

**9 OCTOBER 2023**

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## **2023-24 ANNUAL BUSINESS PLAN - QUARTER 1 PERFORMANCE REPORT**

### **REPORT OF THE INTERIM CHIEF EXECUTIVE**

#### **AGENDA ITEM: 5**

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

1. To inform SEW CJC of the Quarter 1 reporting position against the 2023/24 Cardiff Capital Region Business Plan.
2. To recommend that SEW CJC approves the Quarter 1 report.

#### **Background**

3. The SEW CJC approved its 2023/24 Annual Business Plan at its meeting in January 2023. The 2023/24 Annual Business Plan for the first time, is an integrated Business Plan for the Cardiff Capital Region, detailing all its different facets – CJC transition, CCRCDC programme, Shared Prosperity Fund and so much more. Therefore, it adheres to both the provisions of the Joint Working Agreement for the Cardiff Capital Region City Deal – and the activity required to allow the policy position of ‘lift and shift’ into the new Corporate Joint Committee (CJC) to be enacted. This thus represents a single point of integrated reporting – as per the reports to Regional Cabinet and SEW CJC of 30 January 2023. The 2023/24 Annual Business Plan sets out the combined set of activities, tasks and objectives to be delivered in the period, alongside an assessment of the resources required to deliver. This report seeks to update solely on the CJC-specific components of the Annual Business Plan for Q1.
4. The combined CCR Annual Business Plan 2023/2024 and the priority actions contained within it, form the basis of the Quarterly Performance Monitoring Reports. The 23/24 Business Plan outlines key priorities that must be met in order to operationalise the CJC and enable lift and shift into a fully functioning CJC in April 24. The key priorities for 23/24 allied to CJC transition were as follows:
  - commencement of early preparation work via the CJC on a Strategic Development Plan and Regional Transport Plan;

- create a phased single entity Transition Plan including a Target Operating Model to facilitate bringing in all current staff and all corporate activity, projects, and investments;
- create an updated organizational governance model that simplifies the current model;
- conduct Corporate IT Tools and Technology review and make recommendations.

Summary of Progress – Quarter 1

5. A summary of progress is outlined below:

<p><b>Objective 1:</b></p> <p>Commencement of early preparation work via the CJC on a Strategic Development Plan and Regional Transport Plan</p> <p><b>Q1 Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Convene RTA officer group (Jan 23)</li> <li>• Brief RTA Members Group (Feb 23)</li> <li>• Agree ToR and initial scope of work</li> </ul>	
<p><b>Narrative:</b></p> <p>Both the SDP and the RTP are progressing in line with guidance and engagement with Welsh Government and work within the regional partnership. The RTA has been keeping abreast of developments of the RTP and early engagement on the SDP with LA Planning officers has begun.</p> <p>Constraints such as a lack of direct guidance on either element or a clear funding commitment from Welsh Government in the first quarter have meant slower progress than expected.</p>	
<p><b>Objective 2:</b></p> <p>Create a phased single entity Transition Plan including a Target Operating Model to facilitate bringing in all current staff and all corporate activity, projects, and investments.</p> <p><b>Q1 Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Identify all Transition activities</li> <li>• Begin phased implementation of Transition Plan</li> <li>• Begin preparation of the existing portfolio for transition into the new corporate structure</li> </ul>	
<p><b>Narrative:</b></p> <p>The Transition Plan has continually evolved over the period and a more settled approach through the following 6 workstreams has helped develop a milestone plan, identifying key decisions that are required and when to enable Lift and Shift. The programme is working toward operationalising the CJC in October / November and enacting the full lift and shift for the 1<sup>st</sup> April 2024.</p> <p>CJC Workstreams are:</p>	

<ol style="list-style-type: none"> <li>1. People</li> <li>2. Corporate and Governance</li> <li>3. Finance</li> <li>4. Investments and Project Delivery</li> <li>5. Subsidiary Corporate Structures</li> <li>6. Stakeholder Engagement &amp; Communications</li> </ol>	<p><b>Objective 3:</b></p> <p>Create an updated organisational governance model that simplifies the current model and ensures advantage is taken of the freedoms, flexibilities, and additional powers available through the CJC legislation</p>
<p><b>Narrative:</b></p> <p>In this period, an initial internal workshop was held to identify the core requirements of any future governance model and how it would align with the future constitution of the organisation.</p> <p>This early work will help inform ongoing discussions at the CJC on what the future governance model will look like, how it will work with the current CCRCDC arrangements as well as giving the appropriate level of assurance to all parties.</p>	<p><b>Objective 4:</b></p> <p>Conduct Corporate IT Tools and Technology review and make recommendations</p> <p><b>Q1 Milestone(s):</b> Identify &amp; Document Corporate IT requirements relating to tools and technology (Data Storage, File Sharing, CRM etc.)</p>
<p><b>Narrative:</b></p> <p>Begun Corporate IT Tools &amp; Technology Review with recommendations for Corporate IT requirements in the CJC expected in Q2. In order to start this area of work, some initial staff engagement has resulted in a high-level core set of requirements for any future IT model. This work has recognised the constraints within which the CJC currently operates and gives maximum consideration to achieving the best outcomes at the best value to the organisation.</p> <p>This has directly led to 2 engagements, firstly with RCTCBC on the provision of the base IT service to the CJC and secondly, the engagement of an internal Task and Finish Group to give a clear steer to the development of the initial requirements into an operating scope.</p>	

## Financial Implications

6. There are no direct financial implications arising from this report, which seek to provide an update against the CJC component of the 2023/24 Cardiff Capital Region Annual Business Plan.
7. Regular budget monitoring reports are prepared and presented to both the CJC and the CCRCDC in respect of their 2023/24 approved revenue budgets. The CJC

budget amounts to £255,662 and includes resources to deliver the business plan activities outlined above. In addition, the CCRCD has approved a separate Transition Budget amounting to £234,481 in respect of 2023/24. These budgets provide a total resource envelope of £490,143 to cover both operational activities and transition arrangements.

## **Legal Implications**

8. The report sets out the Quarter 1 performance and is submitted to CJC for consideration. There are no direct legal implications for this report.

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

9. In considering this matter 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 authorities 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 religion or belief, and;
  - (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 duties under the Act, each public body listed in the Act (which includes the CJC) 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, the SEW CJC 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, CJC 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.

10. SEW CJC must be satisfied that the proposed decision accords with the principles above. To assist SEW CJC to consider the duties under the Act in respect of the decision sought, an assessment has been undertaken, which is attached at Appendix 1.

## **RECOMMENDATIONS**

11. It is recommended that the South East Wales Corporate Joint Committee:

- (1) notes the updates in line with the integrated Annual Business Plan for 2023/24.

**Kellie Beirne**  
**Interim Chief Executive**  
**South East Wales Corporate Joint Committee**  
**9 October 2023**

## **Appendices**

Appendix 1: Well-being of Future Generations Assessment

# Future Generations Assessment Evaluation

## (includes Equalities and Sustainability Impact Assessments)


<b>Name of the Officer completing the evaluation:</b>  Kellie Beirne  <b>E-mail:</b> kellie.beirne@cardiff.gov.uk	<b>Please give a brief description of the aims of the proposal:</b>  1. To inform CJC Board of the Quarter 1 reporting position against the 2023/24 Cardiff Capital Region Business Plan.
<b>Proposal:</b> CJC – Q1 Update	<b>Date Future Generations Evaluation form completed:</b> 9 October 2023





**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 and appendices set out a progressive approach for driving prosperity within the region as it evolves its functions to embed CJC provisions and regulations.	In order to maintain business continuity and a seamless transition the report is focused on concurrence and the principles of transition and adaptation.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The central contention of the report is that covid-19, climate and low growth all poses a conundrum about the forward and how some of the behaviours around working together, innovating quickly and rapidly adapting can be maintained as a positive legacy in the new working arrangements.	A CJC will allow more freedom and flexibility and it is envisaged that climate and renewable energy for clean growth will be a key lever in this context. The report highlights the responsibilities of the CJC going forward and how the organisation is setting itself up to be able to manage those duties appropriately and proportionally.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Inclusion is a core theme of the approach and balancing a focus on levelling up the region with other regions in the UK to ensure CCR accesses all of the opportunities available to it – thus supporting not just sectors and industries but communities and people.	ESG and equality and diversity focus to ensure emphasis on societal and community needs.  CJC will develop its own corporate policies in response to key duties in respect of WFG Act Wales, Equality and Human Rights and Nature and Biodiversity

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 Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Putting in place a framework for regional cohesion whilst enhancing localism will support delivery of scale projects that make a difference across the geography, in tandem with local policies and levers that ensure citizens can benefit.	Work on the Northern Valleys will continue to be a key theme of CJC work – as will the emphasis on distributed, inclusive and resilient growth. CJC will also pick up the mantle on approval of key mechanisms such as the Regional Investment Plans for the Shared Prosperity Fund.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The principles look outward and focus on the FDI and international opportunities, which are particularly important post-EU exit.	Proposal for eventual radical decentralization of business functions and units currently operating at national level.
<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	The document represents a distinctive regional strategic approach to developing the economy.	CJC will develop its own corporate policies in response to key duties in respect of WFG Act Wales, Equality and Human Rights and Nature and Biodiversity
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The approach focuses on economic inclusion, levelling-up and a mission-driven approach capable of not just tackling economic problems – but societal ones too.	The CJC will begin to produce its own policies for equality and diversity and ensuring these are not just factors in assessing impact – but become central to the task of increasing productive capacity and inclusive growth in the first place.

## 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 <small>Long Term</small>	The CJC is a long-term construct and requires thinking ahead, however in the short-term a 'bare minimum' model is being put in place.	This will be subject to the first phases of work and the transition plan as well as the proposed interim first phase of operation.

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>Collaboration</p>	<p>The principles of the structure recommended situate partnerships and the building of new institutional capacity at the heart of the new framework.</p>	<p>As the regs develop this will be further progressed. As work commences on immediate duties around the Strategic Development and Regional Transport Plans – consultation and engagement processes will be developed accordingly.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The plan will be backed by a wider comms plan which has already included meeting with the various CCR Partnership groups.</p>	<p>Challenge funds will be another perspective to bring to bear in this context.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The mission-driven/ challenge-led approach embedded will be a key means of experimenting in the prevention space</p>	<p>At project and programme level – there are a number of options the CJC will be looking at in quick time, regarding regional bus services and transport demand management. There is also work moving forward on Local Area Energy Planning to ensure prevention is prioritized.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The proposed impact assessments will give a comprehensive and ongoing overview of benefits, costs and results. Outcome focused reporting and accountability will be key to this.</p>	<p>This can be further reinforced in the CJC budget setting and when Cabinet and partners have access to greater freedoms and flexibilities and the full 'lift and shift' CJC model.</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	Not relevant in this context since the principles, approach and ways of working apply to all prospective interests and stakeholders	As projects and programmes develop under the CJC, each will be subject to comprehensive assessments against the plans and procedures put in place to protect certain characteristics.	<p>A full ESG agenda and diversity and inclusion reviews into partnerships and groups will help ensure this agenda is embedding in ways of working and the culture that is created.</p> <p>A full training and development programme will also be devised in order to embed and 'bring to life' such considerations – not just as part of project assessments, but in seeking to address such concerns and issues as part and parcel of project business cases that are developed.</p>
Disability	As above	As above	As above.
Gender reassignment	As above	As above	As above.
Marriage or civil partnership	As above	As above	As above.
Pregnancy or maternity	As above	As above	As above.
Race	As above	As above	As above.
Religion or Belief	As above	As above	As above.
Sex	As above	As above	As above.
Sexual Orientation	As above	As above	As above.
Welsh Language	As above	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		This is dependent upon the brief for regional education consortia and whether or not, it is intended to be grouped within CJsCs.
Corporate Parenting	Not directly relevant – however building strength in the economy should create opportunities for all of the young people entrusted in our care and makes a direct contribution to wellbeing.		

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

As above.

**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?**

As above, the main implications will be in the delivery of this work.

**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.**

<b>The impacts of this proposal will be evaluated on:</b>	Scrutiny by the CJC and quarterly performance – Lift and Shift anticipated to take place in 2023/24
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