

## **18 FEBRUARY 2019 MEETING**

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### **ESTABLISHMENT OF THE CITY DEAL OFFICE - RESTRUCTURE AND RESOURCING PLAN – 2019-20-2020/21**

#### **REPORT OF THE CITY DEAL, DIRECTOR**

#### **AGENDA ITEM: 8**

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##### **Reason for this Report**

1. The foundations of City Deal have been fundamentally evolving over the last five months following an assessment of the 'state of readiness' of the programme for its next phase of deployment. Actions required to increase preparedness have been set out in a comprehensive 'ten point plan' and adapted into performance frameworks, work plans and reports from September 2018 onwards. This has included a focus on core critical success factors such as improving influence with investors and funders; increasing strategic alignments in order to leverage new investment; the need for good data to support decisions; and, a new Economic and Industrial Growth Plan to set direction. In addition, given the focus on partnerships, industrial leadership and delivery as part of the Local Evaluation framework now underway, the City Deal programme has to gear up to a set of unprecedented challenges.
2. Chief amongst these challenges is the sense of urgency surrounding the impact of departure from the European Union, loss of structural funds and the need to compete with other regions and institutions to secure resources - through the UK Government Industrial Strategy – the new locus of regional economic and innovation investment.
3. In this context, City Deal takes on a new significance - beyond a funding programme. There is a need to in-build greater resilience; the ability to compete, be 'challenge-focussed' and increase economic sustainability. This approach is set out in the proposed Annual Business Plan for 2019/20, focussing on activities to ramp up pace and delivery; strengthen influence and

adherence to a wider set of success factors, that will see optimal delivery of economic growth and public value.

4. A critical feature of this new approach and front and centre in the Annual Business Plan, is the proposed Investment Framework and the 'three fund approach'. This approach to enhancing the Assurance Framework fills a gap that currently exists around the ability to properly progress, evaluate and deliver the right projects, at the right time, to maximise impact to the economy and communities – in line with agreed targets.
5. Whilst there is an existing resourcing and team structure in place (Appendix 1) – albeit, largely vacant – it is not configured to meet the challenges, demands and shifts and changes set out above. In order to accelerate progress and pace, deliver to the new imperatives and succeed in a much more competitive space, a new resourcing plan and brand is required.
6. This report sets out a proposal for establishing the City Deal Office and a comprehensive resourcing plan which enables optimal delivery for the period up to Gateway Review 1 (2019/20-2020/21) and within the existing resourcing envelope.

## **Background**

### **City Deal – a new significance**

7. The environment both internal and external to City Deal is rapidly shifting. Externally, the impact of the UK exiting the European Union and the subsequent loss of Structural Funds, will be especially adverse for Wales and the Cardiff Capital Region – as significant net beneficiaries of European monies. With the launch of the UK Industrial Strategy, all government-level regional investment for economic growth and innovation will now be channelled via funds such as the Industrial Strategy Challenge Fund. The combined budget of the non-departmental UK Government entity established to oversee this – UK Research and Innovation is £6.4bn per annum – and represents a huge opportunity. However, the investment is deployed via a challenge-led programme and organised around Four Grand Challenges (Clean Growth, Data and Artificial Intelligence, Ageing Society and the Future of Mobility). This places an emphasis on creative thinking, ideas, Research and Development and the ability to solve problems. Such an approach is very different to traditional grant application and the competition is much bigger and wider.
8. Quickly gearing up to compete with other regions and institutions on a UK-wide basis to secure and win resources means that our approach needs to rapidly develop the maturity and resilience to succeed. It must be noted that whilst there is a UK Government commitment to 'replacing' EU funds – it is not a 'like

for like' commitment. The Shared Prosperity Fund aims to ensure regions and areas can share and spread the benefits of prosperity and address inequalities. However, it is still not understood if the Fund, which is unlikely to replace the quantum lost through of EU funds, will also, be in some or full-part, challenge-driven. What is known, is that the fund will be administered by UKRI and connections with the Industrial Strategy will be expected.

9. All of this, presents significant challenges to the internal dynamic, composition and capacity of City Deal. City Deal has to evolve from being 'theme-driven' to challenge-driven; become more data driven, focussed on fewer unique competitive strengths and able to demonstrate its contribution to solving some of the big industrial and societal problems of the day.
10. In this context, all aspects of City Deal operations must evolve and adapt. City Deal takes on a fundamental new significance. Once the investment is gone - it is gone and therefore every penny must be made to count. This means a different path to 'spending down' the Deal and developing a pipeline that will outlive City Deal and leverage new investment and opportunity to bring about a step change in the economic fortunes of the region. The City Deal Wider Investment Fund (WIF) must strive to be 'evergreen' and live of interest and not capital. Activity to initiate this shift in approach has already brought about:
  - Sectoral analysis (as part of a wider 'State of the Region' evidence report) that builds upon the early work of the Growth Commission and sets out areas of competitive strength;
  - The development, led by the Regional Economic Growth Partnership, of a regional Industrial and Economic Plan. The plan is aimed at conveying the 'investability' of the region and developing links and connections into the UK Industrial Strategy and Wales' Economic Action Plan;
  - Building a connected delivery pipeline, supported by a proposed Investment Framework that guides decision making, investment criteria and evaluation and a roadmap for meeting the GVA, Jobs and Leverage targets. This Investment Framework places an emphasis on 'Innovation Investment'; 'Infrastructure Investment' and 'Challenged-led Investment';
  - Opportunities to develop 'co-investment' mechanisms with UKRI and Wales Government;
  - Opportunities to influence UKRI through expert panels, submissions into the Industrial Strategy Challenge Fund (such as Strength in Places) and membership of the Science Advisory Panel;
  - A new approach to communications, social media, marketing and extending 'reach' and engagement;
  - Targeting of key international events such as MIPIM and Wales in London Week, developing our investment credentials and growing international profile, visibility and trade links; and,

- Growing and reinforcing the partnership base, network and influencers willing to act and animate on behalf of the Cardiff Capital Region.
11. The above steps have been necessary to evolve the foundations of City Deal, ensuring it remains fit for future purpose and capable of keeping going and growing. However, to implement this and drive delivery in optimal ways requires real changes to the current set-up, staffing, structures and resources. Executing all of the above relies upon a comprehensive structure and resourcing plan which will address issues around capacity, capability and how we brand and communicate the core proposition.
  12. The current approved and largely vacant structure for the City Deal 'Programme Management Office' is set out at Appendix 1. This structure reflects point in time requirements that have long since passed and a set of earlier assumptions and predictions that have shifted over time.
  13. The proposal is to replace this structure and resourcing plan with a new 'City Deal Office', which will be underpinned by a core programme team and two 'entities', that position 'CCR Infrastructure' and 'CCR Invest' as key brands. The structure and resourcing plan will emphasise and bring about:
    - The need to mobilise wider strengths and assets within partnerships and other organisations;
    - A focus on data, evidence, insight and foresight to underpin decision making and good governance;
    - A fresh and contemporary brand for CCR that resonates with business and industry and other global brands;
    - A focus on innovation investment that keeps the City Deal 'evergreen' and able to leverage new resources and opportunity;
    - A focus on infrastructure development which enables economic growth and productivity improvements;
    - A focus on challenge-led investment that realises co-investment and co-funding across governments, industry and HE;
    - A dedicated approach to marketing, communications and branding – ensuring we have an international visibility and profile;
    - The appropriate commercial and negotiating ability, acumen and flair
    - An understanding and aptitude for 'good' inclusive growth and business development; and,
    - Bringing in-house key aspects of the financial, assurance and governance processes.

### **Key Issues - The Proposal**

14. The proposed City Deal office structure and functions are set out below:

Figure 1:



#### Proposed Structure – City Deal Office Core Team

15. It is proposed that the Core Team is comprised of:

- A Chief Operating Officer – a deputy Director role, providing reliable and confident input into key stakeholder settings; oversight of all City Deal operations, staffing and work programmes. Partnership and data lead. Academic partnership lead. Oversight of the operation of the Investment framework and in particular, execution of the Challenge Fund.
- A Head of Assurance, Finance and Risk – lead for good governance, accountability and risk management. Perform lead financial oversight role and point person for Local Evaluation Framework and review.
- A Head of Inclusive Growth and Business Development – lead for inclusive growth and pipeline and business development. Deal-flow and origination, relationships and networks and investor relations.
- Graduate Associates(2) – research and development support, administrative support and project based development work and programme management
- Business Support Officers (2) – intelligent administrative support, front of house development, lead programme support for Assurance, Finance and Risk and Inclusive Growth/ Business Development roles

- Marketing and Communications Lead – communications and marketing lead; in-house communications and press office, brand development and investability, profile and visibility
- PhD Data Scientists – sourced and match-funded from the KES studentship scheme – provision of live data curation, support and analysis to inform evidence base and investment project appraisals

#### Proposed Structure - CCR Infrastructure

16. It is proposed that CCR Infrastructure – a ‘brand’ of the City Deal Office will comprise:
- Chief Officer – CCR Infrastructure – oversee, develop and establish the brand and delivery pipeline for all infrastructure delivery. Professional expertise, knowledge and capability to the programme, delivering against targets and overseeing major project execution across physical and fixed infrastructure schemes. Lead for Metro.
  - Investment Support Leads (2) – leads for detailed project development, appraisals and evaluation

#### Proposed Structure – CCR Invest

17. It is proposed that CCR Invest – a brand of the City Deal Office initially (with probable need to convert to corporate structure to professionally oversee, manage and evaluate the Innovation Fund), will comprise:
- Chief Officer – CCR Invest – oversee, develop and establish CCR Invest and professional fund management relationship in respect of Innovation Investment and Major Strategic Projects. Professional innovation and investment expertise and public-private investment experience and all aspects of Foreign Direct Investment, ‘origination’ and investment readiness
  - Investment Support Leads (2) – leads for detailed project development, appraisals and evaluation
18. Structure Chart, Job Roles, Person Specifications and Job Evaluations are attached at Appendix 2. It should be noted that all roles are for a fixed term period until 31 March 2021, in line with the City Deal Director’s tenure and the first five year Gateway Review.
19. All roles have gone through established job evaluation processes, Hay for senior roles and GLPC scheme for the remaining posts. Salaries have been set based on these evaluations and Cardiff Council salary structures. All posts will either be seconded to Cardiff Council as the host authority for secondments or may be fixed-term appointments to Cardiff Council if the successful candidates

are not employed by one of the ten authorities which make up the Cardiff Capital Region. As the Chief Operating Officer post reports directly to the Director, it is defined as deputy Chief Officer post under Section 2 of the Local Government and Housing Act 1989 and therefore requires a member appointment as stipulated under the Local Authorities (Standing Orders) (Wales) Regulations 2006 (amended in 2014). Therefore, there will be a requirement for a Member panel of not less than 5 members to be established in order to recruit for this post. All other posts will be officer appointments led by the Director/ Chief Operating Officer and will be supported by HR, from the Accountable Body and other Chief Executives as required.

## Resourcing Plan and Budget

20. The budget and resourcing plan for the proposed City Deal Office is set out at Appendix 3. Key points are as follows:
  - The budget for the existing Programme Management Office is c£1.1m (inclusive of staffing, running costs and Accountable Body contribution)
  - The costs associated with the new structure are c£1.7m (inclusive of staffing, running costs and Accountable Body contribution)
  - **This is an increase of c£0.6m**
21. In addition to the above, is the approved 3% top-slice of the Wider Investment Fund (WIF) budget. This was previously £742k. However, in order to fund the above increase, it is proposed that this is increased by c£434k to £1.1m by calling on the WIF Projected Reserve Monies (£872k) over the two year period. £0.6m of this will be used to fund the increase related to the establishment of the Office of the City Deal. This leaves £0.5m of the WIF top-slice to invest in both 2019-20 and 2020/21 on investment support activities to underpin CCR Invest and CCR Infrastructure and project delivery.
22. In short, this means the £0.6m cost increase will be met from the WIF top-slice based on 3% flat profile plus the balance in the WIF Projected Reserve Monies for a two year period. This means that the costs of appropriately resourcing the Office of the City Deal and all required activity will be met, for the remaining fixed two year period, up until Gateway Review 1, within existing resources and the overall resource envelope established with no further commitment or increase in Council contributions required.
23. There is a risk associated with this. This being that given the rate at which potential proposals and projects are starting to form and come forward, the investment support budget of £1.0M over two years, may be insufficient. This could be a particular issue in 2019/20 with a number of legacy commitments. This risk will need to be managed and mitigated through the Annual Business Plan process. The Annual Business Plan for 2019/20 sets out currently, that the

WIF top-slice of 3% for project and investment support, is profiled over a 20 year delivery period. However, should projects come to the fore more quickly and delivery takes place over a shorter period (10-15 years), it may be necessary to 'front-load' the 3% in the short-term (rather than the current flat profile over 20 years). The Annual Business Plan seeks to establish the principle for this, with the support of UK Government, in-building the flexibility, should it be required – now or at a future date - to accelerate project delivery. Again, this does not extend, change or increase the current envelope. Instead it seeks to flex the current envelope in order to be compatible with the pace and scale of delivery.

**Fig 1 - WIF Top-Slice  
Resource Table  
(3% Flat Profile)**

	2016/17 £s	2017/18 £s	2018/19 £s	2019/20 £s	2020/21 £s	2021/22 £s
<b>Opening Balance</b>	0	-742,500	1,328,650	1,614,773	1,180,325	-742,500
Annual WIF Top-Slice Resources	-742,500	-742,500	-742,500	-742,500	-742,500	-742,500
Contribution to Joint Cttee Budget	0	0	109,940	597,865	606,953	563,475
Prog' Develop' & Support - ACTUAL	0	156,350	346,437	0	0	0
Prog' Develop' & Support - Commitments	0	0	0	484,550	15,000	0
Prog' Develop' & Support - Available	0	0	0	94,533	558,372	576,228
<b>WIF Top-Slice Expenditure</b>	<b>0</b>	<b>156,350</b>	<b>456,377</b>	<b>1,176,948</b>	<b>1,180,325</b>	<b>1,139,703</b>
<b>Balance C/fwd</b>	<b>-742,500</b>	<b>1,328,650</b>	<b>1,614,773</b>	<b>1,180,325</b>	<b>-742,500</b>	<b>-345,298</b>

Gateway Review

## Wider implications

24. The wider implications arising from this report firstly concern the Accountable Body, and the current 'Lead Officer' arrangement. In relation to the Accountable Body, there is no planned revision to the current arrangement. However, given the proposal to build a Finance/ Assurance/ Governance role into the core City

Deal Office, any resultant impact on the scope/ scale of part of the service currently procured through the Accountable Body, will be kept under review.

25. The rationale for the current minimalist staffing and resourcing structure for City Deal was predicated on Council Leaders and officers enacting 'lead' roles. Whilst it is beneficial for Leaders to be figureheads and ambassadors for thematic areas such as Skills, Innovation and Transport – and must remain a feature of future work – the 'lead officer' role has not consistently worked well. This has been because of understandable and inevitable time constraints and competing priorities. In addition, it has sometimes reinforced silos and not made connections and reinforced the interfaces so key to telling the story. It is therefore proposed that reinforcing the capacity and capability within the City Deal Office, it becomes principally accountable for project leadership and delivery (except in circumstances where there is a strong 'local delivery' flavour to the project) with nominated council officers, providing a support, challenge and critical friend role.
26. A further consideration is the need to establish a Member-led Appointments Panel for the purposes of carrying out the recruitment and selection of the senior post in the proposed structure – the Chief Operating Officer.

### **Reasons for Recommendations**

27. The reasons for the recommendations are:
  - If the Cardiff Capital Region is to compete in a fundamentally altered environment, it needs to evolve and adapt quickly, in order to respond to the challenges and take advantage of new connections, opportunities and collaborations;
  - The current staffing and resourcing structure is not fit for future purpose and investment is needed in ensuring the capability and capability is in place to accelerate programme delivery and build for the future; and,
  - The proposals set out in this report are affordable in the context of existing resources, achievable in the context of the opportunity pipeline and deliverable in line with the two year fixed period which leads to Gateway Review 1.

### **Financial Implications**

28. The 2019/20 Joint Committee Revenue Budget report is due to be considered by Regional Cabinet at its meeting of the 18<sup>th</sup> February 2019 (Agenda Item 6). That budget report contains the necessary approvals in respect of this proposal and therefore, approval of this report is contingent upon the Joint Committee Revenue budget securing the necessary approvals in this regard. The financial implications are largely set-out in the body of this report and the supporting appendices. In addition (and to summarise), the ring-fenced

3% Top-Slice budget has sufficient resources available within existing envelope approved by Regional Cabinet to meet the cost of the proposals set out in this report over the next two years. Furthermore, the projections indicate that the available resources may be enough to fund up to another two years of costs, providing these remain at a similar level to those projected in 2020/21. Full details are set-out at Appendix 4 - WIF Top-Slice Resources Table.

29. However, Regional Cabinet should note that this funding model will not be able to sustain itself over the longer-term. Therefore, if a decision is taken to continue with the proposed structure of the City Deal Office post 2020/21, then consideration will need to be given to the funding mechanism beyond that stage.
30. With this in mind initial discussions have taken place with UK Government around the ability to bring forward an element of the Top-Slice resources, which are currently profiled to be spent in the last five years of the fund's life i.e. Years 16-20. This option is based on the assumption that most (if not all) of projects approved as part of the WIF should have been approved and implemented by the end of Year 15 and therefore, the call on Programme Development & Support resources will be significantly reduced. In the unlikely event that the top-slice cannot be front front-loaded as is desired, then the budget setting process at the time, will need to address the issue.
31. Regular budget monitoring reports will need to provide updates on the position in respect of budgets and resources, including the City Deal Office proposal (if approved). These reports will also need to highlight any issues or risks in respect of City Deal funding terms & conditions, should these crystallise in any way.

## **Legal Implications**

32. The Joint Working Agreement in relation to the delivery of the Cardiff Capital Region City Deal ('the JWA') provides that the Regional Cabinet shall establish a Programme Management Office. Further, the terms of reference of the Regional Cabinet include that Regional Cabinet shall, '*provide strategic direction to the Regional Programme Director (to include approval of remit for the Regional Programme Director and approval of any resourcing issues)*'. This report relates to resourcing issues and proposes the existing structure of the PMO is replaced with a new structure, as set out in appendix 2. This proposal is achievable within the provisions of the JWA provided it falls within the budget provision approved. The report on the 2019/20 joint committee revenue budget addresses the budget position and the recommendations in this report are subject to the budget report recommendations being approved.
33. It is proposed that going forward, the Programme Management Office ('PMO') is referred to as the City Deal Office. This would constitute a minor amendment to the JWA (to the terminology used) and if acceptable can be agreed by Regional Cabinet. It is noted that the tasks and responsibilities allocated to the

PMO under the Assurance framework (which document forms part of the JWA) will continue to be undertaken by the City Deal Office.

34. The employment law implications associated with this proposal are addressed in the HR advice in this report.
35. In developing the Annual Business Plan and in carrying out the activities listed regard should be had, amongst other matters, to:
  - (a) the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards,
  - (b) Public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are : a. Age; b. Gender reassignment; c. Sex; d. Race – including ethnic or national origin, colour or nationality; e. Disability; f. Pregnancy and maternity; g. Marriage and civil partnership; h. Sexual orientation; i. Religion or belief – including lack of belief and (c) the Well Being of Future Generations (Wales) Act 2015.
36. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') is about improving the social, economic, environmental and cultural well-being of Wales. The Act places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language and is globally responsible. In discharging their respective duties under the Act, each public body listed in the Act (which includes the Councils comprising the CCRCD) must be set and published wellbeing objectives. These objectives will show how each public body will work to achieve the vision for Wales set out in the national wellbeing goals. When exercising its functions, the Regional Cabinet should consider how the proposed decision will contribute towards meeting the wellbeing objectives set by each Council and in so doing assist to achieve the national wellbeing goals.
37. The wellbeing duty also requires the Councils to act in accordance with a 'sustainable development principle'. This principle requires the Councils to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Regional Cabinet must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, Regional Cabinet must:
  - Look to the long-term
  - Focus on prevention by understanding the root causes of problems
  - Deliver an integrated approach to achieving the 7 national well-being goals
  - Work in collaboration with others to find shared sustainable solutions
  - Involve people from all sections of the community in the decisions which affect them.

38. Regional Cabinet must be satisfied that the proposed decision accords with the principles above. To assist Regional Cabinet to consider the duties under the Act in respect of the decision sought, a full assessment is attached.

### **HR Implications**

39. All posts have been developed and evaluated in line with HR best practice. Recruitment into the roles has been identified within the body of the report and follows legal and best practice requirements. The move to the new structure detailed within this report will have an impact on a number of current employees as their current roles are not included in the revised structure. These employees have been consulted prior to this report being made publicly available and this consultation will be taken into consideration should any employees be displaced during this process.

### **RECOMMENDATIONS**

It is recommended that the Cardiff Capital Region Joint Cabinet:

- a) Delete the existing structure for the City Deal Programme Management Office (Appendix 1) and endorse and approve the proposed Restructure and Resourcing Plan for the establishment of the City Deal Office in 2019/20-2020/21 (Appendix 2);
- b) Note the additional cost of £0.6M associated with this and approve the financing plan and proposed budget that sets out how this increase will be managed within existing resources and the current affordability envelope;
- c) Note the risk around the 3% top slice of the Wider Investment Fund and its sufficiency in meeting the cost of support and developmental works associated with accelerating delivery – now and in the future. To endorse establishing the principle of front-loading the 3% top-slice, when and if the need arises – and subject to UK Government agreement – as per the Annual Business Plan 2019/20 recommendations; and
- d) Agree the establishment and composition of an Appointments Panel in line with the Joint Working Agreement provisions, in order to commence, oversee and enact the recruitment and selection process for the proposed senior post of Chief Operating Officer.

**Kellie Beirne**  
**Cardiff Capital Region City Deal Director**  
**18 February 2019**

Appendix 1 – Current Structure – Programme Management Office  
Appendix 2 – City Deal Office Proposed Structure Chart  
Appendix 3 – Budget and Resourcing Plan  
Appendix 4 – Wider Investment Fund Top-Slice Resources  
Appendix 5 – Future Generations Assessment

**Current Structure – Programme Management Office**

1. Table 1 below sets out the 2018/19 approved budgeted structure for the City Deal Programme Management Office.

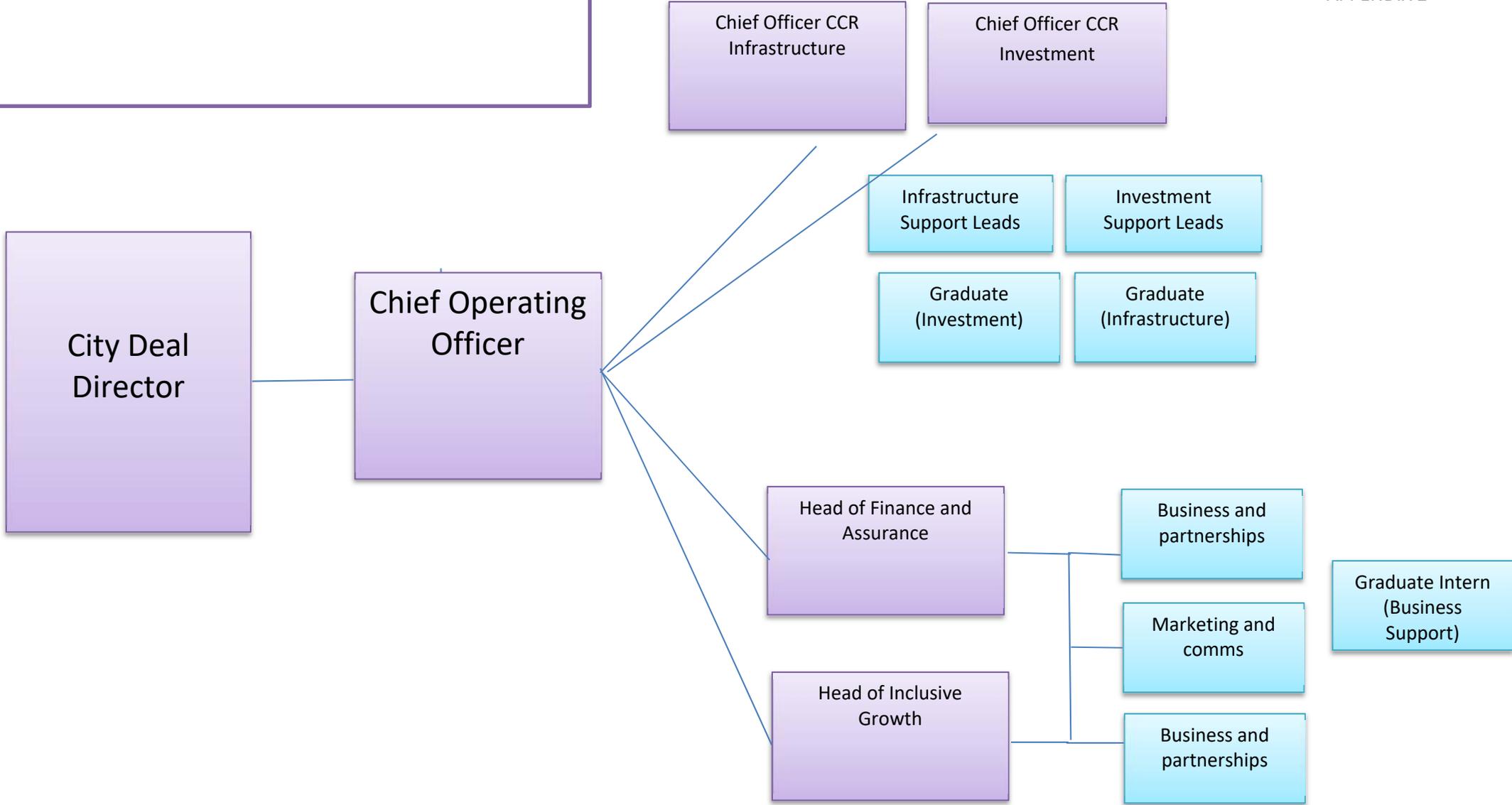
**Table 1: Current Structure – Programme Management Office**

<b>Title</b>	<b>FTE</b>	<b>Grade</b>	<b>Salary</b>	<b>On-Costs</b>	<b>Total</b>
Programme Director*	1.0	-	-		<b>£149,582</b>
Delivery Lead Place / Infrastructure / Transport	1.0	OM2	£50,128	£17,571	<b>£67,699</b>
Delivery Lead People (Skills)	1.0	OM2	£50,128	£17,571	<b>£67,699</b>
Development Officer Prosperity	1.0	Gr9	£38,052	£13,067	<b>£51,119</b>
Temporary Development Officer (Digital)	1.0	Gr9	£38,052	£13,067	<b>£51,119</b>
Development Officer Place / Infrastructure / Transport	1.0	Gr9	£38,052	£13,067	<b>£51,119</b>
Development Officer People (Skills)	1.0	Gr9	£38,052	£13,067	<b>£51,119</b>
Cabinet and Partnership Support	1.0	Gr6	£28,222	£9,400	<b>£37,622</b>
Cabinet and Partnership Support	1.0	Gr6	£28,222	£9,400	<b>£37,622</b>
Other Employee Costs					<b>£21,215</b>
	<b>Total</b>	<b>9.0</b>	<b>£308,908</b>	<b>£106,210</b>	<b>£585,915</b>

**Funded by:**

PMO Base Budget	£475,975
Wider Investment Fund Top-Slice	£109,940
	<b>£585,915</b>

\*to be retained



### City Deal Office – Proposed Budget and Resourcing Plan 2019/20

1. Table 1 below shows the cost implications of the new staffing structure for the City Deal Office as set-out in Appendix 2. Salaries have been calculated at the mid-point of grades and a 2% overall increase to 2018/19 costs has been built in. This costing also assumes that all posts will be filled for the whole of the Financial Year.

**Table 1: City Deal Office – Costed Structure 2019/20**

Title	FTE	Grade	18/19		Uplift 19/20	
			Salary	On-Costs	Total	Total
City Deal Director	1.0	n/a	£111,447	£38,135	£149,582	<b>£151,078</b>
Chief Operating Officer / Deputy	1.0	CO/AD	£84,905	£30,507	£115,412	<b>£117,720</b>
Head of / Strategic Lead for Assurance, Risk & Programme Finance	1.0	OM1	£61,963	£21,949	£83,912	<b>£85,590</b>
Marketing and Communications Lead	1.0	Gr10	£40,857	£14,078	£54,935	<b>£56,034</b>
Business Support Co-ordinator	1.0	Gr7	£30,755	£10,310	£41,065	<b>£41,886</b>
Business Support Co-ordinator	1.0	Gr7	£30,755	£10,310	£41,065	<b>£41,886</b>
Chief CCR Invest Officer	1.0	CO/AD	£84,905	£30,507	£115,412	<b>£117,720</b>
Proposal Delivery Lead	1.0	Gr9	£38,052	£13,031	£51,083	<b>£52,105</b>
Proposal Delivery Lead	1.0	Gr9	£38,052	£13,031	£51,083	<b>£52,105</b>
Chief CCR Infrastructure Officer	1.0	CO/AD	£84,905	£30,507	£115,412	<b>£117,720</b>
Proposal Delivery Lead	1.0	Gr9	£38,052	£13,031	£51,083	<b>£52,105</b>
Proposal Delivery Lead	1.0	Gr9	£38,052	£13,031	£51,083	<b>£52,105</b>
Graduate Intern	1.0	Gr6	£26,470	£8,711	£35,181	<b>£35,885</b>
Head of / Strategic Lead for Business & Challenge Development	1.0	OM1	£61,963	£21,949	£83,912	<b>£85,590</b>
Graduate Intern	1.0	Gr6	£26,470	£8,711	£35,181	<b>£35,885</b>
Apprenticeship Levy (0.5% of Taxable Pay)			£0	£0	£3,987	<b>£4,057</b>
Graduate Intern Resource to be provided without charge			-£26,470	-£8,711	-£35,181	<b>-£35,885</b>
<b>Total</b>	<b>15.0</b>		<b>£771,133</b>	<b>£269,087</b>	<b>£1,044,207</b>	<b>£1,063,585</b>

2. Table 2 shows the total proposed Revenue Budget for the City Deal Joint Committee, including both the City Deal Office and the Accountable Body Support Services. The budget totals £1.687M and is funded by City Deal Partner Authority Contributions and contributions from both the 2019/20 allocation of the Wider Investment Fund 'Top-Slice' Budget and from unused Top-Slice funding from 2017/18 and 2018/19 which has been carried forward.

**Table 2: CCRC Joint Committee Revenue Budget 2019/20**

<b>City Deal Office (CDO)</b>	
Employee Related	£1,063,585
Premises Related	£21,000
Transport Related	£18,750
Supplies & Services	£68,695
Joint Scrutiny	£25,000
5 Year Gateway Review Support	£72,810
Assurance Framework Support	£25,000
WAO Performance Audit Fee	£15,000
Contingency	£68,576
<b>Sub Total</b>	<b>£1,378,416</b>
<b>Accountable Body Support Services (AB)</b>	
HR People Services	£20,685
Finance & Accountancy Support	£138,293
Exchequer, Internal Audit & Insurance	£3,566
Legal & Governance Support	£80,000
ICT, Information & Governance	£13,722
External Audit Fee	£12,500
Procurement	£15,000
Contingency	£25,000
<b>Sub Total</b>	<b>£308,766</b>
<b>Gross Expenditure</b>	<b>£1,687,181</b>

<b>Funded by:</b>	
Partner Contribution Income	-£1,089,317
WIF Top-Slice Contribution - CDO	-£148,615
WIF Top-Slice Contribution - AB	-£14,802
WIF Top-Slice Carry Forward Balance	-£434,448
<b>Gross Income</b>	<b>-£1,687,182</b>

3. Table 3 shows how the Wider Investment Fund Top-Slice annual allocation and brought forward balances are able to fund the Budgets set out above and allow for just under £0.6M to be available to fund the delivery of projects in 2019/20.

**Table 3: Wider Investment Fund Top-Slice (3% Flat Profile) 2019/20**

<b>Contributions to Fund CDO Structure Increases</b>	
Contribution to CDO	£148,615
Contribution to AB	£14,802
Balance met from WIF Reserve	£434,448
<b>Sub Total</b>	<b>£597,865</b>
Programme Development & Support Budget	£579,083
<b>Grand Total</b>	<b>£1,176,948</b>

<b>Funded by:</b>	
3% Top-Slice: £495M over 20 years	-£742,500
WIF Top-Slice Carry Forward Balance	-£434,448
<b>Total</b>	<b>-£1,176,948</b>

## Wider Investment Fund Top-Slice Resources

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£	£
<b>Opening Balance</b>	<b>0</b>	<b>-742,500</b>	<b>-1,328,650</b>	<b>-1,614,773</b>	<b>-1,180,325</b>	<b>-742,500</b>	<b>-295,918</b>
Annual WIF Top-Slice Resources	-742,500	-742,500	-742,500	-742,500	-742,500	-742,500	-742,500
Contribution to JC Revenue Budget - Core	0	0	109,940	163,417	169,128	172,407	175,750
Contribution to JC Revenue Budget - C/fwd	0	0	0	434,448	437,825	446,582	295,918
Prog' Dev' & Support - ACTUAL / PROJECTED	0	156,350	346,437	0	0	0	0
Prog' Dev' & Support - Available	0	0	0	579,083	573,372	570,093	566,750
<b>WIF Top-Slice Expenditure</b>	<b>0</b>	<b>156,350</b>	<b>456,377</b>	<b>1,176,948</b>	<b>1,180,325</b>	<b>1,189,082</b>	<b>1,038,418</b>
<b>Balance C/fwd</b>	<b>-742,500</b>	<b>-1,328,650</b>	<b>-1,614,773</b>	<b>-1,180,325</b>	<b>-742,500</b>	<b>-295,918</b>	<b>0</b>

Shortfall in 2022/23

159,595

## Future Generations Assessment

<b>Name of the Officer completing the evaluation:</b>  <b>Kellie Beirne</b>  <b>Phone no: 07826 9219286</b> <b>E-mail: kellie.beirne@cardiff.gov.uk</b>	<b>Please give a brief description of the aims of the proposal</b>  To set out two year resourcing requirements in order to establish the City Deal Office
<b>Proposal: Restructure &amp; Resourcing Plan City Deal Office</b>	<b>Date Future Generations Evaluation form completed: 4 Feb 2019</b>

**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?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The report sets out a proposal to create the capacity, capability and resource to deliver against the core objectives of the City Deal.	To develop cross-sectoral and multi-disciplinary teams that bring new knowledge and perspectives to add value.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The report describes a commitment to fitness for the future and an emphasis on sustainable and inclusive growth	

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?
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	The report creates the capacity for inclusive growth a focus on social justice aspects of development.	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	As above.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The report seeks to create the conditions for global visibility and profile.	
<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		
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The report seeks to create the capability to better understand and respond to the issues around social justice and more radical inclusion	Opportunity will be taken via work of Glasgow Council to understand the opportunities to develop the agenda around Inclusive Growth.

## 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 casts forwards two years up until Gateway Review1.</p>	<p>Seeking clarity on front-loading of top-slice to maintain capacity levels.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The report is reflective of the partnership offer and the use of inter and multi-disciplines to add value, assets, and resources</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>As above.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This approach creates the capacity to not just respond to, but to foresee and project challenges and shifts and changes – with a core focus on data and insight.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</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	All roles will be open to all and applications welcomed from all, in accordance with skills, values and experience		Value of diversity and difference for divergent thinking – interview focus
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		
Sex	As above		
Sexual Orientation	As above		
Welsh Language	As above	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	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?**

Sectoral analysis, 10 point plan and forward plan, ABP and work programme emands

**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:**

**As per annual business plan objective**