | Q4 |
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| <ul style="list-style-type: none"> Define and make a case for the capability and capacity needed to underpin delivery with a Resourcing Plan bringing forward for decision in January 2019 | | | Early thinking developed | To be complete |

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| <ul style="list-style-type: none"> Develop branding and marketing required to establish the City Deal core identity and brand and value proposition | | | Prototype designs established | To be complete |
| <ul style="list-style-type: none"> Establish a new CDO presence at the Innovation and Technology Centre in Tredomen with a clear 'front of house' provision | | | CDO move date 10 Dec | To be complete |
| <ul style="list-style-type: none"> Launch the new City Deal website | | | Completed | |
| <ul style="list-style-type: none"> Develop a comprehensive Communications plan and set targets for reach, profile and sentiment assessment | | | Draft developed | To be complete |
| <ul style="list-style-type: none"> Develop a targeted social media campaign | | | | ongoing |

(7) REFOCUS ROLE OF INDUSTRY & ENHANCE LOCAL LEADERSHIP

| To demonstrate City Deal is enabled and overseen by strong local leadership alongside strong and vibrant industrial leadership | Q1 | Q2 | Q3 | Q4 |
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| <ul style="list-style-type: none"> Develop a challenge-led approach which focuses on Regional Cabinet's approach and commitment to understanding and solving big problems in region | | | Part of Investment Framework - underway | To be underway |
| <ul style="list-style-type: none"> Develop the 'good growth' proposition and articulate ambitions for growth that is sustainable and inclusive | | | Part of Comms Plan - underway | |
| <ul style="list-style-type: none"> Work with Regional Business Council to establish the 2018/19 Business Plan to articulate their priorities and key activities to engage and involve the business community | | | For decision Dec 2018 | |

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| <ul style="list-style-type: none"> Support the increasing profile and growing programme of work of the Regional Economic Growth Partnership | | | Industrial Plan, data and investment framework | |
| <ul style="list-style-type: none"> Develop and submit proposal to WEFO for building Institutional Capacity – Public Services testbed | | | underway | completed |

(8) CHALLENGE FOCUSED & MISSION-LED

| Growing our ability to secure investment on a competitive basis | Q1 | Q2 | Q3 | Q4 |
|--|----|----|---|-----------------|
| <ul style="list-style-type: none"> Develop a challenge-fund to align with UKRI and UKIS 4 Grand Challenges | | | Underway as part of investment framework work | |
| <ul style="list-style-type: none"> Secure co-investment commitments from Innovate UK and WG | | | Proposal paper to be developed by InnovateUK | To be completed |
| <ul style="list-style-type: none"> Document learning from successful SBRI and GovTech work | | | | To be completed |
| <ul style="list-style-type: none"> Engage with work of Nesta's Challenge Prize Centre | | | Contact established | To be completed |
| <ul style="list-style-type: none"> Develop competency around Open Data and Open Data-led projects and propositions through the Digital OBC work | | | | |
| <ul style="list-style-type: none"> Secure UKRI resources in 5 major investment programmes in 2019/20 | | | | ongoing |

(9) INTERNATIONALISM & COMPETITIVE ADVANTAGE

| To grow the global reach and profile of CCR and CCRC and develop and market our comparative advantage | Q1 | Q2 | Q3 | Q4 |
|---|-----------|-----------|---|-----------------|
| <ul style="list-style-type: none"> Produce Investment prospectus by March 2019 for MIPIM that promotes both the region's liveability and investability | | | | To be completed |
| <ul style="list-style-type: none"> Promote region at MIPIM 2019 and work with Dept for IT to promote regionally significant scale projects and propositions in its Prospectus and take-up Panel opportunities | | | Contact established and drafts in development | To be completed |
| <ul style="list-style-type: none"> Support and sponsor Wales Week in London 2019 | | | Confirmed | To be completed |
| <ul style="list-style-type: none"> Develop links with the Vanguard and Manumix and the wealth of Knowledge Transfer Partnerships & programmes, bringing global great practice into the region | | | KTN participation with Innovate UK | |
| <ul style="list-style-type: none"> Promote our commitment to sustainable development through more targeted activity with public purpose organisations – Bcorps, Co-ops and employee-owned organisations and through a commitment to the Circular Economy | | | Yet to progress | |

(10) TOWARDS A MORE SELF-RELIANT CARDIFF CAPITAL REGION

| To develop City Deal alongside other means and mechanisms for reducing dependency and increasing regional economic self-reliance | Q1 | Q2 | Q3 | Q4 |
|--|-----------|-----------|-----------------|-----------------|
| <ul style="list-style-type: none"> Develop a plan to systematically explore, test and implement full range of fiscal powers and incentives – NNDR, Tax Increment Financing, Retail and Institutional Investment etc | | | Yet to progress | To be under-way |

| | | | | |
|---|--|--|---|-----------------|
| <ul style="list-style-type: none"> Develop, approve and implement Investment and Intervention Framework in order to target approach to investment leverage | | | Underway | To be completed |
| <ul style="list-style-type: none"> Identify the appropriate junctures at which to explore and develop the opportunities that currently sit outside of City Deal in order to begin bringing about greater coherence and clarity to the areas in which there is agreement to act as a region | | | Progress with Regional Skills Partnership and SDP | |
| <ul style="list-style-type: none"> Develop inter-regional links and connections and identify areas in which collaboration to enhance competition will best serve CCR | | | Input into Severnside Summit | ongoing |

Appendix 3 – AGS Action Plan: Quarter 2 Update

| | Assurance Statement | Suggested Action | Responsible Officer/s | Review Period | Mechanism for Review | Qtr 2 |
|-----------|--|---|---|----------------------|---|--------------|
| | Statements: 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 17, 18, 19, 20 | Periodic review of Good Practice Assurance Statements undertaken during the year. | Programme Director, s151 Officer, Monitoring Officer & CEXs | 6 monthly | Half-year review of AGS | Complete |
| 1 | Codes of conduct exist and are effectively communicated | Clarity needed on the applicability of Policies and Procedures outside of those explicitly outlined in the JWA The need to correctly document the employment arrangements in place is paramount. HR (Accountable Body) to advise, with any non-compliance escalated to CEXs via Programme Director | Programme Director with advice from Accountable Body | Quarterly | Progress against action monitored and reported on a quarterly basis | Complete |
| 2 | We ensure compliance with all relevant laws, regulations and internal policies | Need to remind City Deal partnering authorities of the Governance Protocol approved by the Joint Committee in relation to the decision making framework | Programme Director / CEXs | Quarterly | Progress against action monitored and reported on a quarterly basis | In Progress |
| 3 | We are committed to openness and acting in the public interest | It is recognised that the arrangements for Welsh Language need to be more visible and therefore, need to be strengthened | Programme Director with advice from Accountable Body | Quarterly | Progress against action monitored and reported on a quarterly basis | In Progress |
| 14 | We have mechanisms to review the effectiveness of our framework for identifying and managing risks | Programme Director to lead on putting in place the appropriate arrangements in respect of Strategic Risk Management | Programme Director | Quarterly | Progress against action monitored and reported on a quarterly basis | In Progress |

AGS 2018-19 Progress Overview Table: Quarter 2

| Assurance Statement | | Quarter | | | |
|---------------------|--|---------|--------|---|---|
| | | 1 | 2 | 3 | 4 |
| 1 | We have and effectively communicate codes of conduct to define standards of behaviour for members and staff, and we have policies for dealing with whistleblowing and conflicts of interest. | Yellow | Green | | |
| 2 | We ensure: a) Compliance with relevant laws and regulations, b) Compliance with internal policies and procedures, and c) that expenditure is lawful. | Yellow | Yellow | | |
| 3 | We are committed to openness and acting in the public interest. | Yellow | Yellow | | |
| 4 | We have established clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation. | Green | Green | | |
| 5 | We have developed and communicated a vision, which specifies intended outcomes for citizens and service users, which is used as a basis for planning. | Green | Green | | |
| 6 | We have translated the vision into courses of action for our function, its partnerships and collaborations. | Green | Green | | |
| 7 | We have mechanisms in place to review the effectiveness of the decision-making framework, including delegation arrangements, decision-making in partnerships, information provided to decision makers and robustness of data quality. | Green | Green | | |
| 8 | We measure the performance of services and related projects and ensure that they are delivered in accordance with defined outcomes and that they represent the best use of resources and value for money. | Green | Green | | |
| 9 | We have defined and documented the roles and responsibilities of members and management, with clear protocols for effective communication in respect of the authority and partnership arrangements. | Green | Green | | |
| 10 | Our financial management arrangements conform to all relevant legislative and best practice requirements. | Green | Green | | |
| 11 | We have effective arrangements in place to discharge the monitoring officer function. | Green | Green | | |
| 12 | We have effective arrangements in place to discharge the head of paid service function. | Green | Green | | |
| 13 | We provide relevant induction training and have mechanisms in place to identify the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training. | Green | Green | | |
| 14 | We have mechanisms to review the effectiveness of our framework for identifying and managing risks and performance and for demonstrating clear accountability. | Red | Yellow | | |
| 15 | We ensure effective counter fraud and anti-corruption arrangements are developed and maintained. | Green | Green | | |
| 16 | We have an effective scrutiny function is in place. | Green | Green | | |
| 17 | Our internal audit assurance arrangements conform to Public Sector Internal Audit standards and relevant best practice. | Green | Green | | |
| 18 | We have arrangements in place for the delivery of the core functions of an audit committee. | Green | Green | | |
| 19 | We provide timely support, information and responses to external auditors and properly consider audit findings and recommendations. | Green | Green | | |
| 20 | We incorporate good governance arrangements in our partnerships and other joint working arrangements. | Green | Green | | |

Quarter 1 Summary



Quarter 2 Summary



Strong (Green Rating) Level of Assurance (Statements 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19 & 20)

Quarter 2 Update: Following a 'status review', all 16 assurance statements have remained Green at Quarter 2, indicating a strong level of assurance. However, to ensure this position is maintained going forward, the following additional actions have been identified at the half-year review stage:

Assurance Statement 4: *We have established clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.*

Clear channels of communication have been established with the community and other stakeholders, however, it is recognised that further work is required to build on this position and respond to any feedback that is received.

1. A key channel of communication employed by the Cardiff Capital Region is its dedicated website. This is in the process of being relaunched to improve accessibility and navigation to ensure that the required information can be found quickly.
2. Work ongoing to develop further the working relationships and understanding with the Skills Partnership Board and the Regional Business Council.

Assurance Statement 6: *We have translated the vision into courses of action for our function, its partnerships and collaborations.*

Approval of the Joint Working Agreement (JWA) 5 year Strategic Business Plan and Annual Business Plans translates the Cardiff Capital Region's vision into tangible actions. However, to assist with monitoring actual progress against these plans, the need to introduce a mechanism for establishing and monitoring Key Performance Indicators (KPIs) has been identified. As a minimum these KPIs will need capture progress against the key criteria such as (i) £4bn of private sector leverage, (ii) the creation of 25,000 jobs and (iii) a 5% uplift in GVA in the region.

1. Consideration will be given to the introduction of KPIs as part of the 2019/20 Annual Business Plan approval process.
2. There is a need to provide guidance around the practical use of the Cardiff Capital Region's Assurance Framework, to ensure that proposals and approvals are fully compliant. Further guidance and supporting documentation to be prepared.

Assurance Statement 7: *We have mechanisms in place to review the effectiveness of the decision making framework, including delegation arrangements, decision-making in partnerships, information provided to decision makers and robustness of data quality.*

The Joint Working Agreement (JWA) contains the appropriate mechanisms to review the effectiveness of the decision making framework.

1. Decision being sought on whether any changes to delegation arrangements are needed in the current year.
2. Work is being progressed to establish a series of measures on the economic and social make-up and performance of the region, as well as a baseline against which future performance can be assessed. This data will inform the Gateway Review process and facilitate more effective decision making, through a better understanding of the region's strengths, and the opportunities which exist to make strategic interventions that are likely to have the greatest impact.

Moderate (Amber Rating) Level of Assurance (Statements 1, 2 & 3)

Assurance Statement 1: Codes of Conduct exist and are effectively communicated.

A moderate assurance rating was given to assurance statement 1 as it was acknowledged that some clarity was needed on the applicability of policies and procedures outside of those explicitly outlined in the Joint Working Agreement (JWA) e.g. specific employment arrangements etc.

Quarter 2 Update: Rating changed from Amber to Green following the action completed at Quarter 1.

Quarter 1 Action: The Accountable Body has provided the following clarity for circulation by the Programme Director in response to the action identified:

“All individuals working within the City Deal Programme Office are subject to the policies and procedures of their employer and any policies and procedures highlighted in any secondment agreement. Any arrangements which are not clear have been escalated to the Programme Director.”

Assurance Statement 2: We need to ensure compliance with all relevant laws, regulations and internal policies.

In respect of assurance statement 2, the moderate assurance rating reflected the need to remind City Deal officers of the approved Governance Protocol that is in place in respect of the decision making framework.

Quarter 2 Update: Further work completed during Quarter 2 on developing the 'Forward Plan', however, the rating remains at Amber at this time as it is recognised that further work is needed to communicate and practically implement the Forward Plan and lead-in times for cabinet reporting.

Quarter 1 Action: The Accountable Body has provided the following statement for circulation by the Programme Director in response to the action identified:

“Under the direction of the Regional Programme Director, colleagues involved in CCRCD will be instructed and reminded of the importance of complying with the protocol. In particular, that draft reports are developed and circulated for advice and comment in a timely manner, so that all have appropriate time to consider and input. A Work Programme has been developed and matters will be kept under review.”

Assurance Statement 3: We are committed to openness and acting in the public interest.

The moderate (amber) rating for assurance statement 3 recognises that arrangements for accommodating the requirements of the Welsh Language need to be more visible and therefore, require strengthening.

Quarter 2 Update: Whilst a number of actions relating to this assurance statement have been completed during the year, others actions are still in-progress at Quarter 2 and therefore the rating remains at amber.

Quarter 1 Action: The Regional Cabinet meetings are not held in fixed locations and it is the goal to continue hold meetings in a variety of locations and venues across the region in order to maximise accessibility across the geography. Consideration is currently being given the live-streaming of meetings and improved social media engagement.

In respect of Welsh Language Scheme requirements, cabinet agendas are currently produced in Welsh and reports and items are available in Welsh upon request. The same applies to relevant policies, strategies and plans and consultation papers. Policies and procedures will be constantly updated to reflect changing guidance and to ensure there is clarity about our role and obligations in this regard and that services in Welsh are clearly visible to all.

Limited (Red Rating) Level of Assurance (Statements 14)

Assurance Statement 14: We have mechanisms to review the effectiveness of our framework for identifying and managing Risks.

The assessment acknowledged that operational (including investment) decisions are informed by a good understanding of risks. All decision-making reports are considered to draw appropriate attention to relevant risks and are supported by the inclusion of detailed implications e.g. Legal, Finance, HR etc. prepared by professionally qualified staff.

However, it was also recognised that the absence of a risk management strategy to formalise a process for the identification, reporting, escalation and management of risks, represents a significant gap in assurance at a strategic risk management level. Accordingly, this area was considered to represent a limited level of assurance and required the Programme Director to lead on putting in place the appropriate arrangements in respect of Strategic Risk Management.

Quarter 2 Update: The rating for this assurance statement has reduced from Red to Amber following a second workshop session, where 9 strategic risks to the City Deal delivery were identified for inclusion in the City Deal Strategic Risk Register. These strategic risks are as follows:

- CDR1: Business Plan Delivery
- CDR2: Governance & Effective Decision Making
- CDR3: City Deal Programme Scope & Funding
- CDR4: Financial Affordability
- CDR5: Funding Terms & Conditions
- CDR6: Workforce

- CDR7: Further Regional Working
- CDR8: Specific Project Delivery
- CDR9: Brexit

These risks have been assessed and evaluated using a Risk Register template that has been tailored to the needs of the City Deal and is compliant with the Accountable Body's reporting requirements (the full Strategic Risk Register is attached as Appendix 3.i). Outlined below is a high level summary of these risks extracted from the Strategic Risk Register as at Quarter 2, which provides a breakdown of risks by their risk status, their inherent (pre-control) risk score, the residual risk score (post-control score).

| Risk Ref | Risk | Inherent Risk | | Residual Risk | |
|----------|--|---------------|--------|---------------|--------|
| | | Likelihood | Impact | Likelihood | Impact |
| CDR1 | Business Plan Delivery | B | 1 | C | 2 |
| CDR2 | Governance & Effective Decision Making | C | 2 | D | 2 |
| CDR3 | City Deal Programme Scope & Funding | B | 1 | C | 2 |
| CDR4 | Financial Affordability | C | 2 | D | 2 |
| CDR5 | Funding Terms & Conditions | C | 1 | C | 2 |
| CDR6 | Workforce | C | 3 | D | 3 |
| CDR7 | Further Regional Working | D | 2 | D | 3 |
| CDR8 | Specific Project Delivery | B | 2 | C | 3 |
| CDR9 | Brexit | B | 2 | C | 2 |

The next steps will involve further refining the approach to risk to ensure that the Risk Environment (Risk Policies, Strategies, reporting and escalation etc.) is fully embedded within the City Deal. It is expected that over the longer term, the risk management approach is further developed and will be reported to Regional Cabinet as a standalone agenda item.

Quarter 1 Action: The Programme Director commissioned external consultancy support from the Vale of Glamorgan Council in July 2018 to undertake this work on assessing and preparing a Strategic Risk Register. In addition, the commission will identify and recommend appropriate monitoring and review mechanisms. This work is being supported by the Accountable Body, in-line with the requirements of the JWA.

Cardiff Capital Region City Deal Statigic Risk Register

| Ref | Risk Description | Potential Impact | Risk Owner | Inherent Risk | | Current Controls | Residual Risk | | Proposed Management Actions |
|-----|---|--|------------|---------------|--------|--|---------------|--------|--|
| | | | | Likelihood | Impact | | Likelihood | Impact | |
| 1 | Business Plan Delivery Failure to unlock the significant socio-economic potential within the City Region articulated by failing to achieve the City Deal's objectives contained in the Business Plan relating to economic growth and employment and opportunity. | The well-being of current and future generations is negatively impacted by reduced opportunities for employment, travel and access to skills development. The reputation of the City Deal is negatively impacted through non-delivery of the business plan's objectives. | | B | 1 | 1 - JWA Business Plan sets out the plan for 5 years and the strategic direction of the City Deal, which is captured through key in principle project decisions. 2 - The JWA and Assurance Framework provides for consultation with Programme Board and stakeholder bodies prior to decisions made by the Joint Cabinet. Decisions are made with regards to City Deal KPIs (including job creation, GVA, private sector leverage). | C | 2 | A - Develop a pipeline of projects, including on-going consultation and collaboration with key stakeholders, including the advisory bodies the REGP, RTA, RBC and SPB. B - Identify additional and supplementary funds and approaches through the integration of City Deal investment with other regional investment/funding/programme sources. The Investment Framework sets out the investment that the City Deal will make with other funding being leveraged from elsewhere. |
| 2 | Governance & Effective Decision Making Failure to ensure appropriate governance arrangements are in place and that decision making is ineffective, including the ability to make balanced and comparable decisions across the portfolio. There is also a risk of a lack of clarity of the roles and responsibilities of advisory bodies and how these are involved, consulted and integrated into the work of City Deal projects. | Sound decision making is undermined leading to a risk of legal challenge, with associated reputational impacts. Ineffective decision making impacts on the City Deal's ability to deliver its objectives, with negative impacts on the well-being of citizens in the long-term. Ineffective working relationships between Regional Cabinet and Advisory Bodies could lead to a negative reputational impact, impact on the ability to make effective decisions and to ensure projects are efficiently delivered with common purpose and no duplication or missed opportunities to deliver the objectives of the City Deal. | | C | 2 | 1 - JWA approved by 10 Councils and in place and includes details of delegations and decision making conforms to these requirements. 2 - Governance protocol is in place and is designed to ensure compliance with relevant laws and regulations, including timeliness and adequacy of information to support decision making. 3 - Completion of the AGS proforma by those responsible for and supporting governance matters, coupled with the process of consulting with the wider CEX group. The resulting Action Plan demonstrates that a mechanism for reviewing effectiveness of decision making is in place (See AGS assurance statements 5, 6, 8 and 20). Introduction of the Joint Scrutiny function during 18/19 introduces a further mechanism of review. 4 - Assurance Framework has been accepted by UK & Welsh Government. All investment proposals must comply with Assurance Framework and Gateway review every 5 years ensure mechanisms for review. 5 - Quarterly performance reporting to the Regional Cabinet is in place to review actions arising from the AGS. 6 - Quarterly liaison meetings with UK and Welsh Government in place. 7 - The RTA set up as a sub-committee and terms of reference approved by Regional Cabinet. 8 - REGP has been set up as a forum and terms of reference approved by Regional Cabinet. | D | 2 | A - Encourage the JWA and governance protocol to be adhered to through the City Deal Office reviewing all reports for Cabinet's consideration. B - Ensure there is an effective Cabinet agenda Forward Plan with adequate timescales. C - Monitoring of AGS Action Plan through quarterly performance reports. D - Review of Assurance framework to aid understanding and streamline processes where applicable. E - Work with the Business Council to collaboratively develop a Business Plan and funding arrangements. F - LSKIP has been established outside of the City Deal, but continue to explore ways to involve the body as a consultee body for City Deal projects, Skills for the Future project. |
| 3 | City Deal Programme Scope & Funding The risk of a mismatch in expectations and understanding of the scope of the City Deal in terms of what it can deliver and what people anticipate it is for. Failure to meet the requirements of the Gateway Review. This could ultimately lead to the risk that 1 or more LAs withdraw from the Joint Working Agreement that governs the City Deal . | The objectives of the City Deal are not delivered, with associated impacts on the well-being of current and future generations. Failure to meet the requirements of the Gateway Review lead to further grant funding not being forthcoming and the potential claw back of funds already received, as well as additional reputational impacts. | | B | 1 | 1 - JWA Business Plan sets out the plan for 5 years and the strategic direction of the City Deal, and captured key in principle project decisions. 2 - The City Deal PMO and Accountable Body are working with SQW and Welsh Government to ensure gateway review preparation work is comprehensive and completed on time, including regular bi-monthly meetings. 3 - Quarterly performance reports on progress on project delivery and outcomes/KPIs throughout the year. 4 - The City Deal Assurance Framework is in place which requires projects to go through a formal business case development cycle with Programme Board and Regional Cabinet sign off. This includes details of the financial assessment done as part of that process will consider matters such as deliverability, value for money and compliance with funding Terms and Conditions. Decisions are made with regards to City Deal KPIs (including job creation, GVA, private sector leverage). 5 - An appropriate level of resources (capacity and capability) have been identified to identify Gateway Review metrics and ensure on-going data analysis work is undertaken. 6 - Challenge is provided by the Programme Board and advisory bodies to ensure the Scheme Assessment, Appraisal and Evaluation framework is robustly applied. 7 - City Deal is trail blazer on a local Economic Strategy, thematically delivered in line with heads of terms and informed by appropriate data. 8 - Provisions of the JWA have a 'lock in' period to the first Gateway Review. | C | 2 | A - Ensure the Programme Director continues to ensure the controls remain in place, including the regular meetings, assurance framework activities and processes, taking into account and responding to feedback appropriately. B - Implement an Investment and Intervention framework to assist prioritisation via criteria. C - Develop a pipeline of projects, including on-going consultation with the REGP, RTA, RBC and SPB. D - Identify additional and supplementary funds and approaches through the integration of City Deal investment with other regional investment/funding/programme sources. The Investment Framework sets out the investment City Deal will make with other funding being leveraged from elsewhere. |

| | | | | | | | | | |
|---|---|---|--|---|---|---|---|---|--|
| | | | | | <p>9 - Regular Leader briefings undertaken to demonstrate the ongoing value of City Deal to each partnering Council.</p> <p>10 - Welsh Government has established regional economic frameworks and are dealing with the region as a body, recognising the established functional economic geography.</p> <p>11 - Consideration is already being given to alternative and additional approaches to enable legal/governance mechanisms to be put in place to enable further regional working in addition to the City Deal structures where it is more appropriate or tactical to do so.</p> | | | | |
| 4 | <p>Financial Affordability Risk of the affordability envelope being materially exceeded.</p> | <p>Further financial investment would be required from Councils above existing approvals, which if not forthcoming could lead to the incomplete delivery of City Deal projects, with associated well-being and reputational impacts.</p> | | C | 2 | <p>1 - JWA and Assurance Framework requires compliance with the HMT Business Case development process where the financial case will need to set out the whole life costs of projects being taken forward.</p> <p>2 - Reports to Regional Cabinet include an assessment of a project's financials on the approved affordability envelope, including the potential for further investment.</p> <p>3 - Quaterly performance reports include a review of financial affordability.</p> <p>4 - Liaison between Accountable Body and S151 Officers is undertaken to review the financial strategy, which underpins the affordability model which includes input from the 10 LA finance officers. This will inform each Council's Medium Term Financial Plans, their respective capital programmes, treasury management strategies and prudential indicators.</p> | D | 2 | <p>A - Ensure the Programme Director continues to ensure the controls remain in place, including the regular meetings, assurance framework activities and processes.</p> <p>B - Identify additional and supplementary funds and approaches through the integration of City Deal investment with other regional investment/funding/programme sources. The Investment Framework sets out the investment City Deal will make with other funding being leveraged from elsewhere.</p> |
| 5 | <p>Funding Tems & Conditions Non-compliance (or being deemed to not be compliant) with grant funding terms and conditions.</p> | <p>No further grant funding is forthcoming and the potential claw back of funds already received, leading to strategic objectives not being met. Negative impact on the reputation of the City Deal.</p> | | C | 1 | <p>1 - The City Deal Assurance Framework is in place which requires projects to go through formal business case development cycle with Programme Board and Regional Cabinet sign off, including details of the financial assessment done as part of that process will consider matters such as deliverability, value for money and compliance with funding Terms and Conditions.</p> <p>2 - Quarterly performance reports on progress on project delivery and outcomes/KPIs throughout the year.</p> <p>3 - Regular bi-monthly meetings with UK and Welsh Government, supplemented by the 5 year Gateway Review process add appropriate challenge and review mechanisms.</p> <p>4 - Accountable Body undertakes its role with regards grant monitoing, including the requirement for the S151 Officer to sign an annual grant release form confirming the terms and conditions of grants will continue to be monitored and met.</p> <p>5 - Production of the AGS and internal audit processes ensure checks and balances are executed on the compliance against grant terms and conditions.</p> | C | 2 | <p>A - Ensure ongoing compliance with curent controls.</p> |
| 6 | <p>Workforce The risk that there is insufficient capacity and capability within the City Deal to deliver the Business Plan.</p> | <p>Delays of project delivery. Impact on sound decision making and governance. Impact on the Gateway Review. Negative impact on the City Deal. Inability to effectively involve, engage, communicate and influence our communities. Negative impact on the image of the City Deal.</p> | | C | 3 | <p>1 - Regional Director is in post and is undertaking a review of the project pipeline, including the level and type of resources required.</p> <p>2 - 5 Year JWA Business Plan with Annual Business Plan sets out the overall level of available resources to deliver projects.</p> <p>3 - The Annual budget setting process seeks to ensure sufficient resources are allocated to deliver the Annual Business Plan.</p> <p>4 - HMT Business Case Model and Assurance Framework includes a requirement to identify the resources required for specific project development and delivery.</p> <p>5 - Quarterly performance reports on progress on project delivery and outcomes/KPIs and budget monitoring throughout the year.</p> <p>6 - Leaders in place as figureheads for the City Deal and able to advocate and understand the potential and benefits of the City Deal.</p> | D | 3 | <p>A - Programme Director to present proposals in respect of the Office of the City Deal.</p> <p>B - Consider undertaking a Training Needs Analysis and development of a training and Organisational Development plan for the City Deal Office.</p> <p>C - Ensure ongoing compliance with current controls.</p> |
| 7 | <p>Further Regional Working Failure to identify and agree ways to integrate the scope of the City Deal with other regional mechanisms that would enable greater benefits to be delivered for citizens through collaboration.</p> | <p>Potential limitation on the benefits delivered for citizens. Without appropriate legal considerations, decisions could be taken ultra vires with associated risk of potential legal challenge. Negative impact on the City Deal in terms of reputation and financial compliance.</p> | | D | 2 | <p>1 - JWA has been approved by all 10 partnering Councils and includes details of the role and scope of delegations to CCR Regional Cabinet.</p> <p>2 - The Accountable Body advises on the delegations to ensure these fall within the approved scope as set out in the JWA.</p> <p>3 - Consideration is given to other methods of regional working, where the matter cannot be met within the remit of the City Deal.</p> | D | 3 | <p>A - Ensure ongoing compliance with current controls.</p> |

| | | | | | | | | | |
|---|---|---|--|---|---|--|---|---|---|
| 8 | <p>Specific Project Delivery The risk that there is insufficient progress made in developing, approving and delivering projects as anticipated that contribute to the overall business plan and objectives of the City Deal.</p> | <p>Potential limitation on the benefits delivered for citizens. Without appropriate legal considerations, decisions could be taken ultra vires with associated risk of potential legal challenge. Negative impact on the City Deal in terms of reputation and financial compliance.</p> | | B | 2 | <p>1 - JWA and Assurance Framework requires compliance with the HMT Business Case development process where the financial case will need to set out the whole life costs of projects being taken forward, including a summary of risks and resources required.</p> <p>2 - Quarterly performance reporting process in place requiring projects to provide updates associated with progress and achievement of benefits/ performance against KPIs.</p> <p>3 - Project risk registers in place tracking specific project risks.</p> | C | 3 | <p>A - Develop a pipeline of projects, considering the balance across the portfolio and achievability in terms of resources, scope and interdependence between projects.</p> <p>B - Ensure ongoing compliance with existing controls.</p> |
| 9 | <p>Brexit Brexit leads to a deterioration in the macro economic environment (for example, interest rate rises, inflationary pressures and the impact on currency exchange and the supply chain) and post-Brexit funding opportunities are not forthcoming.</p> | <p>This risk has impacts for the communities of the City Region area in terms of productivity, growth and well-being. Any impact on the financial resources available to the City Deal (through inflationary pressure or future funding opportunities being restricted) limits the ability for the City Deal to influence other regional working mechanisms and deliver the objectives of the Business Plan, with associated reputational and well-being impacts.</p> | | B | 2 | <p>A - On-going lobbying by City Deal with Welsh Government and the Welsh Office to set out the issues that the City Deal would face.</p> <p>B - Business Plan financial modelling and reporting includes predictions of inflation rate trends.</p> <p>C - HM Treasury 5 Case Model requires sensitivity analysis and optimism bias to be undertaken.</p> | C | 2 | <p>A - Ensure ongoing compliance with existing controls.</p> |

Appendix 4 - Internal Audit Action Plan: Quarter 2 Update

1. Cardiff Council's Internal Audit Service is responsible for providing internal audit services to the Cardiff Capital Region City Deal, through a Service Level Agreement (SLA) with the Accountable Body. To enable the Internal Audit Service to fulfil its role, a 5 year audit plan has been prepared covering the period from 2017-18 to 2021-22 and sets out the proposed work required each year, to secure appropriate levels of assurance.
2. The first audit of the 5 year plan covered governance, transparency and the effectiveness of decision making and was undertaken at the beginning of the current financial year (2018/19). The final report was issued in July 2018.
3. In summary, the key findings largely mirror the conclusions reached as part of the AGS process outlined above. The audit report's Recommendations, Risk Rating, Management Response and Agreed Actions have been captured as a separate Action Plan and a detailed update was provided as part of the Quarter 1 Performance Report.
4. At Quarter 2 further progress has been made against the outstanding actions with 2 of the 4 actions completed. The overall position is summarised below:

R1. Development of a Risk Management Policy and Strategy – In progress. Strategic Risk Register now in place which captures details of the 9 Strategic Risks along with current controls and further management actions clearly documented.

The Cardiff Capital Region relies on the policies, strategies and processes of the Accountable Body, however, work completed on preparing the Risk Register has identified the need for to prepare a bespoke Risk Management Policy and Strategy for Regional Cabinet's consideration and approval.

R2. Establishment of a Joint Scrutiny Committee – Complete. First Joint Scrutiny meeting took place in October and programme of work to be developed going forward.

R3. Establish and maintain a register of declared interests – In progress. A link is to be added to the Cardiff Capital Region's website directing the user to the 'declarations of interest forms' home website for each Cabinet Member.

In addition, every Cabinet meeting has an agenda item reminding members of the need to declare any interests, with any such declarations being added to the minutes and decision register for those meetings.

R4. Training to be provided on new Contract Standing Orders and Procurement Rules – Complete. There will be an ongoing review of training requirements for current and new staff throughout the year.

Appendix 5 - Wider Investment Fund Budget – Quarter 2 Update

1. The 2018/19 Wider Investment Fund Annual Business Plan approved a programme of expenditure as detailed in Table 1 below, along with the proposed funding priority.

Table 1: 2018/19 Approved WIF Expenditure & Funding

| | £'000 |
|--|------------------|
| <u>Indicative Programme Expenditure</u> | |
| Wider Investment Fund Top Slice | 742.5 |
| Approved Projects | 13,840.0 |
| | |
| In Year Revenue Project approvals | 1,000.0 |
| In Year Capital Projects approvals | 4,015.0 |
| | |
| Total Investment | 19,597.5 |
| | |
| <u>Funded by</u> | |
| HMT Contribution (Revenue) | -1,892.5 |
| HMT Contribution (Capital) | 0.0 |
| Total HMT Contribution | -1,892.5 |
| | |
| Council Contribution | -17,705.0 |
| | |
| Temp Borrowing 'Cost of Carry' | 0 |
| | |
| Total Funding | -19,597.5 |

2. The Wider Investment Fund Top-Slice revenue budget is set at £742,500 and supports the work of the Regional Bodies. In addition, the budget includes amounts in respect of Programme Development & Support. Details of agreed 2018/19 budgets and projected expenditure as at Quarter 2 are shown in Table 2 below.

Table 2. 2018/19 WIF 3% Top-Slice – Quarter 2 Update

| | Budget | Qtr 2 Actual | Projected Year End | Variance |
|---|----------------|---------------|--------------------|---------------|
| | £ | £ | £ | £ |
| <u>Regional Bodies</u> | | | | |
| Regional Transport Authority | 52,193 | 24,565 | 47,641 | -4,552 |
| Regional Skills Board | 102,193 | 29,986 | 101,478 | -715 |
| Regional Economic Growth Partnership | 70,000 | 228 | 70,000 | 0 |
| Regional Business Council | 50,000 | 0 | 50,000 | 0 |
| Sub-total | 274,386 | 54,780 | 269,119 | -5,267 |
| <u>Programme Development & Support</u> | | | | |
| Digital Strategy Project | 130,000 | 25,800 | 130,000 | 0 |
| Housing Investment Fund Project | 100,000 | 0 | 50,000 | -50,000 |
| Programme Dev' & Support | 238,114 | 4,862 | 281,073 | 72,131 |
| Sub-total | 468,114 | 30,662 | 490,311 | 22,131 |
| Investment Income | 0 | -5,216 | -16,864 | -16,864 |
| Total | 742,500 | 79,820 | 742,500 | 0 |
| | | | | |

Regional Bodies: (-£5,267)

3. The Regional Bodies element of the WIF Top-Slice budget amounts to £274,386 and includes sums set aside to advance the work of the Regional Transport Authority, the Regional Skills Board, the Regional Economic Growth Partnership and the Regional Business Council.
4. There are 2 FTE posts funded from these budgets (1 FTE each relating to the Regional Transport Authority (RTA) and the Regional Skills Board). There are underspends totalling -£5,267 projected for the financial year against these posts, mainly due to a delay in recruitment to the RTA post.
5. In terms of the Regional Economic Growth Partnership (REGP) budget, there was a minimal level of actual expenditure incurred as at Quarter 2, however, a number of initiatives have been approved that will result in expenditure being incurred during the second half the year. These initiatives include PhD Student placements and the engagement of external support to establish a series of measures on the economic performance and social make-up of the region. These initiatives will provide a baseline against which future performance can be assessed. In addition, this data will be key in supporting the Gateway Review process and will facilitate more effective decision making, through a better understanding of the region's strengths and the opportunities which exist to make strategic interventions which are likely to have the greatest impact.

6. Expenditure against the budget approved in respect of the Regional Business Council is subject to the receipt and approval of the advisory body's Terms of Reference and their Business Plan. It is understood that these are currently being prepared with the expectation that they will be submitted to Regional Cabinet for consideration at their December 2018 meeting.
7. The projection assumes that both documents will be submitted and approved in due course, allowing an 'in-principle decision' in respect of committing up to £30,000 towards the 2019 MIPIM event to crystallise during the second half of the year. Commitments in respect of the remaining budget will be dependent on the details contained within the Business Plan and Regional Cabinet being satisfied that the proposals support the Cardiff Capital Region's objectives and comply with its funding terms and conditions.

Programme Development & Support Budget: +£5,267

8. As detailed above, a budget of £468,114 was approved for 2018/19 in respect of Programme Development & Support. This budget is allocated between projects that have secured an 'In-Principle' approval from Regional Cabinet (£230,000) with the balance (£238,114) being available to support emerging projects and initiatives.
9. Work is commencing on both the Digital Strategy and the Housing Investment Fund projects, with business cases expected to be brought forward during the early part of the 2019. The Digital Strategy is projecting a full spend against its budget allocation of £130,000. However, it is understood the £100,000 allocation approved in respect of the Housing Fund project is unlikely to be fully spent in 2018/19, so the projection has been reduced to **£50,000 (TBC)**, whilst the details are worked through with a potential 'fund partner'. Dialogue with the project teams will be maintained throughout the second half of the year and the projections updated accordingly.
10. As a result of the underspends referred to above, the resources available in respect of Programme Development & Support have increased during the year. A commitment of £29,172 has been agreed to support a part-time secondment to lead the work on data analytics, economic forecasts and sectoral assessments. On this basis a sum of £281,073 is available during the second half of the year to support emerging proposals. At Quarter 2, a prudent position has been taken, which assumes this sum will be spent in full. However, in the event that these resources are not fully spent, any underspend will be available to support the WIF Top-Slice in future years, subject always to observing the 3% cap approved by Regional Cabinet.

2018/19 Approved Project Budgets

11. The 2018/19 Annual Business Plan approval included budgets in respect of Year 2 costs relating to the Compound Semi-Conductor Foundry Site project. These are budgeted at £13.84 million and consist of both project related expenditure

and the ongoing cost of servicing the Special Purpose Vehicle (Project Delivery & Implementation budget). An update against these budgets is outlined in Table 3 below.

Table 3: 2018/19 Approved Project Budgets

| | Budget £'000 | Qtr 2 Actual £'000 | Projected Year End £'000 | Variance £'000 |
|---------------------------------------|-------------------------|-----------------------------------|---|---------------------------|
| CSC Foundry Site Funding | 13,690.0 | 12,308.4 | 13,690.0 | 0.0 |
| CSC Project Delivery & Implementation | 150.0 | 150.0 | 150.0 | 0.0 |
| Total | 13,840.0 | 12,458.4 | 13,840.0 | 0.0 |

12. At Quarter 2, the majority (90.0%) of the budget has been released to the Compound Semi-Conductor Foundry project based on the arrangements contained with the project funding letter and the supporting legal documentation. Those documents provide a maximum cap on the level of City Deal funding that can be made available to the project and on that basis the budget is projected to be fully spent in 2018/19.

2018/19 In Year Revenue and Capital Project Approvals

13. The 2018-19 Annual Business Plan contains additional revenue (£1.000 million) and capital (£4.015 million) resources and are available to provide Regional Cabinet with a level of flexibility to approve sums during the year. This could be in respect of In-Principle and/or emerging projects that come forward as part of the Cardiff Capital Region's 'delivery pipeline' and also meet the requirements of the Assurance Framework.

Table 4: 2018/19 In Year Project Approvals

| | Budget £'000 | Qtr 2 Actual £'000 | Projected Year End £'000 | Variance £'000 |
|-----------------------------------|-------------------------|-----------------------------------|---|---------------------------|
| In Year Revenue Project approvals | 1,000.0 | 0 | 1,000.0 | 0.0 |
| In Year Capital Project approvals | 4,015.0 | 0 | 4,015.0 | 0.0 |
| Total | 5,015.0 | 0 | 5,015.0 | 0.0 |

14. As set out in Table 4, there have been no additional in year approvals as at Quarter 2. The position will continue to be monitored through the rest of the year, however, for prudence, the full year projection currently assumes that these sums will be spent.
15. In the event that these budgets are not fully utilised in 2018/19, then the sums will be rolled forward and made available to support the budget in future years. The position will be updated and factored in to the development of the 2019/20 Annual Business Plan accordingly.

Future Generations Assessment

| | |
|---|--|
| <p>Name of the Officer completing the evaluation:</p> <p>Kellie Beirne</p> <p>Phone no: 07826 9219286 E-mail: kellie.beirne@cardiff.gov.uk</p> | <p>Please give a brief description of the aims of the proposal</p> <p>Setting out substantive performance and progress against the approved annual business plan for 2018/19.</p> |
| <p>Proposal: Quarter 2 Performance</p> | <p>Date Future Generations Evaluation form completed: 17 Dec 2018</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>Assessing progress with City Deal and the targets set around GVA, jobs and leverage – is our key means of securing greater prosperity. Reporting progress in this way contributes to a growing sense of self awareness.</p> | <p>Proposals to improve progress against each of the projects currently in progress – are set out in the report. This report does not seek to simply report progress – but to address the actions needed to drive it.</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>References to submissions around the 'Energy Revolution' challenge fund are described in the report. Also recent submissions around EV and Stations of the Future</p> | <p>This activity will be driven up in future. In addition as physical infrastructure schemes enter delivery – more comprehensive assessments will need to be carried out in full.</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>A number of the interventions in train – Skills, Housing and Transport improvements seek to make a contribution to the way the region ‘works’, how it promotes opportunity and unlocks potential</p> | |
| <p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p> | <p>The place-shaping component of our City Deal is set out in the report</p> | <p>A greater contribution will be made to this by the aforementioned data capability, sectoral analysis and place assessments.</p> |
| <p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> | <p>Attending MIPIIM to promote the CCR will see us play a stronger part in developing the economic wellbeing of our region and country, thus impacting social and community objectives. It will help make our country feel more connected and outward looking.</p> | <p>Develop the legacy impact of the event, sustaining new connections, sharing great practice and potentially securing propositions and deals that support economic growth.</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>Our City Deal is uniquely Welsh – but pitches towards being world leading in areas of competitive strength. This enables a strong reflection on our rich culture and heritage.</p> | |
| <p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p> | <p>City Deal is about delivering as far as possible across 10 LAs and a population of 1.5m people. It is about economic gains – but importantly how this will convert as tools for improving people’s lives. Some of the specific interventions around skills and housing – will seek to make a more direct contribution to equity of access and equal opportunity for all.</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>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>The report describes performance in the round. It sets out short-term interventions and balances these against the long-term delivery of major programmes.</p> | |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p> | <p>A cornerstone of our process is the strength of partnership working. An update on governance is set out in the report.</p> | |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p> | <p>Communications and engagement remain a feature of our work.</p> | <p>More needs to be done to develop engagement platforms – beyond formal partnerships – to reach communities, hard to reach groups and those who currently have a limited understanding of City Deal. Improving social media, web presence and marketing materials will increasingly make a contribution to this.</p> |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>This is set out in the REGP work on the developing Regional Economic and Industrial Plan.</p> | <p>This will be an increasing focus of scheme and programme delivery.</p> |
|  <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>City Deal seeks to make a contribution on place and to improving the life chances of people in the region.</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 | The report is an overview of performance in all of the relevant aspects of projects, partnership, governance and investment. The protected characteristic assessments related to specific proposals will need to be drawn out in the relevant business cases and proposal documents. | None arising at this time. | |
| Disability | As above | As above | |
| Gender reassignment | As above | As above | |
| Marriage or civil partnership | As above | As above | |
| Pregnancy or maternity | As above | | |
| Race | As above | | |
| Religion or Belief | As above | | |

| 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? |
|----------------------------------|--|--|--|
| Sex | As above | | |
| Sexual Orientation | As above | | |
| Welsh Language | As above | Not at this time but the situation will be kept under review. | |

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 | | |
| Corporate Parenting | Not directly relevant – however building strength in the economy should create opportunities for all of the young people entrusted in our care | | |

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

- Evidence and input contributed by theme leads
- Outcomes of assessments such as audit reports
- Delivery against targets set out in individual business cases/ approved project documentation

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?

The areas requiring attention and focus are set out and follow-up actions will be assessed and monitored ongoing through the quarterly reporting mechanism. .

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:

Quarter 3