

**22 MAY 2023**

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**UPDATE ON THE TRANSITION TO THE CJC FROM A WORKFORCE PERSPECTIVE**

**TO RECEIVE THE REPORT OF CHIEF EXECUTIVE OF CAERPHILLY COUNTY BOROUGH COUNCIL**

**AGENDA ITEM: 7**

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**Reason for this Report**

1. To update members on the progress of the People Workstream within the transition programme.

**Background**

2. The report to the Corporate Joint Committee in November 2022 set out the requirements for a transition workstream for the people aspects of the move to the CJC and at that time set out that it was proposed that this would be led by the Chief Executives for Cardiff and Monmouthshire.
3. This report also set out the need to establish appropriate staffing structures and people resources as required by the Regulations. The report went on to identify that alignment of Terms and Conditions will be a significant issue and the report proposed that given most of the team currently come under Cardiff Council's Terms and Conditions, these terms and conditions remain in place to support ease of transfer.

**Update on Legal Advice**

4. At the time of the November 2022 report, legal advice with regards to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (updated 2014) had not been finalised. This advice has now been finalised and confirms that it is very likely that TUPE applies to the staff employed within the City Deal Service within Cardiff Council; it is certainly arguable that TUPE would apply to the two staff employed to undertake Cardiff Capital Region work within Monmouthshire County Borough Council and to any staff employed by the Accountable Body within Cardiff Council and who are assigned to an organised grouping which has the objective of pursuing an economic activity. This is reinforced by Paragraph 14 of Schedule 1 of the South East Wales Corporate

Joint Committee Regulations 2021 which provides that TUPE will apply to any member of staff transferred to the CJC from a constituent Council whether or not the transfer is a 'relevant transfer' under the TUPE Regulations.

### **Update on Workstream Lead**

5. As employees from both Cardiff Council and Monmouthshire County Borough Council will TUPE transfer into the CJC, it was felt that there could be a perceived conflict of interest if the Chief Executives for one or both councils continued to lead on the People workstream. Therefore, a group of 4 Chief Executives have come forward to lead on this workstream, the Chief Executives for the County Boroughs of Caerphilly; Rhondda Cynon Taff; Bridgend; and Vale of Glamorgan. With the overall lead being taken by the Chief Executive of Caerphilly County Borough Council. Support is being provided for this workstream by the Chief HR Officer for Cardiff Council, in conjunction with HR and Payroll leads in Rhondda Cynon Taff County Borough Council who will take on the HR and payroll provision for the CJC following transition.

### **Job Description and Person Specification for Chief Executive Role**

6. The current Job Description and Person Specification for the CCR Programme Director role has been updated to include the additional statutory and non-statutory responsibilities of a Chief Executive as well as the continued responsibilities for the programme of deliverables. This is provided at appendix 1.

### **Terms and conditions at transition**

7. The CJC will need to set its own terms and conditions of employment for those of its employees who have not TUPE transferred from constituent councils. Paragraph 10 of the Schedule of South East Wales Corporate Joint Committee Regulations 2021 sets out that *'staff are to be appointed on terms and conditions (including terms and conditions as to remuneration) substantially similar to those officers within a constituent council undertaking responsibilities which the CJC considers to be reasonable comparable.'*
8. Within the resource available for the transition, it would not be possible for the CJC to develop, agree and implement its own unique set of terms and conditions. Therefore, it is far more pragmatic for the CJC to replicate one of the 10 Authorities' terms and conditions. It will be recommended to the CJC that this is Cardiff Council's terms and conditions for the following reasons:
  - TUPE will apply to the current staff approximately 25 of which are currently employed on Cardiff Council terms and conditions;
  - it is intended that the Code of Practice on Workforce Matters will apply to the CJC, so the current terms and conditions will need to feed through in the recruitment of some roles;
  - this will prevent a two-tier workforce with those transferring being on different terms and conditions to those newly recruited into the CJC;
  - the terms and conditions can be reviewed following transition to ensure that they are working for the organisation following a bedding in period.

## **Timescales for Transition**

9. It is envisaged that the Chief Executive and some Senior Leadership posts will transfer into the CJC from October 2023 with the remaining affected employees transferring by the end of March 2024. .

## **Reason for Recommendations**

10. To provide an update to Members on progress of the People Workstream associated with the move into the CJC.

## **Financial Implications**

11. This report does not identify the financial implications arising from the recommendations.
12. The ongoing work necessary to progress the transition to the CJC will need to ensure that the staff transfer and proposed structure developed as part of the People Workstream is fully and accurately costed.
13. Future budget setting processes for the CJC will need to ensure that the financial implications of all staffing requirements are clearly understood and can be fully funded within available budgets.

## **Legal Implications**

14. Whilst, as outlined above, TUPE is very likely to apply to the staff employed within the Cardiff Capital Region ("CCR") Project Team within Cardiff Council and it is certainly arguable that TUPE would apply to the two staff employed to undertake CCR work within Monmouthshire County Borough Council, it is worth noting the provisions of Paragraph 14 of the Schedule to the South East Wales Corporate Joint Committee Regulations 2021 ("SEW CJC Regulations") which stipulate that, where a member of staff appointed by the South East Wales CJC has been transferred to the CJC from a constituent Council, the provisions of TUPE are deemed to apply whether or not it is a "relevant transfer". Therefore, such provisions would provide staff who moved into the CRC (even if not by way of a TUPE transfer) with appropriate protections to their terms and conditions. Even if TUPE did not apply to these two individuals, therefore, then with the agreement of these individuals, they can effectively transfer as if TUPE did apply.
15. Where TUPE applies there is a requirement on both the Transferor (the respective Councils with whom the members of the Project Team are employed) and the Transferee (CJC) to inform and consult with any of their respective staff who may be affected by the transfer. As above, these employees will transfer with their statutory employment rights (such as continuity of employment) and their contractual entitlement (their terms and conditions of employment) intact.
16. The current Programme Director transferring to the CJC should therefore involve a transfer of the individual's existing role and duties, save that there will be a change of job title and a formalisation of the job scope to ensure it is defined to capture all the statutory obligations. It is noted that the current Job Description and Person Specification for the CCR Programme Director role has been

updated to include the additional statutory and non-statutory responsibilities of a Chief Executive.

17. Furthermore, as above, the SEW CJC Regulations provide (under paragraph 10) that where the CJC appoints staff “*they are to be appointed on terms and conditions (including terms and conditions as to remuneration) substantially similar to those of officers within a constituent council undertaking responsibilities which the CJC considers to be reasonably comparable.*” Whilst this provision does give the CJC some flexibility, it is required in relation to each staff member to be appointed, to consider if there is a comparable employee employed in a constituent council and, if so, which terms substantially similar to the terms enjoyed by that staff member should be put in place. So, in relation to the Chief Executive, whilst they would transfer across on their existing terms and conditions, the CJC should consider whether any terms need to be amended to ensure they are substantially similar to a reasonable comparator employed by a constituent council. It is noted that the current salary of the Programme Director has been benchmarked by an external organisation to determine whether it is a reasonable salary for the size of role in the current market, which has confirmed that it is a reasonable salary at transition.

### **Well-being of Future Generations (Wales) Act 2015**

18. In developing the Plan and in considering its endorsement 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.
  - (c) the Well Being of Future Generations (Wales) Act 2015. 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 CCRC) must 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, Regional Cabinet should consider how the proposed decision will contribute towards meeting the wellbeing objectives set by each Council and in so doing achieve the national wellbeing goals.

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.

19. 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, an assessment has been undertaken, which is attached at Appendix 2.

### **Equality Act 2010**

20. 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 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**

21. The main HR implications are set out in the body of the report. The affected staff are aware of the content of the report and formal consultation will commence with the affected staff and their Trade Union representatives.

## **RECOMMENDATIONS**

It is recommended that the Cardiff Capital Region Cabinet:

22. notes the progress update of the People Workstream for the move into the CJC including the Chief Executive Job Description and Person Specification (Appendix 1) and the advice that TUPE applies to staff transferring from constituent councils to the CJC.

**Christina HARRY**  
**Chief Executive**  
**Caerphilly County Borough Council**  
**22 May 2023**

### **Appendices**

- Appendix 1 Chief Executive Job Description and Person Specification
- Appendix 2 Well-being of Future Generations Assessment

## JOB DESCRIPTION AND PERSON SPECIFICATION

<b>Job Title:</b> Chief Executive	<b>Directorate:</b> Chief Executive
<b>Section:</b>	<b>Reporting to:</b> CJC Board
<b>Remuneration:</b> £124,696	<b>Hours per Week:</b> Full Time
<b>Post Number:</b> TBC	<b>Number of Employees Reporting to Post:</b> XXXX
<p><b>Special Conditions:</b> Casual Car User. Full and valid driving licence and use of own car would be an advantage. Occasional weekend and evening working may be required.</p> <p>This post is politically restricted in accordance with the Local Government and Housing Act 1989 (as amended by Local Democracy, Economic Development and Construction Act 2009).</p>	<p><b>Location of Post:</b> The office location of this post will be XXXX, however home local/field working will be a requirement of the role. Agile working is a key feature and expectation of this role.</p>
<p><b>Job Purpose:</b></p> <p>To be accountable to the South East Wales Corporate Joint Committee in delivering its vision and aspirations for the region - integrating the CCR City Deal into the new regional entity and thus, delivering one single form of regional economic governance</p> <p>To be responsible for providing leadership to the Southeast Wales Corporate Joint Committee Team and all employees, addressing the staff and other resources needed to deliver high-quality, cost-efficient functions and services whilst addressing the needs of the region.</p> <p>To operate, convene and deliver services and functions in a new multi-level governance environment, reflecting the need to work effectively across Local Government, Welsh Government and UK Government</p> <p>To develop and implement strategies, policies, and processes to ensure that the organisation meets the goals determined by the Joint Committee as a new corporate legal entity</p> <p>To ensure oversight of the 'lift and shift' of the City Deal funding and obligations into the new CJC, ensuring all the City Deal duties are discharged and comply with UKG requirements</p>	

To develop the dual focus of the CJC in relation to achieving compliance with its initial corporate duties alongside continued operation and delivery of the CCR City Deal

To assist the South East Wales Corporate Joint Committee in unlocking government and investment funding to complement and add value to existing funding and investment programmes such as the CCR City Deal and Shared Prosperity Fund

To develop effective working relationships with Elected Members to ensure the realisation of the Joint Committee's vision, policies and programmes for an integrated model of regional investment and activity as reflected in the corporate plan and budgetary framework.

To work with and ensure there is comprehensive and pro-active stakeholder engagement with local authority partners, strategic partners and other organisations to realise the joint aspirations for the region.

### **Principal Duties and Responsibilities**

1. To be accountable to and act as principal advisor to the Joint Committee, providing clear leadership to Elected Members in shaping and delivering a corporate plan within the agreed budgetary framework.
2. To act as the organisation's Chief Executive, focusing on matters of strategic significance, leading, and managing the relationships with internal and external stakeholders and partners.
3. To promote the profile of the South East Wales Region locally, regionally, nationally, and internationally.
4. To lead the organisation through periods of significant change, ensuring effective working across the organisation and with partners.
5. To partner with senior officers both within the organisation and within represented Local Authorities to grow and strengthen the organisation and make it sustainable.
6. To lead the Corporate Management Team enabling the effective prioritisation of programme and resources and driving forward delivery of quality services which meets the needs of stakeholders, partners, Local Authority partners, citizens, communities, and customers.
7. To co-ordinate the organisation's management of key resources – human resources, financial resources, information, and assets – to secure efficiency and value for money.
8. Work with the Joint Committee's appointed Section 151 Officer and Monitoring Officer to prepare the organisation's annual budget, analyse the risk of the organisation's investments and advise the Joint Committee of the risk and return of investments.
9. To appoint or support the appointment of senior managers within the organisation in line with policy requirements.



10. To set and review the objectives and standards of performance for the organisation's Management Team.
11. To ensure arrangements are in place for the effective corporate governance of the organisation and the legality, probity, integrity, proper accountability, and scrutiny of decision-making processes.
12. To ensure arrangements are in place to deliver the organisation's objectives and achieve continuous and sustainable improvement.
13. To demonstrate an open commitment to actively celebrate the rich diversity of the region ensuring equality and social justice.
14. To have overall officer responsibility for ensuring that the organisation meets all legal requirements in respect of the management of health and safety.
15. To undertake a representative and ambassadorial role on behalf of the organisation's employees.

### **Corporate Requirements**

1. To participate actively in supporting the principles and practice of equality of opportunity as stated in the organisation's Equal Opportunities Policy.
2. To take reasonable care for the health and safety of yourself and other persons who may be affected by your acts or omissions and to comply with all health and safety legislation as appropriate.
3. To, as a statutory duty, adhere to the organisation's Corporate Safeguarding Policy or equivalent statutory and associated policies and procedures and to report concerns regarding the safety and wellbeing of children or adults at risk. To support you in this, you are required to access safeguarding training at the level which is relevant to this post.
4. As a term of your employment, you may be required to undertake such other duties and/or times of work as may reasonably be required of you, commensurate with your grade or general level of responsibility within the organisation.
5. Although you will be provided with a base, you will be required to work from various locations in accordance with the needs of the role.

**DATE COMPLETED:** \_\_\_\_\_ **AGREED BY:** \_\_\_\_\_  
**(Recruiting Manager)**

**Date Received by Post holder:** \_\_\_\_\_

**Signature of Post holder:** \_\_\_\_\_

## PERSON SPECIFICATION

**Job Title:** Chief Executive

**Post Number:**

### THE PERSON APPOINTED MUST MEET THE FOLLOWING REQUIREMENTS

Area to be Demonstrated	Essential Requirements  YOU <b>MUST</b> DEMONSTRATE THAT YOU MEET THESE REQUIREMENTS	Desirable Requirements  YOU DO NOT HAVE TO MEET THESE REQUIREMENTS BUT IF YOU DO, PLEASE TELL US	How Assessed Application Form or Interview or Both
<b>Education and Training</b>	Educated to degree level or equivalent, with demonstrable evidence of continuous professional and personal development.	A relevant professional / managerial qualification.  Ability to communicate in the Welsh language, or commitment to learn	Application Form and Certification where required
<b>Experience / Knowledge</b>	Highly successful and widely respected track record of Board level leadership and strategic management within the public sector.  Strong evidence of successfully leading transformational change to deliver improved performance in a complex operational setting.  Demonstrable experience of operating successfully within a multi-stakeholder environment, developing effective partnerships, and delivering lasting change and improvement through others.	A proven track record of delivering cost efficiencies particularly in an environment of processing high volume transactions with multiple stakeholders.  Experience of successful working with Trade Unions.  Knowledge of sustainable development initiatives	Application Form and Interview

	<p>High degree of politically sensitivity and experience of dealing with a range of complex issues and stakeholders with often conflicting agendas.</p> <p>Significant experience and a track record of achievement in roles involving major technology and operations components.</p> <p>Significant knowledge and experience of leading transformation and organisational growth and development activities.</p> <p>Significant experience of leadership gained in a complex environment.</p> <p>Proven experience in managing and controlling substantial budgets.</p> <p>Proven ability to deliver targets and prioritise projects.</p> <p>Experience of working with Elected Members at all levels of Government.</p> <p>Experience of managing “resource” including, employees, finances, and technology.</p> <p>Experience of working with and managing stakeholders and developing strategic partnerships.</p>		
<b>Skills and Abilities</b>	Inspirational and visible leader, with first class communication skills, capable of engaging audiences at all levels,		Application Form and Interview

	<p>and with a passion for exceptional customer service.</p> <p>Ability to think and act strategically, developing practical, innovative, and creative solutions to the management of issues and complex problems.</p> <p>Ability to identify opportunities to improve business outcomes through partnership at all levels.</p> <p>Energy and passion to deliver at pace and cut through obstacles.</p> <p>Well-developed management skills, with the ability to build and lead teams.</p> <p>Highly effective influencing and negotiating skills, with the ability to develop partnerships and alliances across a diverse range of stakeholders.</p> <p>Politically astute and resilient, with the ability to manage conflict and ambiguity.</p> <p>Outcome focused, with the capability and tenacity to drive the agenda forward.</p> <p>Financially literate and commercially astute, with a sophisticated understanding of commercially orientated performance and financial management including contract management.</p>		
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	<p>Driven by change and business transformation particularly focussed on optimising the benefits of digitisation.</p> <p>Ability to translate and execute Government policy into cost effective workable operational solutions.</p> <p>Demonstrates clear leadership skills, supporting and encouraging others to achieve good performance and develop their potential.</p> <p>Proven ability to effectively manage a performance driven service and to meet set targets.</p> <p>Proven ability to lead and manage change: to identify, plan and implement opportunities for organisational development and improvement.</p> <p>Demonstrates the ability to develop productive relationships with a wide range of stakeholders, meeting the needs of various stakeholders and other interested parties.</p> <p>Demonstrates the ability to communicate to high standards in a manner appropriate to individual needs, by phone or in person or in writing.</p>		
<b>Personal Attributes</b>	Shows a personal commitment to the work of the organisation.		Application Form & Interview

	<p>Demonstrates a commitment to the provision of a high-quality customer service.</p> <p>Demonstrates a positive attitude to new challenges and a willingness to adapt to quickly to change.</p> <p>Commitment to the organisation's Equal Opportunities Policy and recognises, values, and celebrates difference.</p>		
<b>Special Circumstances</b>	Will undertake other duties and or times of work as may reasonably be required of you.	Full and valid driving licence would be an advantage.	Application Form and Interview

# Future Generations Assessment Evaluation

## (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer completing the evaluation:</b></p> <p>Tracey Thomas</p> <p><b>Phone no:</b> 07581 567679 <b>E-mail:</b> tthomas@cardiff.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To set out the progress regarding the workforce transition from Cardiff Capital Region to the CJC</p>
<p><b>Proposal:</b> Update on the transition to the CJC from a Workforce perspective</p>	<p><b>Date Future Generations Evaluation form completed:</b> 22 May 2023</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 report sets out the progress of moving staff resources into the CJC to create the capacity, capability and resource to deliver against the core objectives of the CJC.</p>	<p>To develop cross-sectoral and multi-disciplinary teams that bring new knowledge and perspectives to add value.</p>
<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 resource in the CJC will deliver projects which emphasise sustainable and inclusive growth to meet the well-being objectives</p>	
<p><b>A healthier Wales</b></p>	<p>As above</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?
People's physical and mental wellbeing is maximized and health impacts are understood		
<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	As above	
<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 resource within the CJC will seek to ensure that training and employment opportunities are provided for all regardless of their background and circumstances	Opportunities will be taken to advance the skills and talent within all communities, with an emphasis being placed in areas of most need.



**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 identifies the immediate needs as well as longer term proposals</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The transfer of the resources under TUPE means that the relationships with partners remain intact to allow for the delivery of objectives.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>		
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The transfer of staff as identified in the report provides continuity of resource which will mitigate challenges, issues and risks around continuity of delivery.</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	The proposals are neutral in their direct affect, however future plans around policies and procedures will support the recruitment and advancement of people with protected characteristics		
Disability	As above		
Gender reassignment	As above		
Marriage or civil partnership	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		

**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, all staff transferring have a safeguarding duty in their job description		

Corporate Parenting	Not directly relevant – however future policies introduced into the CJC will demonstrate the commitment to the corporate parenting responsibilities across the region.		
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**5. What evidence and data has informed the development of your proposal?**

Legal and benchmarking advice.

**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 ensure continuity of delivery of projects which support the economic development and well-being of the region

**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
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