

## **17 DECEMBER 2018 MEETING**

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### **CARDIFF CAPITAL REGION GRADUATE SCHEME**

#### **REPORT OF COUNCILLOR DEBBIE WILCOX**

#### **AGENDA ITEM: 9**

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##### **REASON FOR THIS REPORT**

1. To recommend that Regional Cabinet agree to allocate £175,000 from the Wider Investment Fund to deliver a one-year pilot of the Cardiff Capital Region Graduate Scheme.

##### **BACKGROUND**

2. Regional Cabinet first received a report containing the Cardiff Capital Region (CCR) Graduate Scheme as a strand of activity of the wider Skills for the Future programme on 12<sup>th</sup> February 2018.
3. Regional Cabinet accepted the report's recommendation and agreed to commit officer time to develop the business case for the Skills for the Future programme.
4. An initial draft report on Skills for the Future was developed and is now being taken forward comprehensively by the National Endowment for Science Technology and the Arts (Nesta). Nesta has undertaken seminal work in both the UK and US on Future Skills and Economies of the Future. Their brief is to update, refresh, and provide a stronger platform for stakeholder engagement alongside a programme of early initiatives, in order to build momentum and speed up progress.
5. One such early initiative, which is well documented in the evidence base, is a proposed one-year pilot of the CCR Graduate Scheme. Given the distinctive focus on the graduate market, this scheme is 'standalone' and can operate ahead of other segments of the wider programme, for the following reasons:
  - Work is advanced enough on the CCR Graduate Scheme to enable an informed decision to be taken on the pilot ahead of the business case for the Skills for the Future being considered and approved.
  - Various partner organisations have agreed to provide support to deliver the CCR Graduate Scheme and are eager for a pilot scheme to progress.

- The CCR Graduate Scheme could secure additional sources of funding to the Wider Investment Fund following the pilot.
- The pilot scheme will be an iterative one. It will adapt and evolve in its pilot period and there will be scope to broaden the focus to all parts of the business / industrial sectors and to provide a specific-sectoral focus, given the demand-based labour market intelligence that will underpin it.
- The scheme will work at a CCR-level, and yet will not replace or supersede other similar local schemes in operation. It will aim to provide a means of co-ordination and signposting and ensure better alignment of opportunities.
- The pilot period will enable a number of critical factors to be tested and developed – such as the wider case for investment – beyond the pilot period, by industry, higher education (HE), further education (FE) and government partners.

## ISSUES

6. The CCR Graduate Scheme is a business growth programme focusing on enhancing productivity, innovation and economic growth while promoting the CCR as a destination for talented graduates.
7. The proposed scheme would deliver a significant economic impact by enhancing demand for higher skills and delivering private sector leverage through graduate wage contributions.
8. The programme is embedded in a collaborative approach and true partnership working. It has been developed with the University of South Wales, Cardiff Metropolitan University, Cardiff University, the Open University and business representative groups in response to persistent market failures that are hampering regional prosperity.
9. The programme will create an internship scheme for graduates (specifically people who have finished their degree) through various events and a four stage process:
  - **Attraction:**
    - i. targeted communications to promote graduates to businesses;
    - ii. targeted communication to engage final year students and graduates;
    - iii. a central website to promote the graduate scheme and specific jobs.
  - **Application and Assessment:** exploiting pre-existing local authority and university expertise to:
    - i. support businesses in developing job roles;
    - ii. undertake sifting and assessment centres on behalf of businesses.
  - **Matching:** providing businesses with a list of candidates to interview
  - **Internship Programme:** delivering a cohort-based internship programme for graduates that includes:
    - i. an ILM qualification;
    - ii. graduate level employment;
    - iii. cohort events and networking opportunities.

iv. a 'match' with a challenge

10. The processes for businesses and applicants are set out in Appendix A and Appendix B.
11. The aim is to deliver an initial fifty graduate interns over a period of six months between September 2019 and April 2020. Internship salaries and post-internship job salaries will leverage an estimated £1,645,020 of private sector funding. The assumptions which sit behind this estimate are set out with the Economic Case within Appendix C.

## **REASONS FOR THE INTERVENTION**

### **Targeting Strategic Challenges in the CCR – Scope and Sectors**

12. While the Cardiff Capital Region has a net gain of students, the region has a low graduate retention rate. Of those who stay, a large proportion of graduates are underemployed in lower skilled positions – this contributes to the region's low productivity and wages compared to the UK average.
13. Graduates in high-level employment in the region are disproportionately represented in the public sector. Moreover, continuing public sector cuts risk rendering the CCR more vulnerable to a 'brain drain' of graduates leaving the region.
14. The Small and Medium Enterprise (SME) sector is the largest business sector in the region. It is proposed that intervening to support the SME sector will be a core focus of the pilot for the reasons set out under 15 below. However, there is clear potential within the pilot period to extend the scope beyond SMEs to larger businesses and industry – particularly where there are sector-specific issues.
15. Developing this sector-specific focus is critical given both historic and more recent data and evidence that documents increasing skills gaps and difficulties in recruitment in the Compound Semiconductors, Digital, Data Science, Cyber and Creative Industries spaces. There are positive examples and illustrations with the work carried out in Cardiff with the Financial and Professional Services scheme and the Electronic and Software Technologies Network.
16. Such a focus on sectors and addressing specific business and industrial needs offers a real opportunity to align thinking and developing much more closely with the key pillars and priorities of the UK Government's Industrial Strategy.

### **Addressing Market Failure & Building an Investment Case**

17. Despite the well-documented business benefits that graduates offer, they are not routinely recruited by SMEs due to a series of barriers:
  - SMEs can find it difficult to access graduate talent;
  - SMEs often have no human resource function;
  - time constraints in SMEs can hold back recruitment;

- graduates are less aware of SME names and brands.
18. 34% of SMEs that were surveyed reported that they would be interested in recruiting a graduate if human resource support were provided while only 10% of surveyed SMEs had previously recruited one.
  19. The potential impact from addressing barriers to recruitment is substantial as SMEs make up over 95% of businesses and over 50% of the economy in the CCR.
  20. Targeting these barriers would also address the Growth and Competitive Commission's recommendation to "*encourage an increase in demand for higher-skilled employment across the private sector*". In addition to the strategic recommendation from the Centre for Cities to "*[Build] long term engagement between SMEs and graduates*".
  21. During the pilot period and through closer engagement with SMEs, Industry, Higher Education Institutes and Further Education providers, the case for co-investment and the potential to introduce industry levies (as exemplified in sectors such as construction by Y Prentis) will be explored and examined. The idea is to develop a self-sustaining Graduate Programme that is not only capable of being scaled but is financially self-reliant, viable and relevant on its own terms.
  22. The proposed pilot scheme would not result in any ongoing liabilities e.g. employment costs etc. for CCR beyond the period of the proposed pilot.

### **Improving the Cardiff Capital Region's Brand**

23. The creation of the first region-wide SME-focused graduate scheme in the Cardiff Capital Region would sell the region as a destination for talented graduates while augmenting the range of opportunities for people who have finished their degree.
24. The inclusion of a qualification, an induction and events in the programme would instil a commitment to continuing professional development in the graduates and by extension, the wider SME community. It would also allow graduates and SMEs to benefit from knowledge spill-overs and networking opportunities.

### **Delivering a Long Term Impact**

25. Initiatives that target barriers to graduate recruitment in SMEs in other regions in the UK have achieved:
  - return on investment of £9.95 per £1 spent;
  - significant gains to GVA;
  - high conversion rates of internships to permanent jobs;
  - significant private sector leverage through wages paid to interns and through post-internship jobs;
  - the creation of a programme that has secured various sources of funding to help SMEs to recruit graduate interns for fifteen years.

26. Given the disproportionate significance of SMEs to the CCR and the surplus of under-employed graduates in the region, the development of the CCR Graduate Scheme presents a unique opportunity to gain proof of concept of a strategic graduate scheme that could bolster regional prosperity and outlive the CCR City Deal.

### **Value for Money Considerations**

27. The limited amount of funding available to the CCR City Deal means that the success of the CCR Graduate Scheme pilot will not only be based upon delivery of its key outputs, outcomes and benefits, but also the extent to which the programme can operate independently of the Wider Investment Fund beyond its first year of delivery.
28. Accordingly, a one-year pilot of the Cardiff Capital Region Graduate Scheme is recommended as it will minimise the cost to the Wider Investment Fund in developing, testing and refining with the market a scheme which seeks to provide optimum results for all stakeholders. By minimising the initial outlay more funds are available for other future initiatives.
29. Conversely, there is an opportunity cost in terms of the outputs, outcomes and benefits that would be foregone from not delivering the CCR Graduate Scheme and a risk that delaying the introduction of the scheme would disenfranchise partner organisations and jeopardise their offer to promote and support the scheme.

### **DELIVERY MODEL**

30. The aim is to deliver fifty graduate interns through recruitment cycles and events over the course of the first year of the programme (2019-2020). Internship salaries and post-internship salaries will be captured to demonstrate private sector funding leveraged.
31. Universities in the Cardiff Capital Region have agreed to undertake the student focussed element of the 'Attraction' stage, provide premises, support in parts of the 'Application and Assessment' stage and support in parts of the delivery of the 'Internship Programme' stage.
32. The University of South Wales has committed most staff time and resources to the development and delivery of the programme and has volunteered to take a lead role.
33. Accordingly, a funding package of £25,000 was recommended to second a member of staff on a part time basis from December 2018 to March 2020 from the University of South Wales to the Office of the City Deal to continue to lead the development and delivery of the CCR Graduate Scheme.
34. Two additional full time members of staff will be required to undertake the delivery of the programme. This will include:
  - the SME-focused element of the 'Attraction' stage;

- the human resource support services from the 'Application and Assessment', 'Matching' and the 'Internship Programme' stages;
- monitoring and data management.

35. Details of the cost estimates of the pilot can be found in the below table:

<b>Cost Estimates</b>			
	<b>2018/2019</b>	<b>2019/2020</b>	<b>Total</b>
Recruitment costs	£1,000	-	£1,000
Two regional business engagement / human resource support staff (salary + on-costs)	£7,100	£77,900	£85,000
Non-salary expenditure	£850	£9,150	£10,000
USW Secondee	£6,500	£18,500	£25,000
Qualification cost	-	£23,000	£23,000
Website, bilingual marketing and events	£9,000	£1,000	£10,000
Contingency	£7,000	£14,000	£21,000
<b>Total</b>	<b>£31,450</b>	<b>£143,550</b>	<b>£175,000</b>

36. All staff will work out of the Office of the City Deal under the direction of the CCRC Director and will use Office of the City Deal, university and local authority premises in order to engage businesses flexibly and deliver graduate intern starts in all ten local authority areas.

37. The achievement of the outputs of the programme with the modest staffing structure is dependent on links and input from the region's universities, local authorities and partner organisations.

### **SCOPE AND TARGET SETTING**

38. While there is not a sector-specific focus in the pilot of the programme, links with local authorities can help the CCR Graduate Scheme business engagement staff to target high-value businesses and local authority priorities to maximise the value added of the programme.

39. Ongoing monitoring and evaluation of the programme will help stakeholders to assess whether there is merit in a specific strategic sector focus or changes to the programme's scope following the pilot.

### **NEXT STEPS SUBJECT TO REGIONAL CABINET APPROVAL**

40. A funding envelope of £175,000 will be used to develop and deliver a one-year pilot.

41. Final year students and graduates will be engaged shortly after approval of the programme while a website with SME and graduate facing material will be developed and launched by March 2019.

42. While the programme will involve delivering an experimental approach to recruiting graduates that involves events and formal recruitment

processes, the following table outlines estimated timescales for key activity:

<b>Timescales</b>	<b>Activity</b>
December 2018	<ul style="list-style-type: none"> <li>• Appointment of University of South Wales secondee</li> <li>• Development of job descriptions for two roles</li> </ul>
January-February 2019	<ul style="list-style-type: none"> <li>• Development and coordination of website content</li> <li>• Work with partners to identify practical guides on line management of interns, carrying out career conversations, principles of job design and strategic workforce planning</li> <li>• Launch of graduate- and SME-facing material and website</li> <li>• Student/graduate engagement</li> <li>• Establish database of interested businesses (target of 200)</li> <li>• Engage key sector groups to gauge requirements</li> <li>• Establish a business/industry capture plan</li> </ul>
March-May 2019	<ul style="list-style-type: none"> <li>• Two staff begin business engagement</li> <li>• USW secondee attends and organises events to promote key sectors and the scheme</li> </ul>
May-August 2019	<ul style="list-style-type: none"> <li>• Application and assessment undertaken</li> <li>• Matching of successful candidates with businesses for interviews</li> <li>• Recruitment of graduates</li> <li>• Management of talent pool</li> </ul>
September 2019	<ul style="list-style-type: none"> <li>• First cohort of graduate inductions (25 target)</li> <li>• Business engagement</li> </ul>
October-November 2019	<ul style="list-style-type: none"> <li>• Application and assessment undertaken</li> <li>• Matching of successful candidates with businesses for interviews</li> </ul>
December 2019	<ul style="list-style-type: none"> <li>• Recruitment of graduates</li> <li>• Management of talent pool</li> </ul>
January 2020	<ul style="list-style-type: none"> <li>• Second cohort of graduate inductions (25 target)</li> <li>• Business engagement for monitoring</li> </ul>
February-September 2020	<ul style="list-style-type: none"> <li>• Graduate support</li> <li>• Monitoring and evaluation</li> </ul>

43. The type of activity following September 2019 will be undertaken subject to the performance of the first assessment cycle. This flexibility based upon performance is an approach that will allow a richer, more informed evaluation and thus greater potential for the delivery of a sustainable programme following the pilot.
44. Development of material for the website and co-ordination of material to support businesses will be compiled through engagement with partner organisations. This will include material for practical guidance on line management of interns, career conversations, principles of job design and strategic workforce planning.
45. Two new members of staff will start to engage SMEs across the region and promote the scheme by April 2019. The 'Application and Assessment'

and the 'Matching' stages will be undertaken between May and August 2019 with the first graduate interns beginning work in September 2019.

## **SCHEME MONITORING AND EVALUATION**

46. The following outputs will be monitored by the staff delivering the CCR Graduate Scheme:
  - intern starts;
  - number of applicants per position;
  - talent pool tracking;
  - business location and sector;
  - intern salaries and post duration;
  - the conversion rate of interns to post-internship jobs;
  - post-internship salaries and contract length;
  - feedback on the programme from businesses and graduate
47. The business engagement staff will capture initial information on business and graduate appetite to engage with the scheme from April 2019. The number of positions created through the first cycle of business engagement and the number of applicants for such positions will be available by August 2019 and the number of graduate starts by September 2019.
48. The Office of the CCR City Deal will collect information from the two members of staff and the secondee from the University of South Wales to provide updates on the programme, including the achievement of outputs to the Regional Skills Partnership and Regional Cabinet.
49. While all of the graduate intern starts, sectors, wage levels from the pilot would be captured by January 2020, if arrangements have not been made for the continuation of the programme, the Office for the City Deal would capture the conversion rate to post-intern jobs, salary of post-intern jobs and any other feedback beyond March 2020.

## **Development of the Skills for the Future Programme**

50. As stated earlier in the report, Nesta has been commissioned to undertake an independent critical appraisal of the draft business case for Skills for the Future to ensure that the programme is cognisant of future trends and agile in responding to them.
51. A report providing an update of the Skills for the Future programme and its corresponding timescales will follow.

## **Regional Skills Partnership**

52. Synergies and overlap between the Skills for the Future programme and the Regional Skills Partnership will be exploited while transitory arrangements for the handover of the Regional Skills Partnership to Newport City Council are underway.

## FINANCIAL IMPLICATIONS

53. The attached reports seeks approval to allocate £175,000 of funding to the Graduate Pilot scheme in order to develop various aspects of the initiative ahead of a full scheme being implemented as part of the wider Skills for the Future business case. Amongst the aspects being tested is the requirement to develop a scheme that will be sustainable and financially self-reliant.
54. The report provides costs estimates in respect of the funding being requested, split into a number of budget heads. This indicates that £31,450 is required in the current year with the balance (£143,550) being required in 2019/20. Any outstanding evaluation work required post 31<sup>st</sup> March 2020 will be completed by the City Deal Office within existing resources. A contingency sum of £21,000 has been factored into the overall funding requirement and provides a level flexibility, which acknowledges the developmental nature of the emerging proposal.
55. The sums outlined above can be met from the Wider Investment Fund Programme Development & Support budget. The sum requested in respect of 2019/20 will represent a forward commitment against the budget and will need to be factored into the Annual Business Plan for that year.
56. The report outlines that the commitment to take forward the business case for the Skills for the Future programme is being progressed in conjunction with Nesta. It is understood that the proposed Graduate Pilot scheme outlined in this report has been reviewed by Nesta and feedback received has been factored into the proposal. In keeping with the requirements of the Wider Investment Fund Assurance Framework, a business case has been prepared in respect of the proposed pilot and is attached at Appendix C.
57. Given the developmental nature of the scheme and to ensure that maximum value is obtained from the pilot phase, it is important that the following questions are considered and adequately addressed as part of the pilot:
  - *Are all the arrangements in place for the successful implementation and delivery of the pilot scheme?*
  - *How will the benefits be delivered and associated business and service risks be managed throughout the pilot phase?*
  - *Are there robust and timely arrangements in place for Monitoring and Reporting to key stakeholders, to allow progress to be assessed and to enable corrective action to be taken, in the event the scheme/benefits are off track?*
  - *Are there suitable arrangements in place for post project evaluation?*

The 'Management Case' (within Appendix C), seeks to address these key points of detail.

## **LEGAL IMPLICATIONS**

58. It is understood that the one-year pilot for the Cardiff Capital Region Graduate Scheme, if approved, would be delivered through the Office of the City Deal (PMO). To facilitate this:-
- (i) Two individuals would be seconded to or temporarily employed by Cardiff Council as the Accountable Body and employer for the PMO. The HR implications address this.
  - (ii) A contract for services would be directly awarded to The University of South Wales, in the sum of £25,000, in respect of support services to be provided, (a member of the University's staff would support the project on a part time basis from December 2018 to March 2020). This amounts to a direct award of a contract without open competition. A direct award of the contract at the value stated is legally permissible if this represent the best value way forward (the report details the rationale for the approach). If the project continues beyond the pilot then consideration should be given to openly procuring this and any other services required to support the project, and in any event, the procurement process adopted should ensure compliance with procurement law rules. This point similarly applies to the procurement of the proposed course provider (ILM leadership & Management Award), which is understood to be a direct of award of contract to the University of South Wales with a value circa £23,000.

## **HUMAN RESOURCE IMPLICATIONS**

59. The staffing requirement set out in paragraph 33 of this report will not have any human resource implications across the 10 Authorities as the process will be one of co-location only.
60. The two staff identified in paragraph 34 of this report will be either secondments or temporary appointments to Cardiff Council as the Accountable Body and employer for the Programme Office. The roles have not yet been submitted for job evaluation, therefore the financials associated with these posts may be subject to change once the grade of the jobs have been set. The Accountable Body will ensure that these posts are evaluated and recruited to through a fair and transparent process.

## **Future Generations and Well-being Considerations**

61. In order to exploit opportunities from considering the CCR Graduate Scheme within the context of the well-being goals, the Well-being of Future Generations Commissioners Office has provided suggestions and feedback on the Skills for the Future programme and the CCR Graduate Scheme.
62. It was recognised in such meetings that providing SMEs with support services to help overcome the burden of recruitment would not only

increase the number of graduate positions in the private sector in the Cardiff Capital Region but will also deliver productivity gains, enhanced innovation, economic growth and greater prosperity.

63. Furthermore, additional graduate level employment would have a positive impact on a range of sustainability considerations, including health benefits of being in employment and reduced pressure on public services due to individuals moving from being economically inactive or unemployed into employment.
64. The Office of the Future Generations Commissioner has offered input into the programme's events to help graduates better understand the unique legislative context in Wales, the key principles of the Well-being of Future Generations (Wales) Act 2015, and how thinking more broadly about improving Wales' economic, cultural, social and environmental well-being can unlock new business opportunities around priorities such as the low carbon and circular economies.
65. A Future Generations assessment form can be found in Appendix 4.

## **RECOMMENDATION**

The Cardiff Capital Region Cabinet is recommended to agree to allocate £175,000 from the Wider Investment Fund for a one-year pilot of the Cardiff Capital Region Graduate Scheme in the Cardiff Capital Region as detailed in this report.

**Kellie Beirne**  
**Cardiff Capital Region Director**  
**17 December 2018**

The following Appendices are attached:

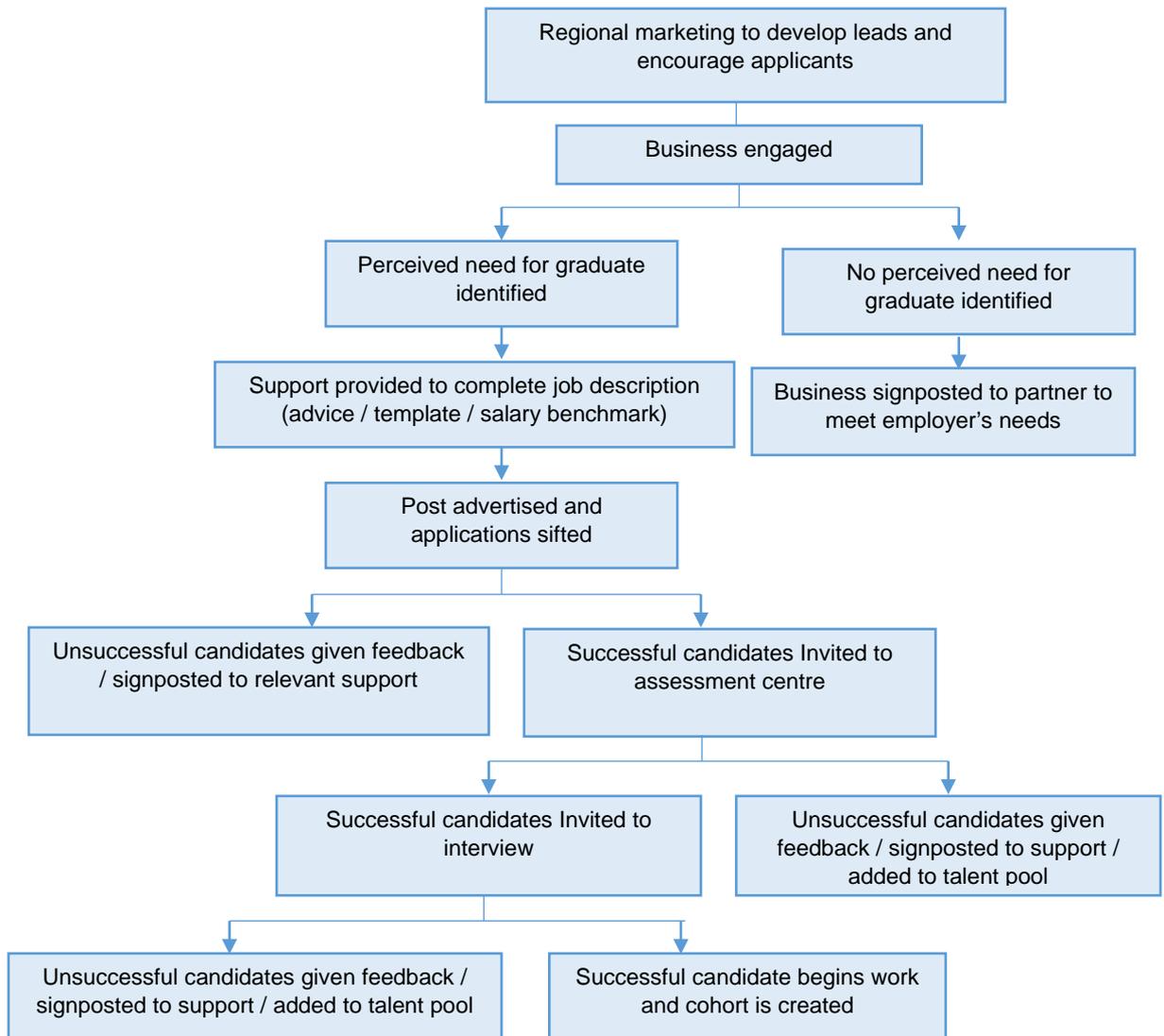
Appendix A – Outline of the Process for SMEs  
Appendix B – Outline of Process for Graduates  
Appendix C – Graduate Pilot Business Case  
Appendix D – Future Generations Assessment

## **Background Papers**

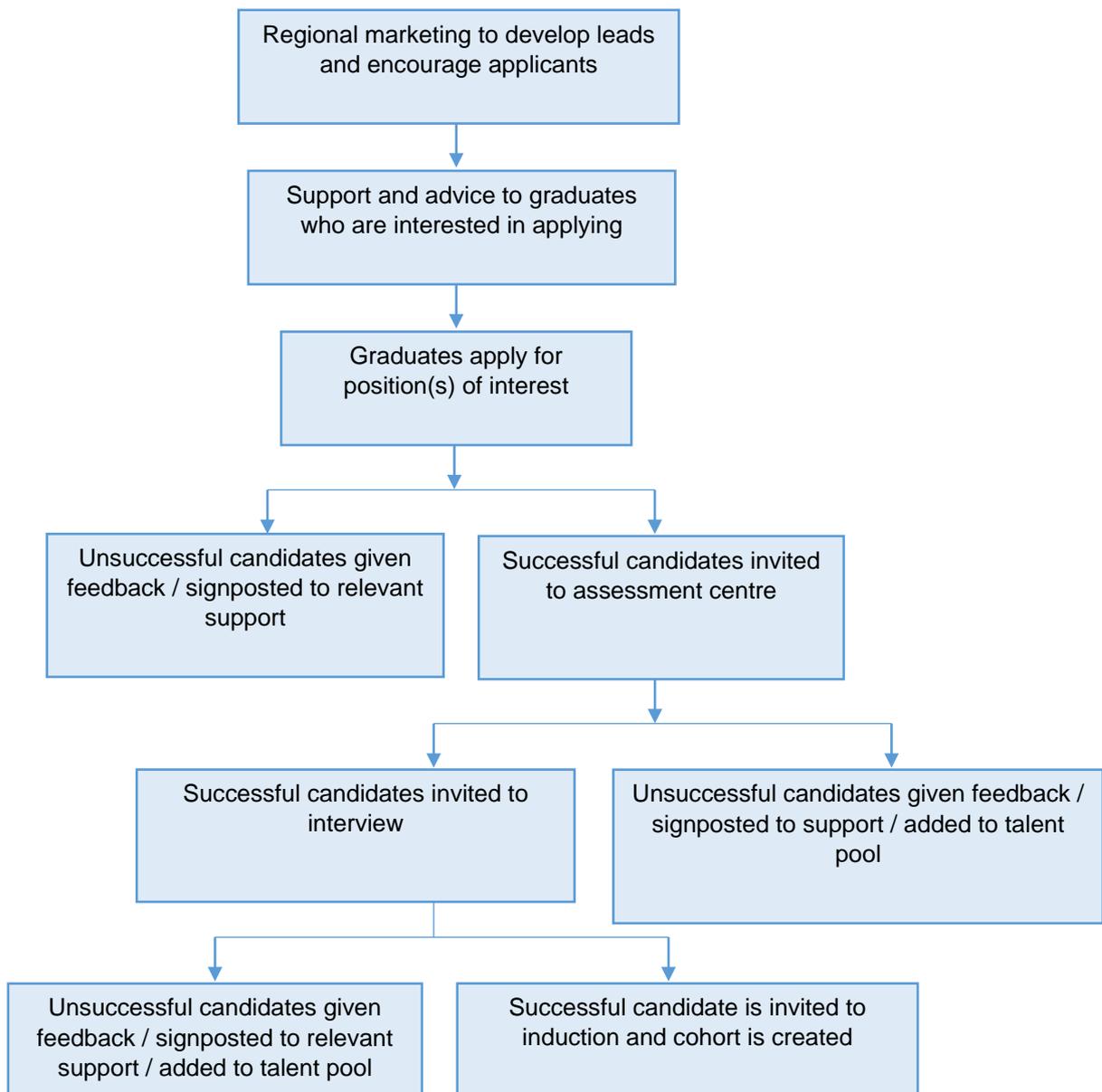
The following Background Papers have been taken into consideration:

1. Regional Cabinet Report – 'Skills for the Future', 12<sup>th</sup> February 2018

**Appendix A – Outline of the Process for SMEs**



## Appendix B – Outline of Process for Graduates



## **Appendix C – Graduate Pilot Business Case**

The CCR Graduate Scheme was developed in parallel to the other strands of activity of the Skills for the Future programme. Accordingly, the summary of the five case business model below reflects the work that has been undertaken for the CCR Graduate Scheme within the context of the wider Skills for the Future programme's development.

### **Strategic Case**

There is a low graduate retention rate in both Wales and the Cardiff City Region. The 'brain drain' of graduates relocating to other parts of the UK, is a potential threat to the Cardiff Capital Region's economic prosperity, particularly given the mismatch between the skills needs of employers and the skills profile of the region's population.<sup>1</sup> Despite attracting a net inflow of students, new graduates tend not to stay in Wales and Cardiff after finishing their studies.<sup>2</sup>

While there is an emerging thriving micro-business sector in the Cardiff Capital Region, which is good for creativity, these businesses can struggle to provide opportunities for those just graduating.<sup>3</sup> As a result, the Growth and Competitive commission notes that in order to grow, the Cardiff Capital Region will need to focus on retaining people in the region as they develop their skills, keeping students after they graduate and matching them to job and enterprise opportunities.<sup>4</sup>

The Future of Cities Graduate Mobility and Productivity notes:

- Employment available in Cardiff and its surrounding labour market is often of a lower quality as measured by pay or anticipated career pathways, than that on offer in other parts of the UK. This is particularly the case for STEM subjects
- The public sector employs around half of the post-1992 graduates who were both born in and now live in Wales
- Wales successfully attracts a net inflow of students to study. Since 2000, student numbers in the city rose by 60%, with the number of postgraduate students trebling
- Once students have gained their degrees from universities in Cardiff or Wales, they tend not to stay
- Cardiff's population grew by 13% between 2002 and 2013 – a rate of growth higher than London or any of the English Core Cities – a trend set to continue with a projected growth of 26% over the next 20 years making Cardiff the fastest growing UK city and reflecting the quality of life on offer – Cardiff now routinely features in the UK's most liveable cities (Cardiff Liveable City report 2015)
- The population is highly skilled compared with other major British cities, but this is not translating into higher wages and higher productivity

Such findings are supported by the Growth and Competitive Commission who note that within Wales as a whole, the main source of quality employment for

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<sup>1</sup> AECOM Baseline Economic Analysis for South East Wales (2015) pg74 and pg85

<sup>2</sup> Centre for Cities (2016) Future of Cities: Graduate Mobility and Productivity: An experiment in place-based open policy-making pg42

<sup>3</sup> Growth and Competitive Commission (2016) Report and Recommendations pg27

<sup>4</sup> Growth and Competitive Commission (2016) Report and Recommendations pg30

non-migrant graduates has been the public sector and that, in the light of the reduced employment in the public sector, there is a need to encourage an increase in demand for higher-skilled employment across the private sector.<sup>5</sup>

The OECD provide a range of factors that can be used as a diagnostic tool to explore the extent to which issues facing a region are supply or demand driven. This tool can therefore aid policy makers in creating initiatives to support a transition to a more optimal skills equilibrium (see table below).<sup>6</sup>

<b>Skills supply</b>	<b>Skills Demand</b>
<ul style="list-style-type: none"> <li>• Education levels in the workforce or the population e.g. according to the International Standard Classification of Education % of population with post-secondary qualification</li> <li>• Graduation rates</li> <li>• Uptake of post-secondary and VET education</li> <li>• Percentage of people not completing school education</li> <li>• Percentage people receiving training within a particular period</li> </ul>	<ul style="list-style-type: none"> <li>• Occupations within the workforce</li> <li>• Wage levels</li> <li>• Productivity</li> <li>• Skills shortages and vacancies (in particular unmet vacancies)</li> <li>• Employee jobs in knowledge based industries/high technology firms</li> <li>• Under-employment/over-qualification of workers<sup>7</sup></li> </ul>

While the Cardiff Capital Region preforms well on many of the factors on the supply side such as qualification levels and graduation rates, the region scores lower on the demand side such as under employment / over-qualification of workers, productivity and wage levels.<sup>8 9</sup>

Therefore, a key problem with the *status quo* are consequences from a supply-led system: the existing and widening mismatch between skills demand and skills supply, underemployment of graduates in the workforce and a failure to translate qualifications into productivity.

While the Skills for the Future Programme’s principle business needs are to raise GVA by matching skills demand with skills supply and to release apprenticeship and graduate recruitment and growth potential in the private sector, the CCR Graduate Scheme’s business needs are the latter points of business growth and additional graduate recruitment.

While SMEs seem reluctant to hire graduates (only 7% of Welsh firms offered internship placements in 2016),<sup>10</sup> this does not appear to be because of the lack of desire to take on graduates, but the perceived barriers to doing so (a survey of 100 SMEs in the Cardiff City Region indicates that while only 10 had hired a graduate in the past, 34 would be interested in hiring a graduate if human resource support were provided).<sup>11</sup> These findings are supported by the below

<sup>5</sup> Growth and Competitive Commission (2016) *Report and Recommendations* pg25  
<sup>6</sup> F.Froy, S.Giguère and M. Meghnagi (2012) *Skills for Competitiveness A Synthesis Report* OECD  
<sup>7</sup> F.Froy, S.Giguère and M. Meghnagi (2012) *Skills for Competitiveness A Synthesis Report* OECD  
<sup>8</sup> Centre for Cities (2016) *Future of Cities: Graduate Mobility and Productivity: An experiment in place-based open policy-making*  
<sup>9</sup> Growth and Competitive Commission (2016) *Report and Recommendations* pg16  
<sup>10</sup> Department for Education (2017) *Employer Perspectives Survey 2016*  
<sup>11</sup> Rhondda Cynon Taf Survey of 100 SMEs (2016)

case studies of programmes designed to increase demand for graduates in different parts of the UK.

Table 1 – Graduate Scheme Case Studies

<b>Case Studies</b>
<p>Initiatives have emerged around the UK to release untapped graduate recruitment potential in SMEs in order to improve an area's graduate retention rate. Examples include the following:</p> <ul style="list-style-type: none"><li>▪ <b>Go Wales</b> - enhanced the graduate retention rate across Wales from January 2009 to December 2014 by providing targeted support to businesses including funded graduate placements. Over the duration of the programme, over 5,000 individual participants and over 1,800 businesses were supported which led to the creation of over 3,100 net additional jobs.<sup>12</sup></li><li>▪ <b>West Midlands - Graduate Advantage</b> provides free human resource services to SMEs to incentivise additional graduate recruitment. The programme was conceived by Aston University in 2003 and through work with partnership organisations including other HEIs, business representatives and public sector organisations. It has supported over 29,000 graduates and 18,000 businesses in addition to helping to launch the careers of over 3,500 graduates in the West Midlands.<sup>13</sup></li><li>▪ <b>Sheffield City Region - Rise</b> provides free human resource services and a £1,000 grant to SMEs to incentivise additional graduate recruitment. The programme was conceived by Sheffield City Council, HE partners and business representatives. Since 2013, it has delivered over 200 new graduates and it has a target to deliver 250 more by 2020.<sup>14</sup> All partners are bought into the concept of the programme delivering productivity gains, improvements to innovation and economic growth as opposed to just additional graduate positions.<sup>15</sup> The impact of 250 additional graduate positions to be delivered over the next three years include:<ul style="list-style-type: none"><li>▪ £6.9m net GVA</li><li>▪ Return on Investment of £9.95 per £1 spent</li><li>▪ 150 permanent jobs created (60% conversion rate)</li><li>▪ Private sector wage match of a minimum of £1.6m<sup>16</sup></li></ul></li></ul>

## Economic Case

The case studies (Table 1 above) and labour market intelligence (from the strategic case) was shared with representatives from the four universities in the Cardiff Capital Region in order to gauge whether there was an appetite to develop a similar initiative in the region.

Through various workshops that were facilitated by the Office of the Cardiff Capital Region City Deal, approaches to enhance the graduate retention rate in the region by supporting businesses were explored.

The key spending objective was to support businesses to create additional graduate-level employment in the private sector. Crucially, the scheme would have to contribute toward key City Deal metrics including:

<sup>12</sup> Hardisty Jones Associates (2015) *Go Wales Evaluation*

<sup>13</sup> Graduate Advantage website (2018)

<sup>14</sup> Sheffield Rise website (2018) see also <https://www.theguardian.com/business/2015/apr/13/rise-up-sheffield-graduate-scheme-stopping-city-brain-drain>

<sup>15</sup> Sheffield Rise website (2018) see also <https://www.theguardian.com/business/2015/apr/13/rise-up-sheffield-graduate-scheme-stopping-city-brain-drain>

<sup>16</sup> Sheffield City Council website (2018) <http://democracy.sheffield.gov.uk/ieDecisionDetails.aspx?Id=1514>

- £4bn private sector leverage (or at least £9 for each £1 from the Wider Investment Fund)
- 25,000 additional jobs
- 5% increase in GVA

The potential benefits and risks associated with supporting businesses to create additional graduate level employment are outlined in Table 2.

Table 2 - Benefits

Main stakeholder beneficiaries	Benefit no.	Main Benefit Criteria
Cardiff Capital Region	1	Potential for sustainable economic benefit – increase the number of graduate-level employees in the private sector
Businesses	2	Improved productivity
	3	Business growth
	4	Reduced costs for recruitment
	5	Improved networking opportunities
	6	Improved ability to attract staff
	7	Increase in new ideas
Graduates	9	Improvement in career prospects
	10	Improved opportunity for networking
	11	Improved graduate employability

Table 3 - Non-financial risks

Risk No.	Non-financial risks
1	Lack of appeal of the programme to businesses
2	Lack of appeal of the programme to graduates
3	Business confidence / willingness to recruit damaged by Brexit
4	Failure to attract businesses from each local authority area
5	Failure to support businesses of strategic significance

Table 4 - Financial risks

Risk No.	Financial risks
1	Potential vulnerability to deadweight loss if businesses would have recruited graduates in the absence of the programme
2	Difficulty to assess costs per output prior to the programme's implementation (i.e. more applicants than anticipated could increase the costs associated with assessment centres)
3	Providing support to businesses could prove to be more resource intensive than anticipated

4	Risk the programme does not secure other sources of funding which would allow the programme to operate independently of the wider investment fund.
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In exploring how to maximise benefits and to avoid or minimise risks, the following standard critical success factors were considered:

Table 5 - Critical Success Factors

Key CSF	How well does/is the option:
Strategic fit and business needs	satisfy the investment objectives and business needs? optimise the identified benefits? align with and promote national, regional and local strategies?
Value for money	optimise available resources and provide value for money?
Potential achievability	acceptable to key stakeholders? politically acceptable? operationally and physically achievable?
Supply-side capacity and capability	attractive to potential suppliers to deliver the requirements?
Potential affordability	affordable within the forecasted revenue of the organisation? affordable within the forecasted capital funding of the organisation?

In order to maximise the impact for businesses in the region, the programme needs to have a core offer to attract as many high-calibre applicants as possible. The creation of a coherent graduate scheme, as opposed to a series of unconnected placements, was identified as a means of achieving this in workshops with partner organisations.

The below table indicates the offer to graduate interns as part of the programme.

Table 6 – Core Components of the Programme for Graduates

Core Parts of the Programme		
Induction	ILM leadership & Management Award – level 3 or 4	Relevant Events
Induction with the following categories: <ul style="list-style-type: none"> <li>• Introduction</li> <li>• ILM qualification</li> <li>• Progression and development</li> <li>• Health and</li> </ul>	Maximum 4 day programme (potentially 1 day per month or 2 x ½ days). Evening learning or blended learning are also options. The ILM would include the following components: <ul style="list-style-type: none"> <li>• Project Management</li> </ul>	Additional development opportunities could be signposted from partner HEIs and could include: <ul style="list-style-type: none"> <li>• WBFG act and sustainability event</li> <li>• Sector specific events; guest lectures and panel</li> </ul>

<p>safety</p> <ul style="list-style-type: none"> <li>• Workplace etiquette</li> <li>• Managing expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Problem Solving &amp; Decision Making</li> <li>• Financial Awareness</li> <li>• The Resilient Leader and Managing Change</li> </ul>	<p>events</p> <ul style="list-style-type: none"> <li>• Networking with professional bodies as appropriate</li> </ul>
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A qualification, induction and series of events would allow the graduates to improve their employability, careers prospects and benefit from networking opportunities and fresh ideas from attending a range of events. Additional options were suggested for graduates including specifically tailored qualifications for the job role, assistance with travel expenses and additional wrap around support throughout the placements.

While such options could enhance the offer to graduates, comparative evidence had suggested that a leaner structure could still attract significant numbers of applicants and would therefore provide better value for money.

It was recognised that the programme could be reviewed following a pilot to explore whether the offer needs to be enhanced to increase interest in the programme and applications.

Similarly, a range of offers to businesses had been adopted in the case studies to deliver additional graduate-level positions. Some of the model involved providing new businesses with a grant of £1,000 to incentivise participation on the scheme, providing qualification to people within businesses in addition to providing human resource services.

Evidence from one of the case studies indicates that the 'sell' of what a graduate could offer a business combined with human resource services and marketing was enough of an incentive for businesses to take on new graduates. As a result, the optimal approach for a pilot for the programme was one that did not offer the grant or the qualifications for businesses to avoid deadweight loss. If business engagement indicated that the incentives needed to be more comprehensive for businesses, this could be reviewed following the pilot.

Providing a qualifications for business managers in addition to the graduates was suggested to ensure that both the manager and the graduate would understand the language and processes associated with the qualification. In order to offset the loss from not including the qualification for both parties in the pilot, efforts will be made to work with partners to identify practical guides on line management of interns, carrying out career conversations, principles of job design and strategic workforce planning.

Furthermore, engagement with businesses presents the opportunity to outline some of the expectations that graduates may have over the course of the programme (for one-to-ones and feedback etc) while the induction will make efforts to discourage graduates from using unnecessary jargon associated with their qualifications.

This input led to the creation of the processes for graduates and businesses (see Appendices A and B), documents outlining organisations' potential roles and responsibilities (see 'Delivery Model' section) and the following commitments from employers:

- all internships need to be paid, graduate-level positions;
- there should be potential for a job at the end;
- employers must make the final decision over which applicant(s) to recruit;
- short anonymous surveys need to be completed at the end of the placement to collect feedback.

In assessing the proposal, stakeholders from the businesses community with extensive experience in graduate recruitment suggested that as opposed to only taking the sifting and assessment centre approach, meetings could be facilitated between students / graduates from specific degree areas and businesses who were interested in recruiting such students / graduates.

Having flexibility to test such ideas as part of the pilot could allow the programme to respond more effectively to strategic need in the Cardiff Capital Region and to be more innovative in creating additional graduate positions. A more experimental approach is also supported by Nesta, who recommended considering two or more different ways for linking graduates with businesses and comparing the outputs and outcomes from these routes. As a result, in addition to the core programme outlined in paragraph 9, additional events to link employers and graduates / students was identified as activity to include in the pilot.

Adopting a coordinated approach with partner organisations is a central aim of the programme and as such, it was recommended that the pilot only support businesses that either have not recruited graduates in the last year or are looking to recruit a graduate in a new area of their business so that existing good practice is not displaced in the region.

Employers noted that there is a need for the services that are being offered to businesses as part of the Skills for the Future programme and the CCR Graduate Scheme, particularly due to recruitment and retention challenges for businesses in the region. However, they also stressed that it is currently challenging for many businesses to plan ahead due to the uncertainty surrounding Brexit.

Soft skills were seen as being particularly important for employers, including attitude, punctuality, dress code, diligence, public speaking and willingness to learn. Such factors have been integrated to the programme as qualities to assess in the recruitment process for graduates and/or themes to promote in the induction.

Engagement with businesses also identified the fact that the Skills for the Future programme should use the Cardiff Capital Region branding and should engage businesses flexibly, as required by the business in question. Being able to arrange meetings in the evening was also something that the business

community would appreciate. These factors will be accounted for in developing the job descriptions of the delivery staff.

### **Preferred way forward**

Overall, the preferred way forward has been identified as a pilot of a programme that offers human resource and marketing services to businesses and a cohort based structure to graduate recruitment in addition to tests of flexible solutions to link graduates to businesses based upon partner organisation experience.

While indications suggest that SMEs in particular have benefited from similar initiatives around the UK, there are compelling arguments to supporting key sectors in the CCR region both in terms of the potential careers progression of the graduate intern and the additional economic benefits that focussing on strategic need could offer. The pilot should therefore target businesses of all sizes to ensure that the programme can align with strategic priorities.

Delivery of fifty graduate intern starts over the course of a one-year pilot is a quantity that could be achieved if a coordinated approach is adopted with the region's local authorities, universities and business community.

An evaluation could explore whether there could be greater value in changing elements of the programme such as the offer to businesses and graduates or the approach to providing human resource services following the results of the pilot.

The potential impact of the lean approach to piloting the programme is significant with an estimated £1,645,020 of private sector funding or approximately £9.40 in private sector leverage for every £1 invested.<sup>17</sup>

While a quote has been obtained to estimate the costs of the website, the programme could also consider testing more intelligent technological solutions, such as platforms for matching employers and graduates to ensure sustainable outcomes could be achieved beyond preserving the core offer that stems from the human resource based services of the programme.

### **Commercial Case**

The workshops and meetings led to the identification of two service streams:

- A central team to undertake flexible business engagement, the human resource services and support in the induction.
- Flexible elements of service delivery and signposting through partner organisations (promotion of the scheme and signposting)

It was agreed that various organisations' sites could be used throughout the delivery phase with a rotational basis being suggested for assessment centres and inductions. Additionally, Office of the City Deal, local authority and

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<sup>17</sup> Assuming an average starting salary of £9 per hour for fifty interns on a thirty seven hour contract and a conversion rate of internship to job of 60% with the post-internship jobs assumed to be thirty seven hour, two-year fixed term contracts that pay £10.50 per hour. The assumptions are conservative since they do not account for on-costs, equipment, permanent contracts or the higher conversion rates of intern to post-internship job that have been achieved in similar initiatives in other parts of the UK.

university sites will be used to ensure flexible, region-wide business engagement is achieved.

The University of South Wales had offered the most staffing capacity to support the delivery of the programme and volunteered to take the lead in the delivery of the graduate programme. The university has stressed its commitment to supporting the pilot and have offered venues including their Exchange facility at Treforest, Cardiff and Newport sites. Proof of concept of the regional approach of the CCR Graduate Scheme would entail delivering graduate starts in every local authority area.

## Financial Case

The one-year budget for this programme has been estimated at £175,000 based upon table 7.

Table 7 – Cost Estimates

<b>Cost Estimates</b>			
	<b>2018/2019</b>	<b>2019/2020</b>	<b>Total</b>
Recruitment costs	£1,000	-	£1,000
Two regional business engagement / human resource support salary	£7,100	£77,900	£85,000
Non-salary expenditure	£850	£9,150 <sup>18</sup>	£10,000
USW Secondee	£6,500	£18,500	£25,000
Qualification cost	-	£23,000 <sup>19</sup>	£23,000
Website, bilingual marketing and events	£9,000 <sup>20</sup>	£1,000	£10,000
Contingency	£7,000	£14,000	£21,000
<b>Total</b>	<b>£31,450</b>	<b>£143,550</b>	<b>£175,000</b>

Further details on the estimated staff costs and non-salary expenditure can be found below:

Staff	2 X £31,370.25pa posts + 34% on costs	£84,072.28
Travel expenses	(based on £250 p/p per month )	£6,000.00
IT Equipment	2 X laptops	£2,000.00
Mobile phone	X 2	£700.00
Printing and Miscellaneous		£2,227.72
<b>Total Costs</b>		<b><u>£95,000</u></b>

## Management Case

The aim is to deliver fifty graduate interns through recruitment cycles and events over the course of the first year of the programme (2019-2020).

<sup>18</sup> Currently based upon two salaries of £31,370.25 plus on-costs, travel expenses, IT equipment and mobile phones – may be subject to revision

<sup>19</sup> Cost of £460 per ILM qualification for 50 graduate interns – may be subject to revision

<sup>20</sup> Estimated cost of website provided by City Deal partner and estimated cost of bilingual marketing – may be subject to revision

Internship salaries and post-internship salaries will be captured to demonstrate private sector funding leveraged.

Universities in the Cardiff Capital Region have agreed to undertake the student focussed element of the 'Attraction' stage, provide premises, support in parts of the 'Application and Assessment' stage and support in parts of the delivery of the 'Internship Programme' stage.

The University of South Wales has committed most staff time and resources to the development and delivery of the programme and has volunteered to take a lead role. This will be coordinated through a funding package of £25,000 to second a member of staff on a part time basis from December 2018 to March 2020 from the University of South Wales to the Office of the City Deal to continue to lead the development and delivery of the CCR Graduate Scheme.

Two additional full time members of staff will be required to undertake the delivery of the programme. This will include:

- the SME focused element of the 'Attraction' stage;
- the human resource support services from the 'Application and Assessment', 'Matching' and the 'Internship Programme' stages;
- monitoring and data management.

The credentials and track-record of the staff and the SME/Industry capture plan will be crucial to ensure that high-quality career opportunities for graduate candidates are created as part of the programme.

All staff will work out of the Office of the City Deal under the direction of the CCRCD Director and will use Office of the City Deal, university and local authority premises in order to engage businesses flexibly and deliver graduate intern starts in all ten local authority areas.

The outputs of the programme are achievable with the modest staffing structure due to the cost-effective approach of leaning on expertise and existing provisions across the region's universities, local authorities and partner organisations.

The following outputs will be monitored by staff delivering the CCR Graduate Scheme:

- intern starts;
- number of applicants per position;
- business location and sector;
- talent pool targeting;
- intern salaries and post duration;
- the conversion rate of interns to post-internship jobs;
- post-internship salaries and contract length;
- feedback on the programme from businesses and graduate

The business engagement staff will capture initial information on business and graduate appetite to engage with the scheme from April 2019. The number of positions created through the first cycle of business engagement and the

number of applicants for the positions will be available by August 2019 and the number of graduate starts by September 2019 (see Table 8 for further details).

Table 8 – Provision Timescales

<b>Timescales</b>	<b>Activity</b>
December 2018	<ul style="list-style-type: none"> <li>• Appointment of University of South Wales secondee</li> <li>• Development of job descriptions for two roles</li> </ul>
January-February 2019	<ul style="list-style-type: none"> <li>• Development and coordination of website content</li> <li>• Work with partners to identify practical guides on line management of interns, carrying out career conversations, principles of job design and strategic workforce planning</li> <li>• Launch of graduate- and SME-facing material and website</li> <li>• Student/graduate engagement</li> <li>• Establish database of interested businesses (target of 200)</li> <li>• Engage key sector groups to gauge requirements</li> <li>• Establish a business/industry capture plan</li> </ul>
March-May 2019	<ul style="list-style-type: none"> <li>• Two staff begin business engagement</li> <li>• USW secondee attends and organises events to promote key sectors and the scheme</li> </ul>
May-August 2019	<ul style="list-style-type: none"> <li>• Application and assessment undertaken</li> <li>• Matching of successful candidates with businesses for interviews</li> <li>• Recruitment of graduates</li> <li>• Management of talent pool</li> </ul>
September 2019	<ul style="list-style-type: none"> <li>• First cohort of graduate inductions (25 target)</li> <li>• Business engagement</li> </ul>
October-November 2019	<ul style="list-style-type: none"> <li>• Application and assessment undertaken</li> <li>• Matching of successful candidates with businesses for interviews</li> </ul>
December 2019	<ul style="list-style-type: none"> <li>• Recruitment of graduates</li> <li>• Management of talent pool</li> </ul>
January 2020	<ul style="list-style-type: none"> <li>• Second cohort of graduate inductions (25 target)</li> <li>• Business engagement for monitoring</li> </ul>
February-September 2020	<ul style="list-style-type: none"> <li>• Graduate support</li> <li>• Monitoring and evaluation</li> </ul>

Willingness for businesses and students / graduates to engage would be captured to explore whether the offer should be extended in future version of the programme, as would wider metrics of job satisfaction for the graduate positions such as levels of perceived skills utilisation.

The Office of the CCR City Deal will collect information from the two members of staff and the secondee from the University of South Wales to provide updates on the programme, including the achievement of outputs to the Regional Skills Partnership and Regional Cabinet.

As highlighted in the economic case section, various approaches will be tested throughout the pilot stage that could be strengthened or re-purposed in future models.

While all of the graduate intern starts, sectors, wage levels from the pilot would be captured by January 2020, if arrangements have not been made for the continuation of the programme, the Office for the City Deal would capture the conversion rate to post-intern jobs, salary of post-intern jobs and any other feedback beyond March 2020.

Regional Cabinet and Employment and Skills board, whose membership includes the Cardiff Capital Region Cabinet Member for Skills and the RSP's university representative, will receive updates of progress and achievement of outputs. Ad-hoc updates will also be provided to other partners upon request.

This will create a rigid monitoring and evaluation structure that will be to intervene if the pilot scheme is off track against deliverables and target dates that are outlined in Table 8.

## Future Generations Assessment Evaluation

<p><b>Name of the Officer completing the evaluation:</b></p> <p><b>Robert Seale</b></p> <p><b>Phone no: 03000 040414 – ext 19003</b>  <b>E-mail: robert.seale@cardiff.gov.uk</b></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>The core aim of the Cardiff Capital Region (CCR) Graduate Scheme is to enhance productivity, innovation and economic growth while promoting the CCR as a destination for talented graduates. This would be achieved by providing targeted human resource support services to businesses and facilitating events to release untapped graduate-level recruitment potential.</p>
<p><b>Proposal: CCR Graduate Scheme</b></p>	<p><b>Date Future Generations Evaluation form completed: 11 Dec 2018</b></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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposal seeks to develop an intervention that could secure external sources of funding to embed a long-term link between graduates and businesses, particularly those in priority sectors and SMEs, in the region. This link is crucial to increasing private sector demand for highly skilled workers.</p> <p>Whilst wholly positive, effort must be made to ensure that businesses in the most deprived parts of the region also benefit from the scheme and that a coordinated approach is adopted with existing graduate recruitment activity.</p>	<p>The approach to delivery involves leaning on expertise and existing provisions across the region's universities, local authorities and partner organisations and therefore optimises public value in establishing proof of concept of the graduate scheme.</p> <p>A sectoral focus and experimental approach in delivering the graduate scheme would be more likely to establish partner buy in for the programme beyond the pilot.</p> <p>Moreover, links with business support departments in all local authorities will allow the scheme to target high-value businesses and priority sectors to maximise the value added of the programme.</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><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The proposal reflects an opportunity to ingrain and embed economic resilience within businesses as a result of the fresh ideas, innovation and productivity gains that graduates can contribute. Stronger links between businesses and universities would also create a fertile environment for the development of more integrated partnerships to support business resilience.</p> <p>A sectoral focus and experimental approach in delivering the pilot would also be conducive to establishing various windows of opportunity to secure sustainable support for the programme beyond the pilot.</p>	<p>The programme will work with partners to identify specific resources to incorporate practical guides on line management of interns, carrying out career conversations, principles of job design, and strategic workforce planning. Such resources are particularly important as transitioning internships into jobs may require different type of advice.</p> <p>It is likely that larger businesses and businesses from key sectors will have more established career pathways and jobs demanding higher skills than businesses in sectors reliant on lower-skilled roles. Such factors will be accounted for in the industry engagement plan.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Additional graduate level employment will have a positive impact on a range of sustainability considerations, including health benefits of being in employment and reduced pressure on public services due to individuals moving from being economically inactive or unemployed into employment.</p> <p>Furthermore, providing a higher number of opportunities that include training and development will provide potential to get local people into steady and stable work, which in turn, reduces the stress burden around financial issues which can be a key contributor to mental health problems.</p>	<p>A qualification, an induction and events have been included in the programme to instil a commitment to continuing professional development in the graduates and by extension, the wider business community.</p> <p>Working with partners to strengthen the support to businesses beyond the internship period presents the opportunity to create more sustainable employment.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>A core aim of the proposal is to sell the Cardiff Capital Region as a destination for talented graduates. Accordingly, efforts have been made to ensure that communities in each local authority area would benefit from the proposal.</p>	<p>Links with business support departments in all local authority areas will not only allow the scheme to target local economic priorities, but will also ensure the programme is conducive to delivering enhanced economic development across the whole region.</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><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The project seeks to create sustainable opportunities in the Cardiff Capital Region within the context of underemployment of a high proportion of graduates.</p> <p>A graduate-facing event led by the Well-being of Future Generations Office has been incorporated into the programme to achieve a greater impact on local social, economic and environmental wellbeing. The event would involve promoting the business opportunities from the circular economy, energy efficiency and other business benefits the well-being act could offer.</p>	<p>A coordinated approach with partners, including signposting businesses to provisions that could meet their needs and working with partners to encourage additional events for graduates.</p>
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The coordinated approach between higher educational institutions, local authorities and business representative organisations underscores a significant commitment to regional prosperity and selling the brand of the Cardiff Capital Region as a destination for talented graduates.</p> <p>Additionally, the events present the opportunity for graduate involvement in or promotion of more recreational activities and networking.</p>	<p>Consideration has been given to the appropriate amount of information and events that graduate interns could be invited to in order to ensure an inundation of invitations does not detract from attendance to events that are beneficial to those on the scheme.</p>
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>Within the context of significant underemployment of graduates in the Cardiff Capital Region, the creation additional graduate-level opportunities would allow people from different and diverse backgrounds to benefit from a range of opportunities that are unlikely to emerge in the absence of this intervention.</p>	<p>Information on the application process will be included on the website for the CCR Graduate Scheme and feedback will be provided to unsuccessful candidates to help them to learn from the experience and improve their employability skills for future applications.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The proposal is about creating long-term prosperity that will enhance the number of higher level skills opportunities in the region as well as sustained growth in businesses across the Cardiff Capital Region.</p>	<p>An experimental approach combined with continual assessment will help to maximise the positive impacts.</p>
 <p>Working together with other partners to deliver objectives</p>	<p>The programme has been developed in partnership with universities, business representative groups, local authorities and other partners. It has taken an inclusive approach to engagement and is working with a wide-range of partners.</p>	<p>Continuing to engage partners, including those that offer additional support services to businesses, will be crucial to maximising positive impacts of the programme.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>Surveys, consultation, workshops and research from various interest groups were used to develop the scheme and strike a balance between creating an offer to graduates while minimizing the burden of participation for businesses.</p>	<p>Continual engagement with businesses and graduate interns will present the opportunity to provide feedback on the programme and review whether there is scope for improvement in the programme's delivery in future.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The ambition to create a long-term support service to help businesses overcome barriers to recruitment would result in the creation of a service that provides a tailored response for businesses that face similar barriers.</p>	<p>Working with sector groups and business representative organisations could support the development of the aforementioned sustainable approaches to incentivising graduate recruitment.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The partnership arrangements between the ten local authorities in the region, the four universities and business representative organisations ensure that a coordinated approach is adopted.</p>	<p>Not at this time</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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	Should the proposal be successful opportunities will be open to all.	None arising – although particular attention will have to be paid to how the message and opportunities is conveyed as consistently as possible to all aspects of the future workforce.	Particular attention will have to be paid to how the opportunities are conveyed as consistently as possible to all aspects of the future workforce.
Disability	Should the scheme be approved, training and skills development will be done on a flexible basis ensuring accessibility and equality of access.	As above	As above
Gender reassignment	Should the scheme be approved, training and development processes will be focused on all equalities principles and matters, including gender.	As above	As above
Marriage or civil partnership	Should the proposal be successful, employment and recruitment processes will have regard to all of the protected characteristics including the rights of married couples or those in civil partnerships.	As above	As above
Pregnancy or maternity	Should the proposal be successful, proper regard will be had to the rights of any employees with regard to pregnancy/ adoption/ maternity and paternity.	As above	As above
Race	Should the proposal be successful and a recruitment and appointment process begin, proper regard will be had at that time, regarding promoting equality of opportunity, translation services and general support to ensure opportunities are genuinely open to all members of the community/ workforce.	As above	As above
Religion or Belief	As above.	As above	As above

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Sex	Again, should the proposal be successful, proper regard will be had to working conditions and rights and ensuring equity.	As above	As above
Sexual Orientation	As with all of the section above.	As above	As above
Welsh Language	Should the bid be successful we will discharge all of our duties in relation to the Welsh language Act.	Not at this time but the situation will be kept under review.	As above

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	Any work with young people or in the context of schools/ learning establishments, will have proper regard to Safeguarding requirements and policy compliance.	Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.	As above
Corporate Parenting	If successful, an opportunity exists to advise and support graduates about the potential for careers, growth and personal development.	None arising	As above

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

- Data and evidence on the Cardiff Capital Region Economy
- Academic research
- Graduate mobility trends
- Survey research and business responses
- Reports on future trends

**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 proposal will support businesses to grow and deliver additional graduate positions that would not be present in the absence of the intervention. The experimental approach in the pilot will allow proof of concept of various ideas to be attained thereby creating a range of paths to creating a self-sustaining programme beyond the pilot.*

**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

What are you going to do	When are you going to do it?	Who is responsible	Progress
NA			

**8. 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:	NA
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