

9 OCTOBER 2023

**SOUTH EAST WALES CORPORATE JOINT COMMITTEE
TRANSITION PLAN**

REPORT OF THE INTERIM CHIEF EXECUTIVE

AGENDA ITEM: 6

Reasons for Report

1. To update the South East Wales Corporate Joint Committee (the CJC) on the transition of the Cardiff Capital Region City Deal (CCRCD) into the CJC.
2. Notes the proposed approach to the transition of the CCR City Deal Funding Award Letter

Background

3. Since the setup of the CJC, planning and activities to transition the CCRCD to the CJC have been developing and the CJC has made decisions to put in place the building blocks for 'Lift and Shift' including:
 - (1) an annual business plan focussed on transition – moving from Bare Minimum to Building Foundations (Jan 2023);
 - (2) setting up of sub committees (March 2023);
 - (3) decisions on staffing matters (May 2023);
 - (4) The CJC approach to scrutiny (July 2023).
4. During this period, the amendments to primary legislation were made by the UK government, removing the barriers to operation of the CJC, including Section 33 VAT status and the Government of Wales Act Section 150 Order. Both of these putting the 4 CJC's in Wales on a level footing with Local Authorities on areas including VAT, Pensions and Taxation.
5. In order to deliver 'Lift and Shift' the Transition Steering Group has been brought together to be the engine room; it is made up of the 6 Workstream Leads:

	Title:	Lead:
WS 1	People	Chief HR Officer Cardiff Council

	Title:	Lead:
WS 2	Corporate & Governance	SEW CJC Interim Chief Executive and Cardiff Legal Services Legal Lead, Interim Monitoring Officer.
WS 3	Finance	Head of Finance, Risk & Assurance CCRCD
WS 4	Investments and Project Delivery	Head of Digital & Data Innovation CCRCD
WS 5	Subsidiary Corporate Structures	Chief Operating Officer CCRCD
WS 6	Stakeholder Engagement & Communications	Head of Governance, Policy and Communications CCRCD

6. The group initially met monthly, but this has now increased to a fortnightly basis and is responsible for:
- i. oversight and coordination of activities across the workstreams;
 - ii. monitoring and highlighting:
 1. Progress against the Transition Plan,
 2. Risks,
 3. Opportunities,
 4. Interdependencies;
 - iii. ensuring the best use of cross cutting resources;
 - iv. managing the interactions of the Transition Plan and the CJC to ensure appropriate and timely decision making;
 - v. giving the CJC assurance on the progress of the Transition Plan.

Update

What are the Key Milestones

7. The transition plan is focussed around 2 key points in time and the longer term, these are:
- (1) Day 1 – achieving operating status at 1st October 2023, the building blocks for ‘Lift and Shift’, which means the CJC:
 - i. Has the ability to employ people
 - ii. Employees have access to the tools to be productive
 - iii. Can function as a corporate entity
 - iv. Has the appropriate governance, scrutiny and support arrangements in place
 - v. Is registered with the appropriate bodies

- vi. CEO takes up position as a minimum – as per Workforce Update to the CJC meeting in May 2023. Finalisation of CEO transition being agreed.
- (2) Year 1 – having a fully functioning status ready for the 1st April 2024 to enable ‘Lift and Shift’, this means:
- i. all appropriate policies, procedures and operations in place, commensurate with a public body in Wales
 - ii. ability for all CCRCD employees to transition into the CJC structure
 - iii. the CJC being responsible for all activities currently undertaken by the Accountable Body for the CCRCD, this could mean the CJC undertaking those activities itself and/or making arrangements with 3rd parties in respect of these activities
 - iv. The portfolio of CCRCD projects is managed directly by the CJC
 - v. All CCRCD and CJC activities fully governed in the CJC
 - vi. The CJC is effectively standing on its own two feet.
- (3) Future Years – Transition does not finish on 1st April:
- i. There will likely need to be ongoing work, ensuring that the organisation remains fit for purpose, aligned with its strategic vision, and delivering its legal responsibilities.
 - ii. Setting the Strategic Vision for the future - The CJC provides an opportunity to develop something different and authentic that aligns with the evidence base and bold ambition set for the region as articulated in the Regional Economic and Industrial Plan. An approach to setting a Strategic Vision will be brought to the CJC. The approach will also take into account feedback from the recent OECD follow up workshop on regional working.

How do the Workstreams Deliver the Above?

- 8. Each workstream has a significant amount of work underway to achieve the ‘Day 1’ ambition for the CJC to be operational by the 1st October 2023 (see Appendix 1) shows an overview of the critical activities being delivered by each workstream to meet this milestone.
- 9. Table 1 below, lays out the progress so far per workstream, rating the activities and the resources to deliver as Red / Amber / Green to give an indication of the risk attached to each area.

Table 1:

Workstream 1 – People (Tracey Thomas)	RAG Rating:	Activities:	Resources:	Overall:
		Green	Amber	Amber

Activities:

As per previous updates, the two main areas of focus are putting in place the policies, procedures and systems required for Day 1/Year 1 and the formal activities around the TUPE transfer of staff to the CJC. There are many interdependencies, in particular with WS 3 (Finance) on areas such as payroll, pension enrolment where close working between all parties is required for a successful outcome.

Resources:

Resources from within the CCRCD team have been identified to support this activity, bringing much needed resource to this workstream. Focussing on the Organisational Development work to support the activities of the resources in the accountable body.

Workstream 2 – Corporate & Governance (James Williams / Kellie Beirne)	RAG Rating:	Activities:	Resources:	Over all:
		Amber	Amber	Amber

Activities:

There is a significant amount of work underway in this workstream to both deliver a functioning corporate body on Day 1, but also to ensure that these foundations are built on for the Year 1, the key components to this work are:

- I. Developing an interim constitution for the CJC (Green)
- II. Statutory Sub Committees in place (Green)
- III. Governance Model Development (Amber)
- IV. Target Operating Model Development (Amber)
- V. ICT provision in place for Day 1 operation (Green)
- VI. Strategic Vision definition approach preparation (Green)
- VII. Work with the UK Government to transition CCRCD funding award letter – joint with WS 3 (Amber)

Work on the novation of the CCRCD funding award letter has been front and centre for the last period and continues to be the main focus for this workstream.

Resources:

Resources within the legal aspects of this have been resolved. A Governance Manager has recently joined CCRCD and will devote 50% of their time to support developing the CJC future governance approach. Resource to support other work is coming on stream, albeit slowly.

Statutory posts within the CJC:

The Monitoring Officer and the Section 151 Officer functions are currently filled via the Accountable Body and will continue to be until the substantive posts within the CJC structure are filled

Workstream 3 – Finance (Hrjinder Singh)	RAG Rating:	Activities:	Resources:	Over all:
		Green	Amber	Amber

Activities:

This workstream has by far the greatest number of activities underway and also carries the greatest number of interdependencies, progress includes:

- I. Ensure there are proper arrangements in place to administer the CJC's financial affairs
- II. Arrangements in respect of accounting, financial management, reporting and audit
- III. Developing treasury management approach for the organisation
- IV. Implementing capability required to manage these activities
- V. Engagement with RCT on new functions including transactional support
- VI. Engagement with CCC on closing out CCR function
- VII. Arrangements for Pension Administration & Accounting
- VIII. Arrangements for Payroll & Accounting

IX. Arrangements for VAT and taxation matters				
X. Supporting the development of the CJC Constitution				
Resources: In order to help manage the activities above a temporary Finance Manager has been appointed to work alongside the Workstream Lead. However, a considerable effort will still be required from the small finance team to ensure the objectives for Day 1 are fully met. With this in mind, a detailed Finance Project Plan has been developed to manage the various activities and regular fortnightly meetings take place with Finance colleagues from RCT.				
Workstream 4/5 – Portfolio Transition (Colan Mehaffey)	RAG Rating:	Activities:	Resources:	Overall:
		Green	Red	Amber
Activities: The majority of work being undertaken in this phase is to carry out an assessment of the portfolio (all 25+ projects to date) to understand the legal and financial implications of transferring to the CJC. The assessment is on track with a detailed plan now under development.				
Resources: This work relies heavily on external expertise in the form of specialist tax advice and CCRC legal advisors, reviewing each project and the implications and mitigating actions to enable transfer				
Workstream 6 – Stakeholder Engagement & Communications (Nigel Pompeus)	RAG Rating:	Activities:	Resources:	Overall:
		Green	Amber	Amber
Activities: Activities to date include Stakeholder mapping, the development of regular internal comms and the building of a messaging framework				
Resources: Resources are now more readily available and the new workstream lead is developing the activities and support required to deliver them.				

Key Decisions for the CJC – October and November/December

10. In October, the CJC will have a series of decisions to make, including the following items:
 - (1) an interim Constitution for the CJC;
 - (2) an approach to the development of the Annual Business Plan and proposed budget strategy for FY 2024/25 and over the medium-term;
 - (3) updated approaches to the delivery of the RTP and the SDP.

11. In November/December the CJC will have a series of decisions to make, including:
 - (1) securing CJC consent to enter into a deed of novation on the CCR City Deal Funding Award Letter with Welsh Government and Cardiff Council;
 - (2) agree a draft deed of novation on the CCR City Deal Funding Award Letter with Welsh Government and Cardiff Council.

Key Dependencies:

12. The whole transition is built upon a cohesive plan of cross organisational working, key dependencies of that include:
13. Novation of the CCR City Deal Funding Award Letter. This is one of the key activities within the Transition Plan. An initial meeting has been held with UK and Welsh Governments to confirm the approach. This has led to a series of actions that need to happen concurrently with the transition plan in order to achieve. This will involve a series of coordinated decisions between all parties, the CJC, the CCRC Regional Cabinet and Welsh Government, as laid out in Appendix 2, this may require the December CJC meeting to come forward slightly in to November.
14. HR and Finance (WS 1 & 3) - There are a wide range of dependencies between these workstreams. Aligning the payroll and HR systems is critical, this also links to the pensions and benefits. In order to ensure this is managed appropriately, strong links have been established between these two workstreams, and monthly sessions with the programme manager to ensure nothing falls between the gaps. Furthermore, detailed discussions are taking place Finance and HR colleagues within RCT to ensure that all interfaces are identified and managed in a timely way. The CJC has recently completed its registration with HMRC for its own PAYE reference number, allowing the CJC Payroll to be run in-line with Transition Plan dates as necessary.
15. Corporate Governance, Finance and People (WS 1, 2 & 3) - Setting up the corporate entity, with a new constitution and all that entails, impacts on a number of areas, in particular, finance and people elements of the constitution. Input from the People and already stretched Finance WS's is critical to the success of this piece of work. Secondly, ensuring the governance of the SEWCJC is appropriate and aligned to the finance and operational procedures of the organisational, matched with the appropriate skills and delegations. Mitigation: The delivery of the constitution of the new organisation is being done in house, reducing the reliance on outside legal advisors. This work is being led by the Interim Monitoring Officer. Fortnightly meetings between the Programme Manager and Interim Monitoring Officer and Interim Governance Manager ensure that this work is capturing all the required elements and progressing accordingly. The Finance WS is kept abreast of developments in this area and will input at the appropriate time in respect the key Financial Schedules etc.
16. Finance and Project Transition (WS 3 / 4 / 5) - The transition of the portfolio and the many contracts from the current set up to the new will involve a close link between the finance and project transition workstreams, ensuring that all potential risks are mitigated, opportunities are taken advantage of, and a seamless transition managed. Mitigation: joint sessions held with tax advisors, legal advisors and a jointly agreed package of work, overseen by the Programme Manager will help ensure that these dependencies are delivered within the

transition plan and ensure the extent of any taxation liabilities crystallising on transfer are kept to a minimum.

Key Risks and Opportunities:

17. The risks to the Transition Plan are:

(1) Resources (all workstreams)

- i. Risk – across the whole transition approach there is a clarity on what has to be delivered, however the major constraint is capacity, the risk is that:
 - 1. finance in particular have reduced capacity;
 - 2. summer is a very busy period to prepare for Day 1 – 1st Oct 2023;
 - 3. recruitment of resource can be protracted over the summer period;
 - 4. challenges with recruitment due to the current national employment market;
 - 5. specialist support for key activities (in particular WS 4/5) may have large costs.
- ii. Mitigations:
 - 1. a clear plan of what is required for each workstream to focus on for Day 1 – to ensure minimal wasted effort;
 - 2. additional central resource to support all workstreams – doing activities that do not require specialist knowledge or skills;
 - 3. a RAID log that captures risks, actions and issues and is regularly reviewed by the Transition Steering Group to ensure transparency;
 - 4. finance has developed a Resourcing Plan and is in the process of implementing this over the summer period.

(2) Complexity (all workstreams)

- i. Risk: Working between three organisations (CCC / RCT / SEWCJC) brings added layers of complexity. Therefore, the following have to be considered:
 - 1. timescales;
 - 2. governance;
 - 3. decision making;
 - 4. procurement.
- ii. Mitigations: ensuring each decision required is clearly communicated to key stakeholders – to enable timing considerations and preparation to be carried out. A clearly communicated and defined overview is made available to the wider team to see where and when decisions are required in order for them to support appropriately.

(3) Lack of Clarity for our people and our stakeholders:

- i. Risk: Our people are our most valuable asset, working through a change programme such as this, we need to support our staff. This is especially so with the current growth of the team, within what is a fairly loose structure;
 - ii. Mitigations: an internal communications plan is being developed in order to keep our internal CCR stakeholders engaged appropriately, and an active stakeholder engagement and management plan is being developed to keep our wider stakeholders engaged and to ensure a smooth transition.
18. The opportunities presented by the Transition to the CJC is enormous, to both set the CJC on a path that delivers the maximum for the Region, but also to ensure that the CJC delivers a truly regional proposition, with a vision that clearly articulates not only its role and purpose, but also brings a level of clarity to the national and local agendas too.

Reason for Recommendations

19. In order to keep the CJC update on the progress on the transition of the Cardiff Capital Region City Deal (CCRCD) into the CJC

Financial Implications

20. The report provides an update on the transition of the Cardiff Capital Region City Deal (CCRCD) to the South East Wales Corporate Joint Committee (CJC), including details on current activities and statutory duties. These activities and duties were considered as part of the 2023/24 budget report approved by the CJC in January 2023.
21. In summary, the CJC approved a revenue budget amounting to £255,662 for the year and separately the CCRCD has approved a 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. As part of the 9 October 2023 meetings both the CJC and CCRCD will be considering the position against their respective budgets as at Month 04 (31 July 2023). Details are fully set out in these two reports.
22. The activities and requirements set out in this report have been captured as part of the Month 04 budget updates. However, as outlined the transition is complex and dynamic and additional requirements (and potentially costs) are being identified as the transition gains momentum. Therefore, 203/24 budget position will continue to be monitored over the autumn period and further updates will be brought back to the CJC for consideration at regular intervals.
23. The report also sets out the approach in respect of the City Deal Funding Award Letter and how this is to be novated across to the CJC. This is critical activity the CJC's ability to enact the Lift and Shift is fully dependent on the completion of this novation, including the timing and sequencing outlined in above.

24. Therefore, in preparation for 2024/25 the CJC will need to put in place the necessary practical and regulatory arrangements (policies, procedures, approvals, documentation etc) to allow it to manage the implication arising from the novation of funding agreement. For example, the development and approval of the CJC's own Treasury Management Strategy which will set out the proper practices for managing the significant cash balance that will arise on the transfer of CCRCDC to the CJC.
25. These practical and regulatory requirements have been captured in the CJC Transition Plan and further updates on the proposed arrangements and any decisions required will be brought back to the CJC for consideration and approval as required.

Legal Implications

26. There are no direct legal implications regarding the transition activities. The general implications are set out in this report. With regards the novation, any further legal implications will be set out in the November report.

Well-being of Future Generations (Wales) Act 2015

27. 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 respective duties under the Act, each public body listed in the Act (which includes the CJC) must set and publish 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 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 CJC must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, they 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.

28. The CJC must be satisfied that the proposed decision accords with the principles above. To assist the CJC to consider the duties under the Act in respect of the decision sought, an assessment has been undertaken, which is attached at Appendix 3.

RECOMMENDATIONS

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

- (1) notes the transition activities laid out in the report;
- (2) notes the proposed approach to the novation of the City Deal Funding Award Letter, as laid out in paragraph 13 and Appendix 2.

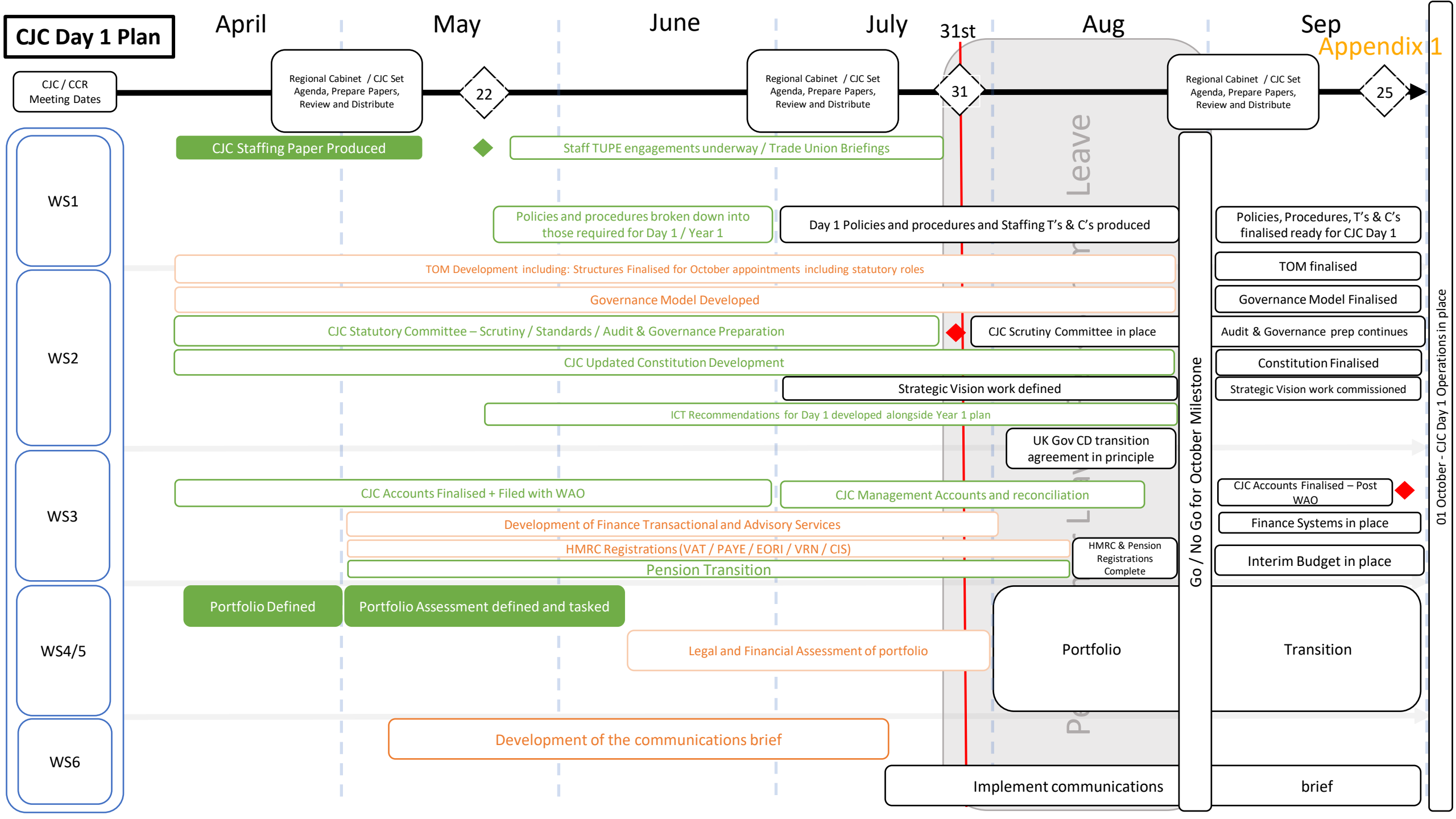
Kellie Beirne
Interim Chief Executive
South East Wales Corporate Joint Committee
9 October 2023

Appendices

Appendix 1: CJC Day 1 Plan

Appendix 2: Novation of CCR City Deal Funding Award Letter - letter to Secretary of State for Wales laying out the approach

Appendix 3: Well-being of Future Generations Assessment



Thank you both for your time on the 25th September to discuss the novation of the Cardiff Capital Region City Deal (CCRCD) Funding agreement from Cardiff as the Accountable Body to the programme to the South East Wales Corporate Joint Committee (the CJC).

It was an incredibly helpful meeting for us in terms of putting in to motion this novation, in order for us to be able to lift and shift the CCRCD in to the CJC. We hope that in the process of our correspondence over the course of this year and the session on the 25th, we were able to articulate both the benefits to doing this for the City Deal and ultimately the Region. Taking the positive steps outlined will be the first move in formalising the transition and is a critical step to get right and underway. It was important to be able to highlight to both parties that this is about changing form but not substance as the Funding Agreement is simply moving from a contractual joint committee to a legal corporate joint committee. This in turn means no substantive changes as Assurance Frameworks, IIF are still in place and part of a more robust governance framework, set within the CJC Constitution, the key principle is one of equivalence.

We articulated the approach to this, that in summary will follow broadly the following stages, each of which is equally critical to the success of the overall outcome:

	What is Required:	How is this proposed to be achieved	When does this need to be done by:
1.	Securing the agreement in principle from Welsh and UK Governments to the approach outlined	Meeting of the UK Government (UKG) Secretary of State for Wales and the Welsh Government (WG) Minister for the Economy	25 th September 2023 Agreement in principle given by both parties.
2.	Welsh and UK Governments to confirm the consent for Welsh Government to enter into a deed of novation and that the agreement between the UK Government and the Welsh Government will allow the novation.	A letter from Welsh Government to CCRCD confirming Welsh Government consent to enter into a deed of novation and that the agreement between Welsh Government and UK government is in	31 st October 2023

		place to enable the novation	
3.	Secure CCRC Regional Cabinet consent to direct Cardiff Council as the Accountable Body to enter into the deed of novation	At a meeting of the CCRC Regional Cabinet	Meeting of the CCRC Regional Cabinet in November / December
4.	Secure CJC consent to enter into a deed of novation	At a meeting of the SEWCJC	A Special Meeting of the SEWCJC in November / December
5.	Draft and agree a deed of novation with all parties, with an effective date and any conditions to meet that.	A draft will be provided by CCRC in October, with a view to being signed off at the CCRC Regional Cabinet and SEWCJC meetings in December	Concurrently with the above with an end date of 4 th December 2023
6.	All parties enter into deed of novation – ideally prior to the Effective Date	All parties, including WG to signing the actual deed of novation.	29 th January 2024
7.	The terms of the Funding Award Letter to be lifted into the CJC constitution. Note: the Funding Award Letter requires CCR [CJC after novation] to use the Funding solely to support the objectives of the City Deal....in accordance with the arrangements set out in its Joint Working Agreement, Assurance Framework, Implementation Plan and Business Plan (together these are referred to as the "Purposes").	The Constitution will be developed over the period October 2023 to March 2024 and approved at the CJC meeting in March 2024. These agreements will need to be back-to-back in order that the requirements of the Funding Award Letter remain intact throughout	Concurrently with the above with an end date of 25 th March 2024
8.	Effective Date occurs		1 st April 2024
9.	The JWA and any remaining ancillary	TBC	TBC – post April 2024

	documents will require to be terminated.		
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Hopefully the above can give us all a clear pathway through the coming months, getting us to the collective goals we agreed when we met.

We look forward to working with you all over the coming weeks and months to achieve these goals.

DRAFT

Future Generations Assessment Evaluation

(includes Equalities and Sustainability Impact Assessments)


Name of the Officer completing the evaluation: Kellie Beirne E-mail: kellie.beirne@cardiff.gov.uk	Please give a brief description of the aims of the proposal: 1. To update the South East Wales Corporate Joint Committee (the CJC) on the transition of the Cardiff Capital Region City Deal (CCRCD) into the CJC.
Proposal: CJC – Update	Date Future Generations Evaluation form completed: 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?
A prosperous Wales 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.
A resilient Wales 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.
A healthier Wales 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?
A Wales of cohesive communities 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.
A globally responsible Wales 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.
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	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
A more equal Wales 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 & 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?

	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		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.

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