



15 MARCH 2021

PROPOSED 2021/22 JOINT COMMITTEE REVENUE BUDGET AND REVISED CITY DEAL OFFICE OPERATING STRUCTURE

REPORT OF ACCOUNTABLE BODY SECTION 151 OFFICER AND CITY DEAL DIRECTOR

AGENDA ITEM 6

Reason for this Report

1. To provide Regional Cabinet with details of the proposed 2021/22 Joint Committee Revenue Budget and indicative revenue budgets to 2025/26. To also set out the resourcing requirements of the City Deal Office to deliver the objectives of the CCRCO as the scale and magnitude of the programme increases and transition into a Corporate Joint Committee is projected to occur.

Background

2. Regional Cabinet was formally established on March 1st 2017 with budgets established to operate the City Deal Office (CDO) and Accountable Body (AB) arrangements, in order to discharge and support the work of the Regional Cabinet. The budget is reviewed annually as the activities, roles and responsibilities to discharge the functions of Regional Cabinet are developed over time in accordance with its approved Business Plans.
3. At its meeting of the 19th December 2019, Regional Cabinet approved a 2020/21 Joint Committee Revenue Budget totalling £1,690,431 to meet the operational and management costs of the Joint Committee, as set out in the Joint Working Agreement (JWA).
4. The JWA Strategic 5-year Business Plan sets out the strategic ambitions over the period 2021-2026:
 - The need to **Build Back Better** and to not just support 'business as usual' economic recovery, but a re-setting of the economy, particularly in relation

to the inter-linked challenges of COVID-19, low growth-productivity and the climate crisis;

- **Becoming a City Region.** The public policy backdrop and influences comprise exit from the EU, onset of successor funding arrangements, OECD work to inform new economic governance arrangements for regional public investment and a corresponding mandate for the establishment of place-based 'Corporate Joint Committees';
 - **Delivering the 'peak' delivery programme for City Deal.** In the last 12 months and with the benefit of a clear evidence base, strategy and Investment Framework, the investment pipeline has scaled up and a portfolio of approved programmes are in delivery. Future plans include the establishment of new funds, required additional governance structures, new infrastructure projects, innovative challenge prizes and cluster development all in train. In and of itself, this is rapidly becoming a task bigger than current resources allow;
 - Developing a framework for **Levelling-up the CCR.** Levelling-up is a long-term policy goal of government. Place-based approaches to infrastructure investment, R&D development and research funding are all being rapidly developed. Given the comparative productivity disparities that exist between CCR and other parts of the UK, it is essential that a set of clear asks and offers is developed; and,
 - Cultivating innovation-led growth through **CCR clusters strategy.** Given the low rate of R&D in the CCR, lower than average levels of public investment in innovation and in the light of the UK Govt. target for 2.4% of national spend to be invested in R&D by 2027, it is imperative the approach to growing priority sectors that embed 'eco-system' characteristics and drive high value work and increased productivity continues to be developed – as endorsed by the recent SQW Final Evaluation Report.
5. The first year of the plan follows the first Gateway Review and is also the time when the major changes such as Corporate Joint Committees, will start to take place. It is also the period in which the City Deal programme will hit peak delivery. With the current complement of seven core permanent members of staff (in addition to temporary roles), it is of critical importance that greater resilience and additional staff resource is built quickly to enable the objectives of CCR to be delivered. This is captured in the proposed budget for 2021/22 and future years.

Issues

6. Table 1 below shows the proposed Joint Committee budget for 2021/22, including changes from the prior year.

Table 1: 2021/22 Proposed Joint Committee Budget - Analysis of changes

	2020/21 Budget	Growth / Reduction (+/-)	Proposed 2021/22 Budget	Change
	£	£	£	%
Proposed Budget				
Employees	1,069,822	498,914	1,568,736	46.6
Premises	21,000	(1,000)	20,000	(4.8)
Transport	15,000	5,100	20,100	34.0
Supplies & Services	149,313	36,197	185,510	24.2
External Support	133,214	(28,214)	105,000	(21.2)
Support Services (Accountable Body):				
HR People Services	12,467	3,718	16,185	29.8
Finance & Accountancy Support	138,294	(13,294)	125,000	(9.6)
Exchequer, Internal Audit & Insurance	2,857	0	2,857	0.0
Legal & Governance Support	80,000	41,060	121,060	51.3
ICT, Information & Governance	17,626	6,414	24,040	36.4
External Audit Fee	12,500	0	12,500	0.0
Procurement	5,000	(5,000)	0	(100.0)
Contingency	33,340	(13,340)	20,000	(40.0)
Joint Committee Costs	1,690,433	530,555	2,220,988	31.4
Funded by:-				
Partner Contributions	(1,104,817)	(55,241)	(1,160,058)	5.0
WIF Top-Slice Contribution	(585,616)	(475,314)	(1,060,930)	81.2
Total Funding	(1,690,433)	(530,555)	(2,220,988)	31.4
Net Position	0	0	0	0.0

7. The risks of any of the approved budgets not being sufficient due to either changes in prices or the levels of activity will be brought to the attention of Regional Cabinet via the Accountable Body Section 151's regular Budget Monitoring Reports and will need to be managed within budgets and reserves approved for use. A General Reserve of £208,993 is projected to be in place at 1st April 2020. This acts as a contingency and supports the management of costs across financial years.

Proposed 2021/22 Joint Committee Budget

The Challenge – Staffing Resources, Capacity and Capability

8. Whilst Cabinet have previously re-cast the resourcing structure and capability of the City Deal Office it has proved difficult to recruit to key posts such as the Chief

Investment and Chief Infrastructure Officers, as well as to a range of programme management posts. This has resulted in the staffing budget being consistently under-spent and led to 'doubling up' to cover essential posts, part-time/temporary secondments and some support from LAs and Innovate UK for key capacity (such as for the CSC Project and Cluster programme). The temporary nature of posts as a result of the Gateway Review process in terms of continuity beyond March 31st 2021 and the ability to take a long-term view, has also resulted in problems retaining and attracting the right calibre of resource.

9. To address the latter, in June 2020 a report of the Accountable Body was approved that provided permanent contracts to 7 core team members of the City Deal Office team. Two further members of staff were given 4 year fixed-term contracts in keeping with the approved business case for the Graduate Scheme.
10. Whilst this has been a positive move and offered a level of resilience and continuity, both the short and longer-term agendas indicate the need to do more. This is in response to:
 - growing policy agenda;
 - transition to Corporate Joint Committee;
 - retain focus on delivering the City Deal investment programme and ensure appropriate monitoring and evaluation structures are implemented;
 - maintain good governance and partnership support;
 - levelling-up agenda; and
 - developing industrial scale competitive clusters.
11. It is increasingly clear that current capacity and resourcing levels are not fit to meet these requirements and poses key risks both to the current position and future development. Currently, the team comprises 7 core permanent FTEs, 2 Graduate Scheme Officers, 1 fixed-term Graduate and 3.5 FTE secondments. The impact of COVID-19 has also been felt and underlined the lack of resilience at a critical time. Whilst there is a need to address capacity in the here and now, it should also be noted that with CJsCs and ambitions to evolve to a model of regional economic governance, involving transfer of functions and resources, the capability and capacity requirements will incrementally grow and develop.
12. It is proposed that three main actions will help address the issues:
 - i. increase staffing complement of the team to meet the challenges outlined above, and ensure that the following three additional posts are added to the structure on a permanent basis, to cover roles for which there is currently no full-time permanent support: Head of Governance, Transport and Energy Lead and Head of Clusters;

- ii. increase existing resource envelope for staffing and make better use of existing programmes, where terms and conditions and longevity of funding allow, to optimise resources, but to do so within overall agreed programme envelope. This will support recruitment of fixed-term posts for roles such as investment, infrastructure, programme management and administration; and,
- iii. begin planning for longer-term incremental build of capacity as CJC development begins and also work with Local Authorities to develop initial internal capacity for CJC creation. To also work with LAs further and in line with CJC development on a Regional Transport Team to support the RTA and bring across the BES Regional Bus Team and establish a Regional Energy Team.

At this time, this report deals with i. & ii. but sets clear expectation that iii. will be ongoing and be reported to Regional Cabinet as relevant.

13. The proposed staffing structure at Appendix 1 sets out for completeness, a proposed new structure for the City Deal Office. This represents an increase of £498,914 to the previously approved Employees budget for the reasons set out above. This budget makes assumptions around when posts may be appointed to so does not represent the cost of a 'full' structure in 2021/22. The indicative medium-term budgets set out in Table 2 below reflect a further increase from 2022/23 accordingly.
14. The funding of the increase in the budget will need to be provided for by the acceleration of previously profiled expenditure of the Wider Investment Fund Top-Slice. This is affordable within the latest modelling used to inform the 5 Year and Annual Business Plans approved by Regional Cabinet on 7th December 2020. As stated above, recruitment will be phased so recruitment will not take place all at once and needs will be determined on an ongoing basis and as capacity increases. All permanent new posts advertised and recruited through an open and competitive market process.
15. The liability for the additional 3 core permanent posts (Governance, Clusters, Energy and Transport), as per the June 2020 report to Regional Cabinet, will be met and shared in accordance with the Joint Working Agreement. It must be considered that in order to reduce the risk of redundancy, the costs of which will be shared via the ten local authorities, it is proposed that all City Deal Authorities consider redeployment of staff at risk of redundancy in a City Deal role, into any suitable alternative employment vacancies that they may have at the time within their Authority.

Non-Employee Budgets

16. Budgets have been refined to reflect known changes to operational costs, any applicable assumptions for price increases, growth and reductions to align with activities consistent with the Annual Business Plan.

Support Services (Accountable Body)

17. The Accountable Body is the legal entity that has responsibility for discharging all the statutory requirements in respect of the Cardiff Capital Region City Deal.
18. Cardiff Council as the Accountable Body provides a range of support services for and on-behalf of Regional Cabinet. The scope of services, charging mechanisms and estimated costs are fully documented within Service Level Agreements (SLAs) and cover areas such Human Resources, Finance, ICT and Legal Support.
19. The proposed Accountable Body budget for 2021/22 has been adjusted according to the annual review of these SLAs and will continue to be reviewed in line with CCR activities and objectives.

Proposed 2021/22 Joint Committee Costs and Indicative Costs to 2025/26

20. The proposed Joint Committee costs for 2021/22, indicative budgets over the medium term and the mechanisms for funding expenditure proposed are presented in Table 2.

Table 2: Proposed Joint Committee Costs 2021/22 and Indicatively to 2025/26

	Proposed 2021/22 Budget	Indicative 2022/23 Budget	Indicative 2023/24 Budget	Indicative 2024/25 Budget	Indicative 2025/26 Budget
	£	£	£	£	£
Proposed Budget					
Employees	1,568,736	1,779,715	1,815,309	1,851,615	1,888,647
Premises	20,000	20,000	20,000	20,000	20,400
Transport	20,100	20,100	20,100	20,100	20,502
Supplies & Services	185,510	185,510	185,510	185,510	189,220
External Support	105,000	105,000	105,000	105,000	107,100
Support Services (Accountable Body)	321,642	333,075	339,736	346,531	353,462
Joint Committee Costs	2,220,988	2,443,399	2,485,655	2,528,756	2,579,331
Funded by:-					
Partner Contributions	(1,160,058)	(1,218,061)	(1,278,964)	(1,342,912)	(1,410,058)
WIF Top-Slice Contribution	(1,060,930)	(1,225,339)	(1,206,691)	(1,185,844)	(1,169,274)
Total Funding	(2,220,988)	(2,443,399)	(2,485,655)	(2,528,756)	(2,579,331)
Net Position	0	0	0	0	0

21. The proposed budget includes an estimated 2% pay award on all Employee costs and assumptions around when, during 2021/22 any new posts are likely to be filled. Any variances from these and any other key assumptions included in the proposed budget will be reported to Regional Cabinet via future periodic Budget Monitoring Reports

City Deal Office – Proposed Funding Mechanism

22. The proposed 2021/22 budget and Medium Term Financial Plan aims to ensure the appropriate support (capacity and capability) is in place to deliver the Work Programme as set out in the business plan. In order to do so, costs in excess of proposed Local Authority Partner contributions (maximised at a 5% annual increase) for 2021/22 and indicatively for future years will continue to be funded from the Wider Investment Fund (WIF) as stated in the JWA, paragraph 12.4.2:

“Where the actual aggregate Joint Committee Costs are likely to exceed the Annual Budget by more than 5% (five per cent) such additional costs shall be met through the wider investment fund (comprising of the HMT Contribution and the Councils Contribution).”

23. Details of the actual costs to-date and assumptions of expenditure in current and future years against the WIF Top-Slice budget are shown in Table 3 below.

Table 3: Indicative WIF Top-Slice Resources

Wider Investment Fund Top-Slice	Up to 2019/20	Projected 2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26
Resources Available / Brought Forward	(14,850,000)	(13,979,100)	(12,615,600)	(11,165,600)	(9,715,600)	(8,265,600)	(6,815,600)
Expenditure including CDO Budget Contribution	870,900	1,363,500	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
Resources Carried Forward	(13,979,100)	(12,615,600)	(11,165,600)	(9,715,600)	(8,265,600)	(6,815,600)	(5,365,600)

24. Table 3 indicates that there are sufficient resources available within the existing envelope approved by Regional Cabinet to meet expenditure assumptions over the next five years. This proposal is based on the assumption that most (if not all) of projects approved as part of the WIF will have been approved and implemented by Year 15 (2030/31) and therefore the call on Project Development and Support resources will be significantly reduced. In any event, regular update reports will be provided to Regional Cabinet to keep them fully informed of matters relating to the Annual Budget.

Reason for Recommendations

25. To set out the proposed staffing structure and revenue resources required to meet the costs of the Cardiff Capital Region City Deal Joint Committee and objectives set out in the business plan.
26. To set out the 2021/22 revenue budget, and indicative medium term financial plan and resulting Local Authority partner contributions.

Financial Implications

27. The proposed 2021/22 Annual Budget represents an increase of 31.4% and can be accommodated within the parameters (maximum of up to 5% increase in Partner Contributions) of the Joint Working Agreement.
28. The ring-fenced 3% Top-Slice budget has sufficient resources to meet the cost of the City Deal Office over the next five financial years, based on the level of known and estimated commitments at this time.
29. The City Deal Office together with the Accountable Body will need to review and monitor budgets closely to inform periodic budget monitoring reports to regional Cabinet. These reports will also need to highlight any issues or risks in respect of City Deal funding terms and conditions.

Legal Implications

30. In this case Regional Cabinet is being asked to approve three matters, the amount of the Joint Committee costs, the Annual Budget and use of part of the HMT contribution to meet the balance of the Joint Committee costs, to the extent that the same exceed the Annual Budget. This is achievable within the parameters set by the Joint Working Agreement in relation to the delivery of the Cardiff Capital Region City Deal ('the JWA'). The JWA provides that:
 - (i) the Joint Committee Costs means the operational and management costs of the joint committee, its sub committees and groups created, including, and by way of example only; staffing costs of the City Deal Office, communications and the costs of the Accountable Body in carrying out the duties of the Accountable Body. The Joint Committee Costs do not include any revenue costs or capital investment relating to the implementation of any project.
 - (ii) the approval of the Annual Budget is a matter for the Joint Committee (the Regional Cabinet) to determine provided that the Annual Budget shall not exceed the previous Annual Budget by more than 5%.

It should be noted that the JWA provides that each Council comprising the CCRCDC shall each contribute towards the Annual Budget on a proportionate basis.

- (iii) “Where the actual aggregate Joint Committee Costs are likely to exceed the Annual Budget by more than 5% (five per cent) such additional costs shall be met through the wider investment fund (comprising of the HMT Contribution and the Councils Contribution)”. In this case the proposed joint committee costs exceed the proposed annual budget. It is therefore proposed that the excess costs be met through the wider investment fund (namely that part of the HMT contributions referred to in this report as the ‘WIF Top-Slice’).
31. It is understood that this proposal accords with the funding conditions attaching to the HMT Contributions, in that the additional funding is required out of the WIF top slice to support the objectives of the CCRCD through the implementation of projects, schemes and interventions agreed by Regional Cabinet.

Well-Being of Future Generations (Wales) Act 2015

32. 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 set and published well-being objectives. These objectives will show how each public body will work to achieve the vision for Wales set out in the national well-being goals. When exercising its functions, the Regional Cabinet should consider how the proposed decision will contribute towards meeting the ‘well-being duty’ and in so doing assist to achieve the national well-being goals.
33. The well-being duty also requires Councils to act in accordance with a ‘sustainable development principle’. This principle requires 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 the Regional Cabinet must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the 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 seven 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.
34. The Regional Cabinet must be satisfied that the proposed decision accords with the principles above.

35. To assist the Regional Cabinet to consider the duties under the Act in respect of the decision sought an assessment has been undertaken, which is attached as an Appendix to this report (Well-being of future generations assessment) for Member's consideration.
36. In preparing reports due regard must be given to the Statutory Guidance on the Act issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

Equality Act 2010

37. In considering this matter, regard should be had, amongst other matters, to the Councils' duties under the Equality Act 2010. Pursuant to these legal duties the Regional Cabinet must in making decisions have due regard to the need to (1) eliminate unlawful discrimination (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are:
 - age;
 - gender reassignment;
 - sex;
 - race – including ethnic or national origin, colour or nationality;
 - disability;
 - pregnancy and maternity;
 - marriage and civil partnership;
 - sexual orientation;
 - religion or belief – including lack of belief

HR Implications

38. Any evaluation, advertising or recruitment and selection for the additional posts highlighted in this report will be implemented in line with the corporately agreed processes for the employer of these posts.
39. All employment related liabilities, including redundancies, will be dealt with in accordance with the JWA. However, in order to reduce the risk of redundancy, it is proposed that all City Deal Authorities consider redeployment of staff at risk of redundancy in a City Deal role, into any suitable alternative employment vacancies that they may have at the time within their Authority.

Recommendations

40. It is recommended that Cardiff Capital Region Regional Cabinet approves:

- (1) the Joint Committee expenditure budget of £2,220,988 for 2021/22 as set out in Table 1 of this report;
- (2) the proposed 2021/22 Annual Budget of £1,160,058, funded by the 10 local authority partner contributions as outlined in this report, to meet part of the Joint Committee costs and representing 5% increase from the previous year;
- (3) that the balance (£1,060,930) of the Joint Committee costs be met from the Cardiff Capital Region Wider Investment Fund (namely that part of the HMT contributions referred to in this report as the 'WIF Top-Slice');
- (4) the additional staffing requirements and the terms as set out in paragraphs 12-15 of this report.

Christopher Lee

Accountable Body Section 151 Officer, Cardiff Capital Region City Deal

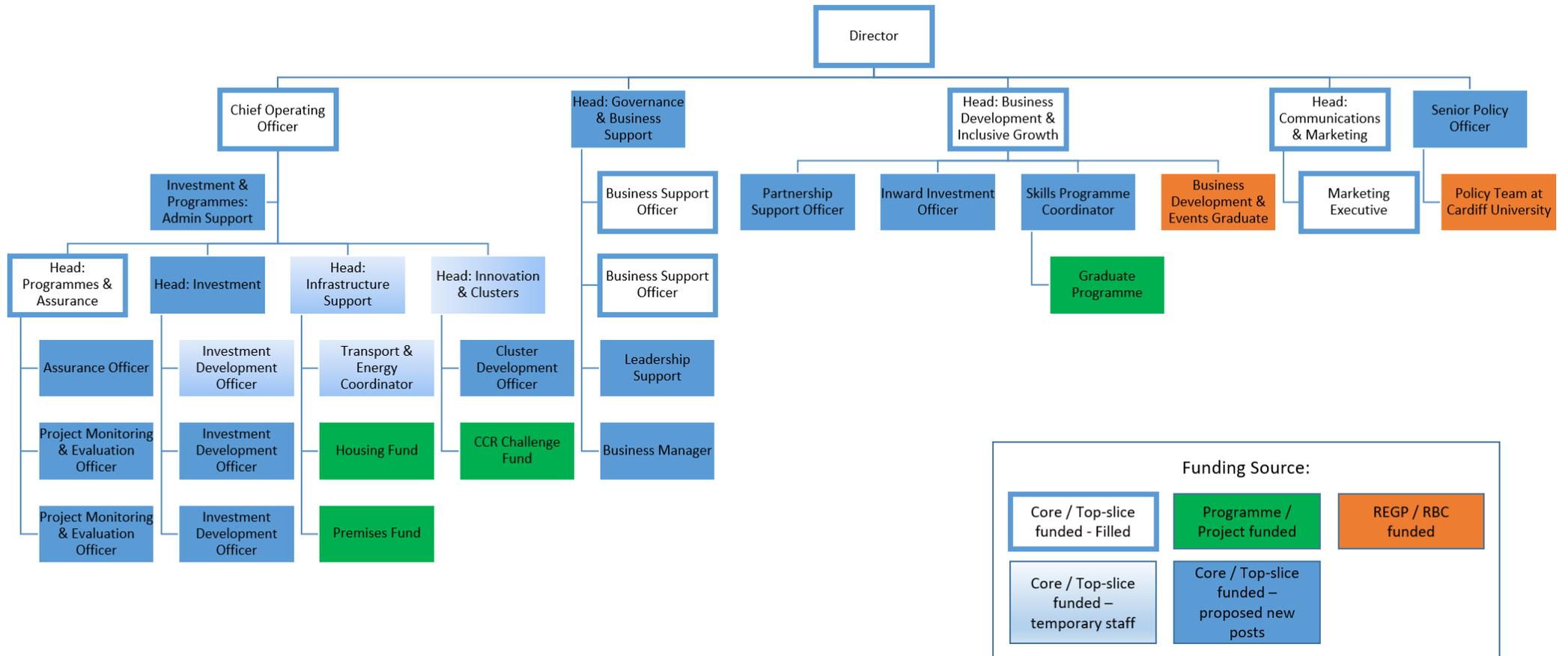
15 March 2021

Appendices

Appendix 1 Proposed CDO Team Structure

Appendix 2 Well-being of Future Generations Assessment

Appendix 1: Proposed Structure & Costing



Appendix 1: Proposed Structure & Costing

Position	FTE	Grade	Cost 21/22	Full Year Equivalent
Director	1.0	Director	£158,633	£158,633
Chief Operating Officer	1.0	CO/AD	£120,841	£120,841
Investment & Programmes: Administrative Support	1.0	Gr 5	£25,883	£31,059
Head: Governance & Business Support	1.0	OM2	£70,838	£70,838
Business Support Officer	0.8	Gr 7	£33,865	£33,865
Business Support Officer	1.0	Gr 7	£40,539	£40,539
Business Manager	1.0	Gr 6	£27,617	£36,822
Leadership Support	1.0	Gr 5	£31,059	£31,059
Head: Communications & Marketing	1.0	Gr 10	£58,931	£58,931
Marketing Executive	1.0	Gr 6	£40,539	£40,539
Head: Business Development & Inclusive Growth	1.0	OM1	£87,854	£87,854
Skills Programme Coordinator	1.0	Gr 9	£44,562	£53,475
Inward Investment Officer	1.0	Gr 9	£44,562	£53,475
Partnership Support Officer	1.0	Gr 8	£39,834	£47,801
Head: Programmes & Assurance	1.0	OM1	£96,475	£96,475
Assurance Officer	1.0	Gr 9	£26,737	£53,475
Project Monitoring & Evaluation Officer	1.0	Gr 8	£47,801	£47,801
Project Monitoring & Evaluation Officer	1.0	Gr 8	£39,834	£47,801
Head: Innovation & Clusters	1.0	OM1	£87,854	£87,854
Cluster Development Officer	1.0	Gr 10	£43,132	£57,510
Head: Infrastructure Support	1.0	OM1	£73,211	£87,854
Transport & Energy Coordinator	1.0	Gr 9	£53,475	£53,475
Head: Investment	1.0	CO/AD	£100,701	£120,841
Investment Development Officer	1.0	Gr 10	£57,510	£57,510
Investment Development Officer	1.0	Gr 10	£43,132	£57,510
Investment Development Officer	1.0	Gr 10	£28,755	£57,510
Senior Policy Officer	1.0	Gr 9	£44,562	£53,475

Total £1,568,736 £1,744,818

2020/21 Budget £1,069,822

Increase £498,914

Note: Assumes a 2% Pay Award on all grades (yet to be confirmed)

Future Generations Assessment Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation:</p> <p>Christopher Lee</p> <p>Phone no: 02920 72300 E-mail: christopher.lee@cardiff.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To propose the annual revenue budget for the Joint Committee for the financial year 2021/22.</p>
<p>Proposal: 2021/22 Joint Committee Revenue Budget</p>	<p>Date Future Generations Evaluation form completed: 15 March 2021</p>

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The report sets out the proposed revenue budget for the Joint Committee for 2021/22, demonstrating the way in which available resources will be used to deliver outcomes and targets.</p>	<p>Set out in report</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Not directly relevant however financial support and investments will have regard to these principles and will be set out on a business-case by business-case basis.</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Not directly applicable</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?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Not directly applicable	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Not directly applicable	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Not directly applicable	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	City Deal is about delivering as far as possible across 10 LAs and a population of £1.5m people. It is about economic gains – but importantly how this will convert as tools for improving people’s lives. Some of the specific interventions around skills and housing – will seek to make a more direct contribution to equity of access and equal opportunity for all.	

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?
 Balancing short term need with long term and planning for the future	The report sets out short-term interventions and balances these against the long-term delivery of major programmes.	

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>Working together with other partners to deliver objectives</p> <p><small>Collaboration</small></p>	<p>A cornerstone of our process is the strength of partnership working.</p>	
 <p>Involving those with an interest and seeking their views</p> <p><small>Involvement</small></p>	<p>Communications and engagement remain a feature of our work.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p> <p><small>Prevention</small></p>	<p>Demonstrated in the report through detailed funding allocations and investment cases</p>	
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p><small>Integration</small></p>	<p>City Deal seeks to make a contribution on place and to improving the life chances of people in the region.</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>The report is an overview of financial performance. The protected characteristic assessments related to specific proposals will need to be drawn out in the relevant business cases and proposal documents.</p>	<p>None arising at this time.</p>	
Disability	<p>As above</p>	<p>As above</p>	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	As above	As above	
Marriage or civil partnership	As above	As above	
Pregnancy or maternity	As above	As above	
Race	As above	As above	
Religion or Belief	As above	As above	
Sex	As above	As above	
Sexual Orientation	As above	As above	
Welsh Language	As above	Not at this time but the situation will be kept under review.	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not directly relevant –however, building the future economy should have a profoundly positive impact on ability to safeguard the future of our residents		
Corporate Parenting	Not directly relevant – however building strength in the economy should create opportunities for all of the young people entrusted in our care		

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

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

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:	On a quarterly basis starting Quarter 1 2021/22
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