Cabinet Prifddinas Ranbarth Caerdydd | Cardiff Capital Region Cabinet

19 DECEMBER 2019

CARDIFF CAPITAL REGION GRADUATE SCHEME INTERIM EVALUATION AND REQUEST FOR CONTINUATION

REPORT OF CITY DEAL DIRECTOR

AGENDA ITEM 11

Reason for this Report

1. To provide Regional Cabinet with an evaluation of the Graduate Scheme at month 8 of operation, and;

2. To request a 12 month continuation in the light of lessons learned and the need to align the graduate cycle with the business cycle to properly develop opportunities and further investment. This will enable the conclusion of the first year pilot, with a roll-on to the additional 12 month period, allowing the transition to be seamless and efficient and for the staff, resources and opportunities to be retained and delivered.

Background

3. Regional Cabinet approved the pilot Graduate Scheme in December 2018. The main objective of the scheme was to reverse the so-called 'brain drain' with around 35% of all graduates leaving the region to seek employment opportunities elsewhere each year. The scheme works with businesses that historically, have had little or no engagement with the graduate market; in order to contribute to business growth and resilience. The scheme operates through a collaboration spanning the University of South Wales, Cardiff University, Cardiff Metropolitan University and the Open University, as well as business groups and trade bodies.

4. The pilot was approved by Cabinet in December 2018 for one-year running April 2019-April 2020 – to allow for a three month mobilisation period in which to recruit coordinators and operationalise the scheme. The scheme went live as planned on 1 April 2019. Whilst this aligned with the business cycle, a key reflection is that this has not aligned as well with the graduate cycle.

5. The initial focus of the scheme was to provide support to Small Medium Size Enterprises (SMEs). However, as the scheme has bedded in and evolved whilst SMEs have remained a core focus, other sized businesses have also engaged – showing reach and activity across the market. The

aim of the first year pilot was to achieve 50 graduate placements, with a revenue budget of £175k.

6. The objectives of the scheme are to create additional graduate level positions in the region through:

    1. Helping employers to identify positions within their businesses;
    2. Supporting employers in the creation of job descriptions, training and development;
    3. Advertising positions on the bespoke CCR graduate website and,
    4. Sifting applications and providing businesses recommendations for interviews as well as key aspects of ongoing support.

Progress to Date

7. The early evaluation at Month 8 highlights lessons learned around timing and alignment of the graduate and business cycles. In essence the current pilot running April to April is not sufficient to properly road-test the scheme and so a continuation period is requested. Positively, the scheme is building real momentum and demonstrating significant potential. Talented individuals are either being retained or moving back to the region. This is not only creating additional jobs, but also, strong private sector leverage. There are also softer outputs in terms of business engagement, increasing awareness of the availability and quality of graduates to meet skills requirements and building the public-HE-business network

8. The two graduate recruitment leads employed through the initial pilot scheme have:

    - Engaged with some 178 businesses across CCR and beyond (as of 4 December 2019):

LA Areas of businesses engaged		
LA	Number	%
Blaenau Gwent	10	5.6
Bridgend	17	9.6
Caerphilly	30	16.9
Cardiff	47	26.4
Merthyr Tydfil	1	0.6
Monmouthshire	11	6.2
Newport	30	16.9
Rhondda Cynon Taf	14	7.9
Torfaen	8	4.5
Vale of Glamorgan	6	3.4
Other*	3	1.7
TOTAL	**178**	100.0

*Other represents businesses that have been signposted to the team from outside of the Capital Region

- Advertised 42 placements to date. 18 are now filled, with another 6 due to be filled in January and with the others in the pipeline.
- This has totalled some seven assessment centres in and **563 applications** – a signal of strong interest and activity
- Already, three businesses that have participated in the scheme are in the process of advertising for a second intake
- Further opportunities and potential are now opening up around upskilling existing employees and learning and development.
- Whilst businesses across all areas of CCR have engaged in the scheme, eight to date have advertised vacancies, with targeted work now underway to achieve outcomes in all ten areas
- Graduate applicants have come from all universities in the region, as well as universities from outside the region and international Non-EU establishments.
- Chief sectors recruiting graduates in the region are Advanced Materials/ Manufacturing; Creative Economy; Financial and Professional Services; Life Science and Pharmaceuticals and IT.
- The rate of private leverage achieved on the first 24 placements is £463,706 without on-costs and £556,447 with on-costs. This is a conservative estimate because it is based upon salary costs only and as yet, does not factor in additional private investment businesses might make such as in personal development, learning and training. The range of salaries offered are within the £17,500-£24,500 range with an average salary of £19,321 (excluding on-costs). Appendices 1 & 2 to this report, sets out the key datasets in respect of the above.

Lessons Learned

9. As stated above, given the timing of the start of the scheme and the mis-alignment of the graduate-business cycles, there is a need to seek a continuation period to properly test and validate the scheme. Whilst initial evaluation suggests the scope and potential is strong – even at month 8 – it is important to reflect upon wider lessons learned and ensure the process is iterated to embed key learnings set out below.

10. **Three month mobilisation –** on reflection the three month mobilisation period was not sufficient to recruit the two officers, develop the workings of the scheme and - generate the initial leads and interest. Whilst the scheme did go live on 1 April, the co-ordinators had just started and so a lot of the development time had to be twin tracked with delivery.

11. **Alignment of academic and business years** - in addition, the timing of the start of the scheme was out of synch with full academic cycle which impacted the ability to hit the ground running. Whilst this led to a slower than expected start, this is being made up with momentum growing daily.

12. **Working differently** – the scheme needs to work outside of conventional boundaries. For example, the tipping point regarding the surge in demand from graduates only occurred once vacancies were advertised on the Indeed platform.

13. **Broadening support and engagement** – key to securing business engagement and participation in the scheme has been the support of Councils in the region and their links with their local business communities. Improving levels of support, interest and brokering introductions via local authorities – must constitute a stronger dimension of the scheme in future.

14. **Direct business-to-business engagement** - the most powerful tool is business word of mouth. The Regional Business Council has facilitated some events – but this needs to be stepped up with consideration given to targets for placements in the short-term. The Regional Skills Partnership continues to play a strong support role in terms of industry events and using case studies to promote the scheme.

15. **Positive obligations and social clauses –** consideration is currently being given to how this can be embedded as a core requirement of submissions to the three funds and via the Investment Framework. As the scheme has operated, learning has been adapted from the Metro Plus Common Assessment Framework and how local construction and project development opportunities can support skills requirements.

16. **Sector focus** – as the above demonstrates, certain sectors are better represented than others. With the new focus on building sector clusters, there is an opportunity to be more targeted in the sectors where there are specific needs, skills shortages and requirements.

17. **Better co-ordination of university contributions** – the majority of applications are not coming via universities and this indicates the difficulty inherent in keeping in touch with graduates who have left university and the area. This is a key issue for universities to address in terms of the wider skills issue. Contact is being made with graduates via digital and social media platforms in the main and continued efforts are being made with universities to be proactive in targeting graduates before they leave their establishments and the region.

18. **Role of industry, trade and membership bodies** – some of the greatest business demand has been generated from industry and trade body events. This has to be sustained and high levels of engagement and insight are needed to plan and develop this more targeted approach.

19. In all, whilst the scheme took longer to mobilise and ‘start-up’ mainly as a result of the above factors, momentum is now significant. The social media campaign, case studies and the human interest aspects have proved powerful. One illustration of this is that Community Housing Cymru is now holding a CCR Graduate Awareness Day with its 70 member organisations. To build upon this, it is now important that the scheme has longer to develop its potential and partnerships and for the pilot to demonstrate optimum outcomes.

Continuation Delivery Model

20. The target is to deliver fifty graduate interns over the course of the first core year of the programme (April 2019-April 2020). It is anticpated that by the end of the period, 42 placements will have been advertised. However, in light of the issues and challenges experienced to date – but moreover, the significant opportunities to leverage - it is proposed that following completion of the initial pilot, the scheme rolls forwards into a one-year continuation period (until the end of April 2021). This request is backed by all partners to the scheme including new and exisitng businesses and University partners. This is being asked at Month 8 as a result of early reflections, potential to strengthen and deliver continuity.

21. In addition to this and because of the start date of April 2019, many interested businesses were not able to take part in the pilot because business and financial plans were agreed in the previous financial year. Many of these businesses have stated that if the scheme operates for a second year, they have the opportunity now to embed placement costs into business planning for 20-21. Commitments are on the table. Converting these opportunities will require retention of skilled staff and continuation of the scheme as a whole. Discontinuity at this stage would be a real risk to the future of the scheme. The Graduate Scheme is starting to establish itself; creating real value and is recognised as a new entity in the skills and business environments. Continuing the scheme for a further 12 months will allow:

    - conversion of the lessons learned. This will provide time to translate some of the learning into practice and optimise outcomes;
    - proper alignment of academic and business year-cycles;
    - develop wider opportunities – for example, the process now developed for the scheme is a strong one and can be replicated in other areas of emergent development such as Shared Apprenticeship Scheme;
    - retention of the two highly skilled and committed officers, who have developed relationships, partnerships and business links;
    - those businesses who have not been able to make an in-year commitment to the scheme to formalise in principle agreements to hosting a graduate in the financial year 2020-21;
    - the learning to date to bed in and for engagement to grow via make it a specific target area for the Regional Business Council;
    - for the scheme to benefit from the Investment Pipeline and interface with new projects being submitted all of the time;
    - target of 70 additional graduates to be delivered over the extended period, bringing the target total for April 2019-2021 to 120 graduate positions advertised.

22. In respect of the resources associated with this, a budget of £175k was agreed by Cabinet for the operation of the first year pilot. Against this, only £143,550 is forecast to be spent by the end of 2019-20 leaving an under-spend of £31,450. The proposal is therefore to seek a continuation budget of £192,450 with £31,450 comprising underspend from 2019-20, meaning

total outlay of £161,000 in 2020-21 for the continuation period. This will accommodate the existing two member team, the USW secondment support and a new in-house graduate role, to supplement capacity and provide dedicated graduate-insight support. The below table sets this out in further detail:

	Projected Expenditure (19/20) £	Balance Carried Forward £	Continuation Cost (20/21) £	Total Cost £	Original Allocation £	Continuation Budget Required (20/21) £	Total Funding £
Recruitment costs	0	(1,000)	0	**0**	(1,000)	1,000	**0**
Two regional business engagement / human resource support staff (salary + on-costs)	83,891	(1,109)	85,000	**168,891**	(85,000)	(83,891)	**(168,891)**
Non-salary expenditure	6,000	(4,000)	15,000	**21,000**	(10,000)	(11,000)	**(21,000)**
USW Secondment	14,400	(10,600)	14,400	**28,800**	(25,000)	(3,800)	**(28,800)**
Graduate Support Role	0	0	26,000	**26,000**	0	(26,000)	**(26,000)**
Qualification cost	8,740	(14,260)	30,000	**38,740**	(23,000)	(15,740)	**(38,740)**
Website, bilingual marketing and events	8,100	(1,900)	16,050	**24,150**	(10,000)	(14,150)	**(24,150)**
Contingency	22,419	1,419	6,000	**28,419**	(21,000)	(7,419)	**(28,419)**
Total	**143,550**	**(31,450)**	**192,450**	**336,000**	**(175,000)**	**(161,000)**	**(336,000)**

23. In terms of ROI, the private leverage on a total target number of 120 advertised placements over the two year period, would equate to £2,318,520 (based upon a £19,321 average salary and without on-costs). This is a modest estimate as it is based on salary costs alone. Further work is currently underway with employers to capture the full value of the investments they make. This equates to £7 of private leverage for every CCR £1 invested. If on-costs were to be included, this would deliver £2,782,224 of additional investment with an average salary of £19,321 per graduate placement which takes the leverage to £8 for every CCR £1 invested in the programme.

24. It is proposed that the small team will continue to work out of the City Deal Office and university sites under the direction of the CCRCD Director. Key to the future success of the scheme however is everyone understanding the role they have to play – from local authorities and Universities, to business partners and industry leaders. This is a matter of collective endeavour and this must be cascaded through all organisations to spread awareness and create visibility.

Exit Strategy

25. With team capacity being strengthened around evaluation, planning of the end evaluation and Exit Strategy for the scheme can start, to ensure a proper managed transition. This will need to determine the following:

    - a full value for money assessment;

- scope of any future scheme operation;
- evaluation of the legal entities and organisations best placed to develop and deliver the scheme and any associated procurement;
- potential for scheme to move towards becoming more self-reliant and a target for income generation over a specified time; and,
- potential for synergies and connections to be built with other aspects of core skills provision within the region. One example could be with CCR current work on establishing a region-wide shared apprenticeship scheme.

26. It will be important for the full evaluation to be in place ahead of the commencement of the Gateway Review in April 2021. This will include:

    a. employees upskilled;
    b. number of applicants per position;
    c. business location and sector;
    d. intern salaries and post duration;
    e. the conversion rate of interns to post-internship jobs;
    f. post-internship salaries and contract length; and,
    g. feedback on the programme from businesses and graduate

Financial Implications

27. This report seeks Regional Cabinet's approval of a further funding envelope of £161,000 in addition to the £175,000 that was originally allocated in December 2018. This represents the total funding requirement of £336,000 for the continuation of the Graduate Pilot scheme.

28. The report sets out cost estimates showing how the total funding is expected to be used and the sums outlined can be met from the City Deal Wider Investment Fund, including the carry forward of an anticipated underspend at 31st March 2020. Monitoring of costs and outcomes of this scheme will form part of future reports to Regional Cabinet.

Legal Implications

29. The recommendations within the report seek approval to continue the existing pilot for the Cardiff Capital Region Graduate Scheme, for the reasons set out in the report. To facilitate this, any secondment or temporary appointments in place will need to be extended. Please see any HR implications.

30. Any services required post April 2020, such as delivery of the training programme, will need to be procured in compliance with procurement law and detailed legal advice should be sought.

Human Resource Implications

31. Should the scheme be approved for extension the Graduate Recruitment Lead postholders' contracts would be extended in accordance with the Accountable Body policies and procedures

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
    - deliver an integrated approach to achieving the seven national well-being goals;
    - work in collaboration with others to find shared solutions;
    - involve people from all sections of the community in the decisions which affect them.

34. 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 at Appendix 3 to this report (Well–being of future generations assessment) for Member's consideration.

35. 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

36. 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

Reasons for Recommendations

37. The reasons associated with these recommendations are as follows:

- the 8 month evaluation of the scheme creates confidence in relation to outcomes and future potential;
- the lessons learned must be embedded quickly in order to take effect and optimise outcomes;
- to wait until the end of the pilot for evaluation would risk the future of the scheme through discontinuity, potential loss of resources and inability to convert commitments made by businesses for the 2020-21;
- the continuation period, allows the original objective of a one year pilot to be seen through, but enables the roll-on to the next phase without interruption and as such, supports a seamless transition to scale-up, with the resources in place and uplifted targets.

RECOMMENDATIONS

38. Regional Cabinet is asked to:

(1) note the progress, lessons learned and interim evaluation gauged from the first 8 months of the initial pilot period;
(2) approve a continuation period, up until the end of April 2021 in order to deliver fully on the benefits and target outcomes set out in this report and allow the better alignment of timescales, objectives and opportunities;
(3) approve the revenue funding envelope of an additional £161,000 in 2020-21 for the costs associated with the continuation period, which will be met from the CCR City Deal Wider Investment Fund; and,
(4) agree to receive a full scheme evaluation including a clear exit strategy ahead of Gateway Review in April 2021.

Kellie Beirne
Director, Cardiff Capital Region
19 December 2019

Appendices
Appendix 1 Supporting information
Appendix 2 Salaries
Appendix 3 Future Generations Assessment Evaluation

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19 DECEMBER 2019

CARDIFF CAPITAL REGION GRADUATE PROGRAMME EVALUATION AND REQUEST FOR EXTENSION

APPENDIX 1

The following tables provide a breakdown of the graduate programmes' activity over the first 8 months of operation.

TABLE 1.
The below table provides an overview of the number of businesses who have engaged with the programme from across the City Region

LA Areas of businesses engaged		
LA	Number	%
Blaenau Gwent	10	5.6
Bridgend	17	9.6
Caerphilly	30	16.9
Cardiff	47	26.4
Merthyr Tydfil	1	0.6
Monmouthshire	11	6.2
Newport	30	16.9
Rhondda Cynon Taf	14	7.9
Torfaen	8	4.5
Vale of Glamorgan	6	3.4
Other*	3	1.7
TOTAL	**178**	100.0

*Other represents businesses that have been signposted to the team from outside of the Capital Region

Of the 178 business approached, 42 placements have been advertised through the programme. Not all of these placements have been filled due to a number of influencing factors, such as a change in business needs and requirements; slow turnaround time from the business and graduates securing alternatives roles.

TABLE 2
The advertised positions have generated 563 applications with applicants from across all of the UK. This portrays a positive picture of graduates wishing to return back to SE Wales. The below table provides an overview of the universities from which the graduates have been studying.

Breakdown of Graduate applicants by HEI (as of 17th October 2019)		
HEI	Number	%
Cardiff University	99	18%
Cardiff Metropolitan University	59	11%
University of South Wales	103	18%
Open University	5	1%
Other UK HEIS**	259	46%
International (Non-EU) Universities	38	6%
Total	563	100%

*some of the applications have not been suitable for the roles so have been discounted at an early stage

**Top Other UK HEIs include: Swansea University, University of West England, Aberystwyth University

TABLE 3

The below table provides an overview of sector engagement. As the table highlights this has been broad across the region, which further evidences the need for a sector neutral graduate offer.

Sectors of businesses recruiting		
Sectors	Number	%
Advanced Materials& Manufacturing	7	16.7
AI and Data Science	1	2.4
Automotive	1	2.4
Civil Engineering	1	2.4
Creative Economy	3	7.1
Cyber Security	1	2.4
Financial and Professional Services	3	7.1
Food and Drink	1	2.4
Housing	2	4.8
IT/Digital	12	28.6
Legal	2	4.8
Other	1	2.4
Pharmaceuticals and Life Science	4	9.5
Recruitment	1	2.4
Sustainability	2	4.8
TOTAL	42	100

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19 DECEMBER 2019 MEETING

CARDIFF CAPITAL REGION GRADUATE PROGRAMME EVALUATION AND REQUEST FOR EXTENSION

APPENDIX 2

Confidential Working Draft

Graduate applications filled and salaries		Status
Role	Salary	
Training and Sales Support Coordinator	£18,000	Graduate appointed (1)
Renewable Energy Graduate Trainee	£18,000	Graduate appointed (2)
Graduate Digital Marketer	£16,380	Graduate appointed (3)
Trainee Finance Broker	£20,000	Graduate appointed (4)
New Product Design, Development and Engineering Executive	£24,500	Graduate appointed (5)
Graduate Client Relationship Account Manager	£18,000	Graduate appointed (6)
Graduate Marketing Executive	£18,000	Graduate appointed (7)
Land and Partnerships Graduate	£20,000	Graduate appointed (8)
Graduate Service Desk Engineer x 2	£18,000	Two graduates appointed (10)
Graduate Bid Coordinator	£20,000	Graduate appointed (11)
Graduate Communications Executive	£18,000	Graduate appointed (12)
Graduate Marketing and Communications Officer @ 2	£21,000	Two graduates appointed (14)
Graduate Commercial Executive	£19,000	Applications with employer
Graduate Technology Engineer	£22,000	Applications with employer
Graduate Technical Support Team Member	£18,000	Applications with employer

Graduate applications filled and salaries		Status
Graduate Quality Engineer	£24,326	Assessment centre 10th December interviews 12th December this week
International Trade Executive	£18,000	Interviewing this week
Graduate Marketing Assistant	£20,000	Going through interviewing process
Graduate Operations Trainee Manager	£23,000	Role live deadline 1st Jan
Graduate Conjugation Scientist	£18,000	Applications with employer
Graduate Production Technician	£17,500	Applications with employer
Graduate Client Relationship Account Manager	£18,000	Role live deadline 1st Jan
Graduate Graphic Designer	£18,000	Role live 1st January
Graduate Trainee Accountant	£18,000	Role live 1st January

Confidential Working Draft

Future Generations Assessment Evaluation

Name of the Officer completing the evaluation: **Kellie Beirne** **Phone no: 03000 040414 – ext 19003** **E-mail: Kellie.Beirne@cardiff.gov.uk**	**Please give a brief description of the aims of the proposal** The core aim of the extension of the Cardiff Capital Region (CCR) Graduate Scheme is to enhance productivity, innovation and economic growth while promoting the CCR as a destination for talented graduates. This would be achieved by providing targeted human resource support services to businesses and facilitating events to release untapped graduate-level recruitment potential.
Proposal: CCR Graduate Scheme	**Date Future Generations Evaluation form completed: Nov 2019**

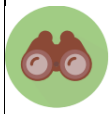
1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

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 proposal seeks to build on the success of an intervention that could secure external sources of funding to embed a long-term link between graduates and businesses, particularly those in priority sectors and SMEs, in the region. This link is crucial to increasing private sector demand for highly skilled workers. Whilst wholly positive, effort must be made to ensure that businesses in the most deprived parts of the region also benefit from the scheme and that a coordinated approach is adopted with existing graduate recruitment activity.	The approach to delivery involves leaning on expertise and existing provisions across the region's universities, local authorities and partner organisations and therefore optimising public value in establishing proof of concept of the graduate scheme. A sectoral focus and experimental approach in delivering the graduate scheme would be more likely to establish partner buy in for the programme beyond the pilot. Moreover, links with business support departments in all local authorities will allow the scheme to target high-value businesses and priority sectors to maximise the value added of the programme.

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 resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The proposal reflects an opportunity to ingrain and embed economic resilience within businesses as a result of the fresh ideas, innovation and productivity gains that graduates can contribute. Stronger links between businesses and universities would also create a fertile environment for the develeopment of more integrated partnerships to support business resilience. A sectoral focus and experimental approach in delivering the pilot would also be conducive to establishing various windows of opportunity to secure sustainable support for the programme beyond the pilot.	The programme will work with partners to identify specific resources to incorporate practical guides on line management of interns, carrying out career conversations, principles of job design, and strategic workforce planning. Such resources are particularly important as transitioning internships into jobs may require different type of advice. It is likely that larger businesses and businesses from key sectors will have more established career pathways and jobs demanding higher skills than businesses in sectors reliant on lower-skilled roles. Such factors will be accounted for in the industry engagement plan.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Additional graduate level employment will have a positive impact on a range of sustainability considerations, including health benefits of being in employment and reduced pressure on public services due to individuals moving from being economically inactive or unemployed into employment. Furthermore, providing a higher number of opportunities that include training and development will provide potential to get local people into steady and stable work, which in turn, reduces the stress burden around financial issues which can be a key contributor to mental health problems.	A qualification, an induction and events have been included in the programme to instil a commitment to continuing professional development in the graduates and by extension, the wider business community. Working with partners to strengthen the support to businesses beyond the internship period presents the opportunity to create more sustainable employment.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	A core aim of the proposal is to sell the Cardiff Capital Region as a destination for talented graduates. Accordingly, efforts have been made to ensure that communities in each local authority area would benefit from the proposal.	Links with business support departments in all local authority areas will not only allow the scheme to target local economic priorities, but will also ensure the programme is conducive to delivering enhanced economic development across the whole region.

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 globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The project seeks to create sustainable opportunities in the Cardiff Capital Region within the context of underemployment of a high proportion of graduates. A graduate-facing event led by the Well-being of Future Generations Office has been incorporated into the programme to achieve a greater impact on local social, economic and environmental wellbeing. The event would involve promoting the business opportunities from the circular economy, energy efficiency and other business benefits the well-being act could offer.	A coordinated approach with partners, including signposting businesses to provisions that could meet their needs and working with partners to encourage additional events for graduates.
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 coordinated approach between higher educational institutions, local authories and business representative organisations underscores a significant commitment to regional prosperity and selling the brand of the Cardiff Capital Region as a destination for talented graduates. Additionally, the events present the opportunity for graduate involvement in or promotion of more recreational activities and networking.	Consideration has been given to the approriate amount of information and events that graduate interns could be invited to in order to ensure an inundation of invitations does not detract from attendance to events that are beneficial to those on the scheme.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Within the context of significant underemployment of graduates in the Cardiff Capital Region, the creation additional graduate-level opportunities would allow people from different and diverse backgrounds to benefit from a range of opportunities that are unlikely to emerege in the absence of this intervention.	Information on the application process will be included on the website for the CCR Graduate Scheme and feedback will be provided to unsuccessful candidates to help them to learn from the experience and improve their employability skills for future applications.

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 proposal is about creating long-term prosperity that will enhance the number of higher level skills opportunities in the region as well as sustained growth in businesses across the Cardiff Capital Region.	An experimental approach combined with continual assessment will help to maximise the positive impacts.
Working together with other partners to deliver objectives	The programme has been developed in partnership with universities, business representative groups, local authorities and other partners. It has taken an inclusive approach to engagement and is working with a wide-range of partners.	Continuing to engage partners, including those that offer additional support services to businesses, will be crucial to maximising positive impacts of the programme.
Involving those with an interest and seeking their views	Surveys, consultation, workshops and research from various interest groups were used to develop the scheme and strike a balance between creating an offer to graduates while minimising the burden of participation for businesses.	Continual engagement with businesses and graduate interns will present the opportunity to provide feedback on the programme and review whether there is scope for improvement in the programme's delivery in future.
Putting resources into preventing problems occurring or getting worse	The ambition to create a long-term support service to help businesses overcome barriers to recruitment would result in the creation of a service that provides a tailored response for businesses that face similar barriers.	Working with sector groups and business representative organisations could support the development of the aforementioned sustainable approaches to incentivising graduate recruitment.
Considering impact on all wellbeing goals together and on other bodies	The partnership arrangements between the ten local authorities in the region, the four universities and business representative organisations ensure that a coordinated approach is adopted.	Not at this time

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	Should the proposal be successful opportunities will be open to all.	None arising – although particular attention will have to be paid to how the message and opportunities is conveyed as consistently as possible to all aspects of the future workforce.	Particular attention will have to be paid to how the opportunities are conveyed as consistently as possible to all aspects of the future workforce.
Disability	Should the scheme be approved, training and skills development will be done on a flexible basis ensuring accessibility and equality of access.	As above	As above
Gender reassignment	Should the scheme be approved, training and development processes will be focused on all equalities principles and matters, including gender.	As above	As above
Marriage or civil partnership	Should the proposal be successful, employment and recruitment processes will have regard to all of the protected characteristics including the rights of married couples or those in civil partnerships.	As above	As above
Pregnancy or maternity	Should the proposal be successful, proper regard will be had to the rights of any employees with regard to pregnancy/ adoption/ maternity and paternity.	As above	As above
Race	Should the proposal be successful and a recruitment and appointment process begin, proper regard will be had at that time, regarding promoting equality of opportunity, translation services and general support to ensure opportunities are genuinely open to all members of the community/ workforce.	As above	As above
Religion or Belief	As above.	As above	As above

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?
Sex	Again, should the proposal be successful, proper regard will be had to working conditions and rights and ensuring equity.	As above	As above
Sexual Orientation	As with all of the section above.	As above	As above
Welsh Language	Should the bid be successful we will discharge all of our duties in relation to the Welsh language Act.	Not at this time but the situation will be kept under review.	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	Any work with young people or in the context of schools/ learning establishments, will have proper regard to safeguarding requirements and policy compliance.	Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.	As above
Corporate Parenting	If successful, an opportunity exists to advise and support graduates about the potential for careers, growth and personal development.	None arising	As above

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

- Data and evidence on the Cardiff Capital Region Economy
- Academic research
- Graduate mobility trends
- Survey research and business repsonses
- Reports on future trends

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 support businesses to grow and deliver additional graduate positions that would not be present in the absence of the intervention. The experimental approach in the pilot will allow proof of concept of various ideas to be attained thereby creating a range of paths to creating a self-sustaining programme beyond the pilot.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
NA			

8. 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:	NA