Cabinet Prifddinas Ranbarth Caerdydd | Cardiff Capital Region Cabinet

19 OCTOBER 2020

ESTABLISHING A CCR CHALLENGE PROGRAMME – RE-BUILDING LOCAL WEALTH POST COVID-19

REPORT OF CCR CITY DEAL DIRECTOR

AGENDA ITEM 5

Reason for this Report

1. To set out a Full Business Case for a CCR Challenge Programme aimed at Re-building local wealth post COVID-19. This is consistent with both the Investment and Intervention Framework approved by Cabinet in June 2019 and with the CCR Priorities Post COVID-19 document also endorsed by Cabinet on 18 May 2020. This document is also consistent with the Outline Business Case (OBC) approved by Cabinet on the 15th June 2020.

Background

2. The Investment and Intervention Framework (IIF) approved by Cabinet on 10 June 2019 established three funding priorities: Innovation, Infrastructure and Challenge. Challenge Funds are recognised as a key way of enabling public service organisations to source solutions to service/policy delivery challenges. There is both existing activity in the UK in orienting innovation to big challenges, such as the Nesta's Challenge Prize Centre, and in the focus of the UK Industrial Strategy; UK and Welsh Government's continued commitment to the Small Business Research Initiative (SBRI), Govtech and Innovate to Save; and, in academia, with UCL establishing a new centre for mission-oriented innovation. In response to COVID-19, both UK and Welsh Governments have used challenge funds to explore Coronavirus-related challenges and swiftly launched challenge funds on loneliness/ isolation, ambulance/ blue light sanitisation and med-tech.

3. The CCR post COVID-19 Priorities paper was approved by Regional Cabinet on 18 May 2020 and contained an aim to establish a challenge programme through which to focus on local wealth re-building in a post-COVID state. This requires a £10m investment from CCR but leverages a potential further £5.6m through the WEFO-funded Innovative Future Services (InFuSe) programme (subject to

approval) and, has the potential on a challenge-by-challenge basis, to leverage further external funds from challenge sponsors.

4. The purpose of such a challenge programme is to demonstrate how applying innovation to big challenges can promote novel solutions and radical improvements. It provides an important counter to the more conventional approaches of 'allocating' R&D funding or grants which often fail to provide the incentives for deeper experimentation, new collaborations, scale and ROI.

5. GVA, jobs and private leverage are the key objectives most frequently associated with City and Growth Deals. Challenge funds still deliver on these – but intentionally do not start out with the answer, or known end point. Instead they start with data and a problem statement. Through exploration and R&D, the answer, solution or project is arrived at.

6. In this way, SBRI is used in cases where the five-case HMT model ('the Green Book') cannot be met at the outset because the solution to a problem does not readily exist. This is consistent with the aims of IIF where it is recognized that infrastructure and innovation-style investments are clearly aligned to 'knowing' the answer or end point (knowns). However, in many instances the end points or answers will not exist or will not be known (unknowns). This requires a different, more explorative and experimental process – consistent with the original rationale for supporting a challenge-led priority.

7. SBRI is an adopted and recognized Pre-Commercial Procurement compliant government programme and will be initially used as it offers a tried and tested methodology for CCR deployment. SBRI is a state aid compliant mechanism and the Challenge Fund will follow its practice and methodology (see Art 16f of 2004/18/EC, Art 24e of 2004/17/EC). SBRI is compliant with WG's advice note on 'Pre-commercial Procurement – an approach to procuring R&D services' (Annex 5 of Appendix 1). Alternative approaches to SBRI may also be utilised where there is a specific need or opportunity. The Challenge Fund will use learning from SBRI challenge approaches and programmes such as Innovate to Save to support a range of innovative approaches to procurement and innovation activity.

8. At the end of each Challenge whether based on the SBRI model or utilising an alternative challenge approach, CCR will have all of the info to make a five-case compliant procurement. The challenge process itself has to be consistent with this clear outcome – ensuring the process as a whole is retrospectively compliant with HMT model. All three funding priorities: innovation, infrastructure and challenge all adhere to the 5 case framework – but the challenge concept is about arriving at a concept that is compliant through a process of R&D because a solution doesn't exist – whereas infrastructure and innovation start with a stronger sense of adherence because a solution is known and can be more straightforwardly fed through the model.

Purpose

9. The focus of the proposed new £15.6m programme is to re-build local economies for a post-COVID world, through solving societal challenges that have economic impact and potential commercial-scale opportunities. The Full Business Case for the CCR Challenge Fund element of the programme is attached at Appendix 1 and the Full Business Case for the InFuSe project is included in that document.

10. There is a real opportunity for public bodies, and for local government in particular, to build a positive and more distinctive legacy post-COVID. The measures, behaviours and adaptations now in place as we continue to lockdown, should not be temporary crisis responses. Organisations, services and people everywhere have moved quickly beyond comfort zones. We have re-connected with what matters and perhaps more importantly, one another. There is opportunity for organisations to change operating models, form new collaborations and conduct research and development into new products, processes and services.

11. Following approval of the Outline Business Case the CCR Challenge Fund conducted, a "Challenge Hack" on 29th July 2020 with Political and Senior Officials from the CCR local authorities to further refine the thematic areas. Three priority themes emerged, and these were, Accelerating decarbonisation – flood, transport and public estate; Community cohesion – town centres and high streets; and Wellbeing – food and health/ food security. These priority themes will deliver against the Challenge Funds Key objectives:

    - solve the greatest societal challenges across the region;
    - deliver economic impact for the region;
    - drive commercial scalable opportunities;
    - build local wealth.

12. InFuSe will identify up to ten thematic areas of high importance to the ten Local Authorities within the Cardiff Capital Region. The operation will assess the suitability of these ten thematic areas and likely focus on up to two of those themes. The two themes will become the focus for each of the workstreams delivered through the programme, with participants using these themes to develop new skills and knowledge in both a theoretical and practical manner.

13. The Challenge Programme aims to address the core areas of Well-being of Future Generations (Wales) Act 2015. The Well-being of Future Generations (Wales) Act 2015 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.

14. The Challenge Programme will align to the CCR Priorities as outlined in the Industrial and Economic Plan, and challenges highlighted in the UK Industrial Strategy. The Challenge Programme will target new market creation,

commercialisation IP, shape places and address identified regional challenges and priorities.

The Programme

15. The programme will bring together both the CCR Challenge Fund and the InFuSe project. It should be noted that InFuSe is the project submitted to WEFO under its P5 Institutional Capacity programme and has been through phases of EOI and OLT and is now in the final stages of being negotiated and accepted. The programme value is c£5.6M. This is anticipated to be £3.6M WEFO and £2M in kind match from CCR partners and LAs and will be confirmed in September 2020.

16. The CCR Challenge Fund component of the programme £10M is complementary to this and will progress the three priority themes which emerged from the "Challenge Hack" on 29th July 2020 with Political and Senior Officials from the CCR local authorities. These are accelerating decarbonisation – flood, transport and public estate; community cohesion – town centres and high streets; and wellbeing – food and health/ food security. These three scalable transformative challenges will be further defined as the process develops and other opportunities for agile more dynamic more responsive smaller community based challenges will emerge. This will allow for new ideas, solutions and projects that contribute to the new momentum and 'new reality' of the post COVID-19 world. This will help cultivate the new future state; translate lessons learnt and develop new opportunities and avoid reversion to 'business as usual'. There is a danger that when healthcare imperatives give way to more long-term economic concerns, we reach for what we know and fail to build upon what we've learned and what can be done differently.

17. The core principle is one of putting innovation skills and capability in alongside the changes and challenges so that learning and value is applied and can continue to spread and scale. The InFuSe programme for WEFO will be hosted by Monmouthshire Council and the CCR Challenge Fund aspect direct by CCR. Whilst the finances for each of the programmes will be operated and managed separately and in line with WEFO and CCR T&Cs – the two elements will come together operationally and will align to present one comprehensive and complementary programme.

18. Programme governance will be a prominent feature of the scheme. Whilst Regional Cabinet through its approval of the Full Business Case are being asked to sign off the Programme as a whole, this report sets out the strong governance arrangements for managing the distribution of funding for individual challenges will be put in place. The lead cabinet member will sit on the Challenge Fund Strategic Board and the decision-making process will be supported by an independent expert Challenge Fund Advisory Board, which will include a member of the CCR Investment Panel.

19. The Challenge Fund Strategic Board will hold responsibility for making decisions to progress and approve challenges following recommendation from the CCR Management Team and Challenge Fund Delivery Partner (Cardiff University). The detail of the awards will be regularly reported back to Regional Cabinet via

the quarterly performance report and the specific highlight report and logic model for this programme. Furthermore, detailed annual reports on progress and achievements associated with Challenge Fund Programme will be presented to Regional Cabinet.

20. In summary terms, the proposed programme will involve:

- An innovation skills and capacity building element via InFuSe. As this nears final stages of approval, this potentially secures secure £3.63m in funding to be matched by £2.01m of in kind contributions from consortium of partners which is led by Monmouthshire (for CCR) and Nesta/ Y-Lab and Cardiff University.
- Investment to support the development of new innovations through a Challenge Fund modelled on the SBRI programme whilst allowing for alternative experimental approaches to procurement for which CCR is proposed to commit £10m with further potential for leveraged external funds from challenge owners, project partners and sponsors
- A unique blended partnership across CCR, Cardiff University, Nesta/ Y-Lab and supported by a WG SBRI secondee, SBRI Centre of Excellence and industry specialists.

Challenge Themes

21. A “Challenge Hack” was held to identify priority themes for the CCR Challenge Fund with Political and Senior Officials from the CCR local authorities on the 29th June 2020. The objective of the Challenge Hack was to co-create a set of three challenge themes to be prioritised over a defined timeframe through the CCR Challenge Fund. The three priority themes include: Accelerating decarbonisation – flood, transport and public estate; Community cohesion – town centres and high streets; and Wellbeing – food and health/ food security. Further challenge hacks over Autumn 2020 will provide further detail for the themes to be prioritised.

22. InFuSe will identify up to ten thematic areas of high importance to the ten Local Authorities within the Cardiff Capital Region. The operation will assess the suitability of these ten thematic areas and likely focus on up to two of those themes. This might look at problems and opportunities linked to developing the regional economy or solving pressing social issues identified in the region’s Public Service Board‘s Well-being Plans. The two themes will become the focus for each of the workstreams delivered through the programme, with participants using these themes to develop new skills and knowledge in both a theoretical and practical manner.

Key Success Factors

23. The key success factors must include demonstration of:

- how a challenge approach can solve a complex problem and provide a tailored fix;
- how public bodies can work together experimentally;

- a clear understanding of how public bodies have a role in innovation and responding to future complex challenges;
- how we build capacity for innovation in public services at a time when core resources will be operationally focussed;
- a blueprint for communities of practice where in good ideas are encouraged and there is a process of scale;
- returns of Investment – social, economic and potential for commercial;
- support for sustainable and resilient local economic development in a world where 'same old' approaches to economic growth will not work;
- new market creation and local supply chain development in line with new priority sectors and specialisms;
- sustaining a positive legacy post-COVID and embedding what we have learnt to impact wider challenges and problems.

24. To evaluate the financial case of proposed challenges the criteria set out below will be used.

CCR Challenge Fund Assessment criteria
1. PROBLEM / NEED: The Challenge (problem) is well defined and understood by the Challenge Owner
2. IMPACT AND SCALE: The available resources to be engaged (financial and human) can realistically deliver a high impact in relation to the scale of problem
3. NEW KNOWLEDGE and INNOVATION: Skills and knowledge required to address the challenge are not yet known and the solution providers will work with the challenge owner to develop these (it is not an 'off-the-shelf' solution)
4. PLACE BASED APPROACH: Solutions will deliver performance improvements (societal benefits) and local wealth building outcomes within the Cardiff Capital Region.
5. OUTCOMES: At a minimum, nature of outcomes will deliver performance improvements for public services (financial and non-financial). These should be significant, scalable and sustainable.
6. PROCUREMENT: The Challenge approach can deliver benefits over and above traditional Procurement approaches.
7. MARKET: There is or will be a route to market for solutions developed through the process. Challenge proposals will address the commercial viability of any solution directly.

Programme Finances

25. The programme finances will be split. This is because of the separate Terms & Conditions across WEFO and CCR. The WEFO component is expected – if fully successful – to contribute £3.6M to be matched by £2M of in-kind contributions.

The CCR challenge element is £10M with the potential for further leveraged funding on a challenge-by-challenge basis. Whilst operationally these will be brought together to deliver a comprehensive programme –in accounting terms, they must be kept strictly separate. Table 1 displays the indicative breakdown of the CCR Challenge Fund component and Table 2 shows indicative costs for the InFuSe project.

Table 1. CCR Challenge Fund indicative breakdown of costs

ACTIVITY	**£M**
Programme design, delivery, project management, marketing support and commercialisation expertise	2.000
SBRI Approach – R&D Feasibility and Prototyping	7.000
Non SBRI approaches (Challenge Prize/Funds awards)	1.000
Total	10.000

26. Around 20% of the total CCR Challenge Fund value will be needed to administer, design and deliver the programme. This is consistent with the current SBRI programme and the Nesta Challenge Prize approach of c25%. Quarterly performance reports will provide regular updates on 'actual' management costs that are incurred in line with this proposed 20% cap.

Table 2. Indicative costs of the InFuSe Project

	Total (£M)	**East Wales (£M)**	**WW&V (£M)**
Total staff costs	4.023	1.717	2.306
FR40	1.609	0.687	0.922
Total Operational Costs	5.632	2.404	3.228

27. InFuSe will be delivered in two ESF programme areas, with costs split between East Wales and West Wales and the Valleys programme areas on a ratio of 4:6 (reflecting the location of participating Local Authority Joint Beneficiaries). The identified funding gap results in an ESF intervention rate of 50% in East Wales, but 75% in West Wales and the Valleys.

Wider Considerations

28. Challenge funds are a departure from more traditional ways of doing business. However there are many examples across other City Regions, Combined Authorities and LEPs use challenge funds or prizes to drive a more experimental approach to economic growth – particularly where no ready answers, solutions or products are available. This is important in recognising the complex of the challenges faced today. Adopting this approach in a CCR City Deal context is important, albeit ambitious because it is consistent with putting to use, the freedoms and flexibilities of devolved City Deals.

29. Wales and UK Government has suggested that whilst this is a departure from standard approaches, it is up to CCR to be comfortable with the approach being compliant with requirements. The proposed approach will follow the Green Book approach – albeit in a different sequence. Again using the SBRI approach and model provides a UK Government and WG-approved and adopted mechanism used regularly and through which £0.8bn of public investment has been channelled by UK Government alone to date. City Deal is about devolved freedoms and flexibilities and this is one such good illustration. SBRI has also been subject to independent review and is procurement compliant (Annex 5 of Appendix 1).

30. Legal advice taken on the matter accords with this view and emphasises that CCR must satisfy itself – as with on any project – the approach is consistent with aims.

31. Significant progress has been made on programme delivery since the launch of the IIF in June 2019. There are 27 live projects in the system. The IIF tracker shows that CCR is on track to deliver its objectives - including financial returns on investment. There is therefore headroom to be experimental and try new ways of securing better and more innovative solutions to complex problems. The original challenge fund 'allocation' was £90m in the IIF. This initial £10m, which leverages £5.6m at the outset of additional public sector funding with potential for further public and private leveraged funds – is a small-scale test of concept.

32. The proposal was endorsed at the Investment Panel meeting on 31 March 2020 and the Full Business Case supported at the Investment Panel meeting on 8 September 2020.

33. Monmouthshire is the designated lead body for InFuSe (on behalf of CCR) and thus, deploying and administering potential WEFO funds. This is consistent with previous reporting and the Innovation Prospectus. Nesta/Cardiff University are the consortium delivery partners for InFuSe. As a partnership, they have unique experience of deploying challenge prizes; social sciences research and development; operating the WG Innovate to Save scheme as well as being partners to the Public Services Testbed submission to the IIF.

34. The Challenge Fund will be administered direct by CCR along with Challenge Fund Delivery Partners (Cardiff University). The CCR Management Team will utilise their experience in the SBRI scheme and utilise the expertise of Cardiff University for alternative innovative approaches to procurement and explore Challenge Prizes and programmes for deployment. Further details about the full process is described in the CCR Challenge Fund Full Business Case (Appendix 1).

35. In respect of State Aid, SBRI is an established programme operating at UK Government level and across numerous departments for many years with a total investment to date of £0.8bn. It provides for the public procurement of R&D and essentially 'seed funding' the gap that exists for early stage companies with great ideas and potential products and services. As the public bodies are essentially

buying R&D from firms at a fair market price, not for their exclusive use (the expectation is commercialisation) and where the competition is advertised in an open market – there is no advantage and consequently no state aid.

Reasons for Recommendations

36. To ensure the CCR City Deal programme delivers on its ambitions for innovation, infrastructure and challenge-led growth, it is important frameworks are in place to support operationalising all priority areas. In addition, given the economic fallout arising from COVID-19, re-building local wealth at a foundational-level has emerged as a clear priority for CCR.

Financial Implications

37. The CCR Challenge Fund Full Business Case highlights the resource requirement from the Wider Investment Fund (WIF) totalling £10m over three and half years, which will be supplemented by any additional funds from Project Partners or challenge sponsors where applicable. £2m of this includes the cost to administer, design and deliver the programme and includes a grant of £1.2m to Cardiff University to support the delivery of the Challenge Fund via a co-operation agreement as well circa £0.8m as CCR staff costs and other costs such as marketing, website etc. The split of these costs will need to be monitored closely as part of the budget monitoring process and be met from within the Wider Investment Fund as revenue expenditure.

38. A sum of £8m will be allocated for SBRI, Challenge Prizes/Funds etc. which include activities such as Research and Development, feasibility and prototyping. The level of expenditure on awards that may be charged to capital expenditure will be determined on an individual basis, from the governance process in reviewing and approving awards and monitoring the outcome of awards as set out in full business case. An initial rule of thumb to be used is that 20% of cost relates to research (Revenue) and 80% to Development, the latter which is assumed to be capitalised and create what may be intangible assets in most cases and charged against WIF capital resources. As mentioned above, this will need to be reviewed regularly as part of the ongoing administration to understand factors such as; the technical feasibility of completing the intangible asset so that it will be available for use or sale; the intention to complete it in order to use or sell it; the ability to use it; demonstrating how the intangible asset will generate probable future economic benefits; the availability of adequate technical, financial and other resources to complete the development and to use or sell it.

39. Cardiff Council in its role as the 'Accountable Body' for CCR will be responsible for administering the distribution of CCR funding to Challenge Owners and the Delivery Partners. Funding will be drawn down via payments direct from the Accountable Body to the Challenge Owner Organisations subject to decisions made by the Challenge Fund Strategic Board upon advice from the CCR Challenge Fund Management and Challenge Fund Delivery Partner. The

Challenge Owner Organisation will then have full responsibility for further disbursements of funding to supplier projects and ensuring that these disbursements are compliant with relevant regulation (e.g. State Aid, financial due-diligence, anti-fraud checks).

40. Monmouthshire Council will act as the lead body within CCR for deployment and administration of WEFO funds for InFuSe and any associated match funding for Innovation Capability and Skills building. This includes responsibility for any terms and conditions of any grant, accounting and reporting.

41. The Joint Working Agreement provides that CCR will adopt a best practice business case approach in line with HMT's Five Case Green Book Guidelines. The diverse range of project types, values and sectors encompassed within the CCR may necessitate the Five Case Model being amended on a proportionate basis to reflect the scale, nature and scope of the relevant application. The report and business case sets out for Regional Cabinet a demonstrable approach to meeting these requirements in respect to the CCR Challenge Fund.

Legal Implications

42. Regional Cabinet need to be satisfied that all proposed activities are in line with state aid rules, the WG and HMT funding conditions that attach to the Cardiff Capital Region Wider Investment Fund, and the Wider Investment Fund Assurance Framework.

43. It should be noted that whilst Regional Cabinet are being asked to approve the allocation of £10M for the CCR Challenge Fund as per the business case, the decision to make specific funding awards will be taken by the Challenge Fund Strategic Board following recommendation from the CCR Management Team and Challenge Fund Delivery Partner in accordance with the process set out in the business case at Appendix 1.

Delegations

44. The recommendations seek that Regional Cabinet delegates authority to the City Deal Director and Challenge Fund Strategic Board in order for them to carry out the functions set out in the business case.

Well-being of Future Generations

45. In developing the Plan and in considering its endorsement regard should be had, amongst other matters, to:

    a) the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards;

b) public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: a. age; b. gender reassignment; c. sex; d. race – including ethnic or national origin, colour or nationality; e. disability; f. pregnancy and maternity; g. marriage and civil partnership; h. sexual orientation; I. religion or belief – including lack of belief, 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 Councils comprising the CCRCD) 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 Regional Cabinet should consider how the proposed decision will contribute towards meeting the wellbeing objectives set by each Council and in so doing achieve the national wellbeing goals. The wellbeing duty also requires the Councils to act in accordance with a 'sustainable development principle'. This principle requires the Councils to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

   Put simply, this means that Regional Cabinet must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, Regional Cabinet must:

   - look to the long term;
   - focus on prevention by understanding the root causes of problems;
   - deliver an integrated approach to achieving the 7 national well-being goals;
   - work in collaboration with others to find shared sustainable solutions;
   - involve people from all sections of the community in the decisions which affect them.

46. Regional Cabinet must be satisfied that the proposed decision accords with the principles above. To assist Regional Cabinet to consider the duties under the Act in respect of the decision sought, an assessment has been undertaken which is attached as Appendix 2.

RECOMMENDATIONS

47. It is recommended that the Cardiff Capital Region Regional Cabinet:

a) notes and approves the Full Business Case at Appendix 1 for a Challenge Programme aimed at re-building local wealth post COVID-19;

b) notes the Business Plan included in Appendix 1 in respect of the InFuSe Programme which will work closely alongside the Challenge Programme;

c) approves the allocation of £10M for the CCR Challenge Fund as per the business case;

d) notes that it will receive the detailed annual updates on the progress with further updates as requested throughout the Programme; with quarterly reports and logic model monitoring setting out ongoing developments and performance outcomes;

e) notes and approves the delivery arrangements for the InFuSe aspect of the programme in respect of Monmouthshire acting as lead body on behalf of CCR and noting the Full Business Case will be conditional on achieving funding status from WEFO to achieve the external leveraged funds; and,

f) notes the advice that it must be content that operating a Challenge Fund is within its remit and jurisdiction and endorse the advice set out in this report regarding the different but complementary way in which the process adheres to the Green Book spirit, requirements and principles.

Kellie Beirne
Director, Cardiff Capital Region City Deal
19 October 2020

Appendices

Appendix 1 Full Business Case for Challenge Fund Programme – Re-building Local Wealth Post-COVID (includes Full Business Case for InFuSe: Innovative Future Services)

Appendix 2 Well–being of Future Generations Assessment

CARDIFF CAPITAL REGION

CHALLENGE PROGRAMME: RE-BUILDING LOCAL WEALTH POST-COVID

Full Business Case

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Executive summary

The CCR Challenge Programme will support the re-building of local economies for a post-COVID world, through solving societal challenges that demonstrate economic impact and potential commercial-scale opportunities.

In line with Regional Cabinet's priority to focus on coping with and moving beyond the pandemic and its economic impact the challenge will be set up to capitalise on the business innovation and ingenuity seen during the crisis.

The programme will support local wealth building through economic recovery, employment, keeping spend local, green agenda, community projects, people and places, ethical procurement and foundational economy benefits.

A £10m **CCR Challenge Fund** will address three priority themes which emerged from a "Challenge Hack" following approval of the Outline Business Case. The 3 priority themes include supporting, enhancing and transforming communities through a focus on examples such as future town and retail centres, accelerating decarbonisation and improving well-being of citizens through targeting issues relating but not limited to local food supply, security and resilience.

The purpose of such a Challenge Fund is to demonstrate how applying innovation to societal challenges can promote novel solutions and radical improvements.

A budget of a £10m Challenge Fund targeted in the key priority areas as identified with support from CCR Investment Panel, Cabinet and CCR and LA officers, will provide key beenfits:

- Opportunity to explore creative solutions to local economic challenges
- Investment to find and develop innovative solutions
- Improved local service delivery that benefits from tailored solutions
- New market creation and ability to 'break through' public procurement frameworks
- Potential for commercial solutions which can be scaled and sold elsewhere
- Local supply chain growth and development

The CCR Challenge Fund will be mainly SBRI-focussed but will allow for enhancements to the format. It will drive a more competitive approach to unlocking the value of the public balance sheet and will maximise value for money through a recognized public procurement compliant government programme and through following best practice in innovative approaches to procurement. It will ensure significant economic growth in the Cardiff Capital Region. It will encapsulate a unique approach to procuring innovation through innovative procurement.

In addition, a £5.6m **InFuSe project** (Innovative Future Services) will focus on Innovation Capability and Skills building. The InFuSe aspects of the programme will further support development of key skills and competencies around public service innovation, critical at a time when the challenges posed through COVID-19 and beyond require new mind-sets and skillsets to respond.

InFuSe will contribute towards the CCR policy objectives by:

- bringing together multi-disciplinary teams from the ten Local Authorities, which will be comprised of a range of front-line staff, senior and middle managers, and professional staff relevant to two chosen thematic challenge areas;
- delivering a range of active learning techniques and transferable skills to enable the multi-disciplinary teams to identify, investigate and assess alternative solutions to the two thematic challenges; and

- identifying how best to procure or support new solutions using innovative techniques to maximise the benefits to local entities and the wider community.

Both funds will seek Return on Investment to the Cardiff Capital Region enabling further investment in the region to promote growth. Further stakeholder engagement throughout the region has been undertaken by CCR Management to inform the Full Business Case and the emerging themes from the Challenge Hack have been cross checked with an oversight committee for Public Sector Challenge-led innovation in Wales to ensure there is no duplication and funds are complementary to other initiatives throughout the region and nationally. In particular, this Challenge Fund is complementary but very different to the WG Foundational Economy Challenge Fund and there is interest from a number of partners, in capturing the key differences and outcomes so as to inform challenge thinking and delivery in the future.

To support the delivery and operation of the funds CCR will engage with partners. CCR City Deal Office and the Challenge Fund Manager will engage Cardiff University and procure the services of specialist advisors and InFuSe will work with Y Lab (a partnership between Cardiff University and Nesta), and Cardiff University's School of Geography and Planning, and Business School. This is termed our Challenge Fund Delivery Partner.

The inclusion of Cardiff University and Y-Lab as key delivery partners to this project will be significant – not least given their role in developing and delivering InFuSe – but also in relation to the following:

- Academic rigour in relation to recording and evaluating progress. This will be important in informing the future of challenge funds in the region, Wales and UK. This is critical given the approach taken to challenge funds to date in this space and enabling the development of a robust baseline;
- Home-growing the skills and competencies to run challenge funds in the future. At this time, the skill-set, aptitude and technical know-how to run challenge funds is confined to too few organisations and individuals, namely Nesta/ Y-Lab and Inovate UK. Embedding this knowledge in the region and developing the potential for the region's know-how could in itself be a major attractor; and,
- The recent success of Y-Lab in operating the WG Innovate to Save programme – successfully deploying challenges for repayable finance and cashable savings to the public purse on 15 major projects, including a new data driven PPE service for Mid and West Wales Fire and Rescue; saving energy in public buildings, social prescribing technology and smart speakers for supported living. These projects have demonstrated economic impact and returns in exchange for tackling social and societal issues.

The £10m investment from CCR will be for 3 SBRI-style challenges over a three year period with an additional six months needed for full academic/ peer review and publication of findings. Should challenges be identified with partner public bodies that wish to act as an end customer or challenge sponsor – there is potential for match funding or further leveraged funds.

The main beneficiaries will be public services, businesses and communities in CCR. Key metrics used to measures and evaluate success will be:

- Number of businesses actively engaged in Challenges
- Number of jobs safeguarded and created within participating businesses and supply chains
- Private sector investment leveraged
- Increased GVA in Challenge participating firms
- Cashable savings in participant public bodies
- Value and exploitation of IP connected to Challenge Projects and Outcomes

- Additional Public and Private funding secured by Challenge Owners
- Number of and value of new collaborations
- Number of new products, processes or services commercialised
- Innovations procured
- Local skills benefits to region
- Increase in turnover
- New knowledge dissemination by HE sector

In relation to project governance, Regional Cabinet will approve the Final Business Case on completion of the IIF processes through Investment Panel, REGP and Programme Board. A Challenge Fund Advisory Board will be convened to approve challenges after recommendations from the City Deal Office and Challenge Fund Delivery Partner. A member/ members of Investment Panel will be invited to sit on this board with reporting to Investment Panel.

1. Introduction

1.1 Recap: Findings of the Outline Business Case (OBC)

The OBC provided evidence that a case for a CCR Challenge Programme was aligned to the strategic objectives of the Cardiff Capital Region (CCR) City Deal. The OBC was also consistent with the Investment and Intervention Framework approved by Cabinet in June 2019 and with the CCR Priorities Post-COVID document endorsed by Cabinet on 18 May 2020. The OBC determined the case for change to offer a Challenge Programme to demonstrate how applying innovation to societal challenges can promote novel solutions and radical improvements in the region.

The OBC profiled a design of the CCR Challenge Fund and the InFuSe Project based on stakeholder engagement with the 10 Local Authorities in the region, Welsh Government, Cardiff University, Y Lab, Nesta and industry. The initial design was also informed through programmes that already operate similar funds (SBRI, Gov Tech and Innovate to Save) as well as through lessons learned from previous programmes in Wales. The OBC explored the strategic fit and initial considerations of the commercial and management arrangements were examined.

1.2 Purpose of the Full Business Case (FBC)

The OBC was reviewed and approved to continue to FBC development by Regional Cabinet on the 15th June 2020. The review of the OBC determined that a Challenge Programme could support the economic growth in the region and support the re-building of local economies following the COVID-19 pandemic. Therefore, this FBC aims to refine the proposition, further highlight the benefits and define how it will be delivered in practice. It will aim to show the developments since the OBC approval and highlight the latest state of progress regarding the CCR Challenge Fund.

Therefore, the purpose of this Full Business Case is to review the strategic, economic and financial cases of the CCR Challenge Fund for completeness and set out the detailed commercial and management arrangements for the successful delivery and operation of the CCR Challenge Fund.

Since the approval of the OBC on 15th June 2020, the CCR Challenge Fund has made progress on a co-operation agreement with Cardiff University and procured the services of specialist advisors to support the design and delivery of the Challenge Fund. In parallel, additional engagement was conducted with relevant senior representatives from CCR Local Authorities, to explore potential priority themes that the CCR Challenge Fund will deliver against. The CCR Challenge Fund has further explored potential challenges with CCR Local Authorities who would act as Challenge Owner Organisations. The CCR Challenge Fund worked with Cardiff University and industry to define the roles and responsibilities for delivery and a toolkit was developed which will be utilised to support Challenge Owner Organisations in the management of Challenges ensuring benefits are realised across the region (Annex 4 Challenge Owner Toolkit).

Following HMT Green Book principals, this FBC comprises the following chapters:

- **The Strategic Case** – Reviews and refines the Strategic Case from the OBC for relevance, cross-checks further developments in the wider policy context, and sets out the Spending Objectives of the Fund, which set the framework for the development of the rest of the FBC.

- **The Economic Case** – Finalises the value for money assessment for the CCR Challenge Fund.
- **The Financial Case** – Demonstrates the final affordability assessment of the Fund.
- **The Commercial Case** – Presents the commercial arrangements under which the CCR Challenge Fund will operate.
- **The Management Case** – Sets out the finalised operational and governance requirements to both setup and management of the CCR Challenge Fund, including the resource requirements, assurance and monitoring arrangements.

This Full Business Case will focus on the CCR Challenge Fund and is seeking conditional approval for the release of £10m. The Full Business Case for the InFuSe project is attached to the CCR Challenge Programme Report Appendix 2.

2. Background

The Investment and Intervention Framework approved by Regional Cabinet in June 2019, provides a means of assessing submissions into the Wider Investment Fund. It established 3 funding priorities to frame expressions of interest into CCR. These are: innovation, infrastructure and challenge. Challenge Funds are a relatively new concept to City Deal but are a key way of enabling public services to source solutions to service/policy challenges.

The CCR priorities for COVID-19 and beyond paper was approved by Cabinet in May 2020. This set out, as part of the 'Response and Resilience' set of measures, the opportunity to develop a Challenge Fund aimed at re-building local wealth in a post-COVID world. Furthermore, the approval of the OBC by Cabinet on 15th June 2020 determined that a Challenge Fund could support the economic growth in the region and aligned with the overall objectives of the Cardiff Capital Region City Deal.

There is a body of activity in the UK in orienting innovation to big challenges or missions. Nesta's Challenge Prize Centre has long been active in this space. Challenges are the focus of UK Government's Industrial Strategy Challenge Fund and programmes such as the Global Research Challenge Fund. UK and Welsh Governments continue to commit to SBRI, Govtech and Innovate to Save and in academia; UCL has established a whole new Centre for mission-oriented innovation.

In response to COVID-19, both UK and Welsh Governments have used challenge funds to explore solutions to complex problems surrounding Coronavirus and in quick time launched challenge funds on loneliness and isolation, ambulance/ blue light sanitisation and med-tech.

The purpose of such a Challenge Fund is to demonstrate how applying innovation to societal challenges can promote novel solutions and radical improvements. It provides an important counter to the more conventional approaches of 'allocating' R&D funding or grants which often fail to provide the appropriate incentives for deeper experimentation, new collaborations, scale and ROI.

GVA, jobs and private leverage are the key objectives most frequently associated with City and Growth Deals. Challenge funds still deliver on these – but intentionally don't start out with the answer, the amount or a specific project. Instead they start with data and a problem statement. Through exploration, the answer, solution or project is arrived at. The process drives innovation and unlocks added value for both the problem owner and problem solver(s). It is unlocking the added value, development of the innovative end outcome and the creative processes there in, that contribute to City Deal objectives.

The focus of the proposed programme is to re-build local economies for a post-COVID world, through solving societal challenges that have economic impact and potential commercial-scale opportunities.

Key Objectives of the CCR Challenge Fund

1. Solving the greatest societal challenges
2. Delivering economic impact for the region.
3. Driving commercial scalable opportunities
4. Building local wealth

2.1 Purpose of a challenge fund

The UK Industrial Strategy pinpoints the four great industrial/societal challenges of our time: future of mobility; ageing society; AI/Data and energy. Arguably, the effects of the global pandemic COVID-19 accelerate the need to solve problems. There is a real opportunity for public bodies, and for LG in particular, to build a positive and more distinctive legacy post-COVID. The measures, behaviours and adaptations now in place as we continue to lockdown, should not be temporary crisis responses. Organisations, services and people everywhere have moved quickly beyond comfort zones. We have re-connected with what matters and perhaps more importantly, one another. Changed operating models, new collaborations and recognition of data as a core resilience pillar have all featured – and must continue to do so.

Challenge Funds can take various shapes and forms. In Wales to date, a number of challenge funds have operated, mainly through BEIS/GDS (Govtech), UKRI (Industrial Strategy Challenge Fund) and in particular, Innovate UK which, has supported a specific type of challenge fund, called the Small Business Research Initiative (SBRI) awarding since 2007 over £0.8bn.

There will be two main aspects to the overall Challenge Programme:

1. Innovation Capability and Skills building through the £3.63m WEFO InFuSe project (to be matched by up to £2m of additional contributions) which focuses on growing institutional capacity in public services for innovation. This is being led by Monmouthshire Council for CCR, with partners, Nesta/Y-Lab and Cardiff University. This will focus on re-building local economies through the lenses of data, procurement and adaptation.

2. CCR Challenge Fund, SBRI-focused challenges as well as experimental alternative challenge-led innovation approaches to SBRI of £10m. SBRI is an adopted/ recognized public procurement compliant government programme and will be initially used as it offers a tried and tested methodology for CCR deployment. Alternative approaches will be explored after evidence is gathered on the SBRI focused challenges to inform design.

This combination will ensure that putting innovation capability and skills alongside real-world, real-time challenges will deliver a more applied focus.

SBRI enables public sector to tap into new ideas and technologies through a structured state-aid compliant process which speeds up their adoption. It helps public bodies connect with innovative businesses to solve tough challenges. The infrastructure to support SBRI is available in the WG SBRI Centre for Excellence and in the key expertise of Cardiff University, Nesta/ Y-Lab and the Alacrity Foundation. Typically, SBRIs are structured in two phases – first, R&D helps prove the scientific, technical and commercial feasibility of the proposed project. Second, production of a well-defined prototype with the intention of demonstrating.

SBRI challenges are typically run over a two-year period, however in response to COVID-19, they are being run to a more immediate timeframe, capitalising on the data and strong innovation appetites that exist. They test out and aim to achieve:

- How a challenge-led approach can solve a complex problem and provide a specific fix
- How multiple public bodies work together in an experimental way
- A clearer understanding of the potential role public bodies have in innovation
- How we build capacity for innovation and R&D in public services
- A blueprint for establishing communities of practice
- Improve outcomes for citizens
- Support sustainable local economic development
- The potential to solve societal challenges

Key benefits of such an approach include:

- Opportunity to explore creative solutions to local economic challenges
- Investment to find and develop innovative solutions
- Improved local service delivery that benefits from tailored solutions
- New market creation and ability to 'break through' public procurement frameworks
- Potential for commercial solutions which can be scaled and sold elsewhere
- Local supply chain growth and development

The development of the challenge programme is timely for a number of reasons:

- The potential to build local resilience in the CCR economy, which given the continuing effects of COVID-19 is increasingly vulnerable, is clear to see. Focussing on re-building local wealth will be key to long-term economic recovery. This is timely because it coincides with policy and delivery programmes on the Foundational Economy within Welsh Government. Post COVID-19, foundational renewal be critical to re-building community infrastructure support and more creative locally grown services.
- The opportunity to connect the operation of such a fund into testing the concept of a Public Services Testbed – a submission made by Cardiff University, Alacrity, Nesta and Y-Lab into the CCR's Investment Framework.
- This is important because along with CCR, this is the already committed partnership recipient anticipated to secure £3,622,872m of WEFO funds + £2,008,726 of matched funding for the Institutional Capacity Building Programme for InFuSe (Innovative Future Services). This will build the skills and capabilities for innovation and challenge-driven approaches in Public Services. The composition of the final partnership and inclusion of Nesta will be confirmed in the final business case.
- Welsh Government is currently developing and delivering a number of challenge funds related to COVID-19. These SBRIs are mainly around finding solutions to loneliness and isolation emanating from lockdown; ambulance sanitisation; diversification of the manufacturing base to develop ventilators and other essential diagnostics. There is scope to build upon this and collaborate with WG & Centre for SBRI Excellence.

3. Strategic case

3.1 Proposal Description

The CCR Challenge Fund provides innovative solutions to challenges faced by the public sector, leading to better services, improved efficiency and effectiveness and productivity. It supports economic growth through new market creation because it enables the development of innovative products and services through innovative public procurement.

The SBRI approach to the CCR Challenge Fund will drive a more competitive approach to unlocking the value of the public balance sheet and works in two structured phases. The first is focussed on proposals that are R&D intensive and will significantly contribute to proving the scientific, technical and commercial feasibility of the proposed project. The results of Phase 1 determine what should go to Phase 2. Phase 2 is then about building upon the R&D to a well-defined prototype and potential service or product development (Typical SBRI Management Process displayed in Figure 1. Alternative approaches may also be utilised where there is a specific need or opportunity. The Challenge Fund will use learning from SBRI challenges and programmes such as Innovate to Save to support a range of innovative approaches to procurement and innovation activity.

Costs will be borne as part of this process – in respect of training and development as well as in R&D, testing and experimentation ahead of product development. R&D investment is not an abortive cost. It is an investment in finding tailored solutions and is akin to feasibility costs associated with infrastructure investments or, due diligence costs. They are necessary because they guide development of the right product and in the majority of the cases, even if the R&D isn't used in the final product, this still has a learning value which can be exploited.

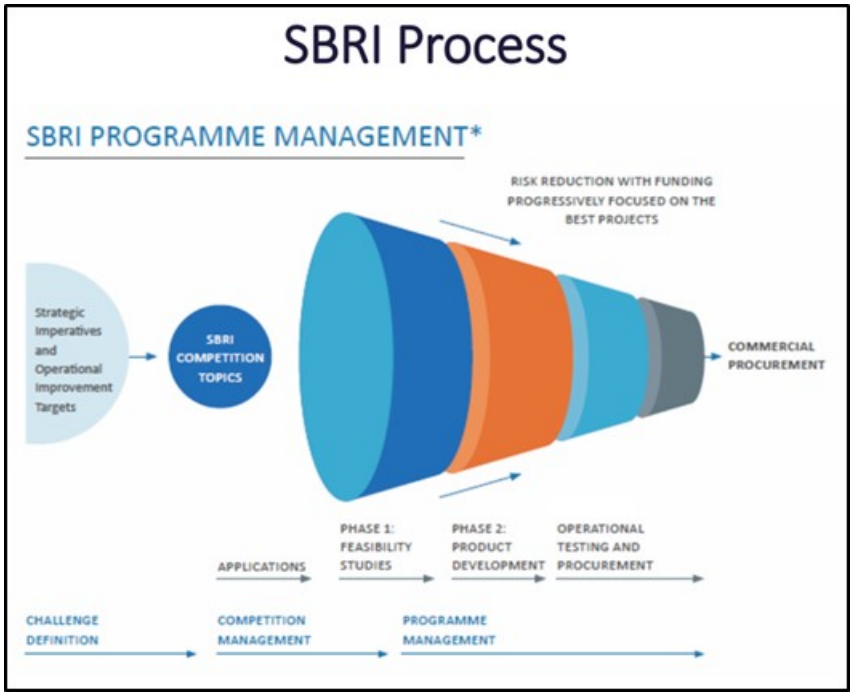


Figure 1. Typical SBRI Management Process

3.2 Themes and priorities

Themes proposed for the CCR Challenge Fund were detailed in the OBC and are set out in Table 1. Following approval of the Outline Business Case, a "Challenge Hack" was held to identify priority themes on the 29th June 2020 with Political and Senior Officials from the CCR local authorities. The objective of the Challenge Hack was to co-create a set of 3 challenge

themes to be prioritised over a defined timeframe through the CCR Challenge Fund. The 3 challenge themes are defined in Figure 2. Further challenge hacks over Autumn 2020 will provide further detail for the themes to be prioritised.

Table 1. Initial priority themes proposed within the OBC.

How do we shift from 80/10/10 to a more active/public transport mix and a more differentiated infrastructure strategy for CCR?

- Opportunities for better jobs closer to home through balance of office/ local and home working
- Digital tools and learning needed to optimise remote working productivity
- Changing behaviours to see work as a thing we do rather than a place we go
- Maintaining improvements in air quality and taking bolder steps towards transport decarbonisation
- Smart IoT systems to track and record transit times, peak hours and congestion
- Leveraging data science and analysis capabilities to inform new 'working day'

How do we help public sector make better use of & share its data more effectively?

- Data collaboration v data security and defensiveness
- Open data to frame more innovative explorative approaches
- End uses and applications in relation to areas such as public procurement spend, highlighting gaps for local SMEs and supplier effects
- Overcoming difficulties in digital democracy and remote decision-making
- Optimising levels of community support and inaction and maintaining the spirit of voluntary action galvanised through COVID-19 for future challenge response
- Leveraging capacity of private sector to enable public sector to better use data

How do we improve food security and resilience in the region?

- Opportunities for agri-tech and CEA-approved digital farming with local impact
- Secure data systems for supporting local growers
- Land, food decarbonisation relationships. Land for agriculture is becoming restricted. Leveraging tech assets, state levers and civic innovators to redesign food systems
- Pioneer collaboration across health providers, public health, social care, schools, energy and food producers as well as with supermarkets
- Rethinking food bank provision linked to the above as well as behaviour change around food waste and recycling

How do we better support healthy ageing?

- Rethinking care as an alternate infrastructure and overcome some of the structural inequalities to see public care as necessary for societies and economies to flourish
- Role of communities in local care eco-systems and maintaining feel of 'neighbourliness' and community spirit fostered in lockdown
- Tackling loneliness/isolation – social connectivity & remaining in own homes
- Development of new products and services to sustain physical activity and support wellbeing

How do we support foundational economy renewal?

- Impact of the knowledge economy and technology on sustainable futures for retail, care, food, tourism and construction so that disruptive forces of AI/ machine learning see more 'adapt' than 'displace'
- Skills and abilities needed for increased productivity in the everyday economy
- Maximising in-region supply chains linked to economic anchor companies and linking the contributions of high growth businesses to everyday firms
- Creation of maker spacers where equipment, tools and resources can be hired out to support new ideas and community action

The Challenge Hack further defined the priority areas through inviting the group of Political and Senior Officials from the CCR local authorities to review the 7 Well-being Goals from the Well-being of Future Generations Act. These provide a robust, initial set of challenge themes with the Act setting out that public bodies in Wales must work to achieve these goals. The group evaluated the importance, impact and urgency of each Well-being Goal, including the significance of COVID-19 on the citizens of Wales and agreed three priority challenge themes. The Challenge Hack report is further detailed in Annex 2.

Figure 2. Three emerging priority themes for the CCR Challenge Fund.

Challenge priority refinement will take place through further Challenge Hacks. An early COVID-19 community response challenge might seek to focus on priorities such as, the future of retail and town centres or opportunities to deliver community benefits through local food security and resilience and/ or, rapid decarbonisation in transport.

3.3 Proposal Objectives and Case for Change

The primary objective of the proposed Challenge Fund is to solve problems that standard procurement approaches cannot – and this is exacerbated by the needs emerging from the COVID-19 pandemic. The 'same old' approaches to procuring services, contracts and products, won't work in times of turbulence and rapid-fire change. The current approach to public procurement tends to be cost-driven and, in a climate in which austerity has diluted capacity in such functions, the focus on optimisation of value has eroded. Alongside this, engaging in skills development and capacity-building, as well as learning to leverage the value of data and rapid prototyping is a critical job of work. It is however not a straightforward one. This requires patience and a shift away from transactional 'one size fits all' approaches.

Since 2007, Innovate UK has delivered a successful programme investing more than £0.8bn in SBRI projects with over 100 public bodies across the UK. Performance shows that it can address challenges, increase effectiveness and stimulate additional economic benefits through both procurement of innovation and innovative procurement. This has helped drive internal efficiencies and unlock local value for public bodies whilst improving local market creation and stimulation. SMEs are the mainstay of foundational economies and can provide solutions to policy and operational challenges. Sometimes however, public bodies find it hard to frame challenges in ways which enable a different and more creative response. Equally, smaller companies find it hard to connect with big organisations and access procurement opportunities.

The programme helps overcome this by 1) building the skills and capacity for innovation in public bodies and 2) connecting public bodies and SMEs to stimulate development of solutions, new products and services – whilst providing structured support around risk-taking.

The proposal aims to:

- Explore new and creative solutions to local economic challenges
- Improve service delivery and quality through bespoke, tailored solutions
- Improve sense of place and local economic vitality
- Invest up to 100% to fund and develop innovative solutions
- Support to build capacity and capability
- Generate first customer commitments should products be viable
- Develop commercial solutions which can be sold and scaled elsewhere
- Invest in local supply chains and networks

Progress towards these objectives will be monitored through an Evaluation Plan.

3.4 Problem statement

The analysis contained within the OBC and drawing on the evidence gathered through the development of this FBC highlights the urgent need to support a Challenge Fund aimed at re-building local economies for a post-COVID world. There is a strong argument for a Challenge Fund to solve society's greatest challenges that have economic impact and potential commercial-scale opportunities in the Region.

3.5 Rationale for Public Intervention

Innovation is key to economic growth. By doing more to create the conditions for innovation and productivity within their organisations, public bodies can lever their resources and assets in ways which make optimal impact on local businesses and firms.

Innovation is needed more than ever in the public services sector, especially in a climate where services are coming under increasing pressure to financially sustain at a time when demand, global, demographic and technological challenges are swelling.

Mitigating the long-term impact of global crises such as COVID-19 will require more public sector engagement with their local economies to generate wealth and wellbeing. Many SMEs find it difficult, if nigh on impossible to be able to access public sector contracts. With awards mainly going to larger companies who can demonstrate requirements in respect of insurance, liability cover, turnover and ability to meet core regulations – the value-add of small local businesses can get lost. There is failure in the way the state and market interact.

3.6 Strategic Fit

The Cardiff Capital Region (CCR) City Deal is a programme agreed in 2016 between the UK Government, the Welsh Government and the ten Local Authorities in South East Wales, to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity. With an investment of £1.2 billion, the CCR City Deal aims to create 25,000 new jobs, achieve 5% uplift in GVA and leverage £4 billion additional investment capital. The Challenge Fund seeks to contribute to these ambitious targets through solving societal challenges that demonstrate economic impact and potential commercial-scale opportunities.

SBRI is a national UK Government initiative that operates at a UK-wide level. In Wales, success rates have been particularly high with it being at the top of the leader board for adoption and application. Alternative approaches to adoption of innovation similar to Innovate to Save have also been highly successful in the UK.

Unlocking the value of public procurement is high up on the priority list at the moment with re-shaping of the policy agenda. From a growing body of work on the Foundational Economy, to work led by both the WAO and Office for the Future Generations to a resurgence in activity around the Can Do Toolkit and the public value creation mission being pioneered in Cardiff University's Business School – the policy lens is being widened and enriched.

3.7 Options Appraisal

The options appraisal is essentially informed by the case already made under the IIF for the establishment of a challenge fund. The first appraisal concerns the establishment of the Fund:

- Do nothing – not an option – particularly in light of the projected 35% drop in GDP in Q2 2020 through the COVID-19 crisis with ONS stats showing it is the very foundational sectors of food, hospitality, public transport, tourism and retail that are being worse affected by the ongoing crisis. Innovation cannot be sparked without action and the development of new approaches. In addition, with potential for leveraged investment through WEFO and potentially others – it is time to act.
- Address issues through conventional procurement – the purpose of this programme is not to just procure innovative solutions but develop innovative procurement.
- Run the CCR Challenge Fund through the tried and tested SBRI mechanism and allow for alternative approaches to procurement of innovation.

The preferred option is to apply innovation skills to a CCR Challenge Fund that can make a substantial difference to the CCR. Running the Challenge Fund through the SBRI mechanism whilst allowing for alternative approaches to procurement promotes innovation in procurement and procurement in innovation.

3.8 Stakeholder engagement

The CCR Challenge Fund has been developed through collaborative working with stakeholders across the region. A set of key stakeholders were identified and engaged in order to gain greater understanding of the requirements of the Challenge. In addition, further research was undertaken to capture the broadest range of information from known innovation funds across the country. The extent of stakeholder engagement and research conducted is summarised in Table 2 below.

Table 2. Stakeholder engagement and research conducted.

Stakeholders interviewed	Funds researched
Welsh Government CCR Local Authorities Cardiff University Nesta Y Lab Innovate UK SBRI Centre of Excellence Innovation Strategy	Innovate to Save SBRI Gov Tech Global Research Challenge Fund Nesta's Challenge Prizes Innovate UK Grants

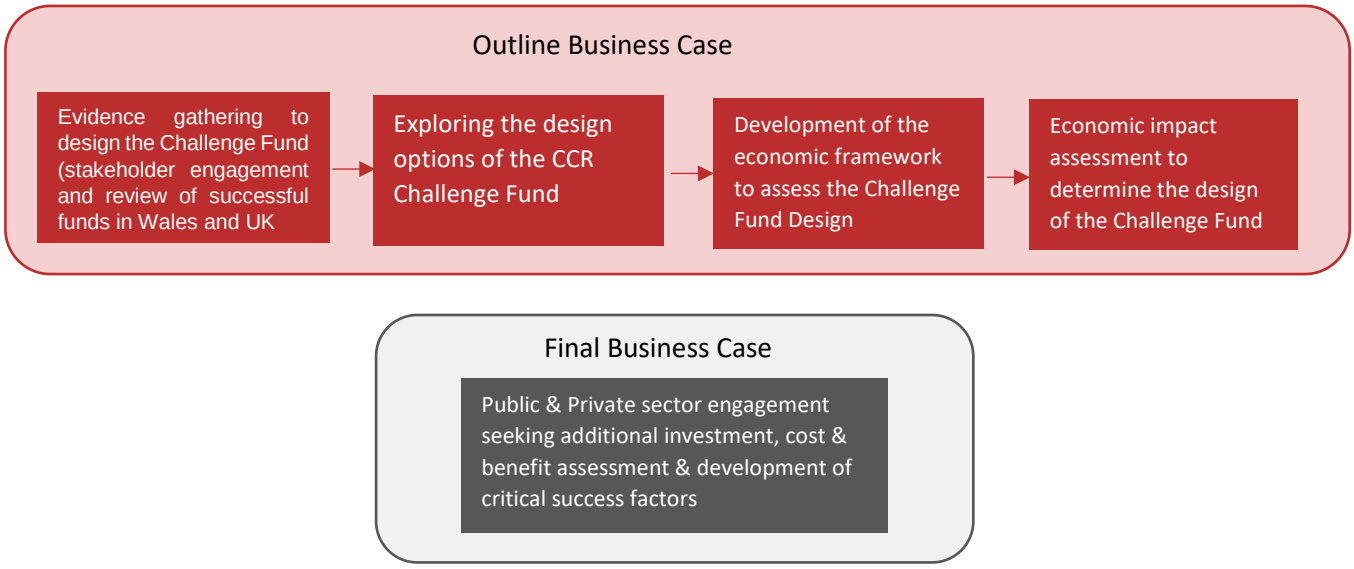
4. Economic Case

The purpose of the Economic Case is to identify the preferred option that delivers the best public value for money, based on assessed economic impacts. This chapter covers the approach taken to identify the preferred option for the CCR Challenge Fund.

4.1 Approach in OBC

As part of the OBC stage a detailed design of the CCR Challenge Fund was undertaken based on extensive stakeholder engagement, desk-based research of existing funds in the UK and analysing lessons learned from similar initiatives adopted in Wales in recent years. Following detailed design, an economic framework was developed to understand the economic impact, costs and benefits and assess value for money. Figure 3 summarises the approach taken in developing the Economic Case.

Figure 3. Summary of approach to the Economic Case



4.2 Economic impact

As with all innovation programmes, it is impossible to predict the value that will result. This uncertainty is inherent because it is not known which projects will get funded and go on to be successful and what the benefits and spill over effects might be.

Notwithstanding some inevitable uncertainty, there is good general evidence that there are market failures leading to under-investment in R&D and that public funding leads, on average right across the economy, to significant social benefits. There is evidence of a social return in the case of SBRI where an evaluation found early evidence of net social benefits of running the programme.

In January 2018 a review undertaken by the Manchester Institute of Innovation with the Enterprise Research Centre, demonstrated that for the £0.5bn invested in SBRI R&D contracts since its inception, the following had been achieved:

- For every £1 awarded - £2.4 was returned to the UK economy
- This means that in conservative terms over £1bn has been returned to the UK economy
- Over 66% of contracts awarded were to SMEs
- Examples and illustrations include new chemical sensors for early disease diagnostics; technology solutions to loneliness; innovations in nursing and patient care time being increased; rate collection rates improving and new materials for advanced protection
- Creation of new international leadership opportunities for companies in global markets
- Based on past successful SBRI programmes – one review of SBRI commissioned by NHS England in 2017 concluded that 37 of its projects were already showing deployment in the NHS, either through clinical trials or sales and these were generating already, £19m in annual savings. The review also captured benefits to the wider public sector with recurring savings from the nine most commercially advanced SBRIs currently running at up to £30m.
- Based on the evidence supporting the Govtech programme which also runs as a SBRI, whilst a much more specific market, a recent Public.IO report estimated the UK Govtech market to be £20bn by 2025. The opportunity that exists is for public bodies to be more proactive and innovative in how this potential is levered locally and to derive optimum public value
- The recent Ambulance/ blue light rapid sanitisation project run by WG and DAPA in response to COVID-19, saw over 160 market responses

Due to the way in which SBRI works, the company retains all the IP in order to scale commercial solutions and growth. In return the public bodies get solutions that are suited to their exact requirements. The process is an economically competitive one and operates under Pre-Commercial Procurement rules. Public bodies buy R&D from competing suppliers in parallel to compare solution approaches and identify best value for money. R&D is split into phases for solution design, prototyping and original development alongside validation and testing of a limited number of products. At each stage of the process the number of competing R&D providers is reduced.

SBRI typically covers the period up to development of the limited volume of first products developed. However, SBRI does not cover full-scale commercialisation. For CCR, this would be an opportunity for the Innovation or Infrastructure Investment Funds to be drawn upon to support further commercial benefits and increased GVA and jobs outcomes.

4.3 Costs and benefits

The main costs of the programme are that of public and private investment in R&D projects that would not otherwise occur. The Challenge Fund will typically cover R&D costs and the intervention rate will vary depending on additional funding partners or sponsorships of the challenges.

Since the Cabinet approval of the OBC, the Challenge Fund has engaged with public and private sector to explore co funding and sponsorship of challenges which could increase investment in the region and contribute to realising the economic benefits. Further benefits of the project relate to cost reductions for public bodies and agencies and improvements in public services or local economies that result; direct benefits to participating firms and their employees through improved profits and wages and spill over benefits to other firms and employees. Table 3 shows the key metrics that would be expected from the challenge fund.

Table 3. Key Metrics expected from the Challenge Fund.

Challenge Fund (SBRI model/alternative challenge approaches)	
Main beneficiaries	Public services, businesses and citizens in CCR
Key metrics	Number of businesses actively engaged in Challenges Number of jobs created and safeguarded within participating businesses Private sector investment leveraged Increased GVA in Challenge participating firms Value and exploitation of new IP connected to Challenge projects Additional public and private funding secured by Challenge Owners Number of and value of new collaborations Number of new products processes or services commercialised Innovations Procured Local skills benefits for the region Increase in turnover New knowledge dissemination by HE sector
Metrics measurement	Business monitoring and annual survey undertaken by CCR Management and Delivery Partners

4.4 Critical success factors

To maximise benefits of the CCR Challenge Fund critical success factors were evaluated and considered.

Table 4. CCR Challenge Fund Critical Success Factors

CCR Challenge Fund Critical Success Factors
Minimum of 3 challenges addressing key societal challenges as identified by the Region
Delivering local wealth building Innovation at scale and with impact -
Portfolio of innovation projects delivering innovation and new knowledge to benefit the region
Delivering public service improvements which meet policy needs
Demonstration of Innovation in Procurement and Procurement of innovation – Promoting novel solutions and radical improvements to big challenges
New market opportunities and creation of new markets

4.5 Value for money

All individual applications from challenge responders will be assessed by a Challenge Board assembled by the Challenge Owner and with representation from the Challenge Fund Management and Delivery Team for Value for Money. As part of the submission to the fund aspect, applicants or responders must provide:

- Summary of organisational finances
- Proposed project finances in order that they can be assessed for VFM in order that proposed cost for effort and deliverables reflects a fair market price
- All costs quoted must reflect actual costs at a 'fair market value' and not include profit
- This statement must include directly incurred costs, overhead costs and VAT
- Full Economic Costs are not relevant in this context – SBRI is a competitive procurement mechanism. Applications are assessed competitively

Alternative approaches to SBRI will be evaluated against a criteria developed relevant to the specific approach.

Approach to receiving EoIs and Full Applications from Challenge Owner Organisations

In the Challenge development stage of the Challenge Fund, detailed Terms and Conditions and application processes will be created by the CCR Management and Delivery Team to facilitate the EoI and Full Application process. All relevant documentation will be made available to prospective Public Sector Challenge Owners by the 2nd November 2020 representing the commencement of the initial call for EoIs. The opportunity will be shared across networks and additional stakeholder engagement across the region will support additional interest. Since Cabinet approval of the OBC the Challenge Fund Management Team have engaged with several potential Challenge Owner Organisations to ensure uptake early in the fund. A briefing event will take place on 18th November 2020 and further workshops in December 2020 and January 2021 to promote the opportunity and support potential Challenge Owner Organisations with developing their funding applications.

The Challenge Fund is open for expressions of interest from all public sector organisations active in the Cardiff Capital Region and all those interested in engaging are required to submit an Expressions of Interest (EOI). These will be downloadable from the Challenge Fund webpage www.cardiffuniversity.ac.uk/challengefund. Completed EOI's should be sent to the Challenge Fund mailbox at CCRChallengeFund@cardiff.ac.uk. Annex 3 offers an example of what the EOI document might look like.

The criteria described in the Financial Case (Table 4) will be further defined and used to evaluate potential impact of challenges.

Challenges will go through a competitive scoring process using a pre-defined set of criteria. The CCR Challenge Fund Advisory Board will provide advice to CCR Challenge Fund Management and the Challenge Fund Delivery Partner for the selection of the challenges and the ultimate decision will reside with the Challenge Fund Strategic Board. The CCR Challenge Fund Advisory Board may request potential Challenge Owners to attend an evaluation meeting to provide further information prior to award of funding.

5. Financial Case

The Financial case considers the budget and indicative spending profiles for the CCR Challenge Fund.

5.1 Overview of the approach

Following cabinet approval of the OBC on the 15th June 2020 a financial model was explored and developed to understand the spend profile and delivery costs. Additional stakeholder engagement and examination of costs with Delivery Partners has provided further insight to the budget.

5.2 The budget

The budget for the Fund is set at £10m initially. This is £10m investment from CCR for 2/3 SBRI challenges over a three year period with an additional six months needed for full academic/ peer review and publication of findings. Should challenges be identified with partner public bodies that wish to act as an end customer or challenge sponsor – there is potential for match funding or further leveraged funds.

The CCR Challenge Fund will have T&Cs which must be observed. The table below sets out the indicative spending profile against the financial years of the Challenge Fund.

Table 5. Indicative spending profile of the CCR Challenge Fund.

Indicative Spend Profile	2020/21 £M	2021/22 £M	2022/23 £M	2023/24 £M	Total £M
Challenge Project Activity	1	3	3	1	8
CCR Challenge Management & Delivery	0.4	0.6	0.6	0.4	2
Total	1.4	3.6	3.6	1.4	10

The indicative spend profile has been created on the assumption that delivery of the programme will continue in line with the delivery plan taking into account recruitment of key personnel to deliver the challenge. The spend profile is based on launching challenges across Q2 2021. The table below sets out proposed running costs of the CCR Challenge Fund.

Table 6. CCR challenge Fund running costs.

Activity	**% programme split**
Programme design, delivery, project management, marketing support and commercialisation expertise	20%
SBRI Approach – R&D Feasibility and Prototyping	70%
Non SBRI approaches (Challenge Prize/Funds awards)	10%

5.3 Distribution of Funds

The CCR Challenge Fund will be held by the accountable body and distributed to Welsh Public Sector within the region following an EOI and full application process.

Highest scoring proposals may be invited to an interview. The funding will be approved by the CCR Strategic Challenge Board following recommendation by the CCR Management Team and Delivery Partners and advice from the CCR Challenge Fund Advisory Board. The final recipients of funds are the successful businesses awarded investment through the process. The full process can be viewed in the delivery plan (Annex 1).

The process is likely to evolve as the challenge fund grows in maturity. Initially the assessment process will score against the following criteria and CCR Challenge Fund Assessment Criteria in Table 7.

- Impact upon public policy and public service delivery
- Ability to help solve challenges
- Likelihood of implementation/ commissioning
- Market and commercial potential
- Potential levels of innovation
- Alignment with CCR objectives and aims
- Resources and willingness to support and manage the challenge

5.4 Delivery costs

The CCR challenge element is £10M with the potential for further leveraged funds on a challenge-by-challenge basis. Whilst operationally these will be brought together to deliver a comprehensive programme –in accounting terms, they will be kept strictly separate.

Around 20% of the total CCR Challenge Fund value will be needed to administer, design and deliver the programme. This is consistent with the current SBRI programme and the Nesta Challenge Prize approach of c25%. Regular monitoring of costs against budgets will take place during the life of the Challenge Fund and reported each quarter via highlight reports. The budget will also allow for evaluation of the Challenge Fund providing a full cost/benefit analysis and economic impact assessment. This evaluation will also provide further insight into the value for money of the Challenge Fund.

To evaluate the financial case of proposed challenges a criteria will be used. Funding to challenges will be assessed on the below criteria.

Table 7. Assessment criteria for the CCR Challenges

CCR Challenge Fund Assessment criteria
1. PROBLEM / NEED: The Challenge (problem) is well defined and understood by the Challenge Owner
2. IMPACT AND SCALE: The available resources to be engaged (financial and human) can realistically deliver a high impact in relation to the scale of problem
3. NEW KNOWLEDGE and INNOVATION: Skills and knowledge required to address the challenge are not yet known and the solution providers will work with the challenge owner to develop these (it is not an 'off-the-shelf' solution)
4. PLACE BASED APPROACH: Solutions will deliver performance improvements (societal benefits) and local wealth building outcomes within the Cardiff Capital Region.
5. OUTCOMES: At a minimum, nature of outcomes will deliver performance improvements for public services (financial and non-financial). These should be significant, scalable and sustainable.

6. PROCUREMENT: The Challenge approach can deliver benefits over and above traditional Procurement approaches.
7. MARKET: There is or will be a route to market for solutions developed through the process. Challenge proposals will address the commercial viability of any solution directly.

5.5 Risks and mitigation

Risk	Impact	Likelihood	Mitigation
WEFO P5 funds are not ultimately secured	High – would undermine building innovation skills and capability programme built upon	Low	WEFO has indicated funds are highly likely to be awarded
Competition costs are higher than expected resulting in overspend	High – would reduce number of funded projects and impact VFM	Low	Competition structure is well defined and the Challenge Fund has experienced leadership and co-ordination
Competition costs lower than expected resulting in underspend	Medium– would impact timetable of planned competitions	Low	Challenges selected will be of sufficient scale and ambition to benefit – but also leaves scope for further challenges to be run
Challenges are framed in vague terms and do not attract industry bidders	High – would compromise competition process	Low	InFuSe programme established to prevent this
Failure to get investment out the door in time	High – delay could impact future competitions and lose industry interest	Medium	Expert and experienced project management support in place with direct liaison with businesses concerned
Lead in period is longer than anticipated	High – could compromise overall timeframe	Low	SBRI is an adopted long-term process with clear structure and frameworks to follow
Risk of overlap across competitions	Medium	Low	Evidence shows cases where proposers and responders have collaborated on larger scale and more ambitious outcomes
Public bodies fail to procure end solutions	High – could compromise validity and purpose of scheme	Medium	This is a key part of the criteria and is tested at every stage. Challenge owners must commit Some of the challenges such as Ambulance sanitization, has a clear end customer already in place
Without co-development the competitive nature of SBRI might mean that if local businesses aren't successful in bidding, wealth may be lost outside the region	High – could undermine purpose	Medium	Will ensure wrap around business support as part of the challenge with a geographical requirement for suppliers to engage in co-creation within the region (as per Civtech). This will help attract support from local businesses and/or attract inward investment opportunities.

6. Commercial Case

The governance structure is clear with the Challenge Fund Strategic Board supplemented by the commercial expertise and know-how of members of the Challenge Fund Advisory Board. CCR Challenge Fund Management and Challenge Fund Delivery Partners will present business cases to these boards.

6.1 Greenbook adherence

CCR Challenge Funds will be used in cases where the five-case HMT model ('the greenbook') cannot be met at first because the solution to a problem does not readily exist. This is consistent with the aims of the CCR IIF where it is recognized that infrastructure and innovation-style investments are clearly aligned to 'knowing' the answer or end point (knowns). However, in many instances the end points or answers will not exist or will not be known (unknowns). This requires a different, experimental process – consistent with the original rationale for supporting a challenge-led priority. At the end of a Challenge Fund, CCR will have all of the info to make a five-case compliant procurement. The challenge process itself has to be consistent with this clear outcome – ensuring the process as a whole is retrospectively compliant with HMT model. All three funding priorities: innovation, infrastructure and challenge all adhere to the 5 case framework – but the challenge concept is about arriving at a concept that is compliant through a process of R&D because a solution doesn't exist – whereas infrastructure and innovation start with a stronger sense of adherence because a solution is known and can be more straightforwardly progress through the model.

6.2 State Aid

The Challenge Fund will follow the established programme SBRI– operated successfully by the UK Government over many years, allowing the public procurement of R&D and essentially 'seed funding' the gap that exists for early stage companies with great ideas and potential products and services. As the public bodies are essentially buying R&D from firms at a fair market price, not for their exclusive use (the expectation is commercialisation) and where the competition is advertised in an open market – there is no advantage and consequently no state aid.

6.3 Commercial Considerations

The process must demonstrate that a workable commercial deal to deliver the proposed solution is possible. Following a round of challenge calls, challenges are selected and progress through the phases of the Challenge Fund, with initially, R&D contracts awarded. Sponsor bodies who work with a business to the prototyping and production phases assume accountability and responsibility for procuring the solution from business.

In terms of management of suppliers through the Fund, the partnership in conjunction with local programme leads will draft and issue contracts using standard SBRI templates. Contracts are milestone driven and payments made only when required stage-posts are arrived at. SBRI contract template balances risk with the level of innovation required. Procurement depts. in sponsor bodies should however review contracts to ensure minimum requirements are met, performing relevant due diligence prior to award.

Parameters of the CCR Challenge Fund

- The CCR Challenge Fund will adhere to broad principles of SBRI as a recognised and approved UK and Wales Government method for challenge-driven approaches
- The CCR Challenge Fund will allow for alternative approaches to SBRI where there is a need or an opportunity to innovate
- Will need to address in direct and indirect ways, the key economic objectives of CCR
- Each challenge fund will need to have sign-off procedures and delegations to allow fluid movement and seamless progression that adheres to the IIF
- The scope of the programme is specifically aligned to local wealth re-building given the enormity of the COVID-19 crisis
- The Challenge Fund itself will be delivered over 3 years with an additional 6 months for a full review to be completed and future findings to be drawn up. Within the total funding envelope, c20% will be required to run, administer, support and operationalise the programme including marketing and commercialisation support and a WG secondee. This is consistent with running costs of the Challenge Prize Centre and typical SBRI.
- The Challenge Fund will bring together a focus on building capacity for innovation, R&D skills and problem-solving capability with application to a set of real world problems
- In aligning the InFuSe programme with the Challenge Fund, it will allow testing of proof of concept for the proposed Public Services Testbed.
- State Aid compliant – SBRI is a state aid compliant mechanism and the Challenge Fund will follow its practice and methodology.

6.4 Challenge Owner Organisations

All funding awards to Challenge Owner Organisations will be conditional on the basis that the information provided in the EoI is complete and accurate, subject to full due diligence sign-off, and that Fund Terms and Conditions are agreed in advance by all parties through a letter of award. Fund terms and conditions will be sent to Challenge Owner Organisations, upon opening of the fund. A conditional letter of funding award for co-signature will be sent to Challenge Owner Organisations successful at the application stage.

Funding payments will be made by CCR to the Challenge Owner Organisations upon the delivery of agreed outputs / milestones.

6.5 Accountable Body

CCR will be the ‘Accountable Body’. Funding will be drawn down via payments direct from the Accountable Body to the Challenge Owner Organisations subject to decisions made by the Challenge Fund Strategic Board upon advice from the CCR Challenge Fund Management and Challenge Fund Delivery Partner. The Challenge Owner Organisation will then have full responsibility for further disbursements of funding to supplier projects and ensuring that these disbursements are compliant with relevant regulation (e.g. State Aid, financial due-diligence, anti-fraud checks).

6.6 Contract management strategy

CCR Challenge Fund Management and Challenge Fund Delivery Partner will ensure contractual obligations are fulfilled with Challenge Owner Organisations. This role includes assessing progress milestones; providing advice on whether milestone payment should be released by the Accountable Body. CCR Challenge Fund Management will work with the Challenge Fund Delivery Partner and Challenge Owner Organisation to agree what outputs will be monitored during the challenge.

6.7 Other contractual arrangements relevant to the operation of the fund

In line with the overall governance model, operationally, the Challenge Fund Manager will agree all deliverables and recommend funds to be released through 3 routes.

(i) Delivery Partner – Cooperation agreement with CCR *
(ii) Grants to Challenge Owners for Challenge Activity
(iii) Challenge Owners use a contract of services with suppliers to purchase R&D of new solutions

*Delegation of Authority is assigned to the CCR Director. The Cooperation Agreement will be signed between the Delivery Partner and CCR.

7. Management Case

The Management Case demonstrates how the CCR Challenge Fund will be delivered in practice once implemented, including setting out the processes, resources and responsibilities, and the governance and information-sharing structures that will undertake and oversee delivery.

7.1 Project Framework

CCR Regional Cabinet will be ultimately responsible for the appropriate use of budget allocated to the CCR Challenge Fund. Therefore, it is imperative that there are appropriate governance and performance monitoring arrangements in place to ascertain that funds are being utilised appropriately – as planned, and that impacts (and benefits) are understood, including the reasons for any deviation from expectations.

7.2 Governance and stakeholder structure

A range of stakeholders will be key to the delivery of the CCR Challenge Fund. Table 8 displays the structure of the stakeholders.

Table 8. Stakeholder structure.

Stakeholder group	Role	For the purpose of the Fund, reports to
Cardiff Capital Region Cabinet	Approves the BC for the Challenge	
Challenge Fund Strategic Board	Makes the decision to approve challenges after recommendation from the CCR Management Team and Challenge Fund Delivery Partner. A member/s of Investment Panel will be invited to sit on this Board with reporting to Investment Panel.	CCR Cabinet
CCR Challenge Fund Management	Oversees the performance of the Challenge Fund Delivery Partner and Challenge Owners	Challenge Fund Strategic Board
Challenge Fund Delivery Partner Cardiff University	Supports and guides the challenge owners. Monitors and reports progress during all stages of the challenge	CCR Challenge Fund Management
Challenge Owners	Develops challenge and manages suppliers R&D projects (Work closely with the Delivery Partner)	CCR Challenge Fund Management Challenge Fund Delivery Partner Cardiff University
Suppliers	Develop solutions to proposed challenges	Challenge Owners

7.3 Key roles and responsibilities

Key roles and responsibilities for the CCR Challenge Fund are described in Table 9.

Table 9. Key roles and responsibilities for the CCR Challenge Fund

Role	Stakeholder group	Appointed personal, under procurement or third party	Responsibility
Senior Responsible Owner (SRO)	CCR Challenge Fund Management	Kellie Beirne	Benefit realization, senior stakeholder management
CCR Challenge Fund Manager	CCR Challenge Fund Management	Gareth Browning	Day-to-day project direction and communication
Delivery Programme Manager	Cardiff University – Delivery Partner	Tbc	Progressing fund against task and workplan
Project Support	Cardiff University – Delivery Partner	Tbc	Providing admin support to the Programme Manager

7.4 Reporting arrangements

CCR Challenge Fund Management and Challenge Fund Delivery Partner will set up management information and accounting arrangements between themselves and the Challenge Owners. A Programme Manager within the Challenge Fund Delivery Partner along with administrative support, will oversee these arrangements.

Further information about the reporting arrangements to the Challenge Fund can be found in Annex 1, the delivery plan.

7.5 Project management

Gareth Browning CCR Challenge Fund Manager will oversee and manage the Challenge Fund. Delivery Partners Cardiff University will manage the day to day delivery of the Challenge Fund and will employ a Programme Manager.

Broader considerations pertinent to the management case are:

- Challenge funds are a departure from the traditional way of doing business. However, there are examples of them across other City Regions with Combined Authorities and LEPs all supporting the need for a more experimental approach to economic growth. Doing so within a CCRCD context is consistent with devolved freedoms and flexibilities
- WG and UK Govts has suggested that CCR must be comfortable the approach can be compliant with HMT requirements then this is considered in keeping with existing terms
- The proposed process will follow the green book approach and the full five stage business case model – albeit as outlined above – in different sequence. The reason for running the programme through the SBRI model is that this a UK and WG-approved mechanism used regularly and through which £0.8bn of public investment has been channelled to date. It is procurement compliant, tried and tested and has been subject to independent rigorous review
- Legal advice taken on this matter accords with this view and emphasises that CCR itself must satisfy – as with on any project – that the process is consistent with aims
- The IIF tracker shows that CCR is on track to deliver against objectives. This means this is headroom to be experimental and try new ways of securing better and more innovative solutions to problems. The original 'fund' allocated to challenge areas was £90m. The proposed £10m is a much smaller sum, which leverages £5.6m at the outset and allows the concept to be developed, tested and demonstrated.
- In satisfying itself about the operation of a Challenge Fund, it should also be further reflected that City Deal is a devolution deal with freedoms and flexibilities for regions to decide how to best meet their needs
- HMT is currently reviewing the Greenbook Five Stage procedure

7.6 Approach

SBRI enables the public sector to connect with organisations, finding innovative solutions to specific public sector challenges and needs. Through Pre-Commercial Procurement SBRI challenges accelerate development, supporting projects through the stages of feasibility and prototyping. Typically, challenges are structured in two phases. Phase 1 proposals concentrate on research and development which will significantly contribute to proving the scientific, technical and commercial feasibility of the proposed project. The results of Phase 1

determine whether the solution should go further to Phase 2, not all projects will progress to Phase 2. The principal research and development effort take place in Phase 2, which aims to produce a well-defined prototype. At the end of Phase 2 it is intended that what has been developed will be manufactured and marketed as a way of fulfilling requirements.

Non SBRI challenges will explore alternative approaches to Pre-Commercial Procurement and will be governed in a different way. Alternative approaches will be utilised where there is a specific need or opportunity. Challenges may run across different stages and will be managed through stage gates where appropriate. The Challenge Fund will use learning from SBRI challenges and programmes such as Innovate to Save to support a range of innovative approaches to procurement and innovation activity.

7.7 Practical delivery

The proposed programme will follow the SBRI delivery model (and allow for innovative experimental approaches) – an initiative which has been operational since 2008/09. There is a detailed process in existence for this developed by Innovate UK and applied to the 500+ SBRI competitions run in the UK. There will be:

- A round of challenge calls inviting submission of a challenge
- Robust assessment of challenges against the CCR assessment criteria
- Management of the challenge and the suppliers developing the innovations
  Evaluation of each challenge against the specific challenge objectives and overall objectives of the CCR

The Challenge Fund sets out to harness the power of Innovation in Procurement whilst supporting Procurement of Innovation. The Challenge Fund will seek and develop individual challenges to generate new ideas, solutions, and projects that contribute to the new momentum and new reality of the post-COVID world. This will help cultivate the new future state; translate lessons learnt and develop new opportunities and avoid reversion to 'business as usual'.' In the spirit of Open Innovation, the Challenge Fund will explore alternative challenge-led innovation approaches to SBRI which might include challenge prizes and local crowdfunding. Initially, the SBRI model of Pre-Commercial Procurement will be the used as it offers a tried and tested methodology allowing public sector to identify challenges in the region, highlight the preferred outcome and invite organisations to develop innovative solutions. Following the SBRI process the CCR will have the information to undertake a compliant procurement

The CCR Challenge Fund will focus on the most urgent priorities facing the region, identify the specific challenges and offer businesses the opportunity to solve the challenges through innovation. The Challenge Fund will support the vision to Re-build, "build back better" and transforming the economy in South East Wales, boosting the entire region whilst contributing to the national economy.

The rollout phase of the Challenge Fund will take 5 months and will focus on the governance and project management of the Challenge Fund in parallel to Challenge Development activity. This phase will also seek to launch the first challenge.

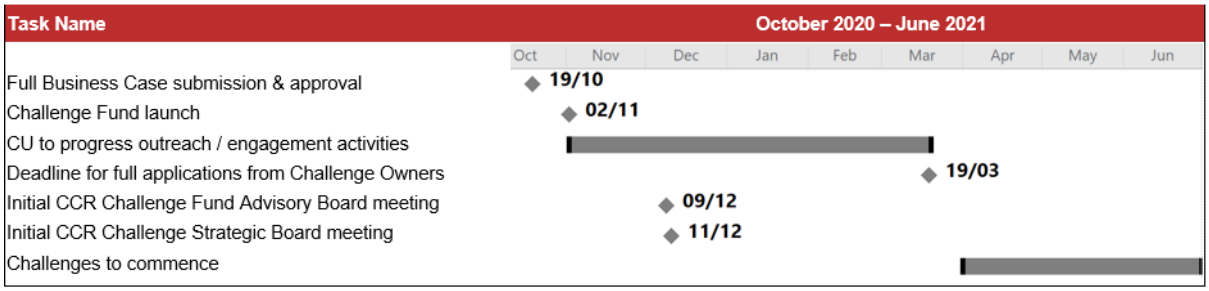


Figure 4. Rollout phase timeline

7.8 Project plan

The Cardiff Capital Region (CCR) Challenge Fund aspect of the programme will run from the period 2nd November 2020 to 31st March 2024.

Public Sector organisations in the region will be encouraged to attend the virtual briefing event on the 18th November 2020 to learn more about the support on offer.

The Challenge Fund will be open for expressions of interest from all public sector organisations active in the Cardiff Capital Region and all those interested in engaging will be required to submit an Expressions of Interest (EOI), which will be downloadable from the Challenge Fund webpage www.cardiffuniversity.ac.uk/challengefund and managed through a dedicated mailbox: CCRChallengeFund@cardiff.ac.uk

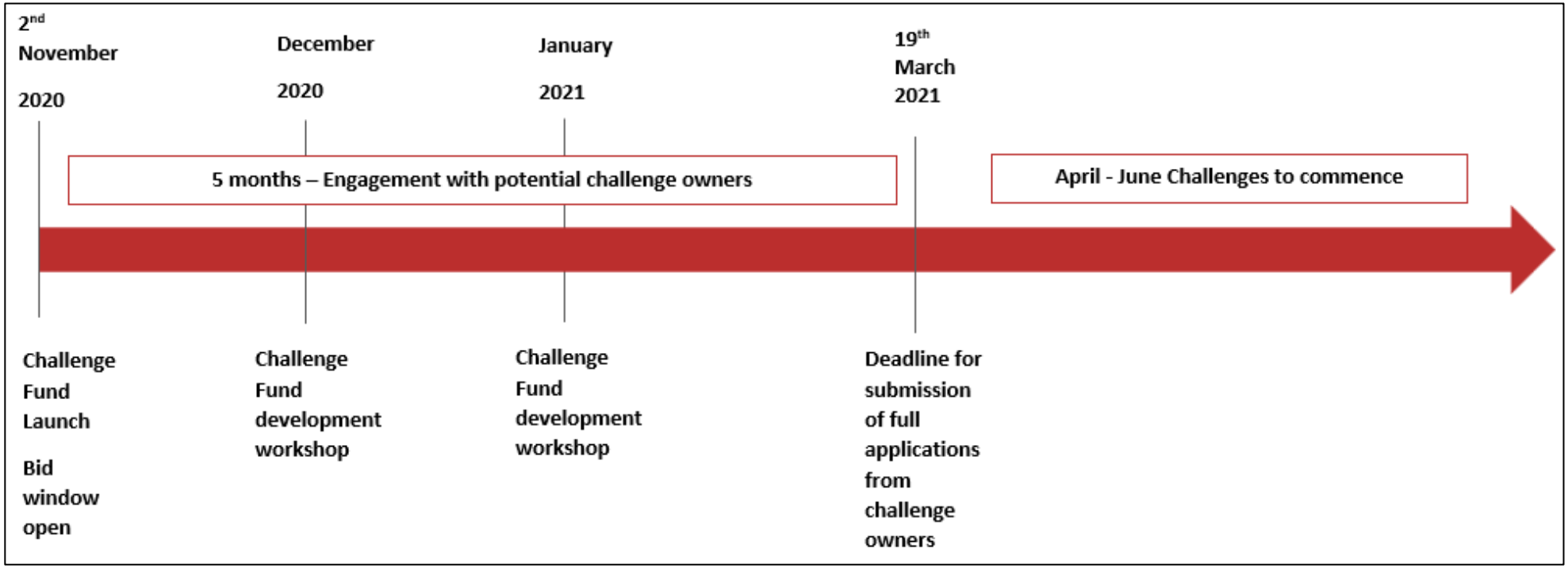
A series of Challenge Development Workshops will follow in December'20 and January'21 to allow opportunities for public sector organisations to work with the CCR Challenge Fund Team in the development of challenges.

Prospective Challenge Owners will be required to submit full applications to the mailbox by Noon Friday 19th March 2021.

Challenges are expected to launch from April 2021 onwards. However, where a Challenge may be identified which requires a more immediate and urgent response to Covid-19, and it is possible to mobilise more quickly, the CCR Challenge Fund team will work with Challenge Owners to progress earlier as a priority Challenge.

Due diligence and assessment will be undertaken by the Challenge Fund team and Advisory Board with funding decisions to be made by the Strategic Board.

Figure 5. Timetable for challenges across the Challenge Fund.



Following Cabinet approval of the OBC on the 15th June 2020 Project Management Documents were created for the Challenge Owners, including best practice highlight reports, project plans templates, Terms of Reference and risk logs. The documents can be used as a guide to follow a best practice framework for SBRI type challenges. The best practice documents can be found in Annex 4.

7.9 Change management strategy

The main purpose of the change management strategy is to assess the potential impact of any potential change on the fundamental operation and objectives of the CCR Challenge Fund. The introduction of the CCR Challenge Fund will introduce new working relationships within and between CCR, Cardiff University, Local Authorities, and between industry. Ultimately the Challenge Fund Strategic Board will be responsible for considering implications of changes. A full detailed Change Management Procedure will be developed as part of the Programme Initiation.

7.10 Benefits realisation strategy

Challenge Owners will be assessing progress of challenges relative to agreed milestones; and evaluate whether milestone payment should be released. Challenge Owners will work with the Challenge Fund Delivery Partners to agree what outputs will be monitored to track benefits of each challenge over time.

7.11 Risk Management Strategy

The CCR Challenge Fund will be managed in accordance with HMT principles set out in Management of Risk. The risk framework set out will be reviewed on a bi-annual basis by the Programme Manager for the CCR Challenge Fund. The risks identified for the CCR Challenge Fund are set out in the financial case. This is a live risk management framework, which will be added to as the project moves towards implementation and delivery. The responsibility for the, maintenance and review of the risk management framework is held by the Programme Manager. Key risks will be highlighted to the CCR Challenge Fund Strategic Board and any significant risks with high impact and likelihood will require a detailed action plan.

7.12 Programme assurance and evaluation

Ultimately CCR will be responsible for reporting the benefits of the Fund on a programme level. Delivery Partners and CCR Challenge Fund Management will report benefits to CCR. The Challenge Programme will procure an advisor to independently assess how the Programme performs against the expected benefits and key performance indicators. Through this independent assessment CCR will also seek areas of improvement and lessons learned based on data captured from challenges.

7.13 Communications plan

The communication matrix below outlines the communication plan for the CCR Challenge Fund.

Audience	Information	Method	Frequency	Responsibility
CCR Cabinet	Annual Report update on progress against objectives and critical success factors	Presentation of Report to Cabinet	Annual	Strategic Board & Challenge Manager
Strategic Board	Quarterly board meetings: Update on progress against milestones, current risks and issues, outline plans for the next reporting period	Presentation of progress at board meetings	Quarterly	Challenge Manager
CCR Challenge Fund Advisory Board	Quarterly board meetings for advisory on the Challenge Fund and update on progress	Meetings and presentation of progress	Quarterly	CCR Management Team & Delivery Partner
Delivery Partner	End of stage reports and milestone meetings: Update on progress against milestones, current risks and issues and outline plans for the next reporting period.	End stage report via email and Meetings at key milestones	End of stages and key milestones	Programme Manager
Challenge Owners	Monthly Highlight Reports and team Meetings: To report on progress against tasks, any risks/issues, & upcoming milestones.	Highlight Reports via email and meetings	Monthly	Project Manager

Annex 1 – Management and Delivery Outline

CARDIFF CAPITAL REGION
CHALLENGE FUND

MANAGEMENT AND DELIVERY OUTLINE

09 October 2020

Author: Gareth Browning, Luke Player

Release: Final V7

Date: 09/10/20

Purpose of Document

To set out the outline of the Management and Delivery Outline Plan for the Cardiff Capital Region (CCR) Challenge Fund for the period 2nd November 2020 to 31st March 2024.

This document aims to develop an understanding of the most effective approach to delivering the CCR Challenge Fund ensuring consistency with the Investment and Intervention Framework approved by Cabinet in June 2019 and with the CCR Priorities Post-COVID document endorsed by Cabinet on 18 May 2020. This document is also consistent with the Outline Business Case (OBC) approved by Cabinet on the 15th June 2020.

Background

The purpose of the CCR Challenge Fund is to demonstrate how applying innovation to big challenges can promote novel solutions and radical improvements. It provides an important counter to the more conventional approaches of 'allocating' R&D funding or grants which often fail to provide the incentives for deeper experimentation, new collaborations, scale and ROI. The CCR Challenge Fund will support the re-building of local economies for a post-COVID world, through solving societal challenges that demonstrate economic impact and potential commercial-scale opportunities. The CCR Challenge Fund will support local wealth building through economic recovery, employment, keeping spend local, green agenda, community projects, people and places, ethical procurement and foundational economy benefits. Following approval of the Outline Business Case, a "Challenge Hack" was held on the 29th June 2020 with Political and Senior Officials from the CCR local authorities. Three priority themes emerged, and these were, supporting, enhancing and transforming communities, accelerating decarbonisation and improving health and well-being of citizens.

The Challenge Fund sets out to harness the power of Innovation in Procurement whilst supporting Procurement of Innovation. The Challenge Fund will seek and develop individual challenges to generate new ideas, solutions, and projects that contribute to the new momentum and new reality of the post-COVID world. This will help cultivate the new future state; translate lessons learnt and develop new opportunities and avoid reversion to 'business as usual'.' In the spirit of Open Innovation, the Challenge Fund will explore alternative challenge-led innovation approaches to SBRI which might include challenge prizes and local crowdfunding. Initially, the SBRI model of Pre-Commercial Procurement will be the used as it offers a tried and tested methodology allowing public sector to identify challenges in the region, highlight the preferred outcome and invite organisations to develop innovative solutions. Following the SBRI process the CCR will have the information to undertake a compliant procurement

The CCR Challenge Fund will focus on the most urgent priorities facing the region, identify the specific challenges and offer businesses the opportunity to solve the challenges through innovation. The Challenge Fund will support the vision to Re-build, "build back better" and transforming the economy in South East Wales, boosting the entire region whilst contributing to the national economy.

Scope

Set out the key roles and responsibilities for the management and delivery of the CCR Challenge Fund.

Method of approach

Reporting Structure

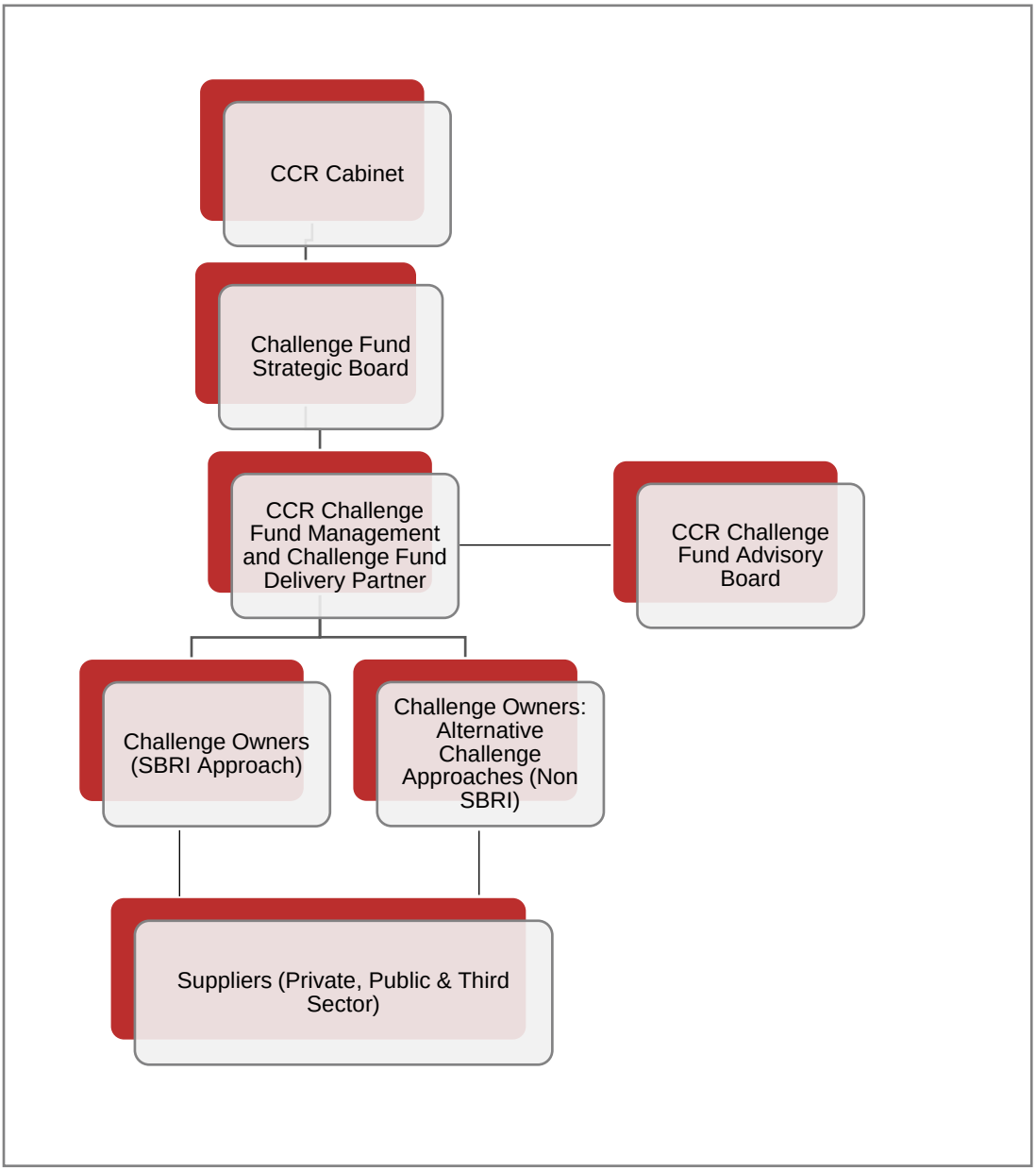


Fig 1. CCR Challenge Fund Reporting structure

Key roles and responsibilities

CCR Cabinet: Under the authority of the CCR Cabinet, The Office of the Cardiff Capital Region City Deal holds overall responsibility for the delivery of the CCR Challenge Fund, ensuring overall fit with CCR, Welsh Government and UK Government priorities.

Challenge Fund Strategic Board: Will be responsible for making the decision to progress and approve challenges following recommendation from the CCR Management Team and Challenge Fund Delivery Partner.

Table 1. Challenge Fund Strategic Board Proposed Membership

Name	Role
Kellie Beirne	CCR Director
Gillian Bristow	Cardiff University
Councillor Marsden	Political Lead for Challenge Fund

CCR Management Team: to hold overall governance responsibility for the CCR Challenge Fund.

CCR Challenge Fund Manager: reporting to the CCR Director and CCR Cabinet is responsible for the strategic leadership, development and delivery of the CCR Challenge Fund. They will manage the relationship with the delivery partners under a Cooperation agreement to ensure objectives are met and implement any necessary remedial actions if the plans or divert from its course.

CCR Challenge Fund Project Delivery Officer (new post): supports the Challenge Fund Manager and provides project management resource, supporting financial management, monitoring and reporting progress for projects.

CCR Challenge Fund Advisory Board: provides an advisory role to the CCR Management Team and the Challenge Fund Delivery Partners to support the decision-making process for new challenges and approaches. The purpose of this Board is to bring together a breadth of stakeholders to advise the CCR Management Team and Challenge Fund Delivery Partners.

Table 2. CCR Challenge Fund Advisory Board Proposed Membership

Name	Role
Nicola Sommerville	CCR Director Chair
Rachel Ashworth	Cardiff University
Jon Hazell	Innovate UK, UKRI
Abi Phillips	Welsh Government Innovation
Simon Griffiths	Welsh Government Commercialisation and Procurement
Steve Robinson	Cardiff Council Local Government Procurement

Tony Mizen	Academic Wales, Public Services Leadership expert
TBC	Future Generations Commissioners Office Representative
TBC	2 x CCR Investment Panel Reps (Providing no conflicts of interest)
TBC	Technologists / Experts (As challenge need dictates).

Delivery Partner: (Pending Cooperation Agreement between CCR and Cardiff University) is responsible for the delivery of the CCR Challenge Fund. The Delivery Partner responsibilities will include:

Pre-Challenge: Mentoring and Challenge scoping and development with prospective Challenge Owners

- Supporting the identification of priority areas and challenge themes ensuring alignment with the overall aims of the CCR.
- Preparing Challenges for consideration by the Challenge Fund Strategic Board.
- Working with 'Challenge Owners' in the design and coproduction of challenges.
- Identifying and developing challenges to size and scale that accords with the ambitions of the CCR Challenge Fund.
- Presenting options and developing business cases for alternative non-SBRI type approaches with the Challenge Fund Manager and the CCR Challenge Fund Advisory Board
- Capture emerging ideas through the 'Challenge Hacks' to ensure that where appropriate, the 'no go' challenges are signposted to alternative avenues of funding, approaches and other potential market solutions.

During-Challenge: Project Management

- Contribute to the development of challenge owner toolkits, reviewing their efficacy and value throughout the process to refine and remodel approaches as required.
- Organising and delivering information events and outreach activities to engage with potential challenge owners.
- Managing the competitive challenge process, including managing the application assessment process and assessment of proposals on behalf of the Challenge Owner.
- Developing a support framework to promote shared learning and knowledge exchange. This will include links to existing business networks, signposting to similar projects and identifying potential providers of support where they do not currently exist to ensure maximum value-added benefits are achieved.
- Advise and support challenge owners to progress challenges and successful progression of key challenge milestones.
- Promoting open innovation culture / knowledge sharing and dissemination of results through marketing and communications.
- Support the challenge owners and suppliers to showcase solutions after each challenge to promote procurement and adoption.
- Support and mentor challenge owners through the process.

Post-Challenge Progression: Procurement pathway

- Signpost suppliers to ensure commercialisation and market development of solutions.
- Integrate Challenge Fund with InFuSe Programme to drive capacity building through the complementary Programme.

Monitoring and Reporting

- Annual reporting to CCR Cabinet detailing the progress of challenges and progress against the CCR defined benefits.

Initiative level responsibilities

- Responsibility for financial and risk management of the Cardiff University grant including management updates to the CCR Challenge Fund Manager.
- Produce and maintain a Communications and Engagement Strategy to ensure clear messaging throughout the lifetime of the CCR Challenge Fund.
- Deliver to the overarching principles of trialling, testing and evaluating in the challenge process.
- Provide evidence-based input to the refinement and evolution of the challenge fund processes.
- Work with the challenge owners to connect with procurement teams at an early stage to embed them in the process, achieve buy in and prevent delays in initiation of challenges.
- Seek to nurture more innovative procurement capacity in the regions.
- Be proactive in connecting challenge owners with potential solution providers and engaging business networks and conduits to further market opportunities.

Challenge Owners

Challenge Owners may be a single Public Services Organisation or may involve a collaboration of multiple organisations from and different sectors with a shared or common Challenge objective. For the purposes of accountability and transparency each Challenge must have a dedicated Lead Challenge Owner organisation.

The 'Challenge Owner' for each Challenge is accountable to the CCR Challenge Fund Manager and a formal agreement will be established between the CCR and the Challenge Owner. Day-to-day project engagement will take place directly between the delivery partner (Cardiff University) and the Challenge Owner.

Each Challenge will require an Executive Sponsor within the 'Challenge Owner' Organisation. This person will hold responsibility for authorising all payments to suppliers. In the Executive Sponsor's absence, a named nominated alternative may be made by the Executive Sponsor. Payments to suppliers will be released on satisfactory confirmation of completion of project milestones.

Each Challenge financially supported by the CCR Challenge Fund, will be required to establish a Challenge Board. Each Challenge owner will identify a nominated financial representative on the Challenge Board, who will monitor the overall financial expenditure of project within the challenge in line with the organisation's Standing Financial Instructions. Each Challenge Board will also require a representative from the CCR Management Team and the Delivery Partner.

Full Challenge Board meetings will continue to be at major milestone events as per the Terms of Reference.

The key responsibilities of the Challenge Board are:

- Responsible for the strategic management, direction and oversight of the challenge.
- Assure the success of the Challenge and projects within and ensure that delivery is aligned to the organisation's strategy, to time and on budget.
- Manage the overall delivery of the suppliers developing solutions to the challenge owners defined challenge.
- Manage delivery stages and authorise payment for successfully meeting clearly defined milestones.
- Support and monitor delivery of change within the organisation to achieve the defined benefits.
- Approve all major plans and authorise any major changes to the plans.
- Report to the Delivery partners and CCR Challenge Fund Manager on the progress of the challenge.
- Communicate with other stakeholders to ensure the challenge remains in line with other relevant priorities in CCR and Wales.

Monitoring and Reporting

- Quarterly highlight reports and end stage reporting to the CCR Management Team and Delivery Partners.
- Reporting on financial spend against the budget profile and detailing the flow of funds to suppliers.
- Managing the challenge plan ensuring any arising risks or issues for delivery are highlighted with delivery partners and CCR.
- Monitoring lessoned learned and engaging with evaluation and learning activities with the Delivery Partners.

Suppliers

Suppliers may be from single companies or organisations from the private, public and third sectors and may include innovative and ambitious collaborations containing multiple partners from varying disciplines. Specific organisations may be sought to individual competitions ensuring compliance with EU Pre Commercial Procurement Regulations.

- The Research and Development of the innovative solutions as defined in the challenge brief.
- Responsibility for the Project Management of the solutions to the defined challenges.

Monitoring and Reporting

- Monthly highlight reports and end stage reporting detailing progress to the Challenge Owners
- Managing the challenge plan ensuring any arising risks or issues for delivery are highlighted with delivery partners and CCR.

Decision-making process

Following thematic challenge hacks invitations will be sought from Challenge Owners in specifically defined themes. Challenges will go through a competitive scoring process using a pre-defined set of criteria. The CCR Challenge Fund Advisory Board will provide advice to

CCR Challenge Fund Management and the Challenge Fund Delivery Partner for the selection of the challenges and the ultimate decision will reside with the Challenge Fund Strategic Board. The CCR Challenge Fund Advisory Board may request potential Challenge Owners to attend an evaluation meeting to provide further information prior to award of funding.

Approaches

SBRI enables the public sector to connect with organisations, finding innovative solutions to specific public sector challenges and needs. Through Pre-Commercial Procurement SBRI challenges accelerate development, supporting projects through the stages of feasibility and prototyping. Typically, challenges are structured in two phases. Phase 1 proposals concentrate on research and development which will significantly contribute to proving the scientific, technical and commercial feasibility of the proposed project. The results of Phase 1 determine whether the solution should go further to Phase 2, not all projects will progress to Phase 2. The principal research and development effort take place in Phase 2, which aims to produce a well-defined prototype. At the end of Phase 2 it is intended that what has been developed will be manufactured and marketed as a way of fulfilling requirements.

Non SBRI challenges will explore alternative approaches to Pre-Commercial Procurement and will be governed in a different way. Alternative approaches will be utilised where there is a specific need or opportunity. Challenges may run across different stages and will be managed through stage gates where appropriate. The Challenge Fund will use learning from SBRI challenges and programmes such as Innovate to Save to support a range of innovative approaches to procurement and innovation activity.

Challenge Fund Structure

£10m budget which consists of:

(i) Up to £2m for Management / Delivery / Monitoring and Evaluation
(ii) Up to £8m for Challenge Project Activity

Broadly, Challenge Project Activity will be split into 2 distinct routes:

(i) £7m through Pre-commercial Procurement -Small Business Research Initiative (SBRI)
(ii) £1m available for non-SBRI Challenge interventions

There is no maximum number of Challenges that the Fund can support. The maximum will be determined by resource (human and financial) availability. The Challenge Fund Strategic Board may adjust the Challenge Fund Structure following a change review process. Challenges may also be referred to more appropriate funding sources depending on the need.

Challenges will be prioritised towards the needs identified by CCR Regional Cabinet and will be refined through engagement activities and scoping work ('thematic Challenge Hacks'). Initial Thematic Challenge Hacks were held with stakeholders during the autumn 2020. CCR Management team will work with Delivery Partners and Industry to support the Thematic Challenge Hacks.

Challenges are expected to launch from April 2021 onwards. However, where a Challenge may be identified which requires a more immediate and urgent response to Covid-19, and it is possible to mobilise more quickly. The CCR Challenge Fund team will work with Challenge Owners to progress earlier as a priority Challenge

As a minimum, 3 'live' Challenges are expected to be running by 30th Jun'21. However, this will depend on the type and complexity of the Challenges identified and the 'Challenge Owner' readiness.

In the spirit of Open Innovation and innovative government, £1m budget will be reserved for trialling innovative non-SBRI approaches. This might include challenge-led innovation approaches such as challenge prizes, local crowdfunding e.g. 'space hive' type of approach with 50% community match funding; or Challenge Collaborations. For example, collaborating with Health Boards, other parts of government on challenges of mutual interest and benefit.

Each Challenge size and scale is expected to vary, and **Table 3** below is intended to set the upper limits on the interventions. The number of projects selected for each Challenge may also vary.

Table 3. Indicative spend profile of initial challenges.

SBRI CHALLENGES	The total budget available for each challenge (£)	Maximum number of Projects within each challenge	Duration
Phase 1 – Feasibility Study	<£500k / Feasibility Projects	< 10 projects	Up to 6 months
Phase 2 – Prototype Development and Testing	£1m to £2m	< 3 projects	Up to 18 months
Scale up to adoption of innovation (subject to 'Challenge Owner' procurement rules)	<£1m	-	-

Non-SBRI CHALLENGES	The total budget available for each challenge (£)	Maximum number of Projects	Duration
e.g. Community Crowdfunding challenges, Collaborative Challenges, opportunities to trial challenge-led innovation approaches	<£1m	uncapped	Will be dependent on challenge model

Financial Governance Arrangements

To ensure that financial governance arrangements are in places the following procedure will be followed:

In line with the overall governance model, operationally, the Challenge Fund Manager will agree all deliverables and recommend funds to be released through 3 routes.

Financial relationships

(iv) Delivery Partner – Cooperation agreement with CCR *
(v) Grants to Challenge Owners for Challenge Activity
(vi) Challenge Owners use a contract of services with suppliers to purchase R&D of new solutions

*Delegation of Authority is assigned to the CCR Director. The Cooperation Agreement will be signed between the Delivery Partner and CCR.

Funding Flow

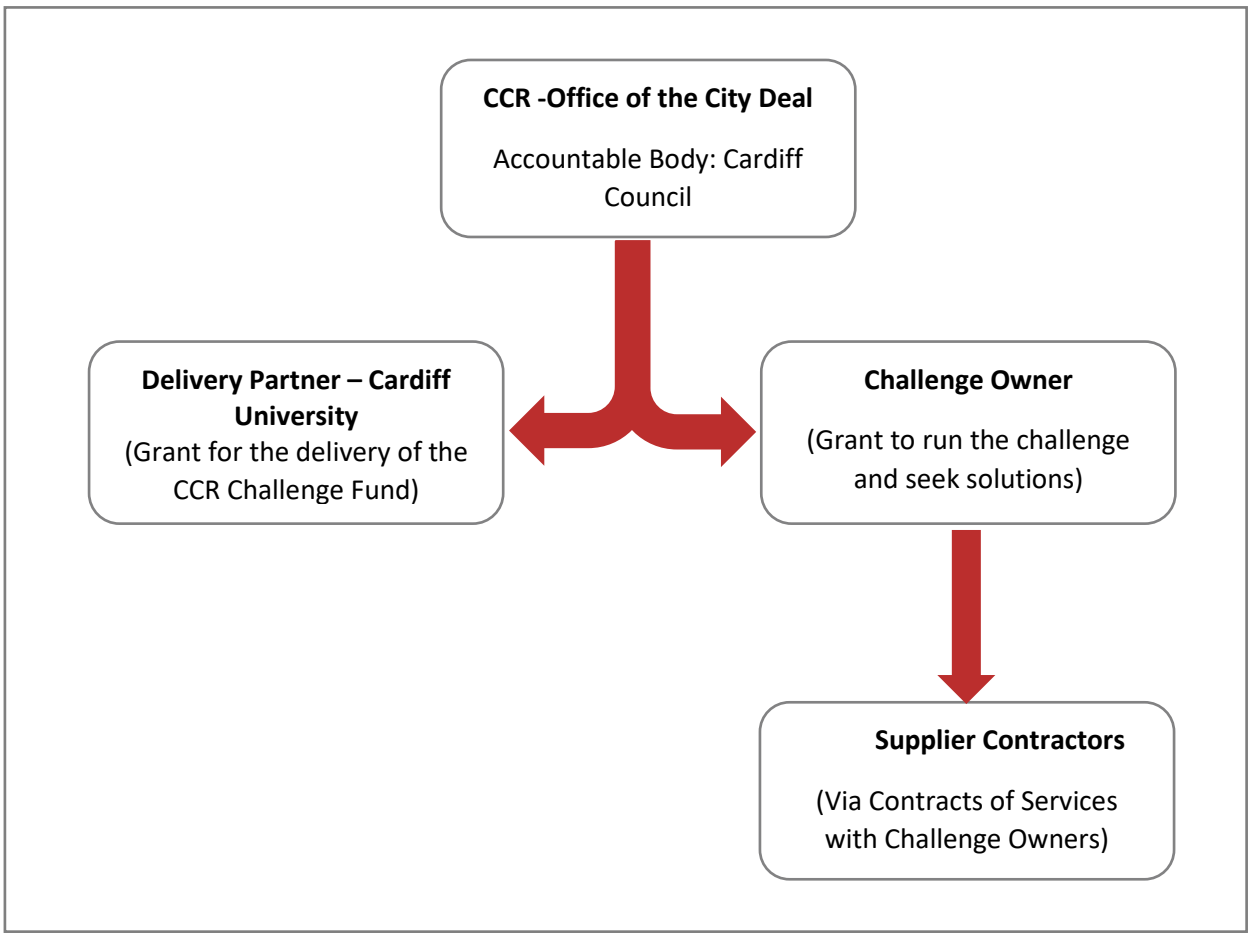
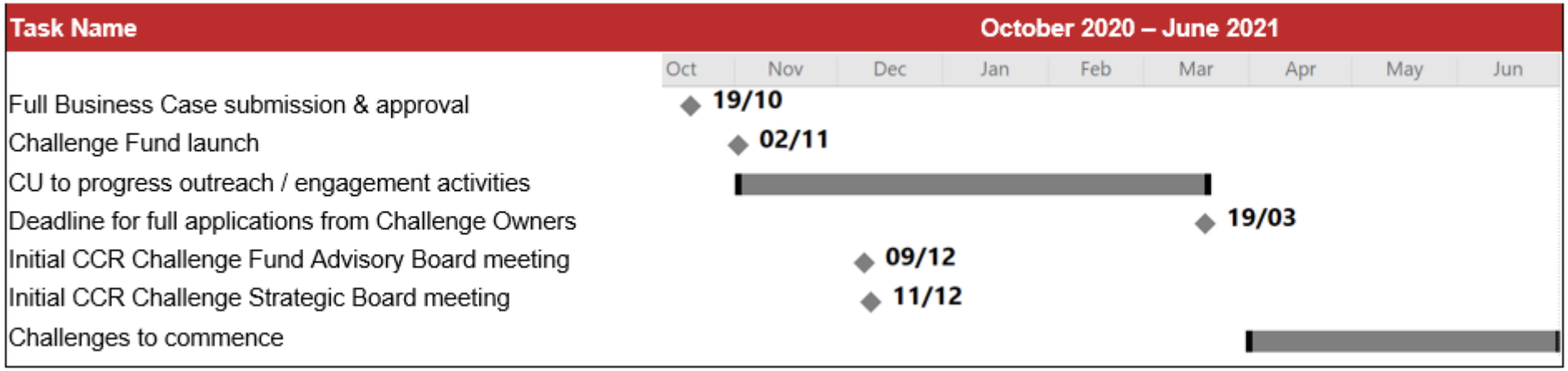


Fig 2. CCR Challenge Fund Funding Flow

Proposed rollout phase timeline (initial 4 months)

Table 4. Rollout phase timeline



Note: A more detailed delivery timeline covering 2nd November 2020 to 31st March 2024 will be confirmed with Cardiff University.

Table 5. Delivery Partner Key Roles and Responsibilities

Resource	Roles and Responsibilities
PI: Rick Delbridge (0.4 FTE, CARBS)	• Programme leadership and PI for CU grant. • Research and impact activities. • Line management of researcher. • Through Centre for Innovation Policy Research (CIPR) leads on economic development and innovation policy. • Contributes to ongoing refinement and optimisation of the programme by drawing on international and UK-wide examples of best practice and taking an experimental, innovative approach to programme design.
CI: James Lewis (0.2 FTE, SOCSI/ Y Lab)	• Programme leadership. • Research and impact activities. • Integration with InFuSe. • Through Y Lab, leads on public services innovation. • Contributes to ongoing refinement and optimisation of the programme by drawing on international and UK-wide examples of best practice and taking an experimental, innovative approach to programme design.
CI: Kevin Morgan (0.1 FTE, GEOPL)	• Programme leadership. • Research and impact activities. • Develops innovative approaches to procurement. • Through the Centre for Innovation Policy Research (CIPR), leads on economic development and innovation policy. • Contributes to ongoing refinement and optimisation of the programme by drawing on international and UK-wide examples of best practice and taking an experimental, innovative approach to programme design.
Grade 7 Programme Manager (1 FTE, CARBS)	• Plays a central role in identifying the challenges with stakeholders and developing processes for the running of each challenge. • Provides the key challenge support role in assisting the delivery of each challenge, including marketing and comms, working closely with the CCR and CU teams, the challenge-holder and the solution providers through each phase of the challenge. • Contributes to the comparative assessment and evaluation of each challenge. • Identifies opportunities for working in collaboration with the InFuSe programme. • Responsible for day to day management of programme. • Line management of Professional Service staff. • Ensures all operational, financial, contractual, compliance & reporting requirements set by CCR are met. • Gathers evidence of outcomes and impact and reports as required by CCR.

	• Oversees programme evaluation. • Gathers evidence to support the sustainability of Challenge Fund delivery beyond the duration of this initial programme. • Gathers evidence to demonstrate how Challenge Fund supports development of the Public Services Testbed concept.
Grade 6 Postdoctoral Researcher (1 FTE, CARBS)	• Reviews existing evidence on the use of challenges to inform design of the initiative. • Inputs into the design and development of the initiative on an ongoing basis. • Undertakes intensive case research on the challenges that we run and the various approaches that are deployed in order to contribute to programme evaluation. • Contributes to ongoing development and delivery of the initiative. • Contributes to communications, including the writing up and dissemination of outcomes during the funding period. • Researches other relevant approaches & schemes in order to refine and improve the initiative. • Gathers evidence of outcomes and impact. • Contributes to programme evaluation. • Gathers evidence to support the sustainability of Challenge Fund delivery beyond the duration of this initial programme. • Gathers evidence to demonstrate how Challenge Fund supports development of the Public Services Testbed concept. • Writes up research findings and wider dissemination to both academic and policy audiences.
Grade 5 Programme Administrator (1 FTE, CARBS)	• Plays the central coordinating role, linking activity across CU, CCR and participating LAs. • Contributing to marketing and communications as required. • Manages diaries. • Responds to enquiries from relevant stakeholders and project partners. • Supports CU research and delivery team. • Day to day liaison with CCR, Y Lab and CU Professional Services. • Administrative support for research, impact, evaluation, and the co-ordination of events. • Additional support in areas such as HR, finance, web-design, social media, programme marketing, data management, evaluation, compliance/reporting, business development, stakeholder management.

Grade 5 Marketing and Communications Officer (0.5 FTE, CARBS)	• Takes a lead role in all communication and project dissemination activities with external stakeholders and the public. • Leads on the development of a Communications and Engagement Strategy to ensure clear messaging throughout the lifetime of the CCR Challenge Fund. • Maintaining project web and social media presence. • Generating content for relevant online platforms, e.g. CCR website, Business New Wales. • Promoting programme through events and other online channels as appropriate. • Leading on the design and development of publications and promotional materials

CCR Challenge Fund Programme

Summary Report | The Simply Do Challenge Hack

Background

About the CCR Challenge Fund

"The focus of the £10m programme is to rebuild local economies for a post-COVID world, through solving societal challenges that have economic impact and potential commercial-scale opportunities."

What is a "Challenge Hack"?

Simply Do created the **Challenge Hack** as a way to engage key stakeholders in better defining the problems to be solved through challenge-led innovation. The objective of this Challenge Hack was to co-create a clear set of 3 challenge themes to be prioritised over a defined timeframe through the CCR Challenge Fund.

This immersive Challenge Hack was facilitated by Simply Do Ideas using MS Teams (with additional anonymous engagement through digital whiteboard Miro). This blended approach enables different personality types (e.g. introverts) and learning styles (e.g. reflectors) to effectively engage in the challenge selection process. This ensures the process is fair and transparent whilst building stakeholder trust and ownership of the challenges to be tackled.

The group was composed of Political and Senior Officials from almost all CCR local authorities.

Process | Delivering the Well-being Goals

Activity 1: Hearts & Minds. The group was invited to review the 7 Well-being Goals from the Well-being of Future Generations Act. These provide a robust, initial set of challenge themes with the Act setting out that public bodies in Wales must work to achieve these goals. Each individual was asked to anonymously score the Importance, Impact and Urgency of each and subsequently select the 5 which the CCR Challenge Fund should impact with the finite *resources* and *time* available.

Activity 2: Creating Consensus. The group was facilitated through an open discussion and debate to provisionally agree three priority challenge themes based on the shared results of Activity 1. The group was asked to again consider the Importance, Impact and Urgency including the significance of COVID-19 on the citizens of Wales.

Results | Cross-Cutting Themes

Activity 1: Hearts & Minds. The group demonstrated clear alignment between the intent of the CCR Challenge Fund and delivery of the Well-being Goals. The anonymous voting prioritised a set of five of the Well-being Goals (with the number indicating the vote count):

Activity 2: Creating Consensus. The group achieved consensus on three priority challenge themes with reference to the Well-being Goals. These were aligned with the three highest scoring goals from Activity 1 (i.e. *A Prosperous Wales*, *Cohesive Communities* and *A Healthier Wales*). However, it was stated and agreed upon that "the right challenge will hit upon multiple well-being goals". Therefore, equality, culture, language and global responsibility should be considered as cross-cutting themes which underpin a more prosperous Wales (e.g. equality across healthcare, skills and employability enabling every person to reach their full potential).

Local Wealth Building

The group highlighted the challenges faced by Welsh communities caused by COVID-19. This included factors such as the impact on well-being and mental health. However, positive examples were cited where communities have adapted and been brought together due to COVID-19. In addition, the sense of community has been brought to the forefront shown by an increased appreciation of parks & green spaces, focus on decarbonisation and supporting others within the community (e.g. supporting local businesses). There is an opportunity to capitalise on the pride felt within communities in Wales with a participant stating that "communities have come to life in COVID".

Challenge Priority Areas | Creating Consensus

Creating a Prosperous Wales

- Supporting, enhancing and transforming communities
- Accelerating decarbonisation
- Improving health & well-being of citizens

Our Recommendations

COVID-19 has impacted every aspect of our lives. However, it catalysed a willingness for making positive changes (represented by campaigns such as #buildbackbetter) combined with a powerful sense of spirit within our communities (#inthistogether). This provides an opportunity for the CCR Challenge Fund to be deployed swiftly in bringing people together to solve our biggest challenges. This would positively impact local wealth building across the region at a time it is needed the most.

Our recommendations are:

1. **CHALLENGE PRIORITY THEME REFINEMENT: CCR to confirm an indicative timeframe for the inaugural challenge. It is recommended that this be launched by 31 December 2020.**
    - **For example and subject to further detailed challenge scoping, an early COVID-19 community response challenge might seek to focus on priorities such as, the future of retail and town centres or opportunities to deliver community benefits through local food security and resilience.**

2. **CHALLENGE OWNERSHIP: CCR to seek Expressions of Interest (EOI) from local authorities to become a challenge 'owner' (i.e. to lead a challenge in that local authority). It is recommended that this is actioned by way of follow-up to the Challenge Hack within the next 30 days.**

3. **CHALLENGE FRAMEWORK: CCR to continue development of a robust end-to-end framework for the CCR Challenge Fund. It is recommended that this be based on the SBRI model. A further short-term measure is to consider co-funding a relevant challenge (i.e. health and well-being) through the SBRI Centre of Excellence which has an existing framework in place.**

About Simply Do Ideas | People, Process and Product Innovation

Simply Do Ideas provides an end-to-end innovation management service focused on solving economic and societal challenges. Solutions to challenges are 'crowdsourced' either internally (i.e. employee-led innovation) or externally (i.e. supplier-led innovation).

The company specialises in working with large, public service organisations across healthcare, education, policing, housing and government.

Challenge Hack Participants

Organisation	Name	Position
Bridgend CBC	Cllr Huw David	Leader of the Council
Caerphilly CBC	Paul Hudson	Officer
Caerphilly CBC	Jeff Peters	Officer
Merthyr Tydfil CBC	Cllr Kevin O'Neill	Leader of the Council
Monmouthshire CC	Matt Gatehouse	Officer
Newport CC	Cllr Jane Mudd	Leader of the Council
Rhondda Cynon Taf CBC	Cllr Andrew Morgan	Leader of the Council
Rhondda Cynon Taf CBC	Simon Gale	Officer
Rhondda Cynon Taf CBC	Debra Hughes	Officer
Torfaen CBC	Cllr Joanne Gauden	Elected Member
Vale of Glamorgan Council	Maddy Sims	Officer
CCR City Deal	Nic Somerville	Head of Inclusive Growth & Business Development
CCR City Deal	Gareth Browning	Challenge Fund Manager
CCR City Deal	Suzanne Chesterton	Marketing & Communications Lead
CCR City Deal	Nathan Llewellyn	Marketing & Communications Officer
CCR City Deal	Nic Butler	Business Development & Partnership Officer
Simply Do Ideas	Lee Sharma	Chief Executive *<Lead Facilitator>*
Simply Do Ideas	Joseph Murphy	Senior Business Manager
Simply Do Ideas	Josh Barnett	Product Experience Manager

Challenge Idea: Expression of Interest (EOI) - Application

If you require a copy of this application form in Welsh please contact the CCR Challenge Fund Team

1. Applicant organisation / department name and address	
Organisation Name & Department	
Address	
Postcode	
Contact name in the organisation	
Name	
Position	
Tel. Number	
E-mail	

2. Challenge Title:

See examples of current & past challenges SBRI Examples Link. Also see examples of recent GovTech Catalyst submissions GovTech Examples Link

3. Briefly describe the public sector challenge that you would like to overcome? (inc. policy, technical and/or operational issues which you are seeking to address)

(500 words max)

Note: Your answer to this question may be used as an extract for wider public dissemination by the CCR Challenge Fund. The purpose being to promote the challenge to the business community in order for potential solutions to be proposed. Please clearly indicate below if you would prefer your answer to this question to be treated in confidence at this EOI stage.

4. **List the key issues and/or criteria to which you would like to find innovative solutions for?** *(250 words max)*

5. **Describe what a successful outcome would look like? This would be desirable/realistic improvements against the challenge <u>NOT</u> possible solutions** (250 words max)

6. **Have you researched or are you aware of any commercially available solutions to the problem you are hoping to overcome?**
If yes, please provide details and explain why these solutions are unsuitable?

7. **Have you identified any potential stakeholders you are considering working with?**
If yes, identify who they are and explain their possible role and details of any potential financial contributions to your challenge? Note: Collaborative bids are encouraged.

Applications must be signed by:

(i) the Lead Applicant **(ii) and, endorsed by a Director or equivalent senior representative from the applicant organisation**	
Signed	
Date	
Lead Applicant Name	
Position in Organisation	

Signed	
Date	
Name of senior person endorsing application	
Position in Organisation	

Submission of Applications

Applications must be submitted via email only and by no later than 12 noon on 19th March 2021. Please ensure that you use the words '**CCR Challenge Fund**' in the email subject box. Email applications must be sent to CCRChallengeFund@cardiff.ac.uk

All application forms must have evidence of senior support from an authorised signatory. Electronic submissions containing scanned signatures are acceptable or copies of email may be provided as supporting evidence.

CCR Challenge Fund reserves the right to change submission and/or notification dates. Event dates and venues may also be subject to change.

Highlight report

PROJECT TITLE

Document Location	Document Folder on Project Name SharePoint Page
Document Folder Link	Insert link to folder here

Period Start		Period End	
Current Status	G	Last Period Status	A

Project Period Summary

- Summary point
- Summary point
- Summary point
- Summary point
- Summary point
- Summary point

Project Status

STATUS KEY:

G	Stage and all activities on track
A	Stage on track; one or more activities overdue
R	Stage overdue

Stage	Expected End Date	Completion Date	RAG	Comments
1. Project Start Up	15/01/19	15/01/19	G	Completed
2. Phase 1	31/01/19	31/01/19	G	Completed
3. Phase 2	01/03/19	16/03/19	A	Testing continuing due to errors found
4. Testing	01/04/19	01/05/19	A	Go-Live delayed due to errors found
5. Project Close	30/04/19		R	Project still ongoing

Overview of Key Activities & Deliverables

Achieved This Period	Planned Next Period
• Activity/Deliverable • Activity/Deliverable	• Activity/Deliverable • Activity/Deliverable

Top Risks

Ref	Risk Description	Score
EXR01	Example – interfaces may not be achieved	16
EXR02	Example – staff resources may not be made available	12

Top Issues

Ref	Issue Description
EXI01	Example – staff resource is temporarily unavailable

CARDIFF CAPITAL REGION Challenge Fund

CCR Challenge Fund

xxxx Challenge Title xxxx

Challenge Board – Terms of Reference

1. Introduction

*****INSERT NAME******* successfully bid for funding to the CCR Challenge Fund which enables public sector bodies to connect with technology businesses to provide innovative solutions to specific public sector challenges and needs. The purpose of the funding is to help departments to obtain novel product and service solutions to the problems identified where no commercial solution exists and to provide a route to market for businesses.

The bid described the problems that **xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx**

The challenge title is "**Insert Challenge Title**". On the **xx/xx/2020**, ***** INSERT NAME******* were informed that they had been successful in the award of **£xxx,000**.

Following a stringent evaluation process, two suppliers were selected to work on Phase 2 of the Project (**Company names**). The Cardiff Capital Region (CCR) Challenge Fund along with Service Area Leads will be working with both suppliers to develop their solution to this challenge.

2. Purpose

The purpose of this document is to outline the Terms of Reference and to highlight membership suggestions for the Challenge Board, which will oversee the Challenge for the organisation.

3. Accountability

The Challenge Board is accountable to the CCR Challenge Fund Delivery Partner and CCR Challenge Management.

4. Objectives

The key objectives of the Challenge Board are to:

4.1 Assure the success of the project and ensure that delivery is aligned to the organisation strategy, to time and on budget.

4.2 Support and monitor delivery of change within the organization to achieve the defined benefits.

4.3 Approve all major plans and authorise any major changes to the plans.

4.4 Report to the the CCR Challenge Fund Delivery Partner and CCR Challenge Management.
4.5 Communicate with other stakeholders.

5. Key Responsibilities

It is proposed that the Challenge Board will assume the following key responsibilities:

5.1 Approval of project documentation.

5.2 Make key recommendations and advise the*******insert name of funders********
of project implementation matters.

5.3 Approval of major stage plan deviations, changes of exception plans.

5.4 Ensure resources are committed to the project.

5.5 Arbitrate and resolve conflicts within the project.

5.6 Provide project assurance roles.

5.7 Provide overall guidance and direction to the project.

5.8 Engage key stakeholders, including patients and wider community representatives.

5.9 Promote organisational change.

5.10 Identify any changes in corporate strategy or external influences and direct the project accordingly.

5.11 Oversee the project communications plan.

5.12 Ensure the project is delivered satisfactorily.

5.13 Oversee project evaluation.

6. Financial Governance Arrangements

To ensure that financial governance arrangements are in places the following procedure will be followed:

6.1 Every 2 months the Project Manager, 2 members of the Challenge Board and *******insert name of representative******** will meet with the Suppliers (Payment Milestone Meeting) to agree all deliverables have been met and recommend funds to be released.

6.2 Following the Payment Milestone meeting, a recommendation via email will be made to **********insert name*********** who is the Executive Sponsor for this project, who will authorise the payments. In the Executive Sponsor's absence, *********insert name******* as Vice Chair will approve.

6.3 *******insert name*****,** as the financial representative on the Challenge Board, will monitor the overall financial expenditure of this project in line with the organisation's Standing Financial Instructions.

6.4 Full Challenge Board meetings will continue to be held every 3 months or at major milestone events as per the Terms of Reference.

6.5 20% of the total project cost will be held back by the organisation and will be paid on project completion.

7. Proposed Membership

The Challenge Board roles must be assigned to those individuals who can agree commitment and continued involvement to the project.

See Appendix A for Board Structure.

A named representative will be provided if a member cannot attend a meeting.

7.1 Attendance

Selected participants may be invited to attend the Challenge Board at the discretion of the Project Executive or the Vice Chair.

7.2 Meetings

7.2.1 The Project Executive will chair the meetings with the Vice Chair chairing in his absence.

7.2.2 Challenge Board members to nominate a deputy for in the event of unavailability.

7.2.3 Meetings will be held at key project milestones – Extra-ordinary meetings will also be held as deemed necessary by the Project Executive.

7.2.4 Highlight reports and email are to be used to update the Board on Progress.

7.2.5 The meeting will be deemed to be quorate with three of the Board members present (not including Project Staff).

7.2.6 The decision making will normally be consensual but voting will take place when necessary. Simple majority will carry motions.

7.2.7 Project Support will provide administration for the meetings.

7.2.8 The Project Executive will prepare the agenda, with the assistance of the Project Manager and Project Lead.

7.2.9 Minutes of the previous meeting, along with the draft agenda will be circulated at least one week in advance of the scheduled meeting and action points from each meeting will be circulated within five working days of the meeting.

7.2.10 Subject to their acceptance as a true record by those present, minutes will be ratified at the next meeting.

Challenge Board Role	Name	Job Title
Project Executive		
Vice Chair		
Quality Assurance		
Senior User		
Finance Representative		
Subject Matter Expert		
Project Manager		
Project Lead		
Project Support (Admin)		Project Support Officer

Pre-commercial Procurement:

An Approach for Procuring R&D Services

Procurement Advice Note (PAN)

for the Public Sector in Wales

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1. Introduction

This Guidance Note provides advice on using the pre-commercial procurement approach for Research and Development (R&D) services that involves risk benefit sharing at market conditions and in which a number of companies develop in competition new solutions for mid- to long term public sector needs. Pre-commercial procurement is an approach which can be used to procure R&D services other than those where "the benefits accrue exclusively to the contracting authority for its use in the conduct of its own affairs", on condition that the service provided is wholly remunerated by the contracting authority and that does not constitute State aid.

The approach presented is consistent with advice published by the Commission of the European Communities, the existing legal framework for the public procurement of R&D services as set out in the Public Procurement Directives, the WTO GPA, the Fundamental Treaty Principles, as well as competition law including State aid law.

This guidance has been developed to support organisations in the development and implementation of SBRI challenges and in support of the Welsh SBRI Innovation Catalyst Programme. A Welsh Government initiative led by the Department for Economy, Science and Transport, the Welsh SBRI Innovation Catalyst Programme is intended to drive participation from the public sector and businesses in Wales in Small Business Research Initiative **(**SBRI) competitions. It is envisaged that the Programme will catalyse the procurement of innovative solutions and help deliver a culture change which improve supplier engagement through outcome-based specifications.

The Welsh SBRI Catalyst Programme will identify public sector problems and challenges with a view to supporting Welsh public sector competitions which drive innovation in the areas of:

- Life Sciences and Health
- Low Carbon, Energy and Environment
- Advanced Engineering and Materials
- ICT and the Digital Economy

2. Using a Pre-commercial Procurement approach – What to Consider?

Pre-commercial Procurement is an appropriate approach where the needs of the public sector body are so technologically demanding and in advance of what the market can offer that either no commercially stable solution exists yet, or existing solutions exhibit shortcomings which require new R&D.

The following sections describe the steps to prepare for a pre-commercial procurement.

2.1 IDENTIFYING CANDIDATE PROJECTS FROM PUBLIC SECTOR NEEDS

In situations where there is a concrete public sector need but the best way to address it is unclear, public purchasers can organise an initial open dialogue with the supply side in order to develop a better understanding of the available options. This dialogue would clarify market gaps with respect to actual needs. By developing a deeper understanding of ongoing industrial developments in terms of technological maturity, this engagement

could help public purchasers distinguish between purchasing needs that require new R&D versus others that concern primarily commercial development.

For purchasing needs that require new research and development to create solutions that are **not available on the market**, the public purchaser can decide to start a pre-commercial procurement.

2.2 DECIDING ON THE PRE-COMMERCIAL PROCUREMENT CONTRACT STRUCTURE

Firstly, it should be noted that the scope for pre-commercial procurement is R&D services only. This can cover activities such as solution exploration and design, prototyping, up to original development of a limited volume of first products or services in the form of a test series (as referred to in Annex II and Annex XVII respectively directive 2004/18/EC and 2004/17/EC attached here:

EU Regs 2004-17-EC.pdf

EU Regs 2004-18-EC.pdf

The World Trade Organisation (WTO) Government Procurement Agreement, article XV, also says:-

"Original development of a first product or service may include limited production or supply in order to incorporate the results of field testing and to demonstrate that the product or service is suitable for production or supply in quantity to acceptable quality standards".

When deciding if this approach is appropriate note that R&D does not extend to commercial development activities such as quantity production, supply to establish commercial viability or to recover R&D costs, integration, customisation, incremental adaptations and improvements to existing products or processes

Before embarking on a R&D / SBRI process, public purchasers should consider whether it would be more suitable to run an alternative outcome-based procurement exercise instead such as competitive dialogue.

Organisations should also be aware that in pre-commercial procurement, the public purchaser does not reserve the R&D results exclusively for its own use. Public authorities and industry share risks and benefits of the R&D needed to develop new innovative solutions that outperform those currently available on the market.

By organising the risk / benefit sharing and the entire procurement process in a way that ensures maximum competition, transparency, openness, fairness and pricing at market conditions allows the public purchaser to identify the best possible solutions the market can offer. It is a competitive procurement designed to exclude state aid.

As a rule, the relationship between the public purchaser and the company within the pre-commercial procurement should not include a state aid element, and this should be excluded through the appropriate design of the contract. Where public authorities buy R&D from companies at market price, there is no advantage and consequently no element of State Aid. When the pre-commercial procurement approach is applied, it is critical to check whether or not a company participating in the procurement receives an

advantage. This will depend on the terms of the contract between the public purchaser and the companies.

In pre-commercial procurement the contracting authority does not assume all the results and benefits of the R&D services performed in the contract exclusively for itself for use in the conduct of its own affairs, but shares them with others. Sharing R&D results and benefits with the public sector and industry outside the pre-commercial procurement project can be done through:-

(i) Wide publication of the R&D results after completion of the pre-commercial procurement, and/or
(ii) Contribution to standards bodies in a way that allows other stakeholders to reproduce the results of the R&D.

In order to ensure that such an approach of sharing R&D results outside the project is beneficial for the public purchaser and companies participating in the project, R&D risks and benefits are shared between them in such a way that both parties benefit of actively promoting wide commercialisation and take-up of the newly developed solutions.

To limit the financial risks of the public purchasers and to ensure equal chances for all potential bidders, it is important to fix the contract conditions up front and clearly describe all rights and obligations of both parties in the contract notice. It is also helpful for the public purchaser to work with a price range indication in the contract notice to extract the best offers at market price: this ensures a certain minimum quality level of incoming bids, while still allowing companies to compete on price. Requiring companies to submit fixed price offers has the advantage that companies are responsible to cover at their own expense any additional unforeseen costs in their individual design that they may incur above the fixed price they have committed to in their bid. In exclusive development contracts, in return for bearing all the development risks, the contracting authority obtains exclusive rights to all results and benefits resulting from the development contract, such as the Intellectual Property Rights or IPRs. However, there are disadvantages to this approach when the public purchaser does not need exclusive rights. The public purchaser will pay the expensive price of exclusive development; the company is not able to re-assign people involved in the development to other projects (because of the risk of inadvertently breaking IPRs) and is not allowed to re-use the results for other customers. These arrangements are not conducive to innovation. Therefore, when the public purchaser does not require exclusive ownership of all R&D benefits, IPRs is one of the possible areas where both risks (filing/litigation costs and the exploitation responsibilities) and benefits (the rights of use and licensing incomes) can be shared between public purchasers and companies participating in the procurement. It is in both parties' interest to share the IPRs in such a way that promotes wide commercialisation and take-up of the newly developed solutions.

3. The Tender Process

3.1 Pre-Process dialogue

Beginning with an open dialogue will make it possible to broach the views of the market before starting the tendering process. This would have to be done under the condition that the seeking or accepting of advice does not have the effect of precluding or distorting competition.

3.2 The Tender

The tender stage can be split into up to 3 phases, see Figure 1 (page 9).

Public purchasers should always begin with an advert to alert companies to the competition. The use of competitive tendering fosters innovation and encourages new and original thinking. The intention at this stage is to select multiple companies to start the project in parallel and this should be announced in the contract notice. If a multi-stage procurement, then the advert should clearly outline the phases to be followed for the process.

The tender should be published widely, by advertising on Sell2Wales and through the relevant procuring organisations' websites, the Technology Strategy Board (TSB) channels (eg Knowledge Transfer Networks) and the Welsh Government's innovation communication channels.. Using these routes the public purchasers should satisfy the requirement to attract sufficient competition and reach all potential bidders. Allowing companies from anywhere in the world to make offers regardless of the geographic location of company head offices would be an open and effective way to promote the creation of growth and jobs in Wales without excluding non-Welsh firms. By using the above channels the procurement process can be organised to stimulate companies to locate a relevant portion of the R&D and operational activities related to the pre-commercial development contract in Wales.

Once the advert is placed you must have a project brief available in the form of a functional or output-based specification. Using this type of specification enables the public purchaser to formulate the pre-commercial procurement tender as a problem to be solved without prescribing a specific solution to be followed

The public sector sponsor should give careful consideration to the length of the prototype period to ensure the solution is sufficiently tested to ensure full viability. Also, they should consider the impact of the timing of going to full market competition in setting the duration of the prototype period.The specification and/or terms & conditions of the contract should also include a requirement to secure Community Benefits outcomes through the delivery of the contract. Principle 4 of the Wales Procurement Policy Statement, announced by the Finance Minister in December 2012, requires Community Benefits to be delivered from all public sector contracts where such benefits can be realised. A Programme for Government commitment and part of the Tackling Poverty agenda Community Benefits policy recognises public procurement as a major lever to change the way business is done in Wales, using Welsh Government expenditure to stimulate growth and maximising the creation and retention of jobs in Wales. The policy is focused on helping the public sector to deliver contracts that result in re-investment in local communities, providing opportunities that help disadvantaged people back into employment & training and stimulating local supply chains.

Summary of things to think about during the SBRI process:-

- Make sure you give suppliers unique ID numbers
- Set up a dedicated email address/mailbox and website for suppliers to easily access information and express interest, raise queries, etc.
- What will the impact on service configuration be.

3.3 Evaluation

Once the applications/bids have been received the evaluation panel should be convened. As with all public procurements the purchaser must evaluate all bids according to the same objective criteria regardless of the nationality of the bidder. It is important to ensure due diligence is applied to the process to ensure that the suppliers which have bid have the required capability and capacity to deliver and are of sufficient financial standing. In addition you need to consider such things as technical feasibility, evidence base, freedom to operate, IP issues, whether product is already available or market ready and potential conflicts of interest.

The following award criteria can be used to award the contracts:

- ability to address the problem posed in the tender
- technological quality & innovativeness of the proposal
- added value for society/economy of the proposal - this criteria can, besides plain cost aspects, also take into account the added value the proposal brings with regards to improving public services and the associated benefits for the whole society and economy. The criteria that are chosen must be specified in such a way as to be readily understandable, quantifiable and verifiable. It is this criteria that will allow you to evaluate the community benefit aspects of the bid.

Guidance for Assessors and an Example score sheet is available at annexes A & G.

At least two companies must be retained until the last phase to ensure a future competitive market.

3.4 Award

The contract with the successful bidder should contain an agreement on the future procedure for implementing the different phases, if a multi-phase approach is takenthis will include the format of the intermediate evaluations after each phase to progressively select companies with the best competing solutions. The intermediate evaluations can make use of the same criteria used for contract award. The tender specifications can become progressively more specific with each phase. An example contract is provided at Annex F but please note this is a sample only, it is recommended that you seek your own independent legal advice.

Ensure you are clear on when the SBRI process will end….

Once the deadline arrives for final submission?

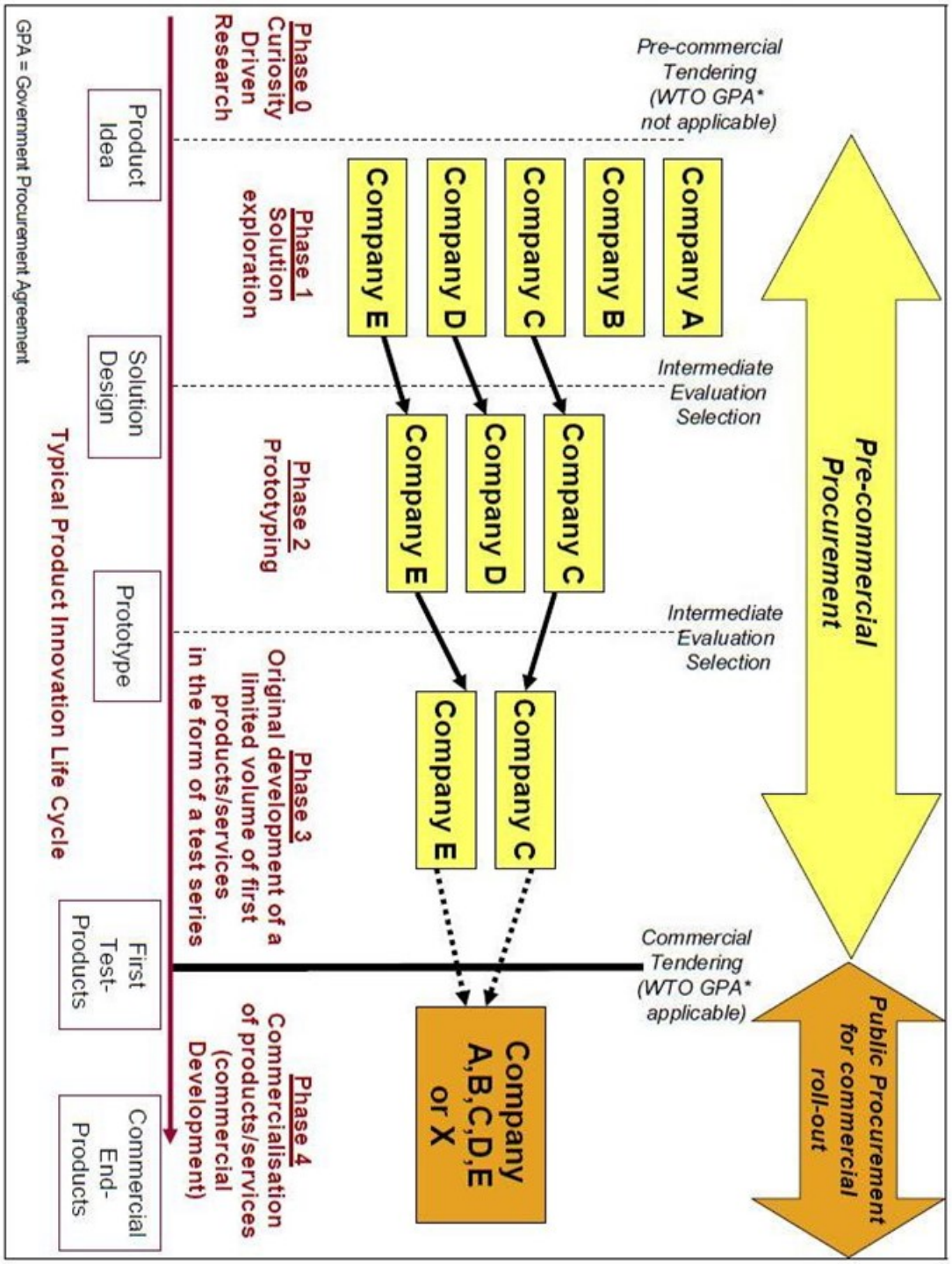
Once you have a product that delivers the agreed specification?

3.5 Follow-up - public procurement for deployment of commercial volumes

Leaving a clear separation between the pre-commercial R&D phase and the roll-out of commercial end-products resulting from the R&D enables public purchasers to filter out technological R&D risks before committing to procuring a full-blown innovative solution for large-scale commercial roll-outs.

Importantly at the start and during the pre-commercial procurement process the public purchaser should keep in mind that no action in the pre-commercial procurement procedure might preclude competition in the procurement for commercial roll-out when the public procurement Directives are applicable.

Figure 1


Pre-commercial Procurement
Public Procurement for commercial roll-out
Pre-commercial Tendering (WTO GPA* not applicable)
Intermediate Evaluation Selection
Intermediate Evaluation Selection
Commercial Tendering (WTO GPA* applicable)
Company A
Company B
Company C
Company D
Company E
Company C
Company D
Company E
Company C
Company E
Company A,B,C,D,E or X
Phase 0 Curiosity Driven Research
Phase 1 Solution exploration
Phase 2 Prototyping
Phase 3 Original development of a limited volume of first products/services in the form of a test series
Phase 4 Commercialisation of products/services (commercial Development)
Product Idea
Solution Design
Prototype
First Test-Products
Commercial End-Products
Typical Product Innovation Life Cycle
GPA = Government Procurement Agreement

4. Do's and Don'ts of Pre-Commercial Procurement	
DO	**DON'T**
Do note that pre-commercial procurement is for R&D Services only.	Don't use this approach for commercial development activities such as quantity production – consider whether an alternative process would be more suitable eg competitive dialogue
Do ensure sustainable procurement considerations are built in upfront. Ensure community benefits clauses have been built in where appropriate	Don't forget about the wider environmental, social and economic considerations where they can be linked to what is being bought
Do ensure your challenge is well-defined and likely to generate interest from a good mix of bidders	Don't try and define the solution…leave that to the bidders!
Do be clear upfront on the criteria and scores that will be used to assess bids	Don't miss the opportunity to advertise the competition on sell2Wales
Do begin the process with open dialogue.	Don't exclude non-Welsh firms
Do organise the risk/benefit sharing in a way that ensures maximum competition	Don't under-estimate the effort involved in the process
Do consider the state aid issues	Don't allow costs and timescales to drift
Do fix the contract conditions up front to ensure equal chance for all bidders and limit financial risk for public purchasers.	Don't place unnecessary burdens on suppliers by asking irrelevant questions and requesting large amounts of information
Do carry out effective contract management and supplier development	Don't 'let and forget' and hope the contract will run itself
Do think early on about risk management and mitigation	
Do think about the administrative and management support you will need and plan accordingly	
Do consider Welsh language requirements	
Do ensure a dedicated email address / website / contact for suppliers to access information, express interest/bids, raise queries, etc.	
Do give each supplier involved a unique ID number	
Do think early on about considerations covering staff/HR, contracts, estates, training, IT infrastructure	
Do ensure due diligence is applied to the selection process	

Do keep tight control over costs and timescales	
Do ensure wide publication of the R&D results after completion of the pre-commercial procurement.	
Do ensure intellectual property is retained by the contractor.	
Do consider how you will engage with suppliers and benefit from innovative products and services created.	
Do be clear on when your SBRI will finish	

5. Examples of SBRI Competitions

The Technology Strategy Board (TSB) competitions portal contains information on pre-commercial procurements undertaken across the UK – link below:-

www.innovateuk.org/funding-competitions

6. Frequently Asked Questions (FAQ) for Public Sector Bodies

Q. How does an SBRI Competition work?

A. SBRI enables public sector bodies in Wales to connect with technology organisations, finding innovative solutions to specific public sector challenges and needs. It aims to use the power of government procurement to accelerate technology development, supporting projects through the stages of feasibility and prototyping which are typically hard to fund. The programme offers an excellent opportunity for businesses, especially early stage companies, to develop and demonstrate technology, supported by an intelligent lead customer.

Q. Who is eligible to submit an application to a Welsh SBRI competition?

A. Any organisation can submit an application, although it is expected that opportunities presented by SBRI will be particularly attractive for SMEs. SBRI is aimed at organisations working on the development of an innovative process, material, device, product or service. Successful applications will be those whose technology best addresses the specific needs identified, with the potential to make a measurable improvement to currently available products, processes materials, devices or services. Development contracts will be awarded only to individual organisations. However, organisations may also wish to demonstrate that successful collaboration will enhance their overall development. Work may be subcontracted but this is the responsibility of the main contractor.

Q. Can University apply?

A. Universities may apply, however they must demonstrate a route to market, i.e., The application must include a plan to commercialise the results.

Q. Can Registered Charities apply?

A. Yes, registered charities are equally eligible to enter SBRI competitions via their trading company limited by guarantee. All organisations must demonstrate a route to market.

Q. Who owns the Intellectual Property generated by the Project?

A. Intellectual property rights are retained by the applicant although certain rights of usage may be applied by the funding authority including royalty-free, non-exclusive licence rights and the right to require licenses to third parties, at a fair market price.

Q. Can companies collaborate?

A. Contracts will be awarded only to individual organisations so whilst consortia will be able to bid they will need to nominate a lead organisation for contractual purposes.. Applicants can also identify components of the work which they wish to subcontract and may also employ specialist consultants or advisers if they believe this will increase the chances of the project being successful.

A new Joint Bidding Guide that makes it easier for businesses to form consortia to bid for public sector contracts is available on the Procurement Route Planner in the Policy Toolkit, via the following link:-

http://prp.wales.gov.uk/

Q. Do SBRI Contracts Constitute State Aid?

A. No. Where Public Authorities buy R&D from organisations at a fair market price, not for their exclusive use and where the competition is advertised in an open market, there is no advantage and consequently no element of State Aid.

Q. What is meant by 'community benefits'?

A. Principle 4 of the Wales Procurement Policy Statement requires Community Benefits to be delivered from all public sector contracts where such benefits can be realised. A Programme

for Government commitment and part of the Tackling Poverty agenda Community Benefits policy recognises public procurement as a major lever to change the way business is done in Wales, using Welsh Government expenditure to stimulate growth and maximising the creation and retention of jobs in Wales. The policy is focused on helping the public sector to deliver contracts that result in re-investment in local communities, providing opportunities that help disadvantaged people back into employment & training and stimulating local supply chains. It involves the use of social clauses to specify outcomes and seek solutions which can become conditions of contract.

Q. Who should I contact if I have any further questions?

A. Questions on SBRI and the Welsh SBRI Innovation Catalyst programme should be addressed to:-

- Innovation@wales.gsi.gov.uk
- VWpolicy@wales.gsi.gov.uk

7. Guidance and Tools

Below are some of the policy guidance documents and supporting tools that are available to you for use in your procurement activity:-

Wales Procurement Policy Statement, December 2012
https://prp.wales.gov.uk/toolkit

Community Benefits Guidance, Maximising Value from the Welsh Pound, Value Wales 2010
https://prp.wales.gov.uk/toolkit

Community Benefits Measurement Tool for Wales, Value Wales, 2013
https://prp.wales.gov.uk/toolkit

Joint Bidding Guide, 2013
http://prp.wales.gov.uk/

Procurement Route Planner (PRP)
https://prp.wales.gov.uk

Commission of the European Communities guidance Pre-commercial procurement: Driving Innovation to Ensure High Quality Public Services in Europe
http://cordis.europa.eu/fp7/ict/pcp/home_en.html

8. Acknowledgements

Value Wales is pleased to acknowledge that it has drawn upon the following publications and organisations to supplement its own research to produce this guidance note (links are provided where appropriate):

1. Commission of the European Communities guidance Pre-commercial procurement: Driving Innovation to Ensure High Quality Public Services in Europe
   {Com(2007) 799 final} & {SEC (2007) 1668}

   http://cordis.europa.eu/fp7/ict/pcp/home_en.html

2. Community Benefits Guidance, Maximising Value from the Welsh Pound, Value Wales 2010/ Community Benefits Measurement Tool for Wales, Value Wales, 2013

3. Value Wales Procurement Route Planners (PRP)

4. DG Consulting – SBRI Development Workshop (July 2013)

Future Generations Assessment

Name of the Officer completing the evaluation: **Kellie Beirne** **Phone no: 07826 919286** **E-mail: kellie.beirne@cardiff.gov.uk**	**Please give a brief description of the aims of the proposal** Responding to the COVID-19 economic fallout via challenge-led development
Proposal: FBC Challenge Fund – building local wealth post COVID-19	**Date Future Generations Evaluation form completed: 14 August 2020**

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 is for a challenge-driven approach to creating prosperity. Therefore the problem is known and understood – but not the outcomes. Based on £0.8bn invested to date there is ROI	Through the various stages of the R&D process

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?
	and significant prosperity impacts through new market creation.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	One of the potential challenge areas identified is around acceleration of transport decarbonisation, a differentiated transport strategy and more general rapid attempts to decarbonisation.	Resilience is referenced as the key goal of the fund – building wealth at a local level
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The new priorities emerge directly in response to COVID-19 and sustainability challenges and opportunities	Discrete proposals that will emerge from this framework will make more of a direct impact upon this as the challenges develop
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The priority seeks to make a direct contribution to local wealth building, in order to support key local foundational economies.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The proposal shows how the CCR can lead the way in pioneering new solutions and showing the foresight to get ahead.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and	N/A	

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?
protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The new priority set is about levelling across the region and ensuring a balance across interventions that will support the wider region and those which will be locally specific.	

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 programme is over 3 years. Howveer the solutions that could be developed could be features of the medium and long-term	This will be under constant review.
Working together with other partners to deliver objectives	The report sets out the different partners and sectors engaged in this work – both as challenge sponsors and responders	We want to encourage all participants to come forward – if supply exceeds demand consideration will be given to successive waves of the programme

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?
Involving those with an interest and seeking their views	Successful SBRIs shows that hundreds of stakeholders get involved with the process. It is not just about challenge 'winners' either – but the companies throughout the process that show promise and strike up new relationships and potential. The Challenge Fund aims to engage with stakeholders	How we work with 'unsuccessful companies' to signpost support and further direct them to other opportunities
Putting resources into preventing problems occurring or getting worse	The focus of this is around providing economic support and resilience measures which will support local economies in the area hit hardest by the economic fallout of COVID-19 – public transport, food, tourism and retail/ leisure and hospitality	These sectors are key to the local economy – as the programme develops, if further interventions are needed and become apparent this will inform wider parts of CCR policy.
Considering impact on all wellbeing goals together and on other bodies	The challenge programme is entirely compatible with WFG and wellbeing goals as well as the five ways of working. It focuses on understanding and solving problems; the art of the possible; re-framing public procurement and focusing on sharing and spreading prosperity at a local level.	A key risk here is the availability of revenue funds in the CCR programme to support further challenge-led approaches.

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	Problem owners and solvers will be drawn from those who can sponsor a challenge and those who can solve them. Particular challenges as they are selected and chosen may have more in common with one age group that another and this will be addressed and highlighted at the time so positive impacts can be scaled and optimized and any negative impacts, appropriately mitigated.	As per 'positive' comment	Monitoring data and evidence required as part of challenge selection
Disability	The process is open to all and anyone can engage – there are no barriers to doing so. In this age of remote working – accessibility of briefing sessions and events will be given appropriate consideration.	As per 'positive' comment	Project management arrangements across all partners with central co-ordination via CCR office will ensure all risks and issues are managed through a risk process and all benefits are maximized wherever possible. For example, challenges may emerge that could have resonance for one specific socital group more than another.
Gender reassignment	As above	As above	
Marriage or civil partnership	As above	As above	
Pregnancy or maternity	As above	As above	
Race	As above	As above	

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?
Religion or Belief	As above	As above	
Sex	As above	As above	.
Sexual Orientation	As above	As above	
Welsh Language	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		

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?

- Economic evidence data and insight
- SBRI review data
- Govtech and Sivtech data
- The original submission for the Public Services Testbed

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:	**Annually via reports to Cabinet and quarterly performance monitoring.**

CITY OF CARDIFF COUNCIL - CYNGOR DINAS CAERDYDD

InFuSe: Innovative Future Services

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Executive Summary

The Well-being of Future Generations (Wales) Act 2015 sets out the ways of working which Welsh Government, Local Authorities and other Welsh Public Sector bodies must adopt to evidence their commitment to implementing sustainable development. This includes specific emphasis on involvement, collaboration and integration in meeting well-being objectives and goals.

The ability of Local Authorities and other Public Bodies in Wales to provide excellent services proves to be even more challenging during the COVID-19 pandemic, as the demand for services are both changing and growing at a time when resources to deliver those services have been reduced and will continue to be fiscally challenging for the foreseeable future.

InFuSe (Innovative Future Services) is a new collaboration between Cardiff Capital Region City Deal, the ten Local Authorities that comprise the region, Y Lab (a partnership between Cardiff University and Nesta), and Cardiff University's School of Geography and Planning, and Business School.

The partnership has been formed as a direct response to the Welsh Government's strategy to work collaboratively, and explore ways Local Government can change their approach to improve services, enhance their commitment to sustainable development, address equal opportunities and tackle poverty with the resources that are currently available.

InFuSe will test new ways in which Local Authorities address the challenges they face in delivering their statutory and discretionary services within the current fiscal environment and the opportunities that arise from the significant long-term investment in the region's economic infrastructure through the Cardiff Capital Region City Deal.

InFuSe will contribute towards these policy objectives by:

- bringing together multi-disciplinary teams from the ten Local Authorities, which will be comprised of a range of front-line staff, senior and middle managers, and professional staff relevant to two chosen thematic challenge areas;

- delivering a range of active learning techniques and transferable skills to enable the multi-disciplinary teams to identify, investigate and assess alternative solutions to the two thematic challenges; and
- identifying how best to procure or support new solutions using innovative techniques to maximise the benefits to local entities and the wider community.

The outcomes of the operation will be to:

- embed a resilient collaborative approach across service areas within the ten Local Authorities across the Cardiff Capital Region to solving shared challenges; and
- develop and disseminate to a wider audience, the transferable processes, techniques and tools to help Public Sector Bodies and Third Sector organisations work collaboratively, change their approaches, improve service delivery and increase value for money.

The InFuSe Operation will cost £5,631,598 and will require £3,622,872 from the European Social Fund of which £2,421,218 will be required from the West Wales and the Valleys Convergence Programme and £1,201,654 from the East Wales Programme.

Section 1: Core Criteria

1. Innovative Future Services - The InFuSe Operation

1.1 The Strategic Context

Public services play a vital role in the lives of every citizen in Wales and they continue to strive to provide an excellent standard of service within a long standing fiscally challenging environment. The impact of the coronavirus pandemic has thrown the way that these services are delivered into sharp relief – necessitating rapid and unprecedented changes in both the way that these services are delivered and how they will be funded in the future.

City, County and County Borough Councils work with a range of local and national partners, citizens and communities, to deliver a wide range of statutory and discretionary policies, programmes and services by responding to local priorities, focusing on the needs of the local population.

A study from the Social Market Foundation, published in June 2017, identifies and explores six changes that are likely to have a dramatic impact on the demand for, and supply of, local public services by 2040.

http://www.smf.co.uk/wp-content/uploads/2017/06/2040-report-web.pdf

An ageing population, fragmented families and housing availability and affordability, are among the key challenges that Local Authorities will face over the next two decades. The pandemic has accelerated many of these predictions, but also created the conditions for increased community resilience, among other things.

The pension-age population is forecast to rise by close to a third (34%) and the number of over-75s in the population is set to grow by 89%.

The ageing population will lead towards a surge in demand for health and social care services.

The breakdown of the nuclear family is also going to prove challenging for Local Authorities. The report warns that more fragmented families 'could translate into greater demand for public services' as care roles traditionally carried out by family members are left to the state or private providers. The fact that family members will be more widely dispersed will also impact on housing quality and affordability.

Localised environmental risks around flooding and air pollution are also expected to heighten over the next two decades.

The report also suggests that the public will have higher expectations of public service quality and convenience. It also notes growing disparities across regions and across generations where public services are concerned and that the public will 'demand an adequate response'.

These growing challenges will take place against a backdrop of a decline in the number of local government employees and an increase in the use of innovations in technology and 'big data' to improve the productivity of public services.

In addition to delivering statutory and discretionary responsibilities, Local Authorities contribute towards the delivery of stand-alone strategic initiatives that are intended to have a transformative impact on their locality and the wider region.

The Cardiff Capital Region (CCR) City Deal is a programme agreed in 2016 between the UK Government, the Welsh Government and the ten Local Authorities in South East Wales, to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity.

The role of the CCR City Deal is to build a more resilient, clean, growth-driven economy of the future, encouraging evergreen inclusive growth investments from which generations to come can reap the benefits.

The £734 million Metro project is the cornerstone of the £1.2 billion CCR City Deal, creating a transport infrastructure which will help enable the social and economic objectives of the Cardiff Capital Region. This is further complimented by three Priority Funds to improve the region's economic infrastructure, drive economic inclusivity, and provide support for businesses in growth sectors, to expand and develop innovative services or products.

1.2 Regional Collaboration

The changing demography, the consequential change in demands for public services and the implementation of strategic initiatives such as the Metro Plus programme and other aspects of the CCR City Deal, will result in a range of challenges and opportunities for Local Authorities that are not yet fully known

or understood and which are likely to have changed either in their nature or realisation due to the pandemic.

Many of the challenges and opportunities will be regional in nature and will best be met by a collaborative and co-ordinated regional response.

InFuSe has been developed to enable the ten Local Authorities within the Cardiff Capital Region to identify some of the challenges and opportunities that have and will arise and to determine how best to meet them through a closer working relationship on a regional basis. It will support them to embed a stronger collaborative approach, ensuring its resilience and responsiveness to service delivery challenges which can be transferred to other areas within Local Authorities services and across to other Public Sector Bodies and Third Sector organisations. The links between InFuSe, the Local Wealth Building Challenge Fund and Public Services Testbed also reflects that InFuSe will form part of a wider programme bringing added value to the region.

1.3 Scope of the Operation

The InFuSe operation has been designed to develop and spread innovation skills, tools and methods across the ten Local Authorities in the Cardiff Capital Region and to embed a culture of collaborative working throughout the region.

This will be achieved through a mix of theory and practice, developed and delivered by Nesta and Cardiff University teams, to introduce Local Authority staff to new processes and concepts whilst providing a safe and supported environment to try them out. It will enable participants to develop their knowledge and practice, so they can take new skills back into their own organisations and share them with other colleagues.

InFuSe will identify up to ten thematic areas of high importance to the ten Local Authorities within the Cardiff Capital Region .

The operation will assess the suitability of these ten thematic areas and likely focus on up to two of those themes. For example, this might look at problems and opportunities linked to developing the regional economy or solving pressing social issues identified in the region's Public Service Board's Well-being Plans.

The two themes will become the focus for each of the workstreams delivered through the programme, with participants using these themes to develop new skills and knowledge in both a theoretical and practical manner.

Key stakeholders from the Cardiff Capital Region have indicated that there are currently skills deficiencies in three areas which will form the core workstreams of the programme, namely:

- **Investigating and testing alternative approaches**: The programme will support cross-regional teams to learn about and deliver experiments that test potentially scalable solutions to region-wide problems;
- **Making the best use of data**: The programme will support cross-regional teams to better collect, manage, analyse, understand and make use of data linked to the two themes, leading to more effective use of data in decision making; and
- **Procuring innovation**: The programme will support participants to learn about, develop, and test new process and methods for procuring innovative products and services that produce better outcomes for people who use and deliver services against the two themes, encouraging more collaborative working in order to benefit the wider region.

The programme is designed to last for three years, during which two themes will be identified to underpin the work, an intensive and comprehensive programme of activity will be delivered, and the results will be effectively disseminated across the region.

While participants will work within one of the three workstreams identified above (Adaption, Data or Procurement), there will be opportunities for collaboration and sharing between teams and in-depth engagement with senior leaders, ensuring that the right level of buy-in and leadership support is secured for the programme to be successful over the long-term.

Programme Values

This programme will at all times adhere to the following key values:

- **Inclusive and representative** - making sure that all voices are heard;

- **Outcomes-driven** - not just developing skills, but demonstrating changing outcomes;
- **Useful regardless** of project outcomes - ensuring that participants develop transferable innovation skills;
- **Collaborative** - ensuring that greater collaboration between organisations within the region is at the forefront of everything; and
- **Adaptive** - using timely evaluation throughout the programme, to quickly learn from and improve the programme as it is delivered.

1.4 Outputs and Result Indicators

The Result Indicator for ESF Priority 5, Specific Objective 1 'SO1: Collaboration and innovation in public service delivery' is "Number of new methods, procedures, and tools developed and disseminated".

The InFuSe operation will assist the ten Local Authorities in acquiring the skills and knowledge to work collaboratively to solve some of the pressing challenges and opportunities that will arise from the changing demands being placed on public services and the implementation of the Cardiff Capital Region City Deal.

The operation will:

- establish and embed a new means of regional co-operation between the ten Local Authorities;
- enable the identification of two regional themes to be investigated and a range of potential interventions tested (the formulation and implementation of full-scale regional responses to the themes will be outside the scope of this operation); and
- embed a range of new skills for a range of front-line staff, senior and middle managers and professionals through active learning techniques that can be taken forward into the CCR Public Testbed programme.

Together, the East Wales and West Wales Operations will deliver the following Output Indicators under SO1:

One (1) project targeting public administrations or public services at national, regional or local level.

- Up to Three (3) methods, processes and tools being developed with support potentially consisting of:
    a. one (1) new toolkit for an outcome-based, data analytics methodology;
    b. one (1) new toolkit for challenge/values-based procurement;
    c. one (1) new toolkit to support adaption activities and learning.

Ten (10) entities participating in projects targeting public administrations or public services at national, regional or local level (being the ten Local Authority Joint Beneficiaries).

The Operation will follow WEFO Guidance on P5 Indicator definitions when claiming output indicators:

https://gov.wales/sites/default/files/publications/2019-12/european-social-fund-esf-public-services-reform-and-regional-working-performance-indicators.pdf

Intended outcomes from the Operation will be:

- improved effectiveness of decision making;
- economies of scale in meeting challenges and opportunities on a regional basis;
- the knowledge of how best to replicate the methodology across other Local Authority based activity or thematic areas;
- the dissemination and transfer of the methodology, processes and tool kits and the benefits of their deployment to other Public Sector Bodies and Third Sector organisations across the Cardiff Capital Region and Wales.

2. Delivery Options

2.1 Option 1

A consortium of the ten local authorities, Cardiff University and Nesta, with the ability to procure external support from the Private and Third Sectors where necessary.

This approach will require the enhancement of existing staff resources within the Lead Beneficiary organisation to manage the operation, and within Y Lab and additional Cardiff University schools to engage staff with expertise in the two chosen themes.

The in-house resources will be complemented by Private and Third Sector participation where there are gaps in provision.

2.2 Option 2:

Managed by the Lead Beneficiary with the services being fully contracted out.

This approach would require the Lead Beneficiary to procure and manage external consultancy services.

2.3 Option 3:

Do Nothing.

2.4 Option Appraisal

The changing demands being placed on public services, including by the pandemic, and the implementation of the Cardiff Capital Region City Deal will place greater demands on Local Authority resources. Their ability to meet the challenges and maximise the benefits of the opportunities presented by the City Deal will require new ways of working together.

It is considered that **Option 3**. '**D*o nothing'*** would inhibit the ability of the ten Local Authorities to address regional challenges and opportunities through the implementation of new innovative solutions.

Without an investigative programme and the development of new decision-making tools and processes, the challenges being faced by Local Authorities may materialise un-checked and the opportunities under exploited.

Option 2. Engaging external consultants with the relevant expertise to facilitate the initial collaboration, identify a wide range of ten themes, investigate and assess their suitability for the operation and to undertake the responsibilities of the Adaption, Data and Procurement Labs, would require procurement through the Official Journal of the European Union.

The drafting of the tender specification, and the corresponding timeline to assess the submitted tenders, appoint and deploy the consultants could take 3 - 9 months depending on the complexity of the specification. This severely limits the delivery time as the end date cannot move beyond 2023.

It is unclear what the cost of engaging consultants would be as this is a unique operation. The breadth of expertise required may be beyond the scope of a single supplier from Wales, making it challenging to embed the knowledge they generate in the region. The project may require more than one consultant which adds risk.

As a procured 'non staff' cost to the operation, any supplier contract will include an element of profit. Local Authorities would also need to identify new cash match funding to co-finance the contract.

Procurement of external consultants to deliver the envisaged services is therefore considered to be a high-risk, poor Value for Money, and not financially viable approach.

Option 1: A partnership between Local Authorities, Nesta (Y Lab) and Cardiff University (Y Lab, School of Geography and Planning, and Cardiff Business School) is the preferred solution.

This option has been chosen for the following reasons:

- Y Lab is an existing partnership between Cardiff University and Nesta;

- Cardiff University is a world leading innovative institution, ranked 5th amongst UK universities in the 2014 Research Excellence Framework and 2nd for impact. Driven by creativity and curiosity, Cardiff University strives to fulfil its social, cultural and economic obligations to Cardiff, Wales and the world. Cardiff Business School is the world's first 'Public Value' Business School and has a proven track record of excellence.
- Nesta is an innovation foundation applying a collaborative and practical approach with over 20 years of experience making bold changes happen in public services using evidence, data and people.

- Y Lab combines the academic expertise of Cardiff University and the international perspectives and innovation-led implementation of Nesta. This is a unique combination nationally, not just regionally. The primary purpose of Y-Lab is to support public service innovation in Wales and to disseminate new knowledge;

- Since its creation in 2015, Y Lab has provided training and workshops for more than 500 Public and Third Sector staff and employees;

- Y Lab has supported a range of organisations to undertake experiments and test 'what works' and are currently helping organisations to implement new ideas that have proven their worth;

- Y Lab continues to work closely with Welsh Government and other key stakeholders including Cardiff Capital Region to support and advocate for innovation in public services and produce useful research on the barriers and drivers of innovation in public services;

- Y Lab already has specific knowledge of the Welsh Local Government system and Cardiff Capital Region challenges; and

- From 2021, Y Lab and the wider Cardiff University team working on InFuSe will be located at the University's new £300m Innovation Campus, which will house SPARK, the world's first social science research park. SPARK is a purpose-built facility that will bring together researchers with practitioners, policy makers and other stakeholders to promote a collaborative approach to problem-solving real-world challenges. New facilities will include a visualisation lab, labs for studying computational social science, behaviour and innovation, secure data facilities and flexible meeting rooms. This environment may be available to InFuSe participants, through University supported activities.

Example: Y Lab's Innovate to Save programme

Our Innovate to Save programme, funded by Welsh Government, in partnership with WCVA, has achieved clear economic and societal impact. We have distributed £270k of grant funding and a package of non-financial support to 15 teams of public servants. All 15 teams have provided R&D reports and/or loan applications, many demonstrating early evidence of improved services and cashable savings. We have distributed four loans worth £2.9m, with projected savings in excess of £10m. We have demonstrated changes in the "innovative imagination" of the teams, and sparked new research on the ways gender relates to the distribution of innovation funding. We have written a "playbook" capturing the approach for other interested governments, and we have been asked to present this work to the Scottish Government and the Danish Social Capital Fund and Social Investment Fund. This work has led to changes in the parent Invest to Save fund, and a secondment from Welsh Government to Y Lab examining why good ideas fail to spread and scale in Wales.

Y Lab is a regional asset. No other external providers can offer this combination of knowledge and approach. No other organisations have the required skill set, relationships with existing regional structures, track record of delivery, or understanding of the region's environment and history. This partnership therefore provides strong value for money and value-added activities.

Nesta and Cardiff University have agreed to collaborate in InFuSe under the ESF FR40 Financial Model, which requires a financial contribution from all Joint Beneficiaries.

Nesta and the University have some resources available to rapidly start the initial assessment of the ten themes.

Y Lab will have to recruit staff with specific expertise once the two themes have been agreed. This carries some degree of risk (Appendix 3: Risk Analysis and Management Plan) however, the time to recruit additional expertise will be much less than the full procurement of external expertise. In addition, Y Lab can mitigate the impact of this risk as it already has some capacity to initiate the work on the two chosen themes immediately.

The cost of Nesta and Cardiff University's participation has been determined and the partnership therefore has a significant level of assurance over costs, and that sufficient match funding can be secured for the operation.

Operating on a partnership basis enables the operation to identify Cardiff University and Nesta as Joint Beneficiaries, with associated staff costs which generate FR40, which in turn increases the ability to generate the required level of match funding.

For the reasons stated above Option 1 is the preferred Delivery Model because:

- It is the only means by which the operation can proceed effectively and efficiently within the timeframe that is available;

- It offers strong Added Value, drawing on existing, nationally-recognised expertise and track record in public services innovation, and wider University investments in a world-class Social Science Park;

- The likelihood of the long-term embedding of skills and legacy tools, methods and processes is strengthened through direct delivery in partnership with major regional partners;

- It provides best Value for Money, with all Joint Beneficiaries committed to supporting the FR40 model and match funding requirements of the Operation.

3. The Delivery Plan

3.1 The Partnership

Cardiff Capital Region City Deal and Monmouthshire County Council (on behalf of the ten other Local Authorities in the region) have created a partnership with Y Lab (partnership between Cardiff University and Nesta) and additional Cardiff University partners to deliver the InFuSe operation.

The partnership will examine the wider challenges that will arise from the changing demands being placed on public services and the opportunities of the investment that will result from the implementation of the Cardiff Capital Region City Deal, responding to those challenges and opportunities through closer working on a regional scale, and embedding a collaborative approach across the region.

3.2 Option 1

Cardiff Capital Region City Deal and Monmouthshire County Council have, in partnership with Y Lab and additional Cardiff University partners, formulated a delivery plan which includes the following six workstreams.

- Workstream 1 - Thematic Assessment;
- Workstream 2 - The Adaption Lab;
- Workstream 3 - The Data Lab;
- Workstream 4 - The Procurement Lab;
- Workstream 5 - Continuous Learning;
- Workstream 6 - Ensuring Resilience and Legacy.

A promotional brochure for the InFuSe operation is included as **Appendix 1**

The length and timings of the workstreams are set out in the Gantt Charts in **Appendix 2.**

3.3 Workstream 1 - Thematic Assessment

The InFuSe programme is designed to start to tackle two significant problems or take advantage of new opportunities (referred to as “themes”) within the Cardiff Capital Region.

To that end, the first part of the programme will require participating Local Authorities to identify and agree on the themes to be tackled.

The themes will then be the focus of practical work within the three core workstreams. Two thematic specialists will undertake relevant work throughout the programme to generate new knowledge and ways of working for these two themes across the Cardiff Capital Region.

Leadership and political support from Cardiff Capital Region City Deal (CCRCD) will be crucial in releasing resources from the Local Authorities to participate in workstreams and deliver cohort projects. CCRCD will be engaged throughout the thematic work, but particularly in the choice of themes.

Identifying the two themes

InFuSe will run an engagement exercise and one workshop with Senior Leadership (Chief Executives and their Direct Reports) across the ten Local Authorities to understand which headline problems or opportunities would promote regional working and receive their buy-in. Potential areas for exploration include:

- Post-COVID economic and social recovery
- improving local economic development;
- reducing air pollution;
- decarbonising public services;
- supporting dementia;
- reducing diabetes;
- supporting ACEs/Looked after children; and
- reducing loneliness and isolation

The Y Lab team, with additional Cardiff University support, will assess the top three or four problems and challenges that receive senior leadership buy-in against the following criteria:

- availability of and access to data;
- identifiable and significant procurement spend over the short-term;

- availability of new ideas that could be adopted within the region that haven't previously been explored;
- an assessment of the existing attitudes, skills and knowledge base within public services; and
- their ability to contribute toward the Local Authorities' Well Being Plans and in particular their ability to contribute toward:
    - Equal Opportunities and Gender Mainstreaming (EO&GM);
    - Sustainable Development (SD); and
    - Tackling Poverty and Social Exclusion (TP&SE).

The outcomes of the workshop and further research will be presented to the Senior Leaders and the CCR Cabinet to gain their support for the two themes that the InFuSe programme will focus on.

Refining the themes

We intend to establish a Steering Group for each of these two themes that will help to:

- define one or two measures of success for the programme against the theme;
- understand up to five big questions that need to be answered that are pertinent to the ten Local Authorities; and
- define who should be involved in each of the workstreams in order to unlock resource from participating organisations.

The Steering Groups will then act as a critical friend during the delivery of the subsequent workstreams.

Ongoing thematic work

Y Lab will employ one thematic specialist for each theme who will focus on exploiting the opportunities of this programme to drive real change for the theme.

Y Lab and additional Cardiff University partners will continue to develop its knowledge and understanding of the two themes, making sure that the thematic teams have as much evidence as possible to make good decisions, adding to the evidence as appropriate.

This could include: mapping of current knowledge and resources; rapid evidence assessments; stakeholder engagement within the region; undertaking small pieces of primary research to help delivery of the operation; ensuring the other workstreams are tackling the most important questions for the theme; bringing outside knowledge and experience into the region; and disseminating findings throughout the region, including to Senior Leaders and the CCR Cabinet.

3.4 Workstream 2 - The Adaption Lab

The Adaption Lab is designed to increase regional working by tackling region-wide opportunities and problems through the practice of experimentation. In particular, it will look to tackle regional problems by scaling, adapting or adopting proven solutions developed elsewhere through an experimental approach to understanding what works in different contexts.

It will give public servants access to new tools, skills and methods that enable them to run experiments in their own organisations, and to practice those skills in a supportive and safe environment, with guidance from an experienced team of innovation professionals and academic researchers.

Target Participants

Project teams will be identified through an open call process initially within the Local Authority Joint Beneficiaries, delivered in partnership with the Cardiff Capital Region City Deal Office. We intend to form a number of small teams (2-3 per cohort) that will take on a collaborative project that also helps them to develop and test new skills, whilst working towards solving a shared challenge.

The Process

The Adaption Lab will help public services to identify shared opportunities and problems that they need to tackle.

Rather than asking them to come up with new ideas to solve these problems, then testing and developing these, Y Lab will support participants to seek out proven solutions that can be tested in their own geographic areas or specific contexts, focusing on the often-forgotten implementation and scaling stages of innovation. This will also go some way to alleviating the problem that “good practice is a bad traveller”.

Solutions may come from other Public Service organisations in the region or from other Public, Third and Private Sector organisations in Wales and beyond.

To ensure it is understood how best to adopt proven solutions in new contexts, the Adaption Lab will support Public Services to undertake an experimental approach to implementation and scaling, comparing the new approach with existing practice within their own organisation or comparative groups that don't receive the new solution. In this way, it is anticipated that new knowledge will be generated about how proven solutions might scale more effectively. In cases where it is found they can't, the process will be analysed to understand why and key learning points will be identified to take forward.

The first three months will cover the following key topics, introducing participants to a range of new tools and methods along the way:

Month 1 - Understanding the problem and building a team;

Month 1 will focus on setting good foundations for an innovation project - really getting to grips with the challenge, engaging with the people it impacts and making sure that the team taking on the work are the right people to do the job. It will also allow teams to agree on how success will be measured in overcoming the challenge.

Month 2 - Exploring Known/Proven Solutions

This phase will support teams to explore solutions already proven elsewhere and decide which look most promising to them. In this phase, the project teams will ensure they work with service users and frontline staff to assess potential options and ensure that they can see a way that it can be adapted within their context. This will help to build buy-in for any possible solutions and avoid some of the "not invented here" challenges that we often see in Wales.

Month 3 - Setting up a Prototype and Planning an Experiment

This month will act as the transition from research to action - putting in place all of the plans and resources necessary to run their experiment over the following three months. It may include an element of prototyping - early work to ensure a lightweight version of the idea to be tested can actually be built, alongside thinking about the questions that need to be answered and the methods and data that will be used to answer them.

Months 4 - 6 - Running an Experiment

On completion of months 1- 3, teams should be in a position to undertake a small experiment, predominantly under their own steam, to put some of the tools and methods we've provided into practice.

The lab will continue to provide light-touch support for individual teams, for the cohort as a whole to maintain peer connections and, crucially, independent challenge and advice to keep teams focused on their goals.

Why Scale?

Wales faces some significant social, economic and environmental challenges. While it's right that solutions to these challenges are developed within the local context, increasing the pace at which things are solved is imperative and scale can support this. There are a number of ways in which proven solutions can be scaled that enable people to improve public services quicker, whilst still allowing space for local adaptations that ensure buy-in and effectiveness on the ground.

Scaling route	Models and approaches	Activities	Scaling focus
Influence and advise	Campaigning and advocacy Consultancy Training	Public speaking Publishing Engaging with policymakers Communicating via traditional and social media Advising or training others	Central idea Principles, values, processes, guidelines Services Programmes
Build a delivery network	Federations and membership models Communities of practice Kitemarks and quality marks Licencing Franchising Delivery contracts Collaborations	Representation Advocacy and awareness raising Transferring knowledge, codifying processes, sharing good practices, providing tools Training, support and quality assurance Community and movement building	Principles, values, processes, guidelines Programmes Services Roles
Form strategic partnerships	Strategic alliances Mainstreaming into the public sector Piggybacking on another organisation's infrastructure Joint ventures Mergers and acquisitions	Brokering and managing partnerships with other organisations that allow a step change in scale Transferring knowledge Creating a sense of common values and mission	Programmes Products or services Roles
Grow an organisation to deliver	Setting up new branches Growing delivery capacity of a central team	Building staff and team capabilities Raising funds/investment Developing organisational capacity and systems	Programmes Products or services Roles

Table: Making it Big, Nesta, 2014[1]

Why take an experimental approach?

An experiment is a way of trying something new while putting in place the necessary structures to find out if it works. There are a wide range of experimental methods suited to different purposes with varying degrees of rigour.

It is not often known how innovations will work out so experimentation means that any solution can be treated as a work in progress, which tweaking and tinkering can improve.

[1] https://media.nesta.org.uk/documents/making_it_big-web.pdf

They allow organisations to explore new solutions, reducing wasted time and resources on initiatives that do not work. There are several ways to experiment, depending on the context. Sometimes it can involve working closely with the people who will use the end solution to see how an innovation works in real-life, like prototyping. Other times, it can involve using more robust evaluation methods, such as Randomised Controlled Trials (RCTs), to test an idea and create evidence to support it.

Experiments should always be designed in a way that best answers the question or hypothesis set.[2]

Business Basics

A current example of this approach to adopting innovation in an experimental way can be seen in the Business Basics programme, currently run by Innovate UK, with support from Nesta. The Business Basics Programme will test innovative ways of encouraging small and medium-sized enterprises to adopt tried and tested technologies and management techniques[3]. By taking an experimental approach, they hope to show in a rigorous manner, what works and what doesn't for boosting the productivity of small and medium-sized businesses in the UK.

How might experimentation work in Wales?

Reducing air pollution is a key challenge for the Cardiff Capital Region. There are a number of known solutions and new innovations available that would require an experimental approach to their adoption in Wales. For example, a project in Mexico City is using Airlite paint, which claims to reduce air pollution, in new murals across the city[4]. The product has also been trialled in London. Experiments across different contexts within the region could be an interesting way of exploring whether this is a useful part of the toolkit for reducing air pollution, as well as meeting some of the requirements of the Well-being of Future Generations Act (for example – 'a Wales of vibrant culture and language').

[2] For more on experimentation see: https://media.nesta.org.uk/documents/Compendium-of-Innovation-Methods-March-2019.pdf

[3] Business Basics: https://www.gov.uk/government/collections/business-basics-programme

[4] https://www.unenvironment.org/news-and-stories/story/business-unusual-four-innovations-clear-air

Outcomes

It is anticipated that the workstream will have the following outcomes:

- **Accelerating** the adoption of proven solutions to regional challenges by supporting a few small experiments;
- Generating new, transferable knowledge about **the process** of adopting, adapting and scaling proven solutions;
- **Identifying** areas where proven solutions are still required (i.e. they don't already exist) and there's a need for earlier stage innovation support;
- Demonstrating a method for **increased regional** working that produces an impact at scale.

3.5 Workstream 3 - The Data Lab

Despite substantial appetite from Local Authorities in Wales to make informed data-driven decisions, a culture-shift across the region is needed to make this a reality.

Cohorts of public servants will be up-skilled from across the Cardiff Capital Region to undertake outcome-driven projects to provide evidence of the benefits of a new approach. High levels of data literacy among senior leadership will be ensured through the use of InFuSe "guides" – managers across local authorities who "guide" teams.

Legacy activities will be developed by producing a new toolkit for an outcome-based, data analytics methodology, and a costed model for a Cardiff Capital Region Office of Data Analytics.

Why is this needed?

Many of the greatest challenges to Public Services, such as COVID-19 recovery, air pollution, healthy ageing, and early child development, require Public Services to work in new ways, with the best available evidence that can be generated. These challenges exist across Local Authority boundaries and departmental silos, requiring information across systems to be combined.

CCR is a data-rich region, with three universities, the Office for National Statistics, Companies House and the Intellectual Property Office. Yet, many Local Authorities struggle to make the best use of data. Reasons for this include a

severe shortage of data analytics skills and support in the Public Sector, combined with an absence of the regional networks that can turn piecemeal good practice into lasting change .

At the same time, there are pressures to utilise emerging technologies such as artificial intelligence and machine learning, as well as solve problems in which data analytics specialises e.g. prioritising people based on risk or need, identifying early signs of risk, surfacing new insights through visualisation, and streamlining operations and decision making.

Transforming the Cardiff Capital Region into a "smart data region", requires dealing with multiple challenges simultaneously. The region will need:

- public servants with the required skills;
- high levels of data literacy among senior leadership;
- examples of good practice generated from the region;
- regional working to be the default;
- understanding of the assets to be built on and the barriers to be targeted;
- a regional network to share learning and problem solve; and
- an enabling data infrastructure.

Ultimately, an Office of Data Analytics[5] for the region would ensure a long-term legacy for this work and drive the vision forward.

What will be done?

- Creation of six cohorts of public servants (three sequential cohorts per theme) drawn from across Public Services in the region, divided into multiple cross-functional teams, working across boundaries to drive forward improvements in the management, analysis and use of data;
- A programme of work will be developed, through extensive baseline research, workshops and evidence gathering to map the relevant data systems and establish priority projects for the cohorts, focused on improving outcomes;
- A training programme will be delivered that focuses on both innovation skills and data skills;

[5] https://www.nesta.org.uk/report/state-offices-data-analytics-uk/

- A senior leader in each authority will guide and celebrate their local teams. They will learn how to nurture good data practice as well as coming together with their equivalents in other authorities to learn how to make regional working the default;;
- Case studies and good practice of data collection will be captured, involving collaborative decision-making with representatives from anchor organisations, circular and foundational economy sectors;
- Fixed-term secondments/positions will be arranged for BSc and MSc students with sufficient data science expertise, to support the data champions;
- Citizens and communities will be involved, including establishing collaborative networks involving representation from the circular and foundational economy sectors in contributing to Public Service data collection and data management;
- Decision making processes will be improved using new approaches, via an appropriate and inclusive mechanism;
- A fully costed and piloted case for an Office of Data Analytics for the region will be delivered, for consideration of the Public Service Bodies involved; and
- A new toolkit for an outcome-based, data analytics methodology will be produced and disseminated.

What types of projects might we undertake?

The New Orleans' Office of Performance and Accountability has highlighted five question types that are particularly amenable to quantitative data analytics, but we're just as interested in qualitative data:

Question Type	Example Data Product
How can we identify targets within a broader population?	A graph showing anomalies or outliers

How can we categorise high-priority cases early?	A prioritised list
How can we proactively deploy resources?	An alert to flag issues when a threshold has been reached
How can we make decisions with all relevant information?	A data visualisation or dashboard
How can we schedule and deploy assets with input of the latest service data?	A map or heat map showing where cases occur

Five examples that illustrate the kind of work we could do are:

- After tragic deaths of tenants in New York in 2009, the Mayor's Office for Data Analytics worked with the fire department to use data about buildings to help identify those in urgent need of fire inspection because illegal overcrowding by landlords was creating fire risks.
- Trafford Council and Trafford Clinical Commissioning Group used local and national health data to identify where rates of cervical screening (smear tests) were low. They used the data to create an award winning targeted public health campaign.
- The RSA used local wellbeing data that they helped community members in Murton, Durham to collect to focus funding where it was most needed. The data indicated that single mothers were at particular risk of social isolation in the village, leading to the co-production of a successful community group.
- Essex County Council collated the addresses from each agency of all businesses "of concern", identifying a subset of 95 businesses that are "of concern" to at least three agencies, enabling prioritisation of these businesses for cross-agency solutions.

- London Fire Brigade showed that energy performance certificates (EPCs) are a better predictor of fires than tenure type, so they now target their fire prevention work based on EPCs.

The Process

Recruitment of people from across local authorities with problems they are looking to solve

Innovation Skills training that focuses on problem definition and human centred design along with colleagues from other InFuSe labs. These are the foundation of successful public sector innovation projects.

Data Skills training that focuses on data ethics, and the 4 step methodology - which are key to impactful data use.

Solving their own data problems, in partnership with data analytics support from the Data Lab, users of public service data and intensive peer support from cohort colleagues from other authorities.

Sharing their prototypes, their methods and the lessons from their projects with cohort, lab and InFuSe programme colleagues, academics, data science graduates and sector experts in the third and private sectors.

Outcomes

It is anticipated that this workstream will have the following outcomes:

- public servants have solved data problems in their work, providing examples of good practice that can be shared across the region;
- public servants have the skills required to use data for better decision making and have a regional network they can use to continue to develop their skills;
- leaders will be able to guide data projects and will know how to advocate for better data use in their authority and across the region;
- lasting improvements to the data infrastructure, including data sharing agreements and better quality data, with regional working as the default;

- a costed model for a Cardiff Capital Region Office of Data Analytics; and
- a tested and refined methodology for undertaking data projects across the region.

3.6 Workstream 4 - The Procurement Lab

Public sector spending can represent as much as 57 percent of a nation's GDP (OECD 2017), and so the role of public procurement becomes significant in terms of justifying value for [taxpayers'] money. Public bodies in Wales will spend over £60 billion in the next decade on buying goods, services and works. The Well-Being of Future Generations (Wales) Act 2015 has firmly placed Wales in the international spotlight by setting out a bold ambition to leverage the procurement spend of 44 public bodies across Wales to meeting well-being goals. There is no doubt that a sustainable procurement approach plays a vital role in supporting the improvement of well-being in Wales.

"We hope that what Wales is doing today the world will do tomorrow. Action, more than words, is the hope for our current and future generations."

Nikhil Seth, Head of Sustainable Development, United Nations

Designing innovative policies and legislation is all well and good but implementing them successfully is more challenging. Procurement is an important function which interfaces with the client, the market and finance, and when delivered effectively supports implementation of policy. This makes it a crucial vehicle for lining up the appropriate support across some of the most economically and socially deprived areas in Cardiff Capital Region which are relying on a new and transformational approach. Employment and business growth opportunities have become an urgent necessity.

Whilst the development of the Cardiff Capital Region brings scope for considerable economic growth in Wales, *how* goods and services are currently procured across the Region varies greatly. This brings a unique and timely opportunity for innovation and development by working collaboratively and through co-production.

By strategically elevating procurement and breaking down historical organisational and functional silos, it is essential to drive forward and embed a culture of innovation to render procurement fit for the future. There are

transferrable lessons from existing international research on public procurement for innovation, the public procurement of innovation, and how to develop innovative public procurement. However, less is understood globally about deploying public procurement as an innovation policy tool.

Procuring innovative goods and services may be written into policies, but effective implementation requires leadership, skills and radically different cultural attitudes towards procurement.

There should no longer be emphasis on short-term perspectives on price, always opting for the cheapest solution, and instead the commissioning and procurement focus should be on a longer-term perspective for more innovative, legacy building solutions.

Building on the good practice which exists in terms of policies and toolkits such as Community Benefits, Risk Assessment, SQuID, Sell2Wales, Code of Practice and Joint Bidding, this workstream will focus on adopting a new integrated digital approach for procuring innovative goods and services with clearly defined project outcomes within the Cardiff Capital Region. Any engagement with procurement beyond the Cardiff Capital Region will be considered as added-value.

The purpose of Workstream Four, through knowledge exchange, skills development and action-based learning, is for procurement teams to work with the project partners to reduce complexity in the current procurement process and mitigate a culture often forced to treat multiple policies as a 'tick box exercise'. Instead, it will embed [transferable] knowledge and expertise, by optimising existing procurement tools and identify the need for a new overarching online toolkit, which will align with the aims of *Prosperity for All* (September, 2017), the *Economic Action Plan* (December, 2017) with the emphasis on the *Foundational Economy* (2018). This new approach will also improve opportunities for the supply market and deliver more sustainable outcomes for Wales and importantly for the end users of the products and services being procured.

Why is this needed?

Public procurement as strategic lever: There is substantial academic research evidence linking public procurement as a strategic lever for change and an accelerator of innovation. The First Minister in Wales has pledged to use "*every lever we have*" to make Wales a more equal, fair and just society. To prosper,

Wales needs to embrace and nurture its 'foundational economy'. The Cardiff Capital Region City Deal brings immense potential for improving the Welsh economy and public procurement is the appropriate vehicle to test new ways of thinking and using a whole life cycle (cradle-to-grave) approach.

Continuing uncertainty and austerity: This has triggered the urgent need for Wales to adopt more novel approaches to procurement and to build specific criteria into contracts such as improving community benefits by tackling a growing number of social issues, prolonged economic deprivation and help implement Welsh Government's decarbonisation agenda (2019) (https://gov.wales/prosperity-all-low-carbon-wales).

The Future Generations legislation - provides a window of opportunity for public bodies in Wales to explore innovative solutions in the marketplace. However, in 2018, the Future Generations Commissioner raised concerns in the National Assembly's Public Accounts Committee report that procurement policy and practice has not kept abreast of the principles of the new legislation.

Whilst cost remains a focus for many, the purpose of this stream is on action-based learning and knowledge transfer to look beyond short term economic gain and to focus on value added benefits that 'responsible innovative procurement' can bring to the people living and working in Wales.

What is proposed:

- greater collaboration with academia and business support organisations to enable deeper levels of knowledge transfer for bridging the gap between procurement policy and the supply market, i.e. better recognising what is actually feasible;
- greater collaboration between commissioning, procurement and contract management to improve the transparency of the procurement pipeline thus optimising time for smaller local businesses to prepare and bid for contracts;
- embed a culture of sustainable leadership, change and innovation through co-creation across and between all stakeholders;
- optimise existing tools and establish the need for a new overarching toolkit and to better meet the needs of the client and the local market, and improve the effectiveness of the procurement process; and

- explore the potential of innovative partnerships for higher value, strategic spend items and consider opportunities to trial potential solutions via the CCR Challenge Fund and the Public Services Testbed.

The types of projects that might be undertaken:

Project Proposal	**Possible Approaches**
Explore new interventions for improving the procurement process to enable more innovative products and services.	Delivery of 'leadership masterclasses' for procurement leaders at Board level. Establish needs-based procurement projects in the Cardiff Capital Region.
Develop and optimise local 'innovation eco-systems', by engaging more with the Welsh supply chain.	Collaborative training programme to deliver improvements in awareness of challenge-led procurement; Training and development of 'Innovation Champions' in the procurement field, in anchor organisations, business support and circular and foundation economy sectors throughout the region.
Optimise indirect spend as well as direct spend such as reducing plastics and packaging in procured goods and services.	Establishing collaborative networks involving representation from anchor organisations, circular and foundation economy sectors.

Continuity Planning

Stream Four will highlight areas of existing good practice where spend within the region has been maximised by anchor organisations to deliver positive impact on the Circular and Foundational Economy sectors leading to new business growth and employment opportunities.

A mentor scheme and acknowledgement of hubs of excellence across procurement categories will enable less strategically developed Local Authorities to transfer knowledge for a more balanced effort across Wales when it comes to realising the potential of a more sustainable procurement approach to benefit the local community.

An overall Regional Centre of Excellence in innovative procurement training and staff development will be established so that knowledge transfer continues to be identified and disseminated to other regions.

The Process

The emphasis is on building transferable knowledge exchange and action-based learning for skills development.
The operation will:

- design and deliver Leadership masterclasses;
- utilise Challenge Led procurement approaches;
- mentor Innovation Champions in procurement;
- establish collaborative networks with anchor organisations, circular and foundational economy sectors; and
- explore the potential for higher value strategic spend items.

The Outcomes

- strategically elevate procurement in Wales as a key enabler of policy implementation
- embed a culture of sustainable leadership, change and innovation across and between all stakeholders, creating a new community of practice;
- greater knowledge transfer through collaboration between academia and business support organisations;
- greater integration between commissioning, procurement and contract management to increase opportunities for smaller local businesses; and
- optimise existing tools and establish the need for a new overarching online toolkit and processes to better meet the needs of the client and the local market.

3.7 Workstream 5 – Continuous Learning

This workstream is an ongoing evaluation and learning exercise for the project.

The Adaptive Learning specialist engaged to deliver this work will provide a rolling evaluation of the programme that ensures we can learn and adapt the programme as we go. This will generate broader learning for the Cardiff Capital Region in rolling out action learning programmes and contribute to the longer-term legacy of the programme.

In doing so, it is hoped to demonstrate that 'we're living the values that we're asking others to adopt', to use the evidence that's in front of us to develop better, more effective solutions to the challenges we face.

Multiple methods will be used, and at all times we will respect participants' time by only involving those that participate on the operation.

3.8 Workstream 6 - Ensuring Resilience and Legacy

A key component of this process is ensuring the long-term legacy of the programme. This will be done in the following ways:

Ensuring senior leadership buy-in.

Y Lab and the additional Cardiff University team will make sure that senior leaders are bought into and support the process from the outset by:

- involving them in the selection of the themes;
- inviting them to participate in three whole-programme workshop events (beginning, middle and end) highlighting progress and achievements;
- giving them access to new skills to support their teams; and
- ensuring they're kept up to date with the processes through reporting and engagement activities.

A senior leader in each authority will be the "InFuSe Champion" for that authority to guide and celebrate their local teams. They will learn how to nurture innovative practice as well as coming together with their equivalents in other authorities to learn how to make regional working the default.

Capturing and promoting new lessons and tools

Y Lab and the additional Cardiff University team will make sure that they document and codify any new tools, methods and processes that emerge from the programme and share them through the Y Lab website.

They will also run an end of programme event and dissemination activities to promote the tools and gain insight from the programme team and participants.

Giving participants new skills

In all programmes Y Lab and the additional Cardiff University team will embed a value of programmes being "useful regardless". To them, this means that first and foremost they equip participants with new skills, tools and methods that they can take back to their own organisations and reuse without the team's support.

The team will ensure that this is embodied across this programme, with the core focus being the transferrable skills and methods as much as the projects people are working on.

3.9 Innovation

InFuSe is a new collaboration between Cardiff Capital Region City Deal, the ten Local Authorities that comprise the region, Y Lab (a partnership between Cardiff University and Nesta), and additional Cardiff University Support.

The partnership will complement the remit of the Cardiff Capital Region City Deal by building the skills capacity required to ensure the public sector can innovate effectively – a key requirement if the City Deal is going to hit its ambitious targets.

InFuSe will test new ways in which the Local Authorities can work collaboratively on a regional basis, to address challenges and opportunities that will arise from a significant long-term investment in the region's economic infrastructure and to deliver innovative solutions in a cost effective manner.

InFuSe will achieve this by:

- bringing together multi-faceted teams from the ten Local Authorities, which will comprise a range of front-line staff, senior and middle managers, and professional staff relevant to the two chosen 'themes';

- delivering a range of ‘active’ learning techniques and transferable skills to enable teams to identify, investigate and assess alternative solutions to the identified thematic challenges and opportunities;
- improving data skills and data literacy among public servants to drive better informed, data-driven decision-making;
- determining how best to procure new solutions using innovative techniques to maximise the benefits to local entities and the wider community;
- embedding a collaborative approach across service areas within the ten Local Authorities across the Cardiff Capital Region; and
- developing and disseminating to a wider audience, the transferable processes, techniques and tools to provide Public Sector Bodies and Third Party organisations with the ability to replicate through the CCR Challenge Fund and Public Services Testbed.

4. Finance & Compliance

4.1 Managing the Operation

Monmouthshire County Council is the operation's Lead Beneficiary.

The Authority has been in its current form since Local Government Reorganisation in 1996. There are no conflicts of interest in the Local Authority acting as Lead Beneficiary for the P5 Operation.

There are no previous (or pending) County Court Judgements relating to any individual and/or organisation or business related to the InFuSe operation or the receipt of grant aid.

The operation will be managed in accordance with a Relationship Agreement which sets out the roles and responsibilities of the Joint Beneficiaries and the means by which any variation of opinion and priorities can be resolved.

In accordance with that Relationship Agreement the Lead Beneficiary will establish a Strategic Board based the Government's de-facto project management methodology PRINCE2.

The Strategic Board will be chaired by a relevant senior officer within Cardiff Capital Region City Deal Office.

Y Lab, with additional Cardiff University support, will deliver the project in partnership with the ten Local Authorities.

There will be three Local Authority representatives on the Board. Representatives from the remaining seven Local Authorities will be invited to attend the Strategic Board at the end of every calendar year to review progress and agree the next year's programme of activity.

It will be the Strategic Board's responsibility to ensure that all Joint Beneficiaries actively contribute to deliver the project on time, within the agreed budget and to the agreed expectations.

The Local Authorities will also be asked to report to the Strategic Board how the operation has benefited their Local Authority.

The Strategic Board will be administered and supported by the Lead Beneficiary, Monmouthshire County Council, who will employ a small Regional Management Team (RMT) comprising:

- Programme Manager;

- Programme Engagement Manager; and
- Programme Finance and Administration Coordinator.

The RMT will monitor project progress, compile the quarterly Financial Claims, present reports to the Strategic Board, submitting quarterly claims to WEFO but more importantly it will:

- chair the 'User Group' comprising of senior officers from the ten Local Authorities who are able to direct resources at the operation;
- chair the 'Delivery Leadership Team' including Y Lab and the lead officers on the six workstreams
- seek out further integration with other relevant programmes within the Cardiff Capital Region; and
- liaise with other regional activities throughout Wales to disseminate the benefits and impact of the InFuSe Operation.

Y Lab will also have a management group to coordinate the operation's day to day activities.

4.2 Operational Costs

The Joint Beneficiaries have agreed that the ESF specific Flat Rate 40% (FR-40) methodology for the calculation of all direct non-staff and indirect costs is the most appropriate means of calculating total project costs.

This method would be applied to each Joint Beneficiary.

InFuSe will be delivered in two ESF programme areas, with costs split between East Wales and West Wales and the Valleys programme areas on a ratio of 4:6 (reflecting the location of participating Local Authority Joint Beneficiaries). The identified funding gap results in an ESF intervention rate of 50% in East Wales, but 75% in West Wales and the Valleys.

Under FR-40 within the West Wales and the Valleys region the InFuSe operation is currently estimated to cost £3,228,291 and will require £2,421,218 from the European Social Fund.

	Total	**East Wales**	**WW&V**
Total staff costs			

	4,022,570	1,716,648	2,305,922
FR40	1,609,028	686,659	922,369
Total Operational Costs	**5,631,598**	**2,403,307**	**3,228,291**
ESF	3,622,872	1,201,654	2,421,218

A full breakdown of the staff structure, financial profile and financial assumptions are given in **Appendix 4**.

4.3 Match Funding

The Joint Beneficiaries will provide match funding to the operation, through a combination of staff costs and FR40.

There are two primary elements to the match funding of the InFuSe operation:

- some elements of match funding may come from staff who are employed by the Joint Beneficiaries who work directly on the operation; and
- the majority of match funding contributions to delivery costs will be from staff, employed by the Local Authorities who will be deployed to work collaboratively on the two chosen themes.

In addition, a secondary source of match funding may be other public bodies in the region, such as health boards, or Natural Resources Wales

With the ten Local Authorities committing a number of employees for one to two days a week to the operation, it is considered that the operation will generate sufficient match funding to release the requested level of ESF. Agreement letters confirming the Partnership Contribution for each Local Authority will be put in place specifying the amount of time given to the operation. Where this is not feasible, timesheets will be used in exceptional cases. Template documents will be agreed with WEFO prior to implementation.

However, it is anticipated that the two chosen themes may not be of uniform interest to the ten Local Authorities and interest and commitment to them may vary. In addition, the timeframe of their participation and salary scales can only

be determined once their participation has been secured and their contribution verified prior to the submission of each quarterly claim.

It is currently estimated that each of the 10 Local Authorities will need to commit one to two days per week from a range of staff for a period of 3-6 months in order to complete the work envisaged in the adaption, data and procurement labs, to develop solutions within the two themes and generate sufficient match funding for the operation.

There is a risk that Local Authority Joint Beneficiaries will not engage with the activities offered through InFuSe, resulting in a shortfall on the required level of match-funding generated by Local authority staff costs and associated FR40.

This risk will be managed contractually through the Relationship Agreement, with all parties committed to jointly monitoring staff participation, adapting delivery through timely feedback (workstream 5) and identifying solutions on a timely basis.

The Relationship Agreement will set out joint responsibility for the financial risks of the Operation, with the Chair of the Steering Board (a member of the CCR City Deal Office) providing independent scrutiny of mitigating actions proposed to manage financial issues.

4.4 Revenue Generation

The activities supported by the InFuSe operation are being delivered free of charge at the point of delivery.

The InFuSe operation will not therefore generate any income.

4.5 State Aid Regulations: No Aid Present

For State Aid to be present, four tests must be met. If one test fails, then State Aid is not present.

The four tests are as follows:

- does the aid come from public resources?
- is the aid selective?
- does it provide a competitive advantage?
- does it affect trade between Member states?

The funding under ESF Priority 5 is from a public source and it is selective in that it is not open to all entities throughout the UK.

The activities being funded will provide Local Authority employees participation in active learning to develop new skills, tools and processes to aid decision making and improve the effectiveness of the delivery of their services.

Any benefit derived from this investment cannot by its nature provide a competitive advantage or affect trade between Member States.

The nature of the investment does not therefore meet the four tests and so State Aid is NOT present within the scope of this operation.

4.6 Value for Money

Please see section 2.2 Delivery Option Appraisal for the analysis of benefits and Value for Money offered by the proposed collaboration between Local Authorities, Nesta and Cardiff University.

Indirect or longer-term Returns on Investment for this operation will arise on a number of levels which are difficult to determine accurately at this point as the operation will trial and embed new means of working and decision making.

The operation will:

- provide a new means of regional co-operation between the ten Local Authorities, academia and the third sector within the region;
- embed a range of new skills for Local Government employees through active learning techniques; and
- enable the investigation of two regional themes, yet to be determined.

Added value of the operation will arise from improved effectiveness of decision making, economies of scale in meeting challenges and opportunities on a regional basis, its ability to be replicated across other Local Authority based activity and its application across other Public Sector Bodies. Y Lab's Innovate-to-Save three-year programme has identified potential cashable savings in excess of £10m.

A key element of the independent evaluation, which will be commissioned once the operation has commenced, will be to establish the value of such an approach to decision making and the delivery of regional wide challenges and opportunities.

5. Strategic Fit

5 .1 Alignment with West Wales and the Valleys 2013-2020 Programme

InFuSe is a partnership between Cardiff Capital Region City Deal, the ten Local Authorities that comprise the CCR, Y Lab (partnership between Cardiff University and Nesta), and additional Cardiff University partners.

The partnership has been formed to help respond to the regionalisation agenda in Wales, the changing demands being placed on Local Authority services and the delivery of the Cardiff Capital Region City Deal.

The delivery of the Cardiff Capital Region City Deal will have major implications for the region, in particular it will require the Local Authorities to respond to region wide challenges and opportunities if they are to maximise the benefit of this investment.

The InFuSe operation will:

- bring an additional complementary component of regional collaboration to the Cardiff Capital Region City Deal by focusing on two major regional challenges and opportunities;
- identify and trial a range of potential solutions;
- analyse relevant data to inform the optimum means of responding to the challenges and opportunities; and
- provide innovative procurement practices to maximise the solution's impact and value for money.

By identifying the challenges and opportunities, working collaboratively to identify potential solutions, examining data to support better informed decision-making, and supporting new mechanisms for delivery or procuring public services, the participating Local Authorities can have a greater impact across the whole region, compared to investments happening in isolation.

5.2 Alignment with Priority 5 Public Service Reform and Regional Working

Priority 5 recognises the regionalisation agenda of the Welsh Government, as described in *Prosperity for All*, the Economic Action Plan, and the Employability Plan.

These, alongside emerging proposals for local government reform, provide the policy framework for activity under this Priority.

Priority 5 also recognises that there are "different arrangements for City Deals and Growth Deals, prioritising ESI funding, skills, planning regional regeneration investments, and a range of other spatial initiatives that could be more effectively coordinated and integrated if long-standing structural weaknesses can be addressed".

InFuSe is a direct response to this challenging policy framework. It will provide a forum that brings together the ten Local Authorities that are part of the Cardiff Capital Region City Deal to improve regionalisation and cooperation between Public Sector Bodies. It supports these Local Authority partners with expertise, knowledge, experience and facilitation capabilities of two regional assets – Cardiff University and Nesta. This InFuSe consortium will catalyse, develop, evaluate and disseminate more effective ways of working together to address the challenges and opportunities of regional working.

The operation will include:

- core, common elements which will strengthen collaboration and regional working;
- bespoke support to respond to specific issues and different capabilities between the Local Authorities;
- flexibility to respond to new challenges and opportunities should they arise;
- active learning to provide staff with new and improved skills, models and tools to deliver organisational change and service improvement, particularly leadership around adaption, data and procurement;
- dissemination of new ways of working across Public Sector Bodies, for example in applying the more effective use of data, or more innovative procurement approaches.

The operation is a new initiative that will demonstrate that investment in regional collaboration to respond to major challenges and opportunities, using a combination of research, data analysis and the deployment of improved procurement methods, can lead to more effective solutions, explore value for money solutions, and embed adaptive learning and skills in Local Authorities to support the long-term resilience of outcomes.

Cardiff Capital Region (CCR) City Deal

CCR Cabinet (joint committee structure) has developed a City Deal programme in conjunction with UK and Welsh Government partners. Attached to this are mandatory partnerships – a Regional Transport Authority and a private sector-led Economic Growth Partnership, as well as additional important groups such as a Business Council and CCR's own Special Purpose Vehicle – CSC Foundry Ltd. This partnership is about thinking local, but acting regional. There is real clarity about the purpose of regional investment which is informed and led locally by business experts in conjunction with local politicians who provide a strong sense of democratic legitimacy. There is clear function before form – a strategic rationale for a £1.3bn City Deal – articulated through a 5 year business plan; a Regional Economic and Industrial Growth Plan and a robust Assurance Framework operationalised through a clear and open Investment and Intervention Framework.

City Deal is further underpinned by an understanding of what needs to be done and the difference between means and ends. Although focussed by delivery against jobs, growth and leverage targets – political leaders do not want to hit targets that miss the point and have underlined the importance of economic inclusion, ensuring no part of the region is left behind. This is vital when highly competitive and fast growing parts of the region, sit cheek by jowl with some of the least competitive places in the whole of the UK. Innovation therefore has a wide application across business/ technology, the public sector and civil society. In addition, economic ambition will not be enough and has to be matched with opportunities to build progressive social policies. Local wealth building sits at the heart of this. CCR political leaders have a strong desire to see beyond conventional agglomeration economics - which suggest that building up growth

hotspots will see the benefits trickle down to the hinterland – and be proactive in creating and dispersing wealth right across the region.

Within CCR however, the principle is that those who are best placed to lead should do so. This has led to a hybrid delivery model wherein, expertise is shared and resources are pooled through the City Deal Office – complementing and working alongside local delivery. This brings to bear a wider range of expertise and resources from the Economic Growth Partnership, Skills Board, Transport Authority, Business Council, Universities and many other local partners with the requisite know-how. What matters is the outcome and so our approach has been less about 'who' delivers and more about the quality and sustainability of 'what' gets done.

The transition through the COVID-19 crisis presents an opportunity to galvanise a debate about the kind of economy we want to build in Wales post-COVID and the right environment to consider how we develop a collective sense of culture, modelling the kinds of behaviours and mind-sets required and new ways of working. This could assess the new capabilities required and develop foundational programmes which grow the skill-set of the 21st Century post-COVID public servant.

The focus on R&I in this time period is also critical. In science we now must trust but R&D spending in Wales as a % of national spend in low. What is poorer yet is the proportion of budgets that actually prioritise the skills and know how to develop R&D and become innovation-ready. We are not short of massive challenges, be it a public health crisis, climate emergency or the economy. Having the requisite skills base to solve problems and innovate our way through moral, social and economic dilemmas will be key to any transition.

Alongside the INFUSE programme, the Local Wealth Building Challenge Fund is a proposed CCR fund, supported by and co-deployed with the Welsh Government Valleys Taskforce, aimed at enabling and supporting increased productivity in the local 'everyday' economy.

Developing a challenge-driven approach to addressing some of the issues and opportunities in the foundational economy is a key means of enabling public sector organizations to find solutions to service and policy delivery challenges. The purpose of such an approach is to demonstrate how applying innovation to the big industrial and societal challenges of the day can galvanize creativity, novel solutions and radical improvements. It provides an important counter to the more conventional approaches of 'allocating' R&D funding which often fails to provide the appropriate incentives for deeper experimentation, scale and Return on Investment. Challenges are focused on problems and opportunities and the methods used can differ with the tools involved focused on policy levers, regulations and deep engagement rather than just 'funding' and we anticipate that many of the techniques used here are likely to inform the Public Services Testbed.

5.3 Contribution towards Economic Prioritisation Framework (EPF) for Welsh European Funds

The Economic Prioritisation Framework (EPF) was originally produced in 2013 following the findings of the Guilford Review, which recommended the importance of achieving closer alignment between the investment of EU funds and Welsh Government and EU strategies for jobs and growth.

The EPF looks at each of the four Welsh Regions and provides:

- a description of the region's strengths and opportunities;
- a summary of what is already happening, capturing key investments that have recently been completed, those currently being implemented and those that have been announced; and
- a forecast of what may happen in the future.

Within South East Wales there is a clear opportunity to build on existing assets and the investment being led by the Cardiff Capital Region City Deal, to develop a vibrant and inter-connected city-region, enhancing prosperity and well-being for all through economic growth.

Where these investments complement each other and work together, they can have a greater impact across the whole region, compared to investments happening in isolation.

InFuSe has been designed to provide a regional approach to determine how Local Authorities can work together to:

- bring about a regional response to those challenges and opportunities that face Local Authorities;
- develop new ways of working; and
- develop stronger and more effective leadership across the Cardiff Capital Region, enabling ten Local Authority leaders to join up decision making, pool resources and work more effectively with local businesses.

5.4 Alignment with Welsh Government Policies

The following table identifies relevant Welsh Government policies and how the operation will contribute to their attainment:

Strategy	**Priorities/Outcomes/Linkages**	**How the operation will contribute.**
Prosperity for All 2017 – 2030	A Welsh Government Strategy aimed at improving the social, economic, environmental and cultural well-being of a sustainable Wales.	Through the use of data and comparative analysis, supply chain opportunities will be better understood providing enhanced opportunities for innovative procurement solutions which respond to the social, economic and environmental challenges faced by the Cardiff Capital Region.
Prosperity for All 2017 - 2030	A Welsh Government strategy to reform our economic development and skills provision to work on a regional basis, building on the three	The operation will provide Local Government employees with • new processes for identifying appropriate innovations that could be adopted and

	employer-led Regional Skills Partnerships.	adapted for use in the Cardiff Capital Region; • a new toolkit for an outcome-based, data analytics; • a new toolkit for challenge and values-based procurement that provide greater impact, spending power and community benefits.
Prosperity for All 2017 – 2030	A Welsh Government objective to ensure that our skills provision through schools, further and higher education and work-based learning reflects current employer needs and keeps pace with the economy of the future.	The operation will provide Local Authority employees with a range of new skills and tools to foresee and prevent future challenges and to identify new opportunities, assess alternative solutions, analyse data to identify the solution that provides the greatest impact and value for money using innovative procurement solutions as part of the delivery.
Wales Procurement Policy Statement 2015	A Welsh Government strategy for a more prosperous Wales, includes the ways in which the Welsh public sector can change their approach to improve services.	The Adaption and Data Labs will help determine how services to meet the challenges and opportunities presented by the CCR City Deal can be better shaped to meet the challenges facing the public sector. Upskilling the ways in which our government employees and leaders are able to interpret and use information to shape decision making.

Prosperity for All 2017 - 2030	"Each year, devolved public services spend £6 billion procuring products and services, with more of this than ever being spent in Wales. By planning better and understanding which products and services are bought over and over again, we can support small and medium businesses to win more of these contracts. The economic benefits will stay in Wales, but our buying power can act as a springboard to develop greater added value to high performing businesses, and their supply chains, who can export products further afield."	The Procurement Lab will examine how public procurement can act as a strategic lever for change and an accelerator of innovation which has a direct impact on service delivery, value for money and impacts positively on the circular and foundational economy. The Procurement Lab will, through knowledge exchange, skills development and action-based learning and collaboration encourage procurement teams to build transferable innovation knowledge, identify new procurement tools,
Cardiff Capital Region Industrial and Economic Plan	Recognises the local importance of the public sector. As part of its Industrial and Economic Plan CCR will establish a Public Services Testbed with a mission-driven approach to generate new collaborations and public services improvements and enable the delivery of public sector innovation and economic value. CCR's approach involves the identification of a major grand challenges and the	The operation, outside of the CCR structure, will be the first significant collaboration between Public Sector Bodies in South East Wales to take up the mantle to identify major challenges and opportunities that will arise as a result of the delivery of the City Deal. The operation will initially investigate a range of regional wide themes that may benefit from a new approach. The Strategic Board will determine which themes will be subject to in depth investigation

	development of missions with clear and ambitious targets for improvement that form a basis upon which a number of related and complementary multi-sector (private, public, third sectors) projects may be identified in order to deliver business growth opportunities. The combination of public services innovation with new thinking in public sector procurement has the potential to generate new market opportunities, and commercial value that benefits the region.	with a view to grand challenges and the development of missions with clear and ambitious targets for improvement. The combination of regional collaboration within Public Services along-side a new approach toward delivery and decision making that involves, adaptation, data analysis, innovation and procurement, has the potential to generate new methods of maximising and distributing the benefits of new infrastructure and commercial activity throughout the region.
The *Well-being of Future Generations (Wales) Act 2015*	The Welsh Government has published well-being objectives which set out how it will use the Well-being of Future Generations Act 2015 to help deliver its programme for government and maximise its contribution to the 7 shared national well-being goals.	The Local Authorities Well Being Plans will be key drivers in selecting the regional themes that will underpin the operation. Improvements in data analysis and interpretation will better enable the ten Local Authorities to undertake and analyse their well-being assessments. Moreover, the essence of the operation is to deliver service improvements through greater skills, collaboration and new ways of working. The resulting improvements in service delivery will have an inherent positive impact on the Local Authorities' ability to

		contribute toward the seven shared national well-being goals.

5.5 Integration with ESI programmes

Throughout the South East Wales Region there are a significant number of ESI operations being implemented.

Opportunities for further integration of other Welsh based EU funded operations will be led by the Regional Management Team at Monmouthshire County Council.

In particular it will seek synergy with complementary activities within the Cardiff Capital Region but also to work with Swansea's City Deal and or other regions that are pursuing regional co-operation.

5.6 Integrations with other EU funding and transnational opportunities

It is essential to look beyond the region and the UK when considering regional reform.

Opportunities may arise for staff on the programme to participate in transnational opportunities, including travel outside of Wales or the UK to learn from good practice, common initiatives or share knowledge. This would of course be conditional on the relevant COVID-based guidance on travel in place at the time.

As noted in the Delivery section above, the Themes workstream, Adaptive Lab, Data Lab and Procurement Lab will draw on examples from across the world to inform delivery content, to offer comparative perspectives, and to ensure skills, methods and toolkits are adaptable and agile to a range of political and economic circumstances.

Nesta and Cardiff University's knowledge-base and existing national and international networks are key to delivering an approach focussed on learning from 'best practice' elsewhere. The team includes:

- an expert advisor to the OECD, European Commission and a range of other regional governments on Smart Specialisation, regional development and procurement policy;
- a member of the International Research Study on Public Procurement, and host to the international public procurement workshop in Cardiff in 2019 with visitors from 17 countries;
- experience in evaluation, statistical trials analysis, in applied settings across the world;
- experience in design and delivery of large-scale public services innovation support programmes in Wales, connected to programmes across the world supported by Nesta.

We also anticipate that there may be international interest in InFuSe as a regional case study.

Any opportunities for UK-wide or international travel will be monitored by the operation's Regional Management Team and presented to the Strategic Board for their consideration. This would of course be conditional on the relevant COVID-based guidance on travel in place at the time. Scope for formal integration of InFuSe with other ESI and Transnational operations and Programmes will be the responsibility of the Regional Programme Manager.

SECTION 2: Further Criteria

6. Suitability for Investment

6.1 The target sector and participants.

InFuSe will firstly target Local Authority employees, primarily focused on decision makers (middle to senior managers), data management and analytics staff, procurement specialists and front-line staff. In addition, we have defined our target audience of 'public servants' in its broadest sense to include any staff from organisations that deliver public services. This would include public and third sector organisations, such as Health Boards, Natural Resources Wales, and housing associations, and potentially private sector providers of public services, such as Leonard Cheshire Care Homes. This adjustment will have the added benefit of directly supporting cross-sector regional working. Y Lab has existing cross sectoral working relationships with many of these organisations and we plan to build on these in order to meet the objectives of InFuSe.

The target participants will be identified by an open recruitment process across the ten Local Authorities and other public service providers. The primary participation criteria will be determined by the chosen theme, the range of skills required within the multi-disciplinary teams, the ability to meet any skills gap and the ability to embed the new processes within their organisations.

The selection process will also ensure that all staff are supported to take up the opportunities to enhance their career progression, recognising some staff members with protected characteristics, e.g. disabled staff and staff members from some ethnic minority groups, may need different interventions. We have also reduced the time expectations of participants to make it easier for a wider range of people to participate, particularly during the uncertainty of COVID.

6.2 The barriers facing the target sector and participants

Some progress has been made in developing collaborative approaches toward addressing regional challenges and opportunities across Public Service Bodies.

That progress is often delivered on an ad-hoc basis where resources, independent of the participating bodies, are available. The Cardiff Capital Region City Deal is an example of how collaboration can work with resources to facilitate collaboration and implementation.

A collaborative approach is often prevented from progressing because of:

- organisational and budgetary constraints and the comfort of traditional working practices; and
- a lack of capacity and poor knowledge of data gathering and analysis, the formulation of solutions and the ability to procure effectively all of which constrain the ability of Public Sector organisations to deliver their services effectively.

These barriers prevent the open sharing of information, data, and creative solutions to common challenges and issues.

6.3 Addressing Identified Barriers

InFuSe will create a formal environment in which the ten participating Local Authorities participate in a collaborative active learning exercises designed to investigate and design potential solutions to two thematic work areas.

These thematic work areas will enable the investigation, development, use and application of alternate approaches to public sector provision.

In building investigative capacity and data analytics coupled with new approaches to procurement, the InFuSe Programme will provide a platform not only for the creation of networks, and centres of excellence, but to open the 'hearts and minds' of the participating Local Authorities' senior and middle management teams. InFuSe will provide an opportunity to consider the challenges and associated benefits of regional working that a more flexible, creative and collaborative approach can bring, particularly towards developing effective solutions and working practices.

InFuSe will create innovative actions to support the development of entirely new systems, processes and services, such as new uses for data for project planning, procurement and service delivery.

In so doing, the programme will deliver efficiency gains for the Local Authorities, improving the efficiency of public services by making them more sustainable, enhancing social integration and access to services and enhancing their ability to deliver their responsibilities under the Well-being of Future Generations (Wales) Act 2015.

The operation will fully disseminate the operations methodology, its activity, progress and results to other regional operations supported under P5 and other interested Public Sector Bodies and Third Sector organisations across Wales.

7. Engagement with Stakeholders

7.1 Overview

The development of InFuSe has been as a direct result of collaborative working by stakeholders from across the Region, led by Monmouthshire County Council in partnership with Cardiff Capital Region City Deal Office, Y Lab (partnership between Nesta and Cardiff University) and additional Cardiff University partners.

The following partners have been consulted, with their level of engagement set out below:

Organisation	**Involvement**
Monmouthshire CC	Lead Beneficiary
Blaenau Gwent CBC	Joint Beneficiary
Bridgend CBC	Joint Beneficiary
Caerphilly CBC	Joint Beneficiary
Cardiff CC	Joint Beneficiary
Merthyr Tydfil CBC	Joint Beneficiary
Newport CC	Joint Beneficiary
Rhondda Cynon Taff CBC	Joint Beneficiary
Torfaen CBC	Joint Beneficiary
Vale of Glamorgan CC	Joint Beneficiary
Cardiff University	Joint Beneficiary
Nesta	Joint Beneficiary

7.2 Local Authority Consultees

In addition, the following engagement and consultation activity has contributed to the development of the Operation:

A range of partnership meetings have been held by CCR City Deal Office, Monmouthshire County Council (Lead Beneficiary) and the key delivery partners Y Lab with additional Cardiff University support.

The proposed operation was presented to and agreed by the Cardiff Capital Region City Deal Cabinet on the 15th July 2019. The report and the agreed Operational Logic Table (OLT) are given in **Appendix 5.**

Monmouthshire County Council has also hosted a workshop to consult with the partners to set out the final delivery plan and their individual contributions to the operation.

Critically, the ten Local Authorities will be asked to identify up to ten themes that can be subject to a preliminary investigation to determine which of them would be most suitable for this operation whilst benefiting the wider region.

7.3 Other Consultees

Discussion have been held with the Wales Council for Voluntary Action (WCVA) to determine if the InFuSe operation can dovetail into their Community to Community (C2C) operation.

The WVCA's C2C operation has a pan Wales remit. Both parties have agreed that the two operations are distinct but may benefit from a close communicative relationship where each party is fully aware of the activities being undertaken. The most effective way for the WCVA to benefit from the InFuSe operation is to have a place on the Strategic Board. This proposal is currently being considered by the InFuSe partnership.

Y Lab has also been in contact with its broader stakeholder group, testing the concept with Wales Audit Office's Good Practice Team, and key contacts within Welsh Government.

Team leaders from MCC, Y Lab, Nesta and the South East Wales Regional Engagement Team met with David Rosser, South East Wales Chief Regional Officer, Welsh Government on 16th January 2020 and presented an overview of the project. No concerns were raised in relation to the regional fit of the activities proposed.

Representatives from the South East Wales Regional Engagement Team (SEW RET) have been consulted on the development of the Operation from its conception.

The SE Wales Regional Proofing panel received an update on this Operation on the 21st May 2019 where they agreed that:

> '*the project would meet strategic needs in the region but would like the sponsor to return to provide further information as the business plan develops, partly to understand the links to FE/HE and skills provision in the region and to learn about the regional data office under consideration'*.

The InFuSe Steering Board, supported by the InFuSe Engagement Manager, will provide updates to the SE Wales RET (and other stakeholder bodies, such as the CCR Regional Skills Partnership).

[In response to the RET Panel's feedback, InFuSe will provide direct support for skills needs of staff employed by the Local Authority Joint Beneficiaries. 'Curriculum' content and delivery approaches will be fully scoped and developed in Year 1. Some content may be draw from existing modules offered by Cardiff University and Nesta programmes; on-going evaluation and feedback will ensure the content and approaches adapt to the needs of staff seconded to the programme.

Further opportunities may arise to signpost staff to formal qualifications offered by FE and HE institutions across the region (for example, MSc in Public Leadership (part-time) or MSc in Data Analytics for Government (full-time)). Support to staff to pursue formal qualifications is outside the scope of this Operation.

Further consultation will take place with relevant organisations once the initial themes have been identified with further in-depth consultation process once the final two themes have been agreed upon.

8. Potential for Duplication and Displacement

8.1 Potential Duplication with Welsh Government Operations

It is Welsh Government policy to encourage collaborative working amongst public sector bodies. InFuSe is a direct supportive response to this policy.

8.2 Potential Duplication with existing or planned Public/Third Sector Support

This operation will be independent but complementary to the activities of the Cardiff Capital Region City Deal. InFuSe will investigate and determine how best to respond to the challenges of the region.

8.3 Potential Displacement of Private Sector Activity

The InFuSe operation is concerned exclusively with improving decision making and delivery within the Public Sector.

The only potential area of displacement is the potential to use external consultants instead of Y Lab and the additional Cardiff University partners. The complexity of the InFuSe operation, the limited timeframe for delivery and the costs associated with procuring external consultants, is an impractical high risk strategy which would jeopardise its successful implementation.

These risks mean that the operation would not proceed if it were limited to procuring external consultants.

The scope for displacing the private sector is therefore limited.

8.4 Potential for Private Sector & Third Sector Engagement

There is a limited provision for the Lead and Joint Beneficiaries to procure private sector entities to deliver ancillary services that are required by the operation but cannot be delivered using 'in house' staff.

However, the themes under which the new collaborative means of working will be applied and tested, will in part, be determined by the presence of a significant level of procured expenditure.

The objective of the 'procurement' workstream of this operation will not only be to encourage economies of scale through joint purchasing but also to establish:

- enhanced engagement with local supply chains;

- sustainably sourced materials;
- innovation in the procurement process;
- upskilling of procurement professionals;
- opportunities to procure from the Third Sector; and
- increased impact through community benefits

InFuSe aims to challenge traditional procurement approaches around how Local Authorities procure individually and collectively for the services they require, seeking to introduce more innovative approaches to how benefits from that expenditure might circulate effectively within the regional economy across the Private and Third Sectors within a region.

Legacy or follow-on activities beyond the lifetime of InFuSe may include on-going supply contracts for projects that have been trialled through InFuSe workstreams.

9. Organisational Capacity and Expertise

9.1 Lead Beneficiary

Monmouthshire County Council is the operation's Lead Beneficiary.

The Authority has been in its current form since Local Government Reorganisation in 1996. There are no conflicts of interest in the Local Authority acting as Lead Beneficiary for the P5 Operation.

There are no previous (or pending) County Court Judgements relating to any individual and/or organisation or business related to the InFuSe operation or the receipt of grant aid.

Monmouthshire County Council has significant experience in leading and participating as a joint sponsor/beneficiary in European funded programmes.

Organisational Experience

Monmouthshire County Council (MCC) have significant experience of securing funding and delivering a wide range of publicly funded programmes such as the Targeted Regeneration and Investment Programme £4M and 21st Century Schools (£133m) and a 2019 award from the Foundational Economy Challenge of £200k, culminating in the annual management of a capital programme of circa £60M per annum.

MCC also has vast experience of securing and delivering structural fund programmes having secured funding for Monmouthshire and on behalf of Newport City Council, for the Wye Valley and Vale of Usk Rural Development Programme with additional successful bids made to the Rural Community Development Fund. MCC is also currently delivering Inspire 2 Achieve, Inspire 2 Work and Skills @ Work under the 2014-2020 ESF Programme.

A summary of key public grants secured include:

Grant Award Body	Grant Scheme	Project Lead Partner	Award Value	Duration
Welsh Government (WG)	21st Century Schools Tranche A (2 secondary schools, 1 primary and welsh medium provision)	MCC	£90m gross	3 years completed 2018-19
Welsh Government (WG)	21st Century Schools Tranche B (1 secondary school)	MCC	£43m	Bid phase ended, construction phase starts 202-21 for 3 years
WG	TRI	MCC	£4M	2018-2021
WG/ERDF	Rural Development Programme	MCC	£2.79M	Until 2021
WG/ERDF	Rural Community Development Fund	MCC	£412K	Various
WG/ESF	Inspire 2 Work	Newport CC	£607k	2016-2021
WG/ESF	Inspire 2 Achieve	Newport CC	£772k	2017-2022
ESF	Skills@Work	Newport CC	£288k	2019-2022
WG	Foundational Economy Challenge	MCC	£200k	2019-2021
UK Govt. DCMS	Gov Tech	MCC	£1.25M	2018-2020
WG	Housing Support Grant & Children and Communities Grant	MCC	£4.2M	ongoing

Track record of leading on Regional Operations

Monmouthshire County Council has been a key partner in the Cardiff Capital Region (CCR) City Deal, the largest City Deal in the UK with an Investment Fund of £1.229bn. MCC plays an active role in the CCR City Deal and was chosen to provide lead advice and facilitation expertise to the private limited company for the City Deal's first flagship project - the establishment of an Advanced Compound Semi-Conductor Cluster and now as lead Authority for the InFuSe

Programme. MCC was also the lead Authority for the innovation strand for the CCR which included production of the CCR Innovation Prospectus.

As lead beneficiary, MCC has extensive experience of delivering many projects in partnership with Public, Third Sector and private organisations, and also has experience of working with Local Partnership Boards, local Service Boards, WG, Health Boards, and Registered Social Landlords as well as European partners. Some notable examples of managing multi agency partnerships include:

- European Structural Funds (ESF) Operations – MCC is a delivery partner on three regional ESF operations and is represented on the operational and strategic boards of each. The 3 operations are:
    i. Inspire 2 Achieve - An operation targeting Young People at risk of becoming NEET, delivered through partnership working with a range of Local authorities, FE institutions, Secondary schools and Careers Wales to provide a holistic range of support to young people.
    ii. Inspire 2 Work – An operation targeting Young People aged 16-24 who are NEET, providing training, mentoring and employment focussed support in partnership with Local authorities, external training providers and housing associations.
    iii. Skills @ Work – An operation targeting adults already in work, supporting them to gain qualifications, develop their working skills and overcome personal barriers to enable them to sustain employment.
- Rural Development Programme which Monmouthshire leads and delivers on behalf of Newport CC. Activity has included co-operation projects with multiple partners including an Offa's Dyke project which linked local authorities and Protected Landscape organisations all along the Wales/England border;
- AGRI-URBAN a Priority 2 of the URBACT III programme with six partners within the AGRI – URBAN network which included Wales – Abergavenny; Spain – Andalucía; Portugal - Centro (PT); Greece – Θεσσαλία; Belgium - Prov. Liège; Sweden – Stockholm; Italy - Emilia-Romagna. The programme's activities focussed on Rethinking Agri-food Production in small and medium-sized cities.
- MCC is lead body for a collaborative bid of £2.1M on behalf of the five Greater Gwent authorities, Forest Research and Severn Wye Energy for

the ENRAW grant scheme which is made up of Measure 16 and RCDF Funds claimed via WEFO.

- MCC is also lead partner in a new Housing development in the South of the County, that incorporates a pilot project with a Registered Social Landlord to drive down the profit aspect of traditional volume builders in favour of using that resource to design properties within whole life principles resulting in a dementia friendly community being created around a new care home part funded by operational savings, capital receipts and intermediate care funding (in conjunction with health board).

Delivery of these schemes and projects has provided MCC with a wealth of experience in the delivery and management of public funds. The Authority has well-established financial and operation systems embedded within the organisation, and strong relationships with internal support such as Audit, and Finance. Our delivery teams have been subject to a number of external audits, such as annual WAO audits, PIVT audits, and EFAT audit which demonstrates our strong project management procedures.

Joint Beneficiary Experience

The Joint Beneficiaries within the project have facilitated projects under ESF, ERDF, RDP and Transnational EU Programmes, which has resulted in effective project management procedures being developed, understood, implemented and reviewed.

There is also significant experience across the region with respect to PIVT and EFAT audits, which has provided valuable experience and knowledge for managing and implementing EU grant aided projects, which will underpin this operation.

This operation also acknowledges the need for continual review and planning. Therefore, the operation incorporates the capacity to ensure service delivery is based on up to date needs and effective use of resources.

In conclusion as Lead Beneficiary for the InFuSe Programme, MCC are confident that we can provide:

- robust, realistic costing during bid stage;
- treasury experience to safeguard awards;
- flexibility to absorb changing funding timings and incidence;

- skillset and experience to set and deliver to agreed timescales and outcomes; and
- objective to provide end of project evaluation to benefit future projects and working methods.

9.2 Management of the Operation

The preferred option for delivery is Option 1 – A partnership between Public Sector Bodies based within the region, with the ability to procure external support from the Private and Third Sector where necessary.

As the Lead Beneficiary, Monmouthshire County Council will employ a Regional Management Team (RMT) of 3 FTE staff to manage the operation:

- Programme Manager;
- Programme Engagement Manager; and
- Programme Finance and Administration Coordinator.

The Job Descriptions and personal specification are included as **Appendix 6**.

Additional support will be provided by Monmouthshire County Council Officers in Legal, Finance, Internal Audit and European Officers.

The InFuSe operation will be governed by a Strategic Board that comprises of a senior officer from Cardiff Capital Region City Deal as Chairperson, the RMT to support and administer the Board, and representatives from Y Lab (a partnership between Cardiff University and Nesta) and the ten Local Authorities.

Y Lab and additional Cardiff University Partners will provide a progress report with each quarterly claim including a review of each preceding quarter's activity and a summary of planned activity identifying key milestones over the next two quarters.

The progress report will identify any variance with the delivery plan, establishing whether the variance is temporary or permanent in nature.

The Regional Management Team will interrogate and verify each quarterly claim, quality assure the audit trail for project expenditure and the delivery of Operation's outputs, indicators and results.

The Regional Management Team will also undertake regular Quality Assurance visits to Joint Beneficiaries to ensure that the staff participant data is being completed and that each participant's activities on InFuSe can be verified with appropriate supporting documentation.

The Regional Management Team will report any significant variation to the Strategic Board with a view to assessing how the individual components are performing, assessing their aggregated performance for the whole InFuSe operation to ensure that the programme is on course to meet its contractual commitments.

Where there is any significant variation, the Regional Management Team will seek to remedy the position by revising the activities of individual Joint Beneficiaries.

The Regional Management Team will also be responsible for ensuring that each Joint Beneficiary implements the InFuSe operation with full regard to the implementation of the Cross Cutting Themes.

9.3 Local Governance Arrangements for Monmouthshire County Council

A clear reporting structure and framework has been established within Monmouthshire County Council to ensure that the InFuSe operation's performance is managed accordingly and any issues can be effectively escalated through to the Departmental and Corporate Management Teams.

Indicative Terms of Reference have been developed for the Strategic Board for the InFuSe operations. It is within this forum that all associated risks that have been identified and will be monitored and where necessary mitigated.

Once a certain threshold of risk is reached, the lead team will escalate internally to Monmouthshire County Council's Enterprise Departmental Management Team. These will then be referenced on the relevant departmental risk register where they will be monitored until an acceptable control is implemented.

9.4 Risk Management

The InFuSe operation has been subject to Monmouthshire County Council's Risk Management process.

A Strategic Risk Analysis and Management Plan is given in **Appendix 3.**

The risks have been assigned ownership, primarily to the operation's Regional Management Team, who will monitor the operation's, activity, expenditure and output attainment.

The Regional Management Team will host the Issue and Risk Logs.

Each will be a standing item on the agenda of the Strategic Board.

The Issues Log:

Joint Beneficiaries will be able to raise an issue, by e-mail to the Regional Management Team (RMT) at any given time. The RMT will respond to the Issue having consulted (where appropriate) and will disseminate the resolved issue to **ALL** of the Joint Beneficiaries to ensure consistent approach throughout the project.

The Risk Log

The Strategic Risk Analysis and Management Plan will be a standing item on the Strategic Board against updates on the status of each identified key risk.

Where a risk materialises and it has an implication for the InFuSe operation as a whole, the issue will be referred to the Strategic Board for resolution.

9.5 Procured Delivery

With the exception of the appointment of the external evaluator, it is not envisaged that the Lead Beneficiary will be required to make any purchases outside of existing framework agreements.

The Lead and Joint Beneficiaries shall be responsible for ensuring that the purchase of all supplies and services required for the InFuSe operation will comply with the European Union (EU) Procurement Directive 2014/24/EU and the Public Contract Regulations 2015, and their own organisational procurement policies, and any award of contract is fully compliant with State Aid Regulations.

9.6 Publicity

The Lead Beneficiary for the InFuSe operation will prepare a Marketing and Communications Strategy which will address the needs of the operation, the Joint Beneficiaries and (if applicable) wider stakeholders e.g. on the Steering Board.

All marketing, awareness raising materials and events will acknowledge the support of the European Social Fund and will meet WEFO's publicity guidelines.

All publicity materials will be made available in Welsh and in other forms such as large print and braille should the demand arise.

9.7 IT Requirements

InFuSe will have at its disposal MCC and Cardiff University management, IT systems, processes and facilities which comply with all necessary security requirements. The below list is not exhaustive but provides an overview of the services and systems in place.

- *Centralised and School-based support and administration for human resources, IT, financial management including Oracle financial reporting system;*
- *A wide range of secure, reliable IT services all supported for remote working;*
- *Core HR Portal – online management of HR and Payroll data;*
- *eRecruitment – a recruitment system developed by Kenexa IBM;*
- *Access to all Monmouthshire County Council IT software systems offered via the Shared Resource Services contract plus additional hardware as needed i.e. laptops, Android phones, etc.*

10. Contribution towards the Cross Cutting Themes

10.1: Approach Toward CCTs

As the Lead Beneficiary, Monmouthshire County Council has considered how this operation can best contribute to its Well-Being Plan and those of the other nine Local Authorities that will benefit from this operation.

The Cross Cutting Themes (CCTs) for this operation will demonstrate alignment with the principles set out in the Well-being of Future Generations (Wales) Act 2015, and the 2014-2020 Structural Funds Programmes in Wales:

https://gov.wales/european-social-fund-priority-axis-5-cross-cutting-themes

Consideration of how this operation can contribute to the Well-being goals will be explored and consulted upon more fully in the first quarter of its lifespan. The findings will be set out in an Impact Assessment and include an Equality Impact Assessment and will meet the requirements of the Public Sector Equality Duty. (PSED).

The operation will embrace the five key ways of working / behaviours outlined in the Well-being of Future Generations (Wales) Act (WBFG Act), which requires future investments in Wales to Act in accordance with the sustainable development principles (attend to the long-term impact, prevention, integration, collaboration, and involvement) in setting and meeting its objectives.

The operation has been devised as a direct response to the Welsh Government's strategy to work on a regional basis, reform our economic development skills and to explore the ways in which the Welsh Public Sector can change their approach to improve services.

Within the first six months of InFuSe, a range of themes will be identified where collaborative working would enable the ten participating Local Authorities to lever greater benefit.

As noted under Delivery Workstream 1, the range of themes will be assessed against agreed criteria, including their ability to contribute toward the ten Local Authorities' Well Being Plans and how they can contribute toward:

- Equal Opportunities and Gender Mainstreaming (EO&GM);
- Sustainable Development (SD); and
- Tackling Poverty and Social Exclusion (TP&SE)

The themes chosen should as a minimum contribute toward the underpinning cross cutting and system actions within Monmouthshire's Well-being Plans. These are:

- Join up data information and systems to help agencies better understand challenges and opportunities;
- Enable clear lines of communication between services organisations and community groups;
- Develop better connections between services, organisations and community groups to work in a more joined up preventative way;
- Develop toolkits and other ways to help service organisations and communities help themselves;
- Explore the potential to share finance and assets to deliver Well-being Plans; and
- Identify opportunities for public sector procurement to support local products and services.

Following the selectin of two themes, further InFuSe workstreams will then deliver short, trial projects with teams of staff drawn from Local Authority service areas focussed on the interventions across the themes, supported by further analysis, skills training, coaching and facilitation provided by Cardiff University and Nesta staff.

10.2 CCT Actions

The design of the InFuSe programme will deliver the following actions identified in the P5 CCT guidance:

- 'Support for activity which builds the capacity and capability of the workforce' and 'Upskilling and reskilling staff members to help them benefit from new ways of working' *(by working with staff from across all Local Authorities as outlined under Workstreams 1-4)*;

- ‘New approaches which enable organisations to innovate and work together in a region to ensure public services are accessible and equitable to all’ (*through the principles and ways of working under the cohort projects in workstreams 1-4)*; and

- Supporting the sharing of resources and use of local supply chains *(in the delivery of workstreams 1-3 on adaption, data and procurement)*.

The CCT actions that are considered to be appropriate for management and administration of the InFuSe Operation are:

Action 1a: to ensure that new regional ways of working promote equality of opportunity for staff and inclusive work-places;

Action 2: to increase the use of public transport;

Action 3: to promote resource efficiency, including energy efficiency and waste management (including recycling) in the delivery and implementation of the Operation; and

Action 4: to promote and facilitate the use of the Welsh language within new regional ways of working, in service delivery and developing capacity.

The following activities will support the actions listed above:

Action 1 *Activities to ensure that new regional ways of working, promote equality of opportunity for staff and inclusive work-places.*

The proposal has also considered the key inequalities which are identified in ‘*Is Wales Fairer’* 2018 (EHRC publication) and where appropriate, activities will support the recommendations to address these. This operation will pay particular attention when:

- Employing new staff; and
- Recruiting Staff to participate in the operation.

Each Joint beneficiary is committed to equality of opportunity and have policies and practices in place to ensure that individuals are recruited, selected, promoted and treated on objective criteria, having regard to relevant experience, potential skills, and abilities.

The Joint Beneficiaries will fulfil their legal obligations under the Single Equality Act 2010 and will ensure:

- That they actively promote equal opportunities through the application of employment policies which will ensure that individuals receive treatment which is fair, equitable and consistent with their aptitudes, potential, skills and abilities;

- That individuals are recruited, selected, developed, promoted and treated on objective criteria having regard to relevant experience, potential, skills and abilities. In particular no applicant/ employee will be placed at a disadvantage by requirements or conditions which are not necessary to the performance of the job or which constitutes any form of discrimination;

- That all personnel making selection and promotion decisions have undertaken appropriate training in recruitment practices to ensure that they understand the need to promote equality of opportunity and eliminate any inconsistent treatment;

- That all job adverts make reference to our commitment to equality of opportunity and encourage applications from all sections of the community;

- Consideration will also be given to the balance of Welsh and English speakers working on the project, to ensure a bilingual service can be provided; and

- That the Joint Beneficiaries keeps under review existing and potential initiatives to create a more flexible, supportive, harmonious and family friendly working environment.

In addition, we have also reduced the time expectations of participants to make it easier for a wider range of people to participate, particularly during the uncertainty of COVID.

Action 2 *Activities to increase the use of public transport.*

Collaborative working across ten Local Authorities will require attendance at meetings, conferences, seminars, and workshops. We can deliver these online for as long as the COVID pandemic makes face-to-face meetings inadvisable. However, even if face-to-face meetings become reasonable during the timeline of this operation, we will still deliver as many online as possible to reduce unnecessary travel. When travel o meet face-to-face is the preferred option, the operation will make every effort to:

- Host meetings, conferences, seminars and workshops at locations accessible by means of public transport; and
- Promote the use of public transport and bicycles, as an alternative to car use.

Action 3 *Activities to promote resource efficiency, including energy efficiency and waste management in the delivery and implementation of operations.*

The operation will:

- Discourage people from printing off documents;
- Minimise the use of paper in the office;
- Reuse where possible and where not possible, recycle all used paper, card and cardboard in local facilities;
- Avoid the use of disposable cups and plates;
- Use all available recycling facilities (paper, toner cartridges, batteries, etc.)
- Reduce the amount of energy used as much as possible;
- Project staff will be made aware of the environmental commitments of the project and their role in the implementation;

- Where necessary, staff will be provided with relevant environmental training;
- The project will comply with and where possible exceed all relevant regulatory requirements; and
- Incorporate environmental factors into business decisions.

Action 4 *Activities to promote and facilitate the use of the Welsh language within new regional ways of working, in service delivery and developing capacity.*

The operation will comply with the Welsh Language (Wales) Measure 2011 and will be proactive where opportunities present themselves to promote and support good practice with regard to the language.

Specific attention paid to supporting a bilingual workforce. In particular, the operation will ensure that:

- all correspondence and telephone enquiries are offered in Welsh;
- correspondence received in Welsh will receive a signed reply in Welsh;
- significant publications and printed materials will be published bilingually;
- press releases for issue in Wales produced bilingually;
- the web-material, including social media, will be produced bilingually;
- bilingual stationery and signs will be produced;
- job adverts appearing in the press in Wales will be bilingual;
- when recruiting staff, vacancy advertisements and job descriptions will indicate where Welsh language skills are desirable or essential for all posts and linked to this point;
- where requested, job interviews will be held in Welsh; and
- consideration is made to the balance of Welsh and English speakers working on the project, to ensure a bilingual service can be provided.

10.3 CCT Indicators

There are no specific CCT programme indicators for ESF priority 5, but Operations are expected to identify CCT Case Level Indicators they will be contributing to and, if appropriate, suggest additional ones.

There are no formal evidence requirements for these indicators with delivery demonstrated through the sharing of good practice and case study examples reported to WEFO.

Suggested CCT Case Level Indicators for this programme include:

- Local sustainable supply chain development (*Procurement Lab)*
- Mentoring / advocacy activity (*through cohort skills support)*
- Peer support activity (*through cohort skills support)*
- Organisations paying the living wage *(Cardiff University is a living wage employer)*
- Stakeholder engagement good practice activity (*all workstreams)*
- Developing / engaging CCT champions *(all workstreams, particularly the theme leaders)*
- Integrating Social Clauses into activity *(e.g. Procurement Lab)*

Once the Operation's themes are established and cohorts under each workstream have identified projects, staff will be encouraged to consider how these projects will contribute to the full range of CCT indicators.

For example, a cohort team under the Adaptive Lab may focus on an activity which raises 'equal pay' issues, or results in projects which builds skills in wider communities, or supports workplace health programmes, or child/care provision, or blue/green /biodiverse infrastructure integration.

Progress reports and project documentation will be designed to capture contributions to the CCTs on an on-going basis.

10.4 Responsibility for Delivery and Monitoring

This operation will adopt and follow the Sustainable Development Policy / Strategy, the Equality Policy / Strategy and the Welsh Language Strategy of Monmouthshire County Council, Cardiff University and NESTA.

- Overall responsibility for delivering the CCT actions will sit with the InFuSe Programme Manager employed by Monmouthshire County Council

- Regular updates will be provided in the CCT section of the Progress Report for this operation.

10.5 Evaluation

Contributions towards CCTs will form part of the overall evaluation for this operation. Consideration will be given to the actions identified in this section of the business plan, as contributing to the CCTs and to the associated activities, e.g. were the actions identified appropriate for the operation? What worked well, what not so well? Were the CCT Case level indicators, identified for this operation, all successfully delivered?

11. Monitoring and Evaluation

11.1 Internal 'Real Time' Quality Assurance.

The nature of the InFuSe operation means that there needs to be a constant cycle of monitoring and evaluation throughout the lifetime of the operation. Workstream 5 Continuous Learning has been specifically designed with this in mind.

Y Lab and their additional Cardiff University partners will produce quarterly reports in line with claim periods. This will include an assessment of that quarter, supported by the work of the Adaptive Learning Specialist in Workstream 5 and will ensure that any key issues can be addressed.

In addition, the ten Local Authorities will be required to provide a report on their participation in the work streams with a more comprehensive report on an annual basis highlighting the outcomes and any impacts the new methods of working are having on their Authority.

11.2 Independent External Evaluation

In line with WEFO requirements, an external evaluation of the operation will also be procured to commence during the first year of delivery to provide an interim report on progress after the first full year of delivery.

The independent evaluation will be required to evaluate the impact and effectiveness of the InFuSe operation.

The terms of reference has yet to be determined but it is likely to include five main areas of interest:

- the management and implementation of the operation;
- the effectiveness of the delivery of the operation;
- what skills, tools, processes that were imparted to Local Authority employees and how effective they have been delivered;

- the impact of the interventions for Joint Beneficiaries and staff participants; and
- contribution toward the cross cutting themes.

The evaluation will also engage with two specific themes that will be the subject matter around which the operation is delivered. The evaluators will be expected to look at:

- the identification, assessment and selection process;
- how effectively the deployment of the operation's resources has impacted on collaborative working; and
- the decision-making process.

The longer-term impacts of the operation will be in improved effectiveness of decision making, economies of scale in meeting challenges and opportunities on a regional basis , for learning, tools and methods to be replicated across other Local Authority based activity and across other Public Sector Bodies.

A key element of the independent evaluation which will be commissioned once the operation has commenced, will be to establish the value of such an approach to decision making and the delivery of regional wide challenges and opportunities.

The Independent Evaluation Report (Interim and Final) will be made available to Welsh Government, Joint Beneficiaries and stakeholders and disseminated more widely through electronic distribution and a programme closure event.

12. Lifespan, Impact, Project Closure & Sustainability

12.1 Lifespan of the Operation

The InFuSe operation has asked for three years' support.

InFuSe is seeking to verify that the support being provided not only represents value for money, but that there is a cost benefit to the Joint Beneficiaries in continuing the activities catalysed by the InFuSe operation.

The Cardiff Capital Region City Deal Challenge Funding can potentially provide an alternative funding route to implement the findings of the investigation in to the two chosen themes.

CCR will be invited to support scaled-up implementation and long-term delivery of those activities that have demonstrated their effectiveness and feasibility via InFuSe support.

The Challenge Fund is one of three funds managed by Cardiff Capital Region to stimulate economic growth in the region. The Challenge Fund seeks to stimulate the adoption of new products and solutions in South East Wales and welcomes proposals that emerge from competitive spaces where more than one organisation or individual might be equipped to deliver, in order to offer more flexibility and scope for experimentation.

https://www.cardiffcapitalregion.wales/investment-overview/

The Strategic Board, chaired by the CCR City Deal Office, will provide a clear route for reporting progress, identifying the further scale-up of projects under the chosen themes, and considering mechanisms to sustain InFuSe-type activities if appropriate in future.

12.2 Impact of the Operation

The aim of the InFuSe operation is to provide a means by which ten Local Authorities that comprise the Cardiff Capital Region can have a formal supportive framework within which they can explore how best to work collaboratively on a range of initiatives that are of strategic importance, transgress boundaries and require future investment.

The InFuSe operation will have a long-term impact in the following areas:

Partnership & Collaboration

A strategic, collaborative approach toward partnership working between Local Authorities will bring about improvements in decision making, expedite implementation process, improve service delivery, generate efficiency savings and reduced costs by minimising duplication of effort and the realisation of economies of scale.

InFuSe will seek to demonstrate that a collaborative approach toward partnership working and the benefits derived from the InFuSe operation can be applied to the whole range of Local Authority services.

Wider Impact of Collaborative Working

The benefits derived from the InFuSe operation will also have a benefit through legacy effects and dissemination of learning to other Public Sector Bodies.

Ultimately the operation will demonstrate that the benefits of a collaborative approach to issues that are of strategic importance and transgress boundaries can provide improvements to service delivery that benefits the whole of public services and the wider communities these serve.

12.3 Operational Closure

As noted above, an aim is for a framework for collaborative working to remain active to oversee the delivery of the two Themes beyond the scope and lifetime of InFuSe, supported by alternative funds (including CCR, and other cost savings or resources identified by Local Authorities). There will still be a need to bring the element of the operation that is funded by the European Social Fund to a close.

Operational closure is an important element which has to be managed appropriately.

From day one the Joint Beneficiaries will be fully aware of WEFO's Operation/Project Closure Guidance and the requirements to retain and archive 'management products' for future audit purposes.

The Strategic Board will be responsible for bringing the InFuSe operation to a controlled closure.

Each Joint Beneficiary will ensure that their final claim is submitted and fully supported with the appropriate documentation.

Where appropriate, staff employed on the project will either have their duties redeployed or will have their contracts terminated in accordance with the terms and conditions that were agreed to at the start of the operation.

The InFuSe operation will be subject to an independent evaluation; the Joint Beneficiaries will be an integral part of the evaluation and will be party to agreeing its final recommendations.

The Joint Beneficiaries will also be integral to identifying the lessons to be learnt from its implementation.

The Strategic Board will, at their final meeting, confirm:

- the final claim and outputs;
- that the issues log is complete;
- that all risks have been eliminated;
- that any residual risks are re-assigned;
- agree the lessons learnt report; and
- agree the external evaluation report.

12.4 Long Term Sustainability

Long-term sustainability of the operation's outcomes is a key objective.

A specific workstream on 'Resilience and Legacy' has been built into the operation to maximise the ability to embed learning, outcomes and tools, methods and processes.

There is existing collaborative working between members of the InFuSe and CCR Challenge Fund teams, and these relationships will continue to support an ongoing exchange of information to ensure that opportunities for medium to long term sustainability are explored.

The Strategic Board will disseminate the findings of the external evaluation to the ten Local Authorities and Cardiff Capital Region City Deal Cabinet setting out the regional benefits of collaborative working and the ability to replicate it across other areas for which they are responsible.

The Strategic Board will also determine how the operation moves from one that is supported by the European Social Fund, to one which may continue appropriate support for the implementation of further activities under the two themes (e.g. using CCR Challenge Funds) and to deploy resources appropriately.

Appendix 1

InFuSe

Innovative Future Services

Indicative Brochure Copy for sharing with potential participants

August 2020

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2. Selecting Programme Themes
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6. About the InFuSe Team

1. About InFuSe

Developing new innovation skills and capacity by tackling regional public service challenges.

In the last few months we have seen the most rapid uptake of innovation in public services that anyone can remember. Data have become key to the response to the Coronavirus pandemic and the old cultural barriers to data sharing are being swept away. From the challenges that the crisis has thrown up - public-health, social and economic - public services have found new ways of working and new solutions that have ensured the impact is minimised across the Cardiff Capital Region.

InFuSe is designed to build on and consolidate many of the new-found innovation skills, tools and methods that have been put into practice across public services in the Cardiff Capital Region, and broadening this from single local authority responses to a culture of challenge-based regional working.

InFuSe will blend theory and practice, introducing people to new processes and concepts, then providing a safe and supported environment for them to try them out. It will allow them to develop their knowledge and practice so that they can take new skills back into their own organisations and share them with other colleagues.

InFuSe will take a thematic approach - focusing on problems or opportunities linked to rebuilding the local economy across the CCR. It will do this in a way that links to CCR's new Local Wealth Building Challenge Fund, supporting public services to become key actors in driving innovation that creates jobs and promotes the concept of a wellbeing economy.

The themes will become the focus for each of the works teams delivered through the programme, with participants using these themes to develop new skills and knowledge in both a theoretical and practical manner.

Our conversations with key stakeholders from the Cardiff Capital Region have indicated that there are currently skills deficiencies in three areas which will form the core workstreams of the programme:

- The Adaption Lab - Undertaking experiments: We'll support people to learn about and deliver experiments that test potentially scalable solutions to region-wide problems;
- The Data Lab - Making the best use of data: We'll support people to better collect, manage, analyse, understand and make use of data linked to the two thematic areas, leading to more effective use of data in decision making;
- The Procurement Lab - Procuring innovation: We'll support people to learn about, develop and test new processes and methods for procuring innovative products and services that produce better outcomes for people who use and deliver services against the two thematic areas.

Adapting the Programme for Coronavirus

When we originally planned the InFuSe programme we envisaged longer cohorts, lots of face-to-face workshops and visits to help bring the work to life.

Now, we have shorter cohorts of up to 6 months (3 months of learning, followed by three months of coaching) to allow for more flexible participation, as well as fully remote, online delivery for the foreseeable future. We've also built in breaks in delivery to allow us to take stock of what's working and what isn't and reflect on the current context for public service delivery.

The programme is designed to run for a minimum of three cohorts, wrapping up by the end of March 2023, allowing us to identify the themes that will underpin the work, deliver an intensive and comprehensive programme of activity, then ensure that the results are effectively disseminated across the region. All elements of the programme, at least for the first year, will be delivered online via video-conferencing and other digital collaboration tools. This will be reviewed as the situation with the coronavirus pandemic changes.

2. Selecting Programme Themes

InFuSe is designed to tackle significant problems or take advantage of new opportunities (referred to as "themes") linked to Cardiff Capital Region's new Local Wealth Building Challenge Fund.

The first part of the programme will require senior leaders (civil and political) of participating local authorities to identify and agree on the themes to be tackled. The themes will then be the focus of practical work within the three core workstreams.

Identifying the two themes

We want to ensure that there is significant buy-in to the two themes that the programme delivers against. To achieve that we will run an engagement exercise and one workshop with Senior Leadership (Chief Execs and their Direct Reports) in conjunction with the CCR City Deal Programme Office across the CCR to understand which headline problems or opportunities that would promote regional working would receive their buy-in. For example:

- Making the most of Metro Plus
- Improving Local Economic Development
- Reducing Air pollution;
- Decarbonising public services;
- Dementia
- Diabetes
- Tackling Loneliness and isolation
- post-COVID economic and social recovery

The Y Lab team will assess around 3 or 4 problems and challenges that receive senior leadership buy-in against the following criteria:

- Availability of and access to data;
- Identifiable and significant procurement spend over the short-term;
- Availability of ideas that could be adopted within the region that haven't been adopted by others and
- An assessment of the existing attitudes, skills and knowledge base within public services. An assessment of the medium and longer term benefits and impact on the wider Cardiff Capital Region and the benefits it will bring to improved regional working.

We'll also consider how these themes fit with Sustainable Development principles, Local Authorities' Health & Wellbeing plans and the impact on the environment.

Refining the themes

Once the themes have been agreed, we will establish a subject area steering group for each theme that will help us to:

- Define one or two measures of success for the programme against the theme.
- Understand up to 5 big questions that need to be answered that are pertinent to the CCR and
- Define who should be involved in each of the following workstreams to unlock that resource from participating organisations.

The steering groups will then act as a critical friend during the delivery of the subsequent workstreams.

Ongoing thematic work

Throughout the programme we'll continue to develop our knowledge and understanding of the two themes, making sure that our teams have as much evidence as possible to make good decisions and adding to this evidence base as we are able.

This might include: mapping of current knowledge and resources; rapid evidence assessments; stakeholder engagement within the region; undertaking small pieces of primary research to help delivery of the programme; ensuring the other workstreams are tackling the most important questions for the theme; bringing outside knowledge and experience in to the region; and disseminating findings throughout the region, including to Senior Leaders and the CCR Cabinet.

3. Stream 1 - The Adaption Lab

Overview and Aims

The Adaption Lab is an opportunity to build on existing good practice and the rapid change and learning of COVID-19, by embedding more rigorous experimental skills and methods in public services. It is designed to increase regional and collaborative working by adapting or adopting proven solutions in an experimental way to tackle region-wide opportunities and problems for the Cardiff Capital Region.

It will give public servants access to new tools, skills and methods that allow them to run experiments in their own organisations, and to practice those skills in a supportive and safe environment, with guidance from an experienced team of innovation professionals and academic researchers.

Outcomes

By the end of each six-month programme we anticipate the following outcomes:

- For individuals taking part - that they will have developed a range of new skills and understand how new tools and methods can be used to run experiments in their own organisations;
- For organisations - that they will have undertaken at least one small-scale experiment in a safe and supportive environment and will have learnt more about how they can better support this style of working in the future;
- For the Sector/Region - that we will generate new, transferable knowledge about the process of adopting, adapting and scaling proven solutions through the use of experiments, delivered through a new toolkit for adapting ideas in public services that will support improved collaborative learning and working across the region.

Process

Over six months, each adaption lab cohort will learn new skills and methods while exploring a real-life challenge within the Cardiff Capital Region. They'll use the first three months to get to grips with new tools and methods, explore their problem and design an experiment.

Where desirable, they'll use the second three months to put their learning into practice, with light-touch mentoring and a new-found peer support network.

The first three months will cover the following key topics:

Month 1 - Understanding the problem and building a team;

Month 1 will focus on setting good foundations for an innovation project - really getting to grips with the challenge, engaging with the people it impacts and making sure that the team taking on the work are the right people to do the job. It will also allow teams to agree on how success will be measured in overcoming the challenge.

Month 2 - Exploring Known/Proven Solutions

This phase will support teams to explore solutions already proven elsewhere and decide which look most promising to them. In this phase, the project teams will ensure they work with service users and frontline staff to assess potential options and ensure that they can see a way that it can be adapted within their context. This will help to build buy-in for any possible solutions and avoid some of the "not invented here" challenges that we often see in Wales.

Month 3 - Setting up a Prototype and Planning an Experiment

This month will act as the transition from research to action - putting in place all of the plans and resources necessary to run their experiment over the following three months. It may include an element of prototyping - early work to ensure a lightweight version of the idea to be tested can actually be built, alongside thinking about the questions that need to be answered and the methods and data that will be used to answer them.

Months 4 - 6 - Running an Experiment

On completion of months 1- 3, teams should be in a position to undertake a small experiment, predominantly under their own steam, to put some of the tools and methods we've provided into practice.

The lab will continue to provide light-touch support for individual teams, for the cohort as a whole to maintain peer connections and, crucially, independent challenge and advice to keep teams focused on their goals.

How to get involved

We'll send out an open call for teams and individuals to take part in the process In January 2021. We'll be looking for ready-formed teams from across the region, or individuals that we can form into teams to tackle shared challenges.

Your Commitment to the Programme

As your partnership contribution, we anticipate you committing the equivalent of at least 2 days per week for the first three months for individuals taking part, followed by 1-2 days per month of engagement for the following three months, plus whatever time is needed to run the experiment each team designs. It is likely that this time will be flexible - with some periods of intense activity requiring high levels of commitment followed by quieter periods.

Examples of Similar Approaches

Business Basics

A current example of this approach to adopting innovation can be seen in the Business Basics programme. The Business Basics Programme will test innovative ways of encouraging small and medium-sized enterprises to adopt tried and tested technologies and management techniques[6]. By taking an experimental approach, they hope to show in a rigorous manner, what works and what doesn't for boosting the productivity of small and medium-sized businesses in the UK.

Flintshire County Council and Mockingbird

Flintshire County Council have been funded through Y Lab's Innovate to Save programme to trial and test the Mockingbird Family Model. The model has currently been implemented successfully in both the US and parts of England. The funding allowed FCC to trial and adapt the model to suit the needs of a rural region of Wales, through a 9 month Research and Development process.

[6] Business Basics: https://www.gov.uk/government/collections/business-basics-programme

4. Stream 2 - The Data Lab

Overview and Aims

Many of the greatest challenges to public services require us to work in new ways, with the best available evidence that we can generate. These challenges exist across local authority boundaries and departmental silos, requiring us to combine information across systems. Yet, despite being in a data-rich region, many local authorities struggle to make the best use of data. Reasons for this include a shortage of the skills and support public sector staff need, and the absence of the regional networks that can turn piecemeal good practice into lasting change.

The Data Lab will up-skill cohorts of public servants from across the Cardiff Capital Region while they undertake action learning projects leading to informed data-driven decisions. We will support leadership to guide quality data projects, as well as helping them solve data problems at a regional level with a network of counterparts in other authorities. We will develop sustainability by: producing a costed model for a Cardiff Capital Region Office of Data Analytics; and testing and refining an outcome-based, data analytics methodology for regional working.

Outcomes

By the end of the programme we anticipate the following outcomes:

- public servants have solved data problems in their work, providing examples of good practice that can be shared across the region;
- public servants have the skills required to use data for better decision making and have a regional network they can use to continue to develop their skills;
- leaders will be able to guide data projects and will know how to advocate for better data use in their authority and across the region;
- lasting improvements to the data infrastructure, including data sharing agreements and better quality data, with regional working as the default;
- a costed model for a Cardiff Capital Region Office of Data Analytics; and
- a tested and refined methodology for undertaking data projects across the region and explore the benefits of a collaborative approach of sharing data across the region.

What types of projects might we undertake?

The New Orleans' Office of Performance and Accountability has highlighted five question types that are particularly amenable to quantitative data analytics, but we're just as interested in qualitative data:

Question Type	Example Data Product
How can we identify targets within a broader population?	A graph showing anomalies or outliers
How can we categorise high-priority cases early?	A prioritised list
How can we proactively deploy resources?	An alert to flag issues when a threshold has been reached
How can we make decisions with all relevant information?	A data visualisation or dashboard
How can we schedule and deploy assets with input of the latest service data?	A map or heatmap showing where cases occur

Five examples that illustrate the kind of work we could do are:

After tragic deaths of tenants in New York in 2009, the Mayor's Office for Data Analytics worked with the fire department to use data about buildings to help identify those in urgent need of fire inspection because illegal overcrowding by landlords was creating fire risks.[7]

Trafford Council and Trafford Clinical Commissioning Group used local and national health data to identify where rates of cervical screening (smear tests) were low. They used the data to create an award winning targeted public health campaign.[8]

[7] https://www.wired-gov.net/wg/news.nsf/articles/Predicting+and+preventing+Londons+next+fire+using+predictive+analytics+and+the+Unique+Property+Reference+Number+26102018122000?open

[8] https://www.powertochange.org.uk/wp-content/uploads/2017/11/Data-for-the-Community-taking-a-look-at-how-data-assets-are-being-used-at-a-local-level.pdf

https://www.jostrust.org.uk/node/575875

The RSA used local wellbeing data that they helped community members in Murton, Durham to collect to focus funding where it was most needed. The data indicated that single mothers were at particular risk of social isolation in the village, leading to the co-production of a successful community group.[9]

Essex County Council collated the addresses from each agency of all businesses "of concern", identifying a subset of 95 businesses that are "of concern" to at least three agencies, enabling prioritisation of these businesses for cross-agency solutions.

London Fire Brigade showed that energy performance certificates (EPCs) are a better predictor of fires than tenure type, so they now target their fire prevention work based on EPCs.

Process

For each theme, the Data Lab is currently designed as three sequential three-month cohorts, running over two years. People will sign up to the InFuSe programme and then be assigned to a lab after the first 'problem exploration' phase of the three month course, the end goal of which will be a prototype solution. After the end of their course there will be the option to continue for a further three months if their prototype shows sufficient promise, with agreement from their authority and the Data Lab. Each cohort will run five phases:

Recruitment of people from across local authorities with problems they are looking to solve

Innovation Skills training that focuses on problem definition and human centred design along with colleagues from other InFuSe labs. These are the foundation of successful public sector innovation projects.

Data Skills training that focuses on data ethics, and the 4 step methodology - which are key to impactful data use.

Solving their own data problems, in partnership with data analytics support from the Data Lab, users of public service data and intensive peer support from cohort colleagues from other authorities.

Sharing their prototypes, their methods and the lessons from their projects with cohort, lab and InFuSe programme colleagues, academics, data science graduates and sector experts in the third and private sectors to the benefit of the wider region.

[9] https://www.thersa.org/action-and-research/rsa-projects/public-services-and-communities-folder/connected-communities-social-inclusion-and-mental-wellbeing/locations

https://www.powertochange.org.uk/wp-content/uploads/2017/11/Data-for-the-Community-taking-a-look-at-how-data-assets-are-being-used-at-a-local-level.pdf

Across the two years a senior leader in each authority will guide and celebrate their local teams. They will learn how to nurture good data practice as well as coming together with their equivalents in other authorities to learn how to make regional working the default.

How to get involved

We would like each local authority to nominate up to three "InFuSe Champion" who are eager to learn more about fostering and cultivating innovation projects as well as being interested in developing a network of leaders and experts across the region. At least one will be able to assist in recruitment drives across the authority workforce so should be in senior management or mid-level management with a cross authority reach. Managers at any level who anticipate members of their team applying to the three month course are encouraged. No specific knowledge of any of the three streams or chosen themes is necessary.

We will run an open call for individuals within local authorities to participate in the three InFuSe labs. They'll then be assigned to the most appropriate lab after they've completed initial innovation skills training. The best results are likely to come from people who are keen to commit to the programme, with a real life problem they're eager to examine and solve so all will be welcome, regardless of current job role or data experience.

Your Commitment to the Programme

Local authority "Champions" will be asked to:

- assist in local recruitment
- act as a guide and critical friend for local projects
- attend training with counterparts across the region
- attend annual celebration events where we share lessons learnt and promote the benefits of collaborative working.

We anticipate that this will amount to 2 days per month.

Within cohorts on the three month course, we anticipate that this will take approximately two days a week for participants. The course is designed to encourage network-building through peer-to-peer learning. As such, some parts of the course will take place on fixed days which will bring the cohort together (even if only virtually). These will be kept to a minimum and scheduled well in advance to allow teams to organise their time in the way that best suits them, around work and other responsibilities.

5. Stream 3 - The Procurement Lab

Overview and Aims

With £6 billion of spend managed through the procurement of goods, services and works, procurement is a crucial vehicle to support some of the most economically and socially deprived areas which are relying on a transformational strategy. Employment and business growth opportunities have become an urgent necessity. However, the potential for innovation and development across the region varies greatly. To elevate procurement it becomes essential to drive forward and embed a culture of innovation to render procurement fit for the future.

Outcomes

- Embed a culture of sustainable leadership, change and innovation across and between all stakeholders, creating a new community of practice;
- Greater collaboration with academia and business support organisations;
- Greater integration between commissioning, procurement and contract management to increase opportunities for smaller local businesses;
- Optimise existing tools and establish the need for new tools and processes to better meet the needs of the client and the local market.

Process

The emphasis is on building transferable knowledge exchange and action-based learning for skills development. We will:

- Design and deliver 'leadership masterclasses';
- Utilise challenge-led procurement approaches;
- Mentor 'Innovation Champions' in procurement;
- Establish collaborative networks with anchor organisations, circular and foundation economy sectors;
- Explore the potential for innovative partnerships for higher value, strategic spend items.

How to get involved

Put forward a project leader who will become the organisation's innovation champion, ideally someone holding valuable insight and experience beyond procurement.

Your Commitment to the Programme

- Be prepared to explore new interventions for improving the procurement process to enable more innovative products and services.
- Develop and optimise local 'innovation eco-systems' by engaging more with the Welsh supply chain and promoting the benefits widely.

6. The current INFUSE Team

INFUSE will be delivered by Monmouthshire County Council, Y Lab, Cardiff University and The Cardiff Capital Region, in partnership with the other nine local authorities that make up the region.

The programme has been designed by:

- Monmouthshire County Council - Cath Fallon and Michael Jordan;
- Cardiff Capital Region City Deal - Kellie Beirne, Rhys Thomas, Andrew Pickford, Nicola Somerville, Lisa Jones and Martyn Jeffries;
- Y Lab - Rob Ashelford, James Lewis, Emily Hubbard, Babs Lewis, Amy Richards, Alexis Pala, Rob Callaghan and Tina Cottrell;
- Cardiff University - Kevin Morgan and Jane Lynch;
- Welsh Government - Greg Green.

Appendix 2 - InFuSe - Programme Timetable Overview
This gives a high-level overview of when activity delivered through the InFuSe programme will be live.

Start and end dates are subject to confirmation with WEFO.

Suggested milestones (for further discussion and development with WEFO) are included below.

please note - colours are not indicative, purely to make the chart easier to read.

		2020				2021				2022				2023		
Month begining		**Jan**	**Apr**	**Jul**	**Oct**	**Jan**	**Apr**	**Jul**	**Oct**	**Jan**	**Apr**	**Jul**	**Oct**	**Jan**	**Apr**	**Jul**
FY Activity		**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**
WEFO Project Quarter					**Q1**	**Q2**	**Q3**	**Q4**	**Q5**	**Q6**	**Q7**	**Q8**	**Q9**	**Q10**	**Q11**	**Q12**
Operation Design and Bid development and contracting																
Themes agreed																
Staff recruitment																
Cohort Recruitment																
Theme 1 - training (adaption, data, procurement)																
Theme 1 - coaching/mentoring																
Theme 2 - training (adaption, data, procurement)																
Theme 2 - coaching/mentoring																
Reflective Learning																
Dissemination Activity																
Programme close down																

Suggested Milestones (for further development over time)

FY 20/21	
By end of Q4	INFUSE Team recruited
By end of Q4	Cohort 1 recruited to adaption, data and procurement labs
FY 21/22	
By end of Q1	Majority of training completed for cohort 1
By end of Q2	coaching and mentoring completed for cohort 1
By end of Q3	Cohort 2 recruited
	Adaptive learning exercise 1 completed
	First round of dissemination activity completed
By end of Q4	Majority of training completed for cohort 2
FY 22/23	
By end of Q1	coaching and mentoring completed for cohort 2
By end of Q2	Cohort 3 recruited
	Adaptive learning exercise 2 completed
	Second round of dissemination activity completed
By end of Q3	Majority of training completed for cohort 3
By end of Q4	coaching and mentoring completed for cohort 4
FY 22/23	
By end of Q1	Adaptive learning exercise 3 completed
By end of Q2	All dissemination activity completed
	All programme work closed down and final reporting completed

Appendix 3

INFUSE: Strategic Risk Register

Ref No.	Category	Theme	Description of Risk	Trigger	Consequences	Inherent Risk Score (Before Controls)			Current Controls	Residual Risk Score (After Controls)			Proposed further controls to mitigate / reduce risk	Risk Owner	Date Risk Identified or Changed
						Likelihood	Impact	Status		Likelihood	Impact	Status			
1	Corporate	Legal	Brexit.	Implementation of Article 50.	Withdrawal of UK Government guarantee to support all ESF Operations to their closure.	3	4	12	The Govt has agreed to guarantee existing commitments made under ESF Programmes until their closure. This guarantee could fail and funding would be withdrawn from the operation, requiring it to be brought to a premature close. The UK Government guarantee could also result in adverse changes to WEFO's current working arrangements in relation to financial reporting and re-profiles.	3	2	6	The main costs are staff based. Staff will be on employed on fixed term contracts with a 3 month notice period. Any requirement to bring the Operation to a premature close would have to include sufficient time and resources to issue statutory redundancy notices and to bring the operation to a controlled closure.	SB/LB	01/02/2020
2	Corporate	Legal	Ambiguity within Offer Letter. No clear distinction between 'ALL Costs and Staff Costs.	Acceptance of Offer Letter & return of Schedule 3's. JBs administer Operation in accordance with FR40. WEFO/EU could require audit verification of ALL Costs (as agreed in Offer letter).	Potential de-commitment of grant aid or claw back if WEFO/EU audit identifies significant gaps in the 'management products' required to verify compliance of non staff costs.	3	3	9	The Relationship Agreement advises JB's to ensure that All non staff costs should be eligible, used for the operation, and are defrayed at the point of claim and placed onto a operation cost code.	3	1	3	The Strategic Board will agree a means of reimbursing Joint Beneficiaries ' non staff, operational costs, to include prior authorisation of certain categories or values of substantive non-staff costs.	SB/LB	01/08/2019
3	Operational	Resource Management	The T & C's of the Offer letter prevents the Lead Beneficiary from withholding payment to the Joint Beneficiary other than eligibility of staff costs. WEFO's ability to determine how those events affect the Operation and identify the appropriate means of remedying the position. WEFO's inclusion in the management of operations, the direction on how to deal with 'Notified Events' muddies the clear distinction of operational ownership & responsibility.	Acceptance of the Letter Offer setting out the terms and Conditions of the award of ESF & poor performance by JB. Commencement of operational expenditure.	Once a claim has been submitted to WEFO, agreed by WEFO and payment issued to the Lead Beneficiary, the Lead Beneficiary cannot withhold that payment from the Joint Beneficiary. Where Lead and Joint Beneficiaries have followed WEFO instructions and those instructions has worsened the position the entity responsible for any future 'clawback is open to challenge.	2	4	8	Withholding payment from a Joint Beneficiary that has either failed to achieve its performance indicators, failed to collect appropriate participant data or failed to remedy the position has been a key component in the Lead Beneficiaries ability to manage JB's and minimise the risk of clawback. This ability to manage JB's performance is now passed to WEFO and is reliant on Lead Beneficiaries informing WEFO of 'Notified Events'.	2	2	4	Quarterly Progress Reviews with WEFO will provide opportunity to highlight key issues including matters arising to potential clawback. The Lead and Joint Beneficiaries will enter into a Relationship Agreement which will set out the expectations for performance and respective contributions by all Parties, and the process for dispute resolution and escalation where required.	SB/LB	01/08/2019

4	Operational	Business	Use of Simplified Cost Methodology, is based on a 40% up lift on estimated staff costs rather than a detailed assessment of what resources the operation requires to deliver the agreed outputs. Failure to manage staff and non staff costs may result in an overspend,	Acceptance of the Letter Offer setting out the grant funding T & Cs. WEFO guidance on simplified cost methodology and treatment of non staff costs. Commencement of operational expenditure.	Failure to employ staff and incur salary costs directly affects the ability of the operation to claim FR40 and to recover grant that can meet its direct non-staff costs. The use of FR40 methodology may result in a delay in the commitments against non staff costs until such time as non staff budgets are confirmed. This could adversely affect delivery. This will affect non staff expenditure which will be largely incurred by the Lead Beneficiary, Cardiff University and Nesta.	3	3	9	Much of the non staff expenditure will be incurred by the LB, Cardiff University and Nesta. It is the JBs responsibility to manage their budget and provide the agreed level of staff costs. The LB will monitor the generation of staff costs and FR40. The SB will have overall approval over any significant non staff costs.	3	1	3	LB will monitor claimed staff costs against the profile spend and advise the JB's accordingly. A budget will be set for non-staff costs, and ceilings will be placed on the type and level of non-staff expenditure that JBs may incur, including spend requiring prior approval from the LB and/or SB. These will be built into InFuSe financial managemnet and claim procedures beween the LB and JBs, agreed via the SB. The LB, Cardiff University and Nesta will be protected by a Relationship Agreement against any shortfall in direct costs.	SB/LB	01/08/2019
5	Operational	Resource Management	Failure to attract or retain suitable skilled and experienced staff into new roles	Lack of suitable candidates identified through recruitment processes.	Any delay in recruitment of appropriately skilled and experienced staff will inhibit the delivery of the operation	2	3	6	Efforts will be made to secure organisational approval of posts and the ability to advertise prior to securing formal confirmation of funding.	2	3	6	There is some scope within Y Lab to cover a short delay in the recruitment of the required staff from deployment of existing resources.	Y Lab	01/08/2019
6	Operational	Resource Management	Cash Flow: The adoption of the FR40 methodology means that the 40% up lift to cover non staff costs is dependant on the defrayment of staff costs. Any variance in staff costs has an impact on FR40 and the operations ability to cover all non staff expenditure.	Decision to adopt FR40, Acceptance of WEFO Offer letter. Commencement of operational expenditure.	The Lead Beneficiary, Nesta and Cardiff University will have to incur non staff expenditure (such as the independent evaluation). These costs have to be shared amongst all JB's. Without proper management, these costs could escalate beyond the JB's ability/willingness to meet them.	3	3	9	The Lead Beneficiary and the 10 Local Authorities will have little reason to incur non staff costs outside of T& S, operation led meetings/seminars/conferences and a contribution toward other non staff costs such as an independent evaluation. Cardiff Univesity and Nesta will have reason to incur non staff costs. Protocols for controlling expenditure by the JBs will be agreed via the Strategic Board. These controls in isolation cannot eliminate the risk of the operation incurring more cost that FR40 can support.	1	1	1	LB will monitor claimed staff costs against the profile spend and advise the JB's accordingly. A budget will be set for non-staff costs, and ceilings will be placed on the type and level of non-staff expenditure that JBs may incur, including spend requiring prior approval from the LB and/or SB. These will be built into InFuSe financial managemnet and claim procedures beween the LB and JBs, agreed via the SB. The LB, Cardiff University and Nesta will be protected by a Relationship Agreement against any shortfall in direct costs.	SB/LB	01/08/2019

7	Operational	Business	Failure to attract and retain sufficient Local Government employees onto the operation	Initiation of Thematic Working and workstreams.	The inability to recruit and retain sufficient Local Government employees on to the operation will inhibit its ability to embed new skills, new methods of working and achieve improvements in service delivery across the region.	4	4	16	Local Authority representation on the Strategic Board will be critical to the operation's success. There will need to be an interim membership to guide the initial assessment of the themes. Once the two themes have been determined the final composition of Local Authority representation will be agreed. The final membership will be a senior officer with responsibility for the chosen 'themes' and have the ability to commit resources to the operation.	4	2	8	The selection of the most appropriate Local Government employees to participate in the three work streams will also be critical to the operations success. Y-Lab will identify the optimum participant profile for each for the three work streams and work with the Local Government representation on the Strategic Board and the RMT Engagement Officer to identify and recruit the most appropriate participants.		01/08/2019
8	Corporate	Resource Management	Failure to attract and retain sufficient Local Government employees onto the operation	Initiation of Thematic working and workstreams	The inability to recruit and retain sufficient Local Government employees on to the operation will inhibit its ability togenerate sufficient match funding.	3	4	12	Local Authority representation on the Strategic Board will be critical to the operations success. Their role in identifying suitable staff and ensuring their participation will be a key element in the operation's success. Senior Managers will be made fully aware of the implications of not securing sufficient match funding and the Strategic Board will recieve a quarterly financial report identifying any potential shortfall with recommended corrective actions. The staff structure includes a RMT Engagement Officer to promote participation, identify and recruit the most appropriate participants.	3	3	9	This risk will be managed contractually through the Relationship Agreement, with all parties committed to jointly monitoring staff participation, adapting delivery through timely feedback (workstream 5) and identifying solutions on a timely basis. The Relationship Agreement will set out joint responsibility for the financial risks of the Operation, with the Chair of the Steering Board (a member of the CCR City Deal Office) providing independent scrutiny of mitigating actions proposed to manage financial issues		01/09/2019
9	Corporate	Legal	Failure to meet contractual commitments.	Acceptance of the Letter Offer setting out the terms and Conditions of the award of ESF and the accompanying Guidance.	Potential de-commitment of grant aid or claw back if WEFO/EU audit identifies significant gaps in the 'management products' required to verify compliance. WEFO will clawback the grant from the Lead Beneficiary in the first instance. The Lead Beneficiary will then need to recover the grant from the responsible Joint Beneficiaries.	2	4	8	A Relationship Agreement which ensures that JB's are responsible for the delivery of their element of the operation and any clawback identified as a result of their errors or omissions will be reimbursed to the Lead Beneficiary.	1	4	4	The nature of P5 is such that the outputs are not participant led. Specific targets for delivery are new methods of working and number of entities engaged. The operation is expecting to support Local Government employees to acquire new innovative skills and decision making techniques on a regional basis through action based learning techniques.		01/08/2019

10	Operational	Legal	The enactment of the GDPR places increased responsibilities on entities to protect personal data	Any ' data breach' - a loss of personal data - would trigger a report to the Information Commissioners Office	A data breach could result in the ICO investigating the circumstances of the loss and could result in pecuniary damages for the offending Joint Beneficiary. Any data breaches likely to be limited to a small number of individuals. Any fines as a result of a data breach cannot be attributed to the operation.	1	4	4	The Joint Beneficiaries collect, process and hold the participant data and pass some of the data to the Lead Beneficiary to submit the quarterly claims to WEFO. A Participant Declaration form has will be issued to JBs and a Data Protection Impact Assessment will be completed. The Relationship Agreement includes as specific Schedule that identifies the JBs responsibilities and liabilities under GDPR	1	2	2	The Lead Beneficiary will undertake a review of JBs data processing policies and procedures in relation to this operation.		01/08/2019
11	Operational	Business	Disagreement between Lead and Joint Beneficiaries	Issues raised by Lead/Joint Beneficiaries or WEFO, materialisation of an issue.	Discord amongst Joint Beneficiaries, potential withdrawal from the operation, de-commitment of grant, clawback of grant and legal action between Lead and Joint Beneficiary(s).	4	4	16	Lead Beneficiary to employ a Regional Management Team to manage the operation. Relationship Agreement in place to share responsibility and risk to Joint Beneficiaries. Strategic Board and a Operational Group have been created to report and monitor progress and deal with risks and issues. Lead and Joint Beneficiaries have re course to independent arbitration.	4	2	8	The threat of any withdrawal is best protected against by the successful delivery of the operation and the clear attainment of the promised objectives. This will be achieved by clear and regular transparent reporting, supported by the Oprational Group and RMT.		01/08/2019
12	Corporate	Legal	Notice from a Joint Beneficiary to withdraw from the Operation	Written notice to withdraw from Operation	Withdrawal of Cardiff University or Nesta could render the operation incapable of being delivered. Any reduction in the 10 LAs will reduce the impact of the benefits of Regional Working and reduce the level of match funding required for the operation.	2	4	8	A Relationship Agreement twill set out formal procedures for providing written notice, including a suitable written notification period for each JB. The Relationship Agreement will also protect the Operation from any shortfall in contribution from JB's.	2	2	4	The threat of any withdrawal is best protected against by the successful delivery of the operation and the clear attainment of the promised objectives. This will be achieved by clear and regular transparent reporting, supported by the Oprational Group and RMT.		01/08/2019

Appendix 4 – Finances

Intervention rate WW&V	75%
Intervention rate EW	50%

	Total	W W & V	East Wales
Staff Costs			
Monmouth CC	460,735	276,441	184,294
Nesta	1,048,671	629,203	419,468
Cardiff University	1,436,964	862,178	574,786
Other Local Authority Joint Beneficiaries	1,076,200	538,100	538,100
Total JB staff costs	4,022,570	2,305,922	1,716,648
FR40	1,609,028	922,369	686,659
Total Operational Costs	**5,631,598**	**3,228,291**	**2,403,307**
ESF (Grant Income)	3,622,872	2,421,218	1,201,654
Staff Costs			
Monmouth CC	460,735	276,441	184,294
Nesta	1,048,671	629,203	419,468
Cardiff University	1,436,964	862,178	574,786
Total	2,946,370	1,767,822	1,178,548
ESF available for non-staff costs	676,502	653,396	23,106

Note: delivery costs are proportional to the number of local authorities, so we divide these 60:40 for WW&V:EW.
Note: Staff time from "other local authority joint beneficiaries" are likely to be higher in EW as the LAs have more employees, so we divide these 50:50 for WW&V:EW.

Appendix 5

Cabinet Prifddinas Ranbarth Caerdydd | Cardiff Capital Region Cabinet

15 JULY 2019

BRIEFING REPORT - SUBMISSION TO EUROPEAN SOCIAL FUND PRIORITY 5: PUBLIC SERVICES REFORM AND REGIONAL WORKING

Reason for this Report

1. To inform Regional Cabinet of the development of a collaborative proposal, led by Monmouthshire County Council, on behalf of the Cardiff Capital Region City Deal and its constituent local authority partners to WEFO under priority 5: Public Services Reform and Regional Working. To advise Regional Cabinet of the need to develop the business plan for submission and seek support for investing in and enhancing the innovation and collaboration skills needed to ensure the delivery of essential public services in ever-uncertain and turbulent times.

Background and context

2. In light of the significant financial tensions and growing demand for public services – economic, social, environmental and demographic - 'business as usual' - is no longer a sustainable or viable mode of operation. With an ageing demography, newly emerging economies requiring new skills and the growth of digital technologies, the daily lives and interests of citizens are changing and public services, whilst doing their best to adapt to this, need the support, investment and recognition to do this as effectively as possible.

3. In building a 'fitness for the future' approach, an enhanced and better supported operating model for public service delivery is needed, as well as support for the adaptation and evolution of key elements of public service leadership. The public sector must develop new skills to enable its workforce to adapt quickly when understanding and responding to future service demand, enabling practitioners to scenario-plan, develop rapid prototypes of new ways of working and practice rapid adjustment through safe spaces in which to experiment and carry out research and development. Future decision making must be data led to inform trend prediction and enable understandings of behavioural change and how best to respond. This

requires new skills in terms of data analysis, data science and development of appropriate systems of automation and business intelligence. To thrive the public sector must re-build its capacity and confidence to flex and adapt in order to attract and retain bright leaders, who don't just have the skills to see the challenges coming, but can convene the networks and expertise to respond to them most effectively.

4. However there are two key factors. One, is the investment and recognition to support this transition and approach – the rationale for the WEFO bid. The second is a greater emphasis on regional working – something which the Cardiff Capital Region has clearly established. Local authorities with overlapping regional services such as health boards, police and fire services hold the key to developing the kind of practice that recognises need and demand does not always respect administrative boundaries. Shared learning and pooling of resources leads to greater capacity locally and regionally, and greater resilience in the face of a changing public service landscape. Developing the systems, structures and ways of working to complement this and building on the already-good work of Public Service Boards, will provide the best means of ensuring sustainable delivery of future public services.

5. The CCR offers further advantages for the development of a programme targeted at investing in one of its most important resources – its people. With ten local authorities and ten diverse local authority areas – potential exists to identify and test a variety of challenges in a range of different contexts. Working at the regional level, will enable real impact to be felt within the duration of the programme – and beyond. The integrated nature of services within CCR, the close working relationships and the willingness to share and scale good practice at regional-scale offers a strong 'testbed' environment.

6. The CCR City Deal Business Plan 2019/20 made a commitment to progress with a proposal for enhancing institutional capacity aligned to the 'Public Services Testbed' concept which originates from the Innovation Prospectus developed by Monmouthshire and was first set out in the JWA five-year Strategic Business Plan. Following discussions with, and support of, Programme Board and the Chief Executives forum, an expression of interest (Operation Logic Table, attached as Appendix 1) was submitted to WEFO in May. WEFO has subsequently (1st July) invited the consortium to submit a full business plan for the proposal by the end of September 2019. The partnership will work with partners from the education sector to deliver the operation and early engagement has already taken place. There is no expectation of City Deal investment being made available to the project at this stage beyond officer support in convening and facilitating the development of the business plan. If through the detailed business planning process, it was deemed appropriate or desirable for the CCR City Deal to make funding available for the project, it would need to make a submission to the Investment and Intervention Framework like all other project proposals.

Project Proposal - overview

7. In light of the context against which public services are operating, the project proposes a multi-faceted approach to building capacity and creating culture change across public service delivery in the Cardiff Capital Region. A combination of top-down and bottom-up approaches will focus on:

- Working with organisations to clearly identify major problems and challenges in key areas of service delivery and how to best support them through a process of research and development and bringing forward new ways of working and innovative solutions. This will include creating the conditions to scale and replicate good practice and ensure that everyone has the opportunity to repeat the things that work;
- Providing training and developmental support to better collect and understand data, to develop the tools and skills around data science and analysis and find the ways to apply new forms of business intelligence to problem-solving; cost avoidance and efficiency and effectiveness; and,
- Building on current Welsh procurement initiatives, creating an environment for challenge-led procurement, and innovative public-private collaborations regionally and across Wales. This would unlock the potential for innovative business finance, new market creation and see the value of public procurement reach beyond the purchasing of goods and services. This could align with Govtech programmes and the Small Business Research Initiative (SBRI) Fund and be a core component of future 'challenge-led' thinking and investment.

8. The project will lead in the development of key skills that are required to enhance our regional capacity for informed, collaborative approaches to issues facing public sector bodies. This will be delivered in three main themes: Research and Development, Data for Decision Making, and Strategic Procurement Approaches. These three themes recognise and reflect both the potential strategic importance of their impact, and also the current limitations and challenges that they represent.

9. These themes have been identified through the lack of existing research and development capacity (from both a skills and organisational perspective), the dearth of data from experts and to inform proposals and programmes; and the traditional 'cost' (as opposed to 'value') focus of procurement practices. Modernising public procurement and instilling a culture of data literacy across the public services will be a critical enabler of future-ready public services delivery. The CCR City Deal Strategic Business Plan acknowledges the importance of innovation as a dynamic driver of economic growth and raising productivity. This isn't just about the business economy – but the public service economy too and the way in which public services themselves can shape the future be a key wealth creator and importantly, focus on the benefits of spreading and sharing wealth and prosperity.

10. There is also close strategic alignment with the aims set out in the Economic Action Plan by Welsh Government, which emphasises the move to a regional focus, importance of local wealth building and the foundational sectors to the welsh economy, and digitalisation. The interaction of the foundation sectors with the public services is critical especially around the procurement of goods and services.

11. Beyond this and perhaps most importantly of all, the proposed programme recognizes the extreme pressure placed upon public service delivery in this period of austerity and cutbacks. Providing a programme of investment, support and recognition that is *for* public services *by* public services, will illustrate the difficulties involved in effective public service delivery in this turbulent and unstable period. Further, it will provide an evidence base of the true scale of the challenge and the impact that is being felt; provide a boost to the workforce; focus on new forms of value creation and enable the building of new skills and competencies to cast new

perspectives on the problems to be solved; as well as renewed momentum, inspiration and ideas. This will help position some of the benefits that can be realized through the broader concept of a Public Services Testbed. Appendix 3 provides a high level overview of the Public Services Testbed initiative that is under development and is expected to be submitted to the Investment and Intervention Framework over the coming months.

12. The project will seek to deliver tangible benefits and a strong legacy across the public services sector in the region, by delivering a range of approaches including extensive training and development programmes, introduction of new skills and competencies around data, procurement and problem-led development; a focus on digital future public services through alignment with centres of excellence and the creation of teams, networks and communities through which to develop answers to some of the big questions. Ultimately, it aims to develop new tools and levers through which to enhance public service delivery and contribute to its efficiency and effectiveness.

Considerations

13. The project proposal is directly addressing a priority funding of WEFO around building institutional capacity in public services. The funding has been made available specifically to support and enhance the good practice already seen in reforming public services and regional working in Wales. In this respect the work of the ten local authorities in coming together for the CCR City Deal is at the forefront of such initiatives in Wales.

14. The project as currently designed is costed at approximately £8M over three years and is spread across both West Wales and the Valleys and East Wales as currently defined by WEFO. The project intervention rate is budgeted as 50% across the whole region.

15. A match funding commitment of approximately £4M will be required to make the project viable and this will be achieved through a combination of officer time commitment from the ten local authorities (and possibly other public bodies within the region) to the workstreams in the project, overhead waiver, and discussions have been commenced with Welsh Government over the alignment of SBRI scheme funding to support the pilot projects that will be generated.

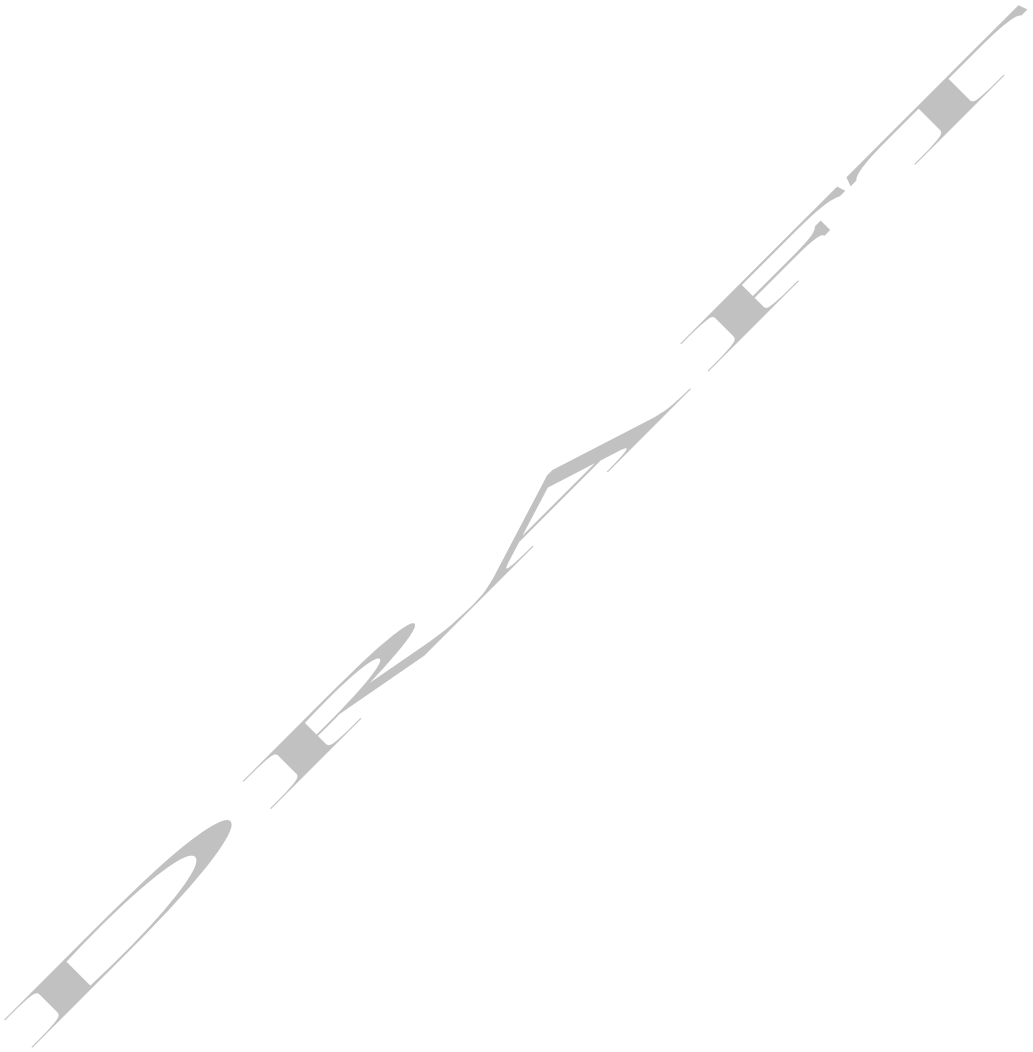
16. As the scope of this project proposal is outside of the delegated authority of Regional Cabinet, each local authority will need to consider if there are any formal approvals required locally before final commitment is made to the project.

17. Given the extreme pressures faced by many, if not all Local Authorities in relation to continued core budgets cuts and some of the ongoing uncertainty about future funding; it is suggested that thought is given to a programme of activity that would align with budget considerations for 20/21 and areas of common pain. This could be around increased demand Children's Services, ageing society pressures impacting Adult Social Care, complexity in Additional Learning Needs, the urgency around carbon reduction and pressures in Home to School Transport – as a few examples.

18. In order to shape proposals a request is made from the project team developing the proposal, that the CEO of each of the ten Local Authorities proposes one member of staff to attend a half

day workshop to shape the proposal to ensure that the programme of activity meets the future needs of their organisations. Further information to be provided shortly.

Kellie Beirne
Cardiff Capital Region City Deal Director
115 July 2019



OPERATION LOGIC TABLE (OLT) FOR PROPOSED ESF OPERATION

***PLEASE NOTE – This template does not constitute a business plan or an application form. The aim of this logic table is to demonstrate the potential of the proposal to effectively deliver against the EU programmes prior to potential progression to the Business Planning stage.**

Proposal Title:	Enhancing Capacity and Skills for Collaboration		**Programme/Priority**	**P5**
Operation Synopsis (max. 50 words):	The operation will develop key skills to enhance regional capacity for informed, collaborative solutions to challenges facing public services by increasing procurement spend from identified anchor organisations to alleviate poverty and improve wellbeing; delivered in three main themes: Research and Development, Data for Decision Making, and Strategic Procurement Approaches. Monmouthshire CBC will act as the lead organisation for the operation, as part of the Cardiff Capital Region City Deal, whilst all LAs involved in the project will act as Joint Beneficiaries. Whilst we will be working with partners from the education sector to deliver the operation, whether or not procurement routes or Joint Beneficiary status will be sought shall be further explored in the Business Case process.		**Geographical area within proposed activity would take place:**	West Wales and the Valleys: RCT Merthyr Blaenau Gwent Torfaen Caerphilly Bridgend
Estimated cost:	**Total cost**: £4.8m	**Grant cost:** £2.4m		

Table 1

Which Specific Objectives within the programmes would the proposed operation deliver against?	What change will the proposed operation seek to achieve?	How will the proposed operation achieve the changes sought?	Programme output indicators and targets
P5 - Public services reform and regional working	The proposed operation, within the three major thematic work areas, will: ***Research and Development:*** • Enhance the research and development capabilities and capacity of public sector organisations with in the capital region; • Develop collaborative networks to deliver upon lessons learned and ensure that innovation in R&D and best practice are shared widely within the region; • Increase the numbers of R&D active public service practitioners; • Enhance the R&D capabilities of each partner organisation, • Ensure that specific team members develop new R&D skills, at both a management and operational level; • Greater understanding of how to overcome barriers for circular foundation economy sectors. • Developing a legacy for R&D in the region, by improving the capacity and partnership working of public	***Research and Development:*** • Data gathering to establish challenges within the area, building upon themes highlighted in the wellbeing assessments of PSBs within the region; • Embed action research projects to identify new ideas that require research and development to achieve solutions to existing public service problems. • Build appropriate R&D teams across partner organisations; • Creation of new tools and procedures that address those identified challenges/gaps; • Creation of "R&D champions" across organisations, to encourage the uptake of new ideas and better practice across the region; • Identify potential impact of increased percentage of procurement spend by anchor organisations within the region to benefit the circular and foundation economy;	One programme of delivery covering three major thematic areas for development and collaboration. Three underpinning thematic work areas within an opportunity to deliver new tools, methods and ways of working across the region that will influence and impact a range of service areas. All local public sector organisations within the Cardiff Capital Region to be involved in the programme. Specific to the programme: • 1 regional centre of excellence for procurement;

	sector services with the university and wider research sector. • Increased understanding of impact on using procurement by anchor organisations within the region to boost the circular and foundation economy sectors. ***Data for Decision Making:*** • Increase the decision making capabilities within two specific challenge areas across the region; • Enhance skills across a range of functional areas within the data analysis and interpretation fields; • Enhance the dynamic capabilities of public ~~sector~~ service practitioners, improving responsiveness in decisions based on available data and information; • Raise efficiency savings through and enhanced decision making process; • Increased spend within the region through identified anchor organisations to positively impact on the circular and foundation economy sectors. • Offer the opportunity for a virtual or physical Hub for improvements in analytics and the manner in which data analysis is utilised for decision making. ***Procurement:***	• Delivering a sustainable platform for the sharing of research findings and best practice. ***Data for Decision Making:*** • Creation of two cohorts of data champions across public services in the region, working across boundaries to drive forward improvements in our management, analysis and use of data; • Develop a programme of work, through extensive baseline research, workshops and evidence gathering to establish two key areas of work for those two cohorts; • Deliver a training programme that focuses on data analytics, storytelling, ethics, human-centred design, culture shifting and systems-thinking; key components of successful data projects; • Delivery of a data literacy programme for senior management across the region, drawing on experiences from prior well-being assessments and building our capacity to deliver the Well-being of Future Generations (Wales) Act 2015 with improvements in decision making;	• 2 cohorts of data champions across public services; • 3 Training programmes across all three major thematic areas; • 6 R&D teams, built from expertise across public sector organisations. Number of projects targeting public administrations or public services at national, regional or local level: 1 Number of methods, processes and tools being developed with support: 3 *(For example:* *Method: A new approach to providing a data literacy programme for senior management leading to improvements in decision making* *Processes: An R&D process taking participants from initial question to prototyping and testing.*

	• Increased awareness and implementation of challenge led procurement, from both challenge owners and procurement specialists; • Supporting, through an extensive training programme, other initiatives and change programmes within public sector procurement in Wales; • Improve opportunity and ability for circular and foundation economy sectors to benefit from procurement opportunities with anchor organisations. • Improvement in consistency of approach in procurement, with specific regard to the circular and foundational economy within the region; • Improvements in collaboration within the region, sharing lessons and best practice and overcoming problems, and: • Better engagement with WG and UK funding opportunities to support challenge led procurement, including opportunities for collaborative working.	• Capture case studies and good practice of data collection, involvement and collaborative decision-making involving representatives from anchor organisations, circular and foundation economy sectors. • Arrange fixed term secondments/positions for BSc and MSc students with sufficient data science expertise, to support the data champions; • Evidence of involvement of citizen, communities, including establishing collaborative networks involving representation from the circular and foundation economy sectors in contributing to public service data collection and data management; • Evidence changes to decision making processes owing to the new approaches, via an appropriate and inclusive mechanism, and; • Delivery of a fully costed and piloted office of data analytics for the region, for consideration of the public service bodes involved. ***Procurement:*** • Collaborative training programme to deliver improvements in awareness of challenge led procurement;	*Tools: A toolkit for Challenge Led procurement that will enable procurement officers to implement new guidance.)* Number of entities participating in projects targeting public administrations or public services at national, regional or local level: 6

		• Delivery of 'leadership masterclasses' for procurement leaders at Board level; • Creation of a regional centre of excellence in procurement training and staff development, and; • Training and development of 'innovation champions' in the procurement field, in anchor organisations, business support and circular and foundation economy sectors throughout the region. • Establishing collaborative networks involving representation from anchor organisations, circular and foundation economy sectors. • Case studies and good practice in relation to maximise spend within the region by anchor organisations and positive impacts on the circular and foundation economy sectors and positive impact on local communities.	

Table 2

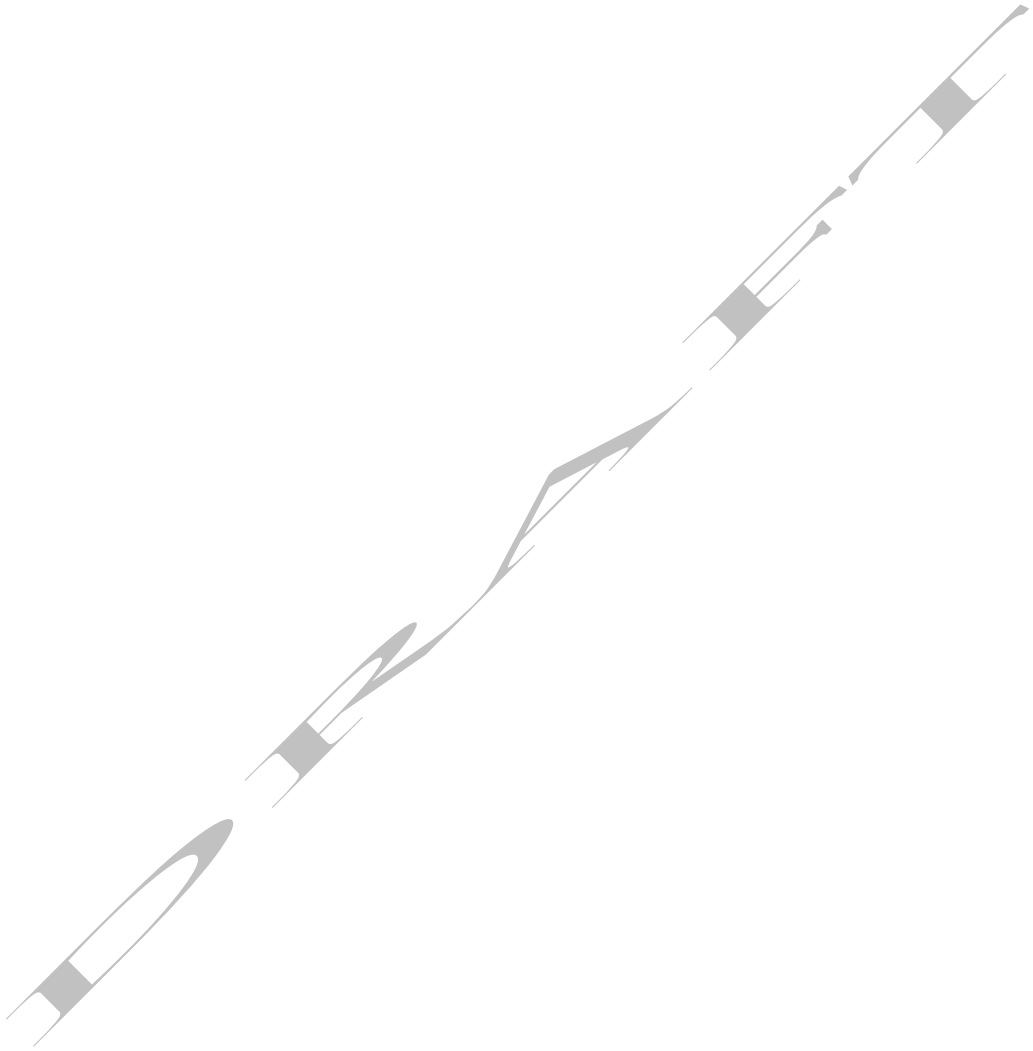
Group(s) targeted	Identifying the barriers	Overcoming the barriers	*How does the proposed operation fit within the wider investment context as set out in the Economic Prioritisation Framework (EPF)?
Public Services, focused on decision makers (middle to senior managers), procurement specialists and data management staff.	Whilst progress has been made in delivering collaborative approaches across public service bodies, that progress is often delivered in an ad-hoc approach, whereby organisational, budgetary and traditional attitudes towards working approaches impact our ability to continually work together, share information and creatively seek solutions to public sector problems. Lack of capacity and a broad knowledge base in these areas would hamper PSBs in the delivery of themes identified through wellbeing assessments. Lack of existing research and development capacity; both from a skills perspective and also in terms of explicit job roles.	The three major thematic work areas are key enablers for alternate approaches to public sector provision. In building capacity within R&D, data analytics and procurement approaches the operation will provide a platform not only for the creation of networks, communities and centres of excellence, but moreover open 'hearts and minds' to the associated benefits that more flexible and creative approaches in these areas can achieve. In the delivery of staff development, the building of networks and communities and enhancing the capacity and capability of public service organisations across the region, the programme will deliver efficiency gains for PSBs, improving their ability to deliver their responsibilities under the Well-being of Future Generations (Wales) Act 2015. Developing R&D teams across partner organisations, to improve capacity by pooling of resources.	• Supports Prosperity for All (September 2017) by developing "closer working, on a consistent regional basis". • Supports 'better jobs closer to home' through engagement with local CE related supply chain in private and third sector • Supports Economic Action Plan (December 2017) by bringing together stakeholder groups across the public service to form "strategic and more collaborative partnership to support distinctive regional strengths". • Supports Employability Plan (March 2018) by engaging with Regional Skills Partnerships to inform their CE and innovation knowledge

	A lack of awareness and understanding of the impact and potential that action research projects can have on service delivery. A cultural gap in the use of data for decision making, in a real-time, consistent and comprehensively analysed manner. A discord between decision making and the availability of data from experts and professionals. Lack of information/best practice sharing across all three thematic work areas, leading to duplication, inefficiency and the same mistakes being repeated. Traditional procurement methods being driven with a cost focus, ignoring the 'local Pound' and the impact on the 'circular economy' of the region.	The creation of R&D champions will also further develop the support mechanisms for service areas and staff that may benefit from R&D support. Creation of two cohorts of data champions across public services in the region to revolutionise the approaches to the use of data in decision making. The development of a training programme that will focus on key areas of data analytics, interpretation and decision making will bring greater understanding from managers and cross bridges to those who analyse/interpret data. The creation of a centre of excellence for procurement, two cohorts of data champions and 10 R&D development teams across public sector boundaries has the opportunity to transform these key components of public service delivery. Supported by the effective use of appropriate system delivery to ensure better sharing of information and practice. Raising awareness of value in engaging in alternative procurement models, as well as the benefits of shifting the focus of evaluation away from cost.	relating to "robust labour market intelligence".
Third Sector organisations and social value organisations (*SSWB (Wales) Act - third	A lack of research and data - planners and commissioners are unaware of the assets and service	Regional networks, mapping and promotion of services provided by community / third sector / social enterprises, building	**LSkiP** http://www.lskip.wales/downloads/170731_Employ

sector; cooperatives; service-user led organisations and social enterprises), with a focus on the circular and foundation economy sectors • Social and community enterprises working in deprived communities. • Social and community enterprises working in deprived communities delivering health and social care services, particularly shared integrated service models. • Supported employment to people furthest away from employment, for example, people with low education and skill levels; and with a mild to moderate mental health condition.	provided locally within communities by third sector / social enterprises - who is out there and what they provide, leading to poor planning, duplication and poor value for money A lack of data to inform research and decision making make it difficult to build on best practice to co-design plans and services with public service senior leaders and commissioners, limited connectivity and influence. Limited understanding of needs and barriers preventing third sector / circular / foundation economy sectors participating in regional planning, collaborative and co-productive commissioning. Lack of available tools / guidance for regional collaboration and commissioning and complexity of existing policy framework. Lack of awareness of different models operating regionally / UK / internationally.	relationships through shared learning, mentoring and leadership network and researching and removing barriers to link into other SME networks and programmes related to the circular and foundation economy sectors. Regional Pathfinder programmes with public services to research, collaborate and coproduce social innovation in deprived communities building on local assets and involving communities / third sector / social enterprises. Access to shared research and data to promote learning through a mentoring and leadership network to assess how to address current skills gaps such as change management; collaboration; IT; equal opportunities and social inclusion and 5 ways of working / sustainable development. Provide leaders with the tools, guidance and opportunities to develop local solutions within communities / third sector / social enterprises to increase the circular and foundation economy sectors. Sharing regional, UK and international models through on-line materials, network events and visits.	ment%20_Skills_Plan_eng.pdf Leadership and management is needed in all sectors. High level strategic leadership and management skills will be required by managers to deliver transformation and succession plans (p5). Procurement contracts have the potential to secure demand for a local labour force through effective use of social clauses (p10). Micro and SME companies are key to future prosperity in the Cardiff Capital Region, comprising about 95% of companies and over 50% of the economy (p16). Significant growth in skills shortage vacancies is forecast in construction, **human foundational economy**, advanced materials and manufacturing and financial and professional

			services, many occurring in digital and technology skills (p17). The foundational economy workforce in the Cardiff Capital Region is over 300,000 of which about half are employed in the human foundational economy, with 100,000 employed in health and social services and 50,000 in Education. The health and social care sector is similar in size to the financial and professional services sector. The human foundational economy sector is the largest of the sectors identified by LSkIP (p68). **Third Sector** There are 9,770 third sector organisations in Wales, with over 930,000 volunteers. Key areas requiring skills support include: • leadership skills for charities and their support managers;

			• social investment and administration of resources; • management support



OPERATION LOGIC TABLE (OLT) FOR PROPOSED ESF OPERATION

***PLEASE NOTE – This template does not constitute a business plan or an application form. The aim of this logic table is to demonstrate the potential of the proposal to effectively deliver against the EU programmes prior to potential progression to the Business Planning stage.**

Proposal Title:	Enhancing Capacity and Skills for Collaboration		**Programme/Priority**	**P5**
Operation Synopsis (max. 50 words):	The operation will develop key skills to enhance regional capacity for informed, collaborative solutions to challenges facing public services by increasing procurement spend from identified anchor organisations to alleviate poverty and improve wellbeing; delivered in three main themes: Research and Development, Data for Decision Making, and Strategic Procurement Approaches. Monmouthshire CBC will act as the lead organisation for the operation, as part of the Cardiff Capital Region City Deal, whilst all LAs involved in the project will act as Joint Beneficiaries. Whilst we will be working with partners from the education sector to deliver the operation, whether or not procurement routes or Joint Beneficiary status will be sought shall be further explored in the Business Case process.		**Geographical area within proposed activity would take place:**	East Wales: Monmouthshire Newport Cardiff Vale of Glamorgan
Estimated cost:	**Total cost**: £3.2m	**Grant cost:** £1.6m		

Table 1

Which Specific Objectives within the programmes would the proposed operation deliver against?	What change will the proposed operation seek to achieve?	How will the proposed operation achieve the changes sought?	Programme output indicators and targets
P5 - Public services reform and regional working	The proposed operation, within the three major thematic work areas, will: ***Research and Development:*** • Enhance the research and development capabilities and capacity of public sector organisations with in the capital region; • Develop collaborative networks to deliver upon lessons learned and ensure that innovation in R&D and best practice are shared widely within the region; • Increase the numbers of R&D active public service practitioners; • Enhance the R&D capabilities of each partner organisation, • Ensure that specific team members develop new R&D skills, at both a management and operational level; • Greater understanding of how to overcome barriers for circular foundation economy sectors. • Developing a legacy for R&D in the region, by improving the capacity and partnership working of public	***Research and Development:*** • Data gathering to establish challenges within the area, building upon themes highlighted in the wellbeing assessments of PSBs within the region; • Embed action research projects to identify new ideas that require research and development to achieve solutions to existing public service problems. • Build appropriate R&D teams across partner organisations; • Creation of new tools and procedures that address those identified challenges/gaps; • Creation of "R&D champions" across organisations, to encourage the uptake of new ideas and better practice across the region; • Identify potential impact of increased percentage of procurement spend by anchor organisations within the region to benefit the circular and foundation economy;	One programme of delivery covering three major thematic areas for development and collaboration. Three underpinning thematic work areas within an opportunity to deliver new tools, methods and ways of working across the region that will influence and impact a range of service areas. All local public sector organisations within the Cardiff Capital Region to be involved in the programme. Specific to the programme: • 1 regional centre of excellence for procurement;

	sector services with the university and wider research sector. • Increased understanding of impact on using procurement by anchor organisations within the region to boost the circular and foundation economy sectors. ***Data for Decision Making:*** • Increase the decision making capabilities within two specific challenge areas across the region; • Enhance skills across a range of functional areas within the data analysis and interpretation fields; • Enhance the dynamic capabilities of public ~~sector~~ service practitioners, improving responsiveness in decisions based on available data and information; • Raise efficiency savings through and enhanced decision making process; • Increased spend within the region through identified anchor organisations to positively impact on the circular and foundation economy sectors. • Offer the opportunity for a virtual or physical Hub for improvements in analytics and the manner in which data analysis is utilised for decision making. ***Procurement:***	• Delivering a sustainable platform for the sharing of research findings and best practice. ***Data for Decision Making:*** • Creation of two cohorts of data champions across public services in the region, working across boundaries to drive forward improvements in our management, analysis and use of data; • Develop a programme of work, through extensive baseline research, workshops and evidence gathering to establish two key areas of work for those two cohorts; • Deliver a training programme that focuses on data analytics, storytelling, ethics, human-centred design, culture shifting and systems-thinking; key components of successful data projects; • Delivery of a data literacy programme for senior management across the region, drawing on experiences from prior well-being assessments and building our capacity to deliver the Well-being of Future Generations (Wales) Act 2015 with improvements in decision making;	• 2 cohorts of data champions across public services; • 3 Training programmes across all three major thematic areas; • 4 R&D teams, built from expertise across public sector organisations. Number of projects targeting public administrations or public services at national, regional or local level: 1 Number of methods, processes and tools being developed with support: 3 *(For example:* *Method: A new approach to providing a data literacy programme for senior management leading to improvements in decision making* *Processes: An R&D process taking participants from initial question to prototyping and testing.*

	• Increased awareness and implementation of challenge led procurement, from both challenge owners and procurement specialists; • Supporting, through an extensive training programme, other initiatives and change programmes within public sector procurement in Wales; • Improve opportunity and ability for circular and foundation economy sectors to benefit from procurement opportunities with anchor organisations. • Improvement in consistency of approach in procurement, with specific regard to the circular and foundational economy within the region; • Improvements in collaboration within the region, sharing lessons and best practice and overcoming problems, and: • Better engagement with WG and UK funding opportunities to support challenge led procurement, including opportunities for collaborative working.	• Capture case studies and good practice of data collection, involvement and collaborative decision-making involving representatives from anchor organisations, circular and foundation economy sectors. • Arrange fixed term secondments/positions for BSc and MSc students with sufficient data science expertise, to support the data champions; • Evidence of involvement of citizen, communities, including establishing collaborative networks involving representation from the circular and foundation economy sectors in contributing to public service data collection and data management; • Evidence changes to decision making processes owing to the new approaches, via an appropriate and inclusive mechanism, and; • Delivery of a fully costed and piloted office of data analytics for the region, for consideration of the public service bodes involved. ***Procurement:*** • Collaborative training programme to deliver improvements in awareness of challenge led procurement;	*Tools: A toolkit for Challenge Led procurement that will enable procurement officers to implement new guidance.)* Number of entities participating in projects targeting public administrations or public services at national, regional or local level: 4

		• Delivery of 'leadership masterclasses' for procurement leaders at Board level; • Creation of a regional centre of excellence in procurement training and staff development, and; • Training and development of 'innovation champions' in the procurement field, in anchor organisations, business support and circular and foundation economy sectors throughout the region. • Establishing collaborative networks involving representation from anchor organisations, circular and foundation economy sectors. • Case studies and good practice in relation to maximise spend within the region by anchor organisations and positive impacts on the circular and foundation economy sectors and positive impact on local communities.	

Table 2

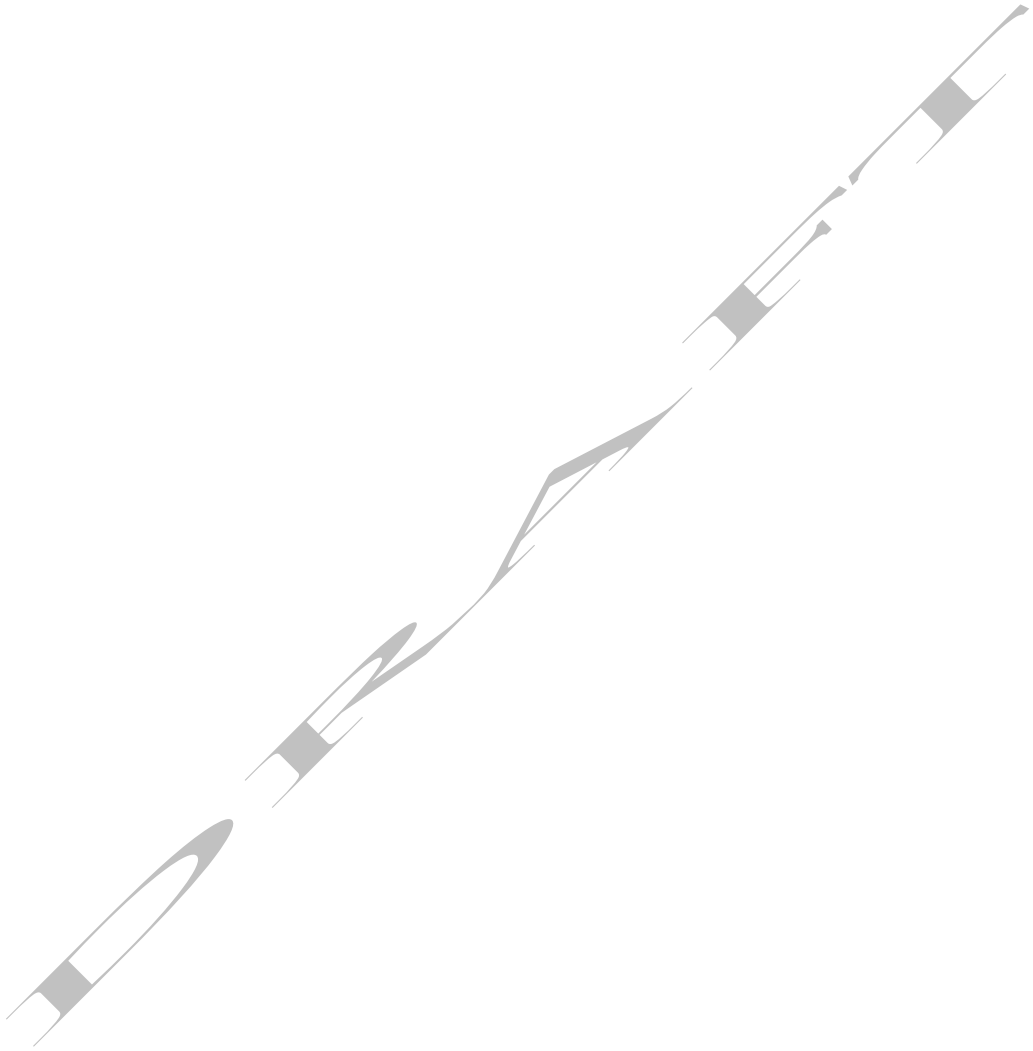
Group(s) targeted	Identifying the barriers	Overcoming the barriers	*How does the proposed operation fit within the wider investment context as set out in the Economic Prioritisation Framework (EPF)?
Public Services, focused on decision makers (middle to senior managers), procurement specialists and data management staff.	Whilst progress has been made in delivering collaborative approaches across public service bodies, that progress is often delivered in an ad-hoc approach, whereby organisational, budgetary and traditional attitudes towards working approaches impact our ability to continually work together, share information and creatively seek solutions to public sector problems. Lack of capacity and a broad knowledge base in these areas would hamper PSBs in the delivery of themes identified through wellbeing assessments. Lack of existing research and development capacity; both from a skills perspective and also in terms of explicit job roles.	The three major thematic work areas are key enablers for alternate approaches to public sector provision. In building capacity within R&D, data analytics and procurement approaches the operation will provide a platform not only for the creation of networks, communities and centres of excellence, but moreover open 'hearts and minds' to the associated benefits that more flexible and creative approaches in these areas can achieve. In the delivery of staff development, the building of networks and communities and enhancing the capacity and capability of public service organisations across the region, the programme will deliver efficiency gains for PSBs, improving their ability to deliver their responsibilities under the Well-being of Future Generations (Wales) Act 2015. Developing R&D teams across partner organisations, to improve capacity by pooling of resources.	• Supports Prosperity for All (September 2017) by developing "closer working, on a consistent regional basis". • Supports 'better jobs closer to home' through engagement with local CE related supply chain in private and third sector • Supports Economic Action Plan (December 2017) by bringing together stakeholder groups across the public service to form "strategic and more collaborative partnership to support distinctive regional strengths". • Supports Employability Plan (March 2018) by engaging with Regional Skills Partnerships to inform their CE and innovation knowledge

	A lack of awareness and understanding of the impact and potential that action research projects can have on service delivery. A cultural gap in the use of data for decision making, in a real-time, consistent and comprehensively analysed manner. A discord between decision making and the availability of data from experts and professionals. Lack of information/best practice sharing across all three thematic work areas, leading to duplication, inefficiency and the same mistakes being repeated. Traditional procurement methods being driven with a cost focus, ignoring the 'local Pound' and the impact on the 'circular economy' of the region.	The creation of R&D champions will also further develop the support mechanisms for service areas and staff that may benefit from R&D support. Creation of two cohorts of data champions across public services in the region to revolutionise the approaches to the use of data in decision making. The development of a training programme that will focus on key areas of data analytics, interpretation and decision making will bring greater understanding from managers and cross bridges to those who analyse/interpret data. The creation of a centre of excellence for procurement, two cohorts of data champions and 10 R&D development teams across public sector boundaries has the opportunity to transform these key components of public service delivery. Supported by the effective use of appropriate system delivery to ensure better sharing of information and practice. Raising awareness of value in engaging in alternative procurement models, as well as the benefits of shifting the focus of evaluation away from cost.	relating to "robust labour market intelligence".
Third Sector organisations and social value organisations (*SSWB (Wales) Act - third	A lack of research and data - planners and commissioners are unaware of the assets and service	Regional networks, mapping and promotion of services provided by community / third sector / social enterprises, building	**LSkiP** http://www.lskip.wales/downloads/170731_Employ

sector; cooperatives; service-user led organisations and social enterprises), with a focus on the circular and foundation economy sectors • Social and community enterprises working in deprived communities. • Social and community enterprises working in deprived communities delivering health and social care services, particularly shared integrated service models. • Supported employment to people furthest away from employment, for example, people with low education and skill levels; and with a mild to moderate mental health condition.	provided locally within communities by third sector / social enterprises - who is out there and what they provide, leading to poor planning, duplication and poor value for money A lack of data to inform research and decision making make it difficult to build on best practice to co-design plans and services with public service senior leaders and commissioners, limited connectivity and influence. Limited understanding of needs and barriers preventing third sector / circular / foundation economy sectors participating in regional planning, collaborative and co-productive commissioning. Lack of available tools / guidance for regional collaboration and commissioning and complexity of existing policy framework. Lack of awareness of different models operating regionally / UK / internationally.	relationships through shared learning, mentoring and leadership network and researching and removing barriers to link into other SME networks and programmes related to the circular and foundation economy sectors. Regional Pathfinder programmes with public services to research, collaborate and coproduce social innovation in deprived communities building on local assets and involving communities / third sector / social enterprises. Access to shared research and data to promote learning through a mentoring and leadership network to assess how to address current skills gaps such as change management; collaboration; IT; equal opportunities and social inclusion and 5 ways of working / sustainable development. Provide leaders with the tools, guidance and opportunities to develop local solutions within communities / third sector / social enterprises to increase the circular and foundation economy sectors. Sharing regional, UK and international models through on-line materials, network events and visits.	ment%20_Skills_Plan_eng.pdf Leadership and management is needed in all sectors. High level strategic leadership and management skills will be required by managers to deliver transformation and succession plans (p5). Procurement contracts have the potential to secure demand for a local labour force through effective use of social clauses (p10). Micro and SME companies are key to future prosperity in the Cardiff Capital Region, comprising about 95% of companies and over 50% of the economy (p16). Significant growth in skills shortage vacancies is forecast in construction, **human foundational economy**, advanced materials and manufacturing and financial and professional

			services, many occurring in digital and technology skills (p17). The foundational economy workforce in the Cardiff Capital Region is over 300,000 of which about half are employed in the human foundational economy, with 100,000 employed in health and social services and 50,000 in Education. The health and social care sector is similar in size to the financial and professional services sector. The human foundational economy sector is the largest of the sectors identified by LSkIP (p68). **Third Sector** There are 9,770 third sector organisations in Wales, with over 930,000 volunteers. Key areas requiring skills support include: • leadership skills for charities and their support managers;

			• social investment and administration of resources; • management support



CARDIFF CAPITAL REGION

REGIONAL PROOFING REQUEST FORM

Programme Priority and Theme	P5 - Public Service Improvement through Regional Working
Operation Title	Cardiff Capital Region City Deal
Synopsis	The operation will lead in the development of key skills that are required to enhance our regional capacity for informed, collaborative approaches to issues facing public sector bodies. This will be delivered in three main themes: Research and Development, Data for Decision Making, and Strategic Procurement Approaches. These three themes recognise and reflect both the potential strategic importance of their impact, and also the current limitations and challenges that they represent. The lack of existing research and development capacity (from both a skills and organisational perspective), the discord between decision making and the availability of data from experts and professionals, and the traditional cost focus of procurement practices represent significant opportunities to enhance the ways in which we deliver services. The programme of work will seek to deliver tangible benefits and a strong legacy across the public sector in the region, by delivering a range of approaches including extensive training programmes, the development of centres of excellence and the creation of teams, networks and communities to enhance the way public service providers operate.
Geographical Delivery Area	Cardiff Capital Region
Start Date	***Circa 1st February to 1st April 2020***
Cost	***Total Project Cost - £8m*** ***Grant Required West Wales & Valleys – £2m.*** ***Grant Required East Wales - £2m: Regional Approach includes authorities from within both geographically defined areas (6 in West Wales and the Valleys and 4 in East Wales).*** ***Match fundng verbally agreed by Welsh Government.***

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Outputs	• 1 regional centre of excellence for procurement training; • 2 cohorts of data champions across public services; • 3 Training programmes across all three major thematic areas; • 10 R&D teams, built from expertise across public service organisations. • Number of projects targeting public administrations or public services at national, regional or local level: 3 • Number of methods, processes and tools being developed with support: 6 • Number of entities participating in projects targeting public administrations or public services at national, regional or local level: 10
Alignment with SE Wales Strategic Priorities *The following links may be useful:* *http://gov.wales/funding/eu-funds/2014-2020/looking/epf/?lang=en* *http://gov.wales/topics/businessandeconomy/growing-the-economy/city-regions/cardiff-capital-region/?lang=en* *http://www.lskip.wales/default.aspx*	The programme clearly links to the priorities outlined within the Cardiff Capital Region Economic Growth Partnership Industrial and Economic growth plan, specifically by: • Upskilling the public sector with data literacy, research and development, procurement, and innovative leadership capacity; • Improving awareness of challenge-led procurement processes that have a focus on embedding local skills at the heart of decision making, positively impacting the circular and foundational economy within the region; • Building a public service and skills base which delivers to the highest standards by the highest standard of people – supporting a region to become one of the most investable in the UK. This is reflective of one of the key approaches of the Economic Growth plan – a cohesive approach that is underlined by policy collaboration and delivery partnerships. The programme clearly links to the P5 priority axis, acting as a catalyst to stimulate new regional solutions, planning and service models, the programme seeks to adopt an innovative and collaborative approach to tackle some of the major challenges faced in the delivery of public services, specifically within the three identified themes. Under the Welsh Government's strategies Prosperity for All, the Economic Action Plan and the Employability Plan, the programme seeks to deliver on a range of priorities, including enhancing the foundational economy through improvement procurement processes, enhancing the digital agenda through a focus on developing data analysis and understanding skills, and enhancing

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	R&D capacity and capabilities to ensure Wales remains competitive in the fourth industrial age. Links to LSKIP Employment and skills plan to deliver cross-cutting improvements in: • ICT/digital skills needs, including both generic and specialist skills such as data analysis and cyber security; • Encouraging the use of procurement processes to deliver improvements in local skills and the enhance opportunities within the local supply chain, and; • Enhancing research and development capabilities across a range of specialisms.

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Relationship to other regional/national (including backbone) ESF/ERDF projects approved or in development	Existing discussions have taken place with a number of other projects, notably the Collaborative Innovation Networks that Swansea University are leading on, and also 'Building on the Foundational Economy' submission by Interlink. There is potential, and discussions remain ongoing, as to whether the BFE submission should fall under this operation. The two operations are closely aligned in terms of collaborative approaches, regional working, but with the BFE focus on the engagement between public service boards and third sector networks/organisations and social enterprises.
Engagement with other stakeholders/projects	Significant engagement has taken place to date, including: • Discussions with representatives from Y Lab at Cardiff University, to consider the potential barriers and solutions to public service challenges. • Engagement with Nesta to establish methods of developing innovative solutions to challenges faced by the public sector. • Endorsement from CCR Programme Board to proceed with the WEFO OLT. • Engagement with all CCR local authorities, including agreement from Monmouthshire CBC to act as lead authority. • Ongoing discussions from WG on the provision of match funding / alignment of SBRI activity to the bid proposal.
Delivery Mechanisms	The programme will be supported by programme management support and administration from a host local authority within the CCR City Deal, in addition to research and management expertise from an appropriate research body.
What added value does your project bring, including match funding contribution?	The operation is seeking £4m grant funding, with an additional £4m match funding sought from project partners including the Welsh Government as outlined above. Added value would be achieved from close alignment with the proposed Public Services Testbed in the Cardiff Capital Region, with this programme specifically focussed on skills development within public service organisations enabling the exploitation of the opportunities afforded by the proposed Public Services Testbed. One potential legacy of the scheme will be that improvements in the procurement processes in the region, with a greater

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	awareness of the importance of the circular and foundational economy will encourage greater multiplier effects within the region.
Regional impact of your project	The proposed operation, within the three major thematic work areas, will: ***Research and Development:*** • Enhance the research and development capabilities and capacity of public service organisations with in the Cardiff Capital Region; • Develop collaborative networks within the sector to deliver upon lessons learned and ensure that innovation in R&D and best practice are shared widely within the region; • Increase the numbers of R&D active public sector practitioners; • Enhance the R&D capabilities of each partner organisation, • Ensure that specific team members develop new R&D skills, at both a management and operational level, and: • Developing a legacy for R&D in the region, by improving the capacity and partnership working of public sector bodies with the university and wider research sector. ***Data for Decision Making:*** • Increase the decision making capabilities within two specific challenge areas across the region; • Enhance skills across a range of functional areas within the data analysis and interpretation fields; • Enhance the dynamic capabilities of public sector practitioners, improving responsiveness in decisions based on available data and information; • Raise efficiency savings through and enhanced decision making process, and; • Offer the opportunity for a virtual or physical Hub for improvements in analytics and the manner in which data analysis is utilised for decision making. ***Procurement:*** • Increased awareness and implementation of challenge led procurement, from both challenge owners and procurement specialists; • Supporting, through an extensive training programme, other initiatives and change programmes within public sector procurement in Wales;

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	• Improvement in consistency of approach in procurement, with specific regard to the circular and foundational economy within the region; • Improvements in collaboration within the region, sharing lessons and best practice and overcoming problems, and: • Better engagement with WG and UK funding opportunities to support challenge led procurement, including opportunities for collaborative working.
Potential legacy of your project	Should this operation succeed in delivering the associated outputs, there is a potential that: • The three thematic work areas act as key enablers for alternative approaches to public sector provision. • In delivering change and improving capacity for different ways of working, these shifts can fundamentally shift the attitudes and approaches to the associated benefits that these areas of work can offer. • The pooling of resources, sharing of expertise and upskilling of staff can create an environment which is both collaborative and can foster greater efficiency savings and higher standards of quality in the public service arena. • Ultimately, this should enable the better delivery by public service providers, of the Well-being of Future Generations (Wales) Act 2015, by: o Delivering improvements in the provision and use of data in decision making throughout those organisations; o Putting active research at the heart of service improvements and efficiency gains in the public sector, and; o Creating a procurement culture which increasingly values challenge-led approaches and the importance of the circular and foundational economy within the region.
Contact Details	*Rhys Thomas, Cardiff Capital Region City Deal.* *ThomasOR@cardiff.ac.uk* Cath Fallon, Monmouthshire County Council cathfallon@monmouthshire.gov.uk

If you have any queries on the completion of this template, please contact:

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SE Wales Regional Engagement Team
Lisa.Jones@bridgend.gov.uk
01656 815081

Appendix 6a

ROLE PROFILE

ROLE TITLE: **Programme Manager – InFuSe**

POST ID: **TBC**

GRADE: Grade K SCP 39 – 43 £41,675 - £45,591 (Two year fixed term – December 2023)

HOURS: 37 per Week

LOCATION: Flexible, base will be at County Hall, Usk and Y Lab, Park Place, Cardiff

WELSH LANGUAGE ASSESSMENT:

Welsh language skills are desirable but not essential.

PURPOSE OF POST:-

In building a 'fitness for the future' approach, an enhanced and better supported operating model for public service delivery is needed. The Public Sector's work force and leadership must therefore develop new skills to enable them to adapt quickly when understanding and responding to future service demand.

This brand new thought leadership programme, working in partnership with the ten local authorities operating in the Cardiff Capital Region, Cardiff Capital Region City Deal and Y Lab, seeks to enable the Welsh Public Sector to develop new skills to scenario-plan, develop rapid prototypes, experiment and carry out research and development.

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Although based with Monmouthshire County Council, the Lead Authority/Beneficiary, this role will work collaboratively with colleagues in Cardiff Capital Region City Deal Office and Y Lab, Wales' Public Service Innovation Lab, to challenge and support, design and manage this exciting new Programme. Your primary focus will be to ensure funding is managed in the best way to ensure the Programme maximises the long term impact for public sector bodies within the Cardiff Capital Region.

The purpose of the role therefore is to:

- Effectively manage the Infuse Programme to ensure it exceeds expectations and achieves overall success.
- Be 'the face' of the Infuse Programme, promoting the Programme to local authority and strategic regional partners to maximise opportunities for future engagement.

Should you require any further information regarding this post, please contact: Cath Fallon, Head of Enterprise and Community Animation, cathfallon@monmouthshire.gov.uk Tel: 07557 190969

Closing Date: **TBC**
Interviews: **TBC**

Please Note that we are not able to accept CVs

Application forms can be completed online or down loaded via:

www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Applications may be submitted in Welsh, and that an application submitted in Welsh will not be treated less favourably than an application submitted in English.

Completed paper application forms should be returned to the following address:-

People Services, Monmouthshire County Council, PO BOX 106, CALDICOT, NP26 9AN

Monmouthshire County Council is an equal opportunities employer and welcomes applications from all sections of the community. All posts are open to job-share unless stated otherwise. Monmouthshire County Council operates a Smoke Free Workplace policy.

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ROLE PROFILE

ROLE TITLE: **Programme Manager – InFuSe**

POST ID: **TBC**

GRADE: Grade K SCP 39 – 43 £41,675 - £45,591 (Two year fixed term – December 2023)

HOURS: 37 per Week

LOCATION: Flexible, base will be at County Hall, Usk and Y Lab, Park Place, Cardiff

RESPONSIBLE TO: **Monmouthshire County Council's Head of Enterprise and Community Animation**

SPECIAL CONDITIONS: **N/A**

WELSH LANGUAGE ASSESSMENT:

(c) Welsh language skills are desirable but not essential

Cardiff Capital Region City Deal Office, Y Lab and Monmouthshire County Council **…..Who are we?**

Our Purpose:-

The Cardiff Capital Region (CCR) City Deal is a programme agreed in 2016 between the UK Government, the Welsh Government and the ten local authorities in South East Wales to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity. InFuSe is a collaborative Programme, led by Monmouthshire County Council, on behalf of the CCR City Deal (Strategic Lead) and its ten constituent local authority partners and is funded through

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the Welsh European Funding Office.Priority 5: Public Services Reform and Regional Working.

Y Lab (Programme Supplier) is a team of social scientists and innovation experts working together to support innovation in Welsh public services. Established in 2015, Y Lab is the Public Services Innovation Lab for Wales, a partnership between Cardiff University and Nesta, with a mission to work closely with practitioners and policy makers to develop and test civic and public service innovations in a safe space.

Monmouthshire County Council has been reconsidering its role and purpose in a changing public sector landscape for a number of years and has been redesigning its operating model to meet the demands of future generations. Infuse offers the Council a real opportunity to consider the future delivery of its services through a Thought Leadership Programme which will identify and support the future skills needs of its workforce and Senior Leadership team.

The purpose of this role is to:

- Effectively manage the InFuSe Programme to ensure it exceeds expectations and achieves overall success.
- Be 'the face' of the InFuSe Programme, promoting the Programme to local authority and strategic regional partners to maximise opportunities for future engagement.

The activities associated with this role will ensure that the Programme delivers:

- A multi-faceted approach to building capacity and creating cultural change across public service delivery in the Cardiff Capital Region; and
- Tangible benefits and a strong legacy across the Public Services sector in the region, by delivering a range of approaches including extensive training and development programmes, which will enhance Public Service delivery and contribute to its efficiency and effectiveness.

Your responsibilities are to:

- Work with Monmouthshire County Council's Head of Enterprise and Community Animation, the Programme's Regional Strategic Board and Y Lab in the development, coordination and management of the Programme scoping content and timelines to ensure overall success;

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- Provide line management support to the Council's Regional Programme Management team namely the Programme Engagement Manager and the Programme Finance and Adminstration Coordinator;
- Undertake research, analyse data and interpret public sector business need and future trends data to inform Programme activities;
- Develop relationships with the ten local authorities to assist in the identification of a suitable cohort of learners to the Programme;
- Provide the Programme management support and organisation capability and capacity that is required to deliver the objectives and outcomes of the Programme, including all document control information and associated backing documents that are needed to effectively manage the Programme;
- Monitor Programme expenditure and coordinate financial claims data with the team's Programme Finance and Administration Coordinator, providing regular updates to the Head of Enterprise and Community Animation and the Regional Strategic Board;
- To be the Cross Cutting Themes Champion for the Programme ensuring there is an open application and selection process for the Programme participants and that equality and diversification can be fully considered during the participant selection process;
- Consider and identify scope for integration of the Programme with other ESI and Transnational Operations and Programmes.
- Represent the Programme as required on matters relating to the deliver of the Programme to include Council and CCR scrutiny meetings, fora for Government policies, Government Agencies, University and Nesta liaison, etc; and
- Input, monitor and adjust the Programme Management Plan and manage the implementation of the resultant action plans, risk registers and performance information as needed.

Here's what we can provide you with in order to achieve your outcomes:-

- Full support of the Council and Programme partners as a valued colleague;
- Supportive and flexible line management from the Head of Enterprise and Community Animation;
- Support from the Programme's Strategic Board, collaborative working to achieve excellent outcomes, pooling resources and accessing internal and external expertise where possible; and
- A pleasant working environment with an ability and freedom to work on an agile basis.

What else you need to know…..Monmouthshire Values are:

Openness: We aspire to be open and honest to develop trusting relationships.

Fairness: We aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.

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Flexibility: We aspire to be flexible in our thinking and action to become an effective and efficient organisation.

Teamwork: We aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

The authority operates a Smoke Free Workplace Policy which all employees are required to abide to.

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Person Specification

How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-

- Degree or equivalent in a related field with a minimum of three years relevant Programme management experience;
- A recognised Project Management Qualification such as Prince 2 (Practitioner Level) or equivalent.
- Chartered or hold a post graduate qualification in a related and/or relevant field;
- Experience of delivering medium to large projects (including the development of strategic project and procurement documentation);
- Excellent knowledge of project management principles including detailed knowledge in a specific related and/or associated field of expertise;
- Experience of undertaking the procurement of strategic contracts;
- Ability to lead an extensive and varied work programme and manage multiple priorities, whilst working to tight timescales and budgets;
- Ability to develop funding solutions for projects, set and manage financial budgets during implementation;
- Experience of managing, anticipating, processing and monitoring expenditure against designated cost centres;
- Experience of working with external partnerships and other organisations;
- Have a creative vision and an ability to enthuse others in order to quickly establish and assess positive working relationships and networks with representatives from a range of external agencies and/or organisations;
- You are an excellent team leader with demonstrable team recruitment and management experience and an ability to motivate and impassion staff;
- Excellent communication and people skills with the ability to effectively convey complex information at all levels, verbally and in writing;
- An ability to demonstrate good customer care and to communicate clearly, concisely and courteously with the public both face to face and over the telephone;
- An ability to influence, negotiate and constructively challenge to achieve innovative, productive and measurable solutions;
- You are focussed on delivery and have an ability to work independently but also to work in a team, galvanising people to develop and deliver shared purpose and common aims;
- An ability to set priorities, manage progress and work within competing deadlines;
- A strong feel for what the Cardiff Capital Region and Monmouthshire County Council is all about;

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- Courage. Working in a permissive environment is liberating and fun – but it requires confidence, belief and an aptitude to get on and work with others to make things happen;
- A strong sense of purpose and ability to mobilise all those how share our purpose to deliver great things.
- Personal resilience, resourcefulness, a positive attitude and 'can do' mind-set;
- Quick thinking, a positive approach to late-presenting opportunities and changing circumstances. A splash of risk taking mixed with a detailed and determined attitude for successful delivery.

Should you require any further information regarding this post, please contact: Cath Fallon, Head of Enterprise and Community Animation, cathfallon@monmouthshire.gov.uk Tel: (07557) 190969

Closing Date: TBC

Interviews: TBC

HYSBYSEB RÔL

TEITL Y RÔL:

RHIF ADNABOD Y SWYDD:

GRADD:

ORIAU: 37 yr Wythnos

LLEOLIAD:

ASESIAD O'R IAITH GYMRAEG:
Mae sgiliau yn y Gymraeg yn ddymunol ond nid yn hanfodol

PWRPAS Y SWYDD:

Mae yna bwrpas deublyg felly gan y rôl hon:

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Os ydych angen unrhyw wybodaeth bellach am y rôl hon, cysylltwch os gwelwch yn dda gyda: Cath Fallon, Pennaeth Mentergarwch a Datblygu Cymunedol, cathfallon@monmouthshire.gov.uk Ffôn: 07557 190969

Dyddiad Cau:
Cyfweliad:

Gofynnir i chi nodi na allwn dderbyn CV

Gellir llenwi ffurflenni cais ar-lein neu eu lawrlwytho drwy:

www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Gellir cyflwyno ceisiadau yn y Gymraeg ac ni chaiff cais a gyflwynir yn y Gymraeg ei drin yn llai ffafriol na chais a gyflwynir yn Saesneg.

Ar ôl eu llenwi, dylid dychwelyd ffurflenni cais ar-lein neu eu lawrlwytho drwy:

Gwasanaethau Pobl, Cyngor Sir Fynwy, Blwch SP 106, CIL-Y-COED, NP26 9AN

Mae Cyngor Sir Fynwy yn gyflogwr cyfle cyfartal ac yn croesawu ceisiadau gan bob adran o'r gymuned. Mae'r holl swyddi'n agored i'w rhannu os na nodir fel arall. Mae Cyngor Sir Fynwy yn gweithredu polisi Dim Ysmygu yn y Gweithle

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PROFFIL Y RÔL

TEITL Y RÔL:

RHIF ADNABOD Y SWYDD:

GRADD:

ORIAU: 37 yr Wythnos

LLEOLIAD:
YN ATEBOL I:

AMODAU ARBENNIG:

ASESIAD O'R IAITH GYMRAEG:
Mae sgiliau yn y Gymraeg yn ddymunol ond nid yn hanfodol

..Pwy ydym ni?:

Ein Pwrpas:-

Mae yna bwrpas deublyg felly gan y rôl hon:

Bydd y gweithgareddau sydd yn gysylltiedig gyda'r rôl hon yn sicrhau bod y Cyngor yn:

Bydd eich cyfrifoldebau yn cynnwys:

Dyma'r hyn y mae modd i ni ddarparu i chi er mwyn cyflawni eich amcanion:-

Beth arall sydd angen i chi wybod…..Dyma Werthoedd Cyngor Fynwy:

- Tryloywder: Rydym am geisio bod yn agored ac onest er mwyn datblygu perthynas lle y mae pobl yn medru ymddiried yn ei gilydd.
- Tegwch: Rydym am geisio cynnig dewis teg, cyfleoedd a phrofiad ac i ddod yn fudiad lle y mae'r naill yn parchu'r llall.

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- Hyblygrwydd: Rydym am geisio bod yn hyblyg wrth feddwl a gweithredu er mwyn dod yn fudiad effeithiol ac effeithlon.
- Gwaith tîm: Rydym am geisio gweithio gyda'n gilydd er mwyn rhannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd er mwyn cyflawni ein hamcanion.

Yn ychwanegol at hyn:

Mae'r holl weithwyr yn gyfrifol am sicrhau eu bod yn ymddwyn bob tro mewn ffordd sydd yn gyson â Pholisi Cyfle Cyfartal Sir Fynwy yn eu meysydd perthnasol ac yn eu hymddygiad cyffredinol.

Mae Cyngor Sir Fynwy yn gweithredu polisi Dim Ysmygu yn y Gweithle a rhaid i'r holl weithwyr lynu at y polisi yma.

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Manyleb Person

Sut y byddwn yn gwybod os mai chi yw'r person cywir ar gyfer y rôl? Fel yr ymgeisydd llwyddiannus, byddwch wedi arddangos:-

- Gradd neu gymhwyster cyfatebol mewn maes perthnasol gydag isafswm o dair blynedd o brofiad o reoli prosiectau;
- Cymhwyster cydnabyddedig o ran Rheoli Prosiect fel Prince 2 (Lefel Ymarferydd) neu gyfatebol.
- Yn Siartredig neu'n meddu ar gymhwyster ôl-radd mewn maes perthnasol/ priodol;
- Profiad o ddarparu prosiectau canolig/mawr (gan gynnwys datblygu dogfennaeth prosiectau strategol a chaffael)
- Yn arddangos gwybodaeth o ddeddfwriaeth allweddol sydd yn ymwneud ag Adfywio Canol Tref;
- Gwybodaeth ardderchog o egwyddorion rheoli prosiect gan gynnwys gwybodaeth fanwl mewn maes arbenigol penodol a/neu gysylltiedig;
- Profiad o gaffael Contractau Strategol;
- Y gallu i arwain rhaglen waith helaeth ac amrywiol a rheoli nifer o flaenoriaethau, tra'n gweithio o fewn amserlenni a chyllidebau heriol;
- Y gallu i ddatblygu datrysiadau cyllidol ar gyfer prosiectau a gosod a rheoli cyllidebau yn ystod y broses o weithredu;
- Profiad o reoli, rhagweld, prosesu a monitro gwariant yn erbyn y canolfannau cost dynodedig;
- Profiad o weithio gyda phartneriaethau allanol a mudiadau eraill gan gynnwys rhyngweithio gwleidyddol e.e. gweithio gyda Chynghorau Tref a Chymuned;
- Yn meddu ar weledigaeth greadigol a'r gallu i greu brwdfrydedd ymhlith eraill er mwyn medru sefydlu ac asesu perthnasau gwaith positif a rhwydweithiau gyda chynrychiolwyr o ystod o asiantaethau a/neu fudiadau allanol;
- Rydych yn arweinydd tîm ardderchog gyda phrofiad amlwg o recriwtio a rheoli tîm a'r gallu i ysgogi a chreu angerdd ymhlith staff;
- Sgiliau cyfathrebu a sgiliau pobl ardderchog gyda'r gallu i fynegi gwybodaeth gymhleth yn effeithiol, a hynny ar bob lefel yn ysgrifenedig ac ar lafar;
- Y gallu i arddangos gofal cwsmer da ac yn medru cyfathrebu yn eglur, yn gryno ac yn gwrtais gyda'r cyhoedd, wyneb i wyneb a dros y ffôn;
- Y gallu i ddylanwadu, negodi a herio'n adeiladol er mwyn sicrhau datrysiadau arloesol, cynhyrchiol a mesuradwy;
- Rydych yn ffocysu ar gyflenwi ac yn meddu ar y gallu i weithio yn annibynnol ond hefyd fel rhan o dîm, yn annog pobl i ddatblygu a darparu pwrpas ac amcanion sydd yn gyffredin;
- Y gallu i osod blaenoriaethau, rheoli cynnydd a gweithio o fewn terfynau amser sy'n cystadlu gyda'i gilydd;
- Ymdeimlad cryf o'r hyn yw Sir Fynwy a Chyngor Sir Fynwy;
- Dewrder. Mae gweithio mewn awyrgylch caniataol yn cynnig rhyddid ac yn hwyl – ond mae angen hyder, cred a'r gallu i weithio ag eraill gan sicrhau bod pethau yn digwydd;
- Ymdeimlad cryf o bwrpas a'r gallu i ysgogi eraill sydd yn rhannu ein pwrpas i gyflawni pethau gwych;
- Cadernid personol, dyfeisgarwch, agwedd bositif ac agwedd sy'n fodlon bwrw ati er mwyn cyflawni pethau;

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- Yn medru meddwl yn gyflym, yn bositif eich agwedd tuag at fanteisio ar gyfleoedd sydd yn dod i'r amlwg yn weddol hwyr ac amgylchiadau sydd yn newydd. Cyfuniad o gymryd risgiau gydag agwedd fanwl a phenderfynol er mwyn sicrhau bod pethau'n cael eu cyflawni.

Os ydych angen unrhyw wybodaeth bellach am y rôl hon, cysylltwch gyda: Cath Fallon, Pennaeth Mentergarwch a Datblygu Cymunedol,
cathfallon@monmouthshire.gov.uk Ffôn: 07557 190969

Dyddiad Cau: hannerdydd 12ebril 2019
Cyfweliad: 18ebril 2019

Appendix 6b

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ROLE PROFILE

ROLE TITLE: **Programme Engagement Manager – InFuSe**

POST ID: **TBC**

GRADE: Grade J SCP 35 - 39 £37,849 - £41,675 (Two year fixed term – December 2023)

HOURS: 37 per Week

LOCATION: Flexible, base will be at County Hall, Usk

WELSH LANGUAGE ASSESSMENT:

Welsh language skills are desirable but not essential.

PURPOSE OF POST:-

In building a 'fitness for the future' approach, an enhanced and better supported operating model for public service delivery is needed. The Public Sector's work force and leadership must therefore develop new skills to enable them to adapt quickly when understanding and responding to future service demand.

This brand new thought leadership Programme, InFuSe, working in partnership with the ten local authorities operating in the Cardiff Capital Region, Cardiff Capital Region City Deal and Y Lab, seeks to enable the Welsh Public Sector to develop new skills to scenario-plan, develop rapid prototypes, experiment and carry out research and development.

Although based with Monmouthshire County Council, the Lead Authority/Beneficiary, this role will work collaboratively with colleagues in Cardiff Capital Region City Deal Office and Y Lab, Wales' Public Service Innovation Lab, to help design, support, and manage this exciting new Programme. Your primary focus will be to work with the Programme Manager to support the delivery of InFuSe by managing the day to day operations and engaging and communicating with the ten local authorities and other bodies, to maximise the long term impact for public sector bodies within the Cardiff Capital Region.

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The purpose of the role therefore is to:

- Manage the day to day delivery of the InFuSe Programme to ensure it exceeds expectations and achieves overall success;
- Engage and communicate with local authorities to help support the development and delivery of their future skills aspirations; and
- Promote the benefits of the Programme to the relevant audiences to disseminate best practice and maximise the opportunities for future engagement .

Should you require any further information regarding this post, please contact: Cath Fallon, Head of Enterprise and Community Animation, cathfallon@monmouthshire.gov.uk Tel: 07557 190969

Closing Date: **TBC**
Interviews: **TBC**

Please Note that we are not able to accept CVs

Application forms can be completed online or down loaded via:

www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Applications may be submitted in Welsh, and that an application submitted in Welsh will not be treated less favourably than an application submitted in English.

Completed paper application forms should be returned to the following address:-

People Services, Monmouthshire County Council, PO BOX 106, CALDICOT, NP26 9AN

Monmouthshire County Council is an equal opportunities employer and welcomes applications from all sections of the community. All posts are open to job-share unless stated otherwise. Monmouthshire County Council operates a Smoke Free Workplace policy.

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ROLE PROFILE

ROLE TITLE:	**Programme Engagement Manager – InFuSe (working title)**
POST ID:	**TBC**
GRADE:	Grade J SCP 35 - 39 £37,849 - £41,675 (Two year fixed term – December 2023)
HOURS:	37 per Week
LOCATION:	Flexible, base will be at County Hall, Usk and Y Lab, Park Place, Cardiff
RESPONSIBLE TO:	**InFuSe Programme Manager**
SPECIAL CONDITIONS:	**N/A**

WELSH LANGUAGE ASSESSMENT:

(c) Welsh language skills are desirable but not essential

Cardiff Capital Region City Deal Office, Y Lab and Monmouthshire County Council **…..Who are we?**

Our Purpose:-

The Cardiff Capital Region (CCR) City Deal is a programme agreed in 2016 between the UK Government, the Welsh Government and the ten local authorities in South East Wales to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity. InFuSe is a collaborative Programme, led by Monmouthshire County Council, on behalf of the CCR City Deal (Strategic Lead) and its ten constituent local authority partners and is funded through

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the Welsh European Funding Office.Priority 5: Public Services Reform and Regional Working.

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Monmouthshire County Council has been reconsidering its role and purpose in a changing public sector landscape for a number of years and has been redesigning its operating model to meet the demands of future generations. InFuSe offers the Council a real opportunity to consider the future delivery of its services through a Thought Leadership Programme which will identify and support the future skills needs of its workforce and Senior Leadership team.

The purpose of this role is to:

- Manage the day to day delivery of the Infuse Programme to ensure it exceeds expectations and achieves overall success;
- Engage and communicate with local authorities to help support the development and delivery of their future skills aspirations; and
- Promote the benefits of the Programme to to disseminate best practice and maximise the opportunities for future engagement .

The activities associated with this role will ensure that the Programme delivers:

- A multi-faceted approach to building capacity and creating cultural change across public service delivery in the Cardiff Capital Region; and
- Tangible benefits and a strong legacy across the Public Services sector in the region, by delivering a range of approaches including extensive training and development programmes, which will enhance public service delivery and contribute to its efficiency and effectiveness.

Your responsibilities are to:

- Work with the Programme Manager in the development, coordination and management of the Programme, scoping content and timelines to ensure overall success, deputising for the Manager as needed;

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- Undertake research, analyse data and interpret Public Sector business need and future trends data to inform Programme activities;
- Develop relationships with the ten local authorities to assist in the identification of suitable cohorts of learners to the Programme;
- Develop a suitable recruitment programme to encourage engagement with the Programme which is open and transparent and ensures equality and diversification during the participant selection process.;
- Develop a marketing and communications plan to support the delivery and maximise publicity for the Programme;
- Procure contracts as needed in line with WEFO Priority 5 guidelines, including the development of procurement documentation, establishment and maintenance of clarification logs and dissemination of procurement documentation as directed.
- Monitoring and evaluation of contract performance to ensure works and services are carried out in accordance with the performance requirements and terms of the relevant contract or agreement, including verification of time and activity sheets;
- Provide effective project management support to deliver the objectives and outcomes of the Programme including all document control information and associated backing documents that are needed;
- Liaise with the Programme Finance and Administration Coordinator to ensure accurate financial data is maintained and Programme expenditure is monitored. Provide regular updates to the Programme Manager and the Regional Strategic Board to include the development and monitoring of financial spreadsheets in relation to grant income and Programme expenditure;
- Liaise with funding partners in a timely manner, as needed, to ensure project cash flow is monitored, project timesheets are collated and checked and Programme Update reports produced to a high standard;
- In association with the Programme Finance and Administration Coordinator, prepare financial reports, carry out financial reviews, prepare project claims, progress reports and issue risk reports as required throughout the year;
- To act as the main point of contact for advice (and specifically on matters relating to finance), support and guidance for all queries relating to the Programme from internal and external stakeholders including South Wales Regional Engagement Team; and
- Support liaison with other Sections, Departments and Members within the County Council, with Programme Partners and with external agencies such as the National Assembly for Wales (NAW), Welsh Government (WG), as well as with other Local Authorities with a view to collaborative working, to ensure co-ordination of projects, initiatives and strategies.

Here's what we can provide you with in order to achieve your outcomes:-

- Full support of the Council and Programme partners as a valued colleague;
- Supportive and flexible line management from the Programme Manager;
- Support from the Programme's Regional Strategic Board and Y Lab, collaborative working to achieve excellent outcomes, pooling resources and accessing internal and external expertise where possible; and

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- A pleasant working environment with an ability and freedom to work on an agile basis.

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And this role, will work with Monmouthshire to achieve these.

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DIVERSITY CHAMPIONS
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How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-

- Degree or equivalent in a related field with a minimum of two years relevant project management experience;
- Hold or working towards a recognised Project Management Qualification such as Prince 2 (Practitioner Level) or equivalent.
- Hold or working towards a post graduate qualification in a related and/or relevant field;
- Experience of working on medium to large projects (including the development of strategic project and procurement documentation);
- Knowledge of project management principles including detailed knowledge in a specific related and/or associated field of expertise.
- Experience of working with external partnerships and other organisations;
- Experience of working with a computerised general ledger and appropriate feeder systems, together with a general understanding of financial procedures;
- General understanding of financial systems and accounting principles in local government;
- Experience of preparation of funding applications;
- Experience of Contract Management;
- Experience of monitoring expenditure against designated cost centres;
- Excellent communication and people skills with the ability to effectively convey information verbally and in writing;
- An ability to demonstrate good customer care and to communicate clearly, concisely and courteously with the public both face to face and over the telephone;
- An ability to influence, negotiate and constructively challenge to achieve innovative, productive and measurable solutions;
- You are focussed on delivery and have an ability to work independently but also to work in a team, galvanising people to develop and deliver shared purpose and common aims;
- An ability to set priorities, manage progress and work within competing deadlines;
- A strong feel for what the Cardiff Capital Region and Monmouthshire County Council is all about;
- Courage. Working in a permissive environment is liberating and fun – but it requires confidence, belief and an aptitude to get on and work with others to make things happen;
- A strong sense of purpose and ability to mobilise all those how share our purpose to deliver great things.
- Personal resilience, resourcefulness, a positive attitude and ‘can do’ mind-set;

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- Quick thinking, a positive approach to late-presenting opportunities and changing circumstances. A splash of risk taking mixed with a detailed and determined attitude for successful delivery.

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Closing Date: TBC

Interviews: TBC

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Mae yna bwrpas deublyg felly gan y rôl hon:

Os ydych angen unrhyw wybodaeth bellach am y rôl hon, cysylltwch os gwelwch yn dda gyda: Cath Fallon, Pennaeth Mentergarwch a Datblygu Cymunedol, cathfallon@monmouthshire.gov.uk Ffôn: 07557 190969

Dyddiad Cau:
Cyfweliad:

Gofynnir i chi nodi na allwn dderbyn CV

Gellir llenwi ffurflenni cais ar-lein neu eu lawrlwytho drwy:

www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Gellir cyflwyno ceisiadau yn y Gymraeg ac ni chaiff cais a gyflwynir yn y Gymraeg ei drin yn llai ffafriol na chais a gyflwynir yn Saesneg.

Ar ôl eu llenwi, dylid dychwelyd ffurflenni cais ar-lein neu eu lawrlwytho drwy:

Gwasanaethau Pobl, Cyngor Sir Fynwy, Blwch SP 106, CIL-Y-COED, NP26 9AN

Mae Cyngor Sir Fynwy yn gyflogwr cyfle cyfartal ac yn croesawu ceisiadau gan bob adran o'r gymuned. Mae'r holl swyddi'n agored i'w rhannu os na nodir fel arall. Mae Cyngor Sir Fynwy yn gweithredu polisi Dim Ysmygu yn y Gweithle

Stonewall CYMRU
DIVERSITY CHAMPIONS
HYRWYDDWYR AMRYWIAETH

PROFFIL Y RÔL

TEITL Y RÔL:

RHIF ADNABOD Y SWYDD:

GRADD:

ORIAU: 37 yr Wythnos

LLEOLIAD:

YN ATEBOL I:

AMODAU ARBENNIG:

ASESIAD O'R IAITH GYMRAEG:
Mae sgiliau yn y Gymraeg yn ddymunol ond nid yn hanfodol

..Pwy ydym ni?:

Ein Pwrpas:-

Mae yna bwrpas deublyg felly gan y rôl hon:

Bydd y gweithgareddau sydd yn gysylltiedig gyda'r rôl hon yn sicrhau bod y Cyngor yn:

Bydd eich cyfrifoldebau yn cynnwys:

Dyma'r hyn y mae modd i ni ddarparu i chi er mwyn cyflawni eich amcanion:-

Beth arall sydd angen i chi wybod…..Dyma Werthoedd Cyngor Fynwy:

- Tryloywder: Rydym am geisio bod yn agored ac onest er mwyn datblygu perthynas lle y mae pobl yn medru ymddiried yn ei gilydd.
- Tegwch: Rydym am geisio cynnig dewis teg, cyfleoedd a phrofiad ac i ddod yn fudiad lle y mae'r naill yn parchu'r llall.
- Hyblygrwydd: Rydym am geisio bod yn hyblyg wrth feddwl a gweithredu er mwyn dod yn fudiad effeithiol ac effeithlon.

Stonewall CYMRU DIVERSITY CHAMPIONS HYRWYDDWYR AMRYWIAETH

- Gwaith tîm: Rydym am geisio gweithio gyda'n gilydd er mwyn rhannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd er mwyn cyflawni ein hamcanion.

Yn ychwanegol at hyn:

Mae'r holl weithwyr yn gyfrifol am sicrhau eu bod yn ymddwyn bob tro mewn ffordd sydd yn gyson â Pholisi Cyfle Cyfartal Sir Fynwy yn eu meysydd perthnasol ac yn eu hymddygiad cyffredinol.

Mae Cyngor Sir Fynwy yn gweithredu polisi Dim Ysmygu yn y Gweithle a rhaid i'r holl weithwyr lynu at y polisi yma.

Stonewall CYMRU
DIVERSITY CHAMPIONS
HYRWYDDWYR AMRYWIAETH

Manyleb Person

Sut y byddwn yn gwybod os mai chi yw'r person cywir ar gyfer y rôl? Fel yr ymgeisydd llwyddiannus, byddwch wedi arddangos:-

- Gradd neu gymhwyster cyfatebol mewn maes perthnasol gydag isafswm o dair blynedd o brofiad o reoli prosiectau;
- Cymhwyster cydnabyddedig o ran Rheoli Prosiect fel Prince 2 (Lefel Ymarferydd) neu gyfatebol.
- Yn Siartredig neu'n meddu ar gymhwyster ôl-radd mewn maes perthnasol/ priodol;
- Profiad o ddarparu prosiectau canolig/mawr (gan gynnwys datblygu dogfennaeth prosiectau strategol a chaffael)
- Yn arddangos gwybodaeth o ddeddfwriaeth allweddol sydd yn ymwneud ag Adfywio Canol Tref;
- Gwybodaeth ardderchog o egwyddorion rheoli prosiect gan gynnwys gwybodaeth fanwl mewn maes arbenigol penodol a/neu gysylltiedig;
- Profiad o gaffael Contractau Strategol;
- Y gallu i arwain rhaglen waith helaeth ac amrywiol a rheoli nifer o flaenoriaethau, tra'n gweithio o fewn amserlenni a chyllidebau heriol;
- Y gallu i ddatblygu datrysiadau cyllidol ar gyfer prosiectau a gosod a rheoli cyllidebau yn ystod y broses o weithredu;
- Profiad o reoli, rhagweld, prosesu a monitro gwariant yn erbyn y canolfannau cost dynodedig;
- Profiad o weithio gyda phartneriaethau allanol a mudiadau eraill gan gynnwys rhyngweithio gwleidyddol e.e. gweithio gyda Chynghorau Tref a Chymuned;
- Yn meddu ar weledigaeth greadigol a'r gallu i greu brwdfrydedd ymhlith eraill er mwyn medru sefydlu ac asesu perthnasau gwaith positif a rhwydweithiau gyda chynrychiolwyr o ystod o asiantaethau a/neu fudiadau allanol;
- Rydych yn arweinydd tîm ardderchog gyda phrofiad amlwg o recriwtio a rheoli tîm a'r gallu i ysgogi a chreu angerdd ymhlith staff;
- Sgiliau cyfathrebu a sgiliau pobl ardderchog gyda'r gallu i fynegi gwybodaeth gymhleth yn effeithiol, a hynny ar bob lefel yn ysgrifenedig ac ar lafar;
- Y gallu i arddangos gofal cwsmer da ac yn medru cyfathrebu yn eglur, yn gryno ac yn gwrtais gyda'r cyhoedd, wyneb i wyneb a dros y ffôn;
- Y gallu i ddylanwadu, negodi a herio'n adeiladol er mwyn sicrhau datrysiadau arloesol, cynhyrchiol a mesuradwy;
- Rydych yn ffocysu ar gyflenwi ac yn meddu ar y gallu i weithio yn annibynnol ond hefyd fel rhan o dîm, yn annog pobl i ddatblygu a darparu pwrpas ac amcanion sydd yn gyffredin;
- Y gallu i osod blaenoriaethau, rheoli cynnydd a gweithio o fewn terfynau amser sy'n cystadlu gyda'i gilydd;
- Ymdeimlad cryf o'r hyn yw Sir Fynwy a Chyngor Sir Fynwy;
- Dewrder. Mae gweithio mewn awyrgylch caniataol yn cynnig rhyddid ac yn hwyl – ond mae angen hyder, cred a'r gallu i weithio ag eraill gan sicrhau bod pethau yn digwydd;
- Ymdeimlad cryf o bwrpas a'r gallu i ysgogi eraill sydd yn rhannu ein pwrpas i gyflawni pethau gwych;
- Cadernid personol, dyfeisgarwch, agwedd bositif ac agwedd sy'n fodlon bwrw ati er mwyn cyflawni pethau;
- Yn medru meddwl yn gyflym, yn bositif eich agwedd tuag at fanteisio ar gyfleoedd sydd yn dod i'r amlwg yn weddol hwyr ac amgylchiadau sydd yn

Stonewall CYMRU DIVERSITY CHAMPIONS HYRWYDDWYR AMRYWIAETH

newydd. Cyfuniad o gymryd risgiau gydag agwedd fanwl a phenderfynol er mwyn sicrhau bod pethau'n cael eu cyflawni.

Os ydych angen unrhyw wybodaeth bellach am y rôl hon, cysylltwch gyda: Cath Fallon, Pennaeth Mentergarwch a Datblygu Cymunedol,
cathfallon@monmouthshire.gov.uk Ffôn: 07557 190969

Dyddiad Cau: hannerdydd 12ebril 2019
Cyfweliad: 18ebril 2019

Stonewall CYMRU
DIVERSITY CHAMPIONS
HYRWYDDWYR AMRYWIAETH

ROLE PROFILE

ROLE TITLE: **Programme Finance and Administration Coordinator – InFuSe**

POST ID: **TBC**

GRADE: Grade G 23-27 £26,999 - £30,507 (Two year fixed term – December 2023)

HOURS: 37 per Week

LOCATION: Flexible, base will be at County Hall, Usk

WELSH LANGUAGE ASSESSMENT:

Welsh language skills are desirable but not essential.

PURPOSE OF POST:-

In building a 'fitness for the future' approach, an enhanced and better supported operating model for public service delivery is needed. The Public Sector's work force and leadership must therefore develop new skills to enable them to adapt quickly when understanding and responding to future service demand.

This brand new thought leadership Programme, working in partnership with the ten local authorities operating in the Cardiff Capital Region, Cardiff Capital Region City Deal and Y Lab, seeks to enable the Welsh Public Sector to develop new skills to scenario-plan, develop rapid prototypes, experiment and carry out research and development.

Although based with Monmouthshire County Council, the Lead Authority/Beneficiary, this role will work collaboratively with colleagues in Cardiff Capital Region City Deal Office and Y Lab, Wales' Public Service Innovation Lab, to help support the delivery of this exciting new Programme. Your primary focus will be to work with the Programme Engagement Manager and to provide financial and administrative support to aid the delivery of the Programme, engaging and communicating with the ten local authorities and other bodies, to maximise the long term impact for public sector bodies within the Cardiff Capital Region.

The purpose of the role therefore is to:

- Coordinate the financial and administrative elements of the InFuSe Programme to ensure it's smooth deilvery and overall success;
- Assist in engaging and communicating with local authorities to help support the development and delivery of their future skills aspirations; and
- Promote the benefits of the Programme to the relevant audiences to maximise the opportunities for future engagement.

Should you require any further information regarding this post, please contact: Cath Fallon, Head of Enterprise and Community Animation, cathfallon@monmouthshire.gov.uk Tel: 07557 190969

Closing Date: **TBC**
Interviews: **TBC**

Please Note that we are not able to accept CVs

Application forms can be completed online or down loaded via:

www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Applications may be submitted in Welsh, and that an application submitted in Welsh will not be treated less favourably than an application submitted in English.

Completed paper application forms should be returned to the following address:-

People Services, Monmouthshire County Council, PO BOX 106, CALDICOT, NP26 9AN

Monmouthshire County Council is an equal opportunities employer and welcomes applications from all sections of the community. All posts are open to job-share unless stated otherwise. Monmouthshire County Council operates a Smoke Free Workplace policy.

ROLE PROFILE

ROLE TITLE:	**Programme Finance and Administration Coordinator – InFuSe (working title)**
POST ID:	**TBC**
GRADE:	Grade G 23-27 £26,999 - £30,507 (Two year fixed term – December 2023)
HOURS:	37 per Week
LOCATION:	Flexible, base will be at County Hall, Usk and Y Lab, Park Place, Cardiff
RESPONSIBLE TO:	**Programme Manager**
SPECIAL CONDITIONS:	**N/A**

WELSH LANGUAGE ASSESSMENT:

(c) Welsh language skills are desirable but not essential

Cardiff Capital Region City Deal Office, Y Lab and Monmouthshire County Council **…..Who are we?**

Our Purpose:-

The Cardiff Capital Region (CCR) City Deal is a programme agreed in 2016 between the UK Government, the Welsh Government and the ten local authorities in South East Wales to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity. InFuSe is a collaborative Programme, led by Monmouthshire County Council, on behalf of the CCR City Deal (Strategic Lead) and its ten constituent local authority partners and is funded through

the Welsh European Funding Office.Priority 5: Public Services Reform and Regional Working.

Y Lab (Programme Supplier) is a team of social scientists and innovation experts working together to support innovation in Welsh public services. Established in 2015, Y Lab is the Public Services Innovation Lab for Wales, a partnership between Cardiff University and Nesta, with a mission to work closely with practitioners and policy makers to develop and test civic and public service innovations in a safe space.

Monmouthshire County Council has been reconsidering its role and purpose in a changing public sector landscape for a number of years and has been redesigning its operating model to meet the demands of future generations. Infuse offers the Council a real opportunity to consider the future delivery of its services through a thought leadership Programme which will identify and support the future skills needs of its workforce and Senior Leadership team.

The purpose of this role is to:

- Coordinate the financial and administrative elements of the InFuSe Programme to ensure it's smooth deilvery and overall success;
- Assist in engaging and communicating with local authorities to help support the development and delivery of their future skills aspirations; and
- Promote the benefits of the Programme to the relevant audiences to maximise the opportunities for future engagement.

The activities associated with this role will ensure that the Programme delivers:

- A multi-faceted approach to building capacity and creating cultural change across public service delivery in the Cardiff Capital Region; and
- Tangible benefits and a strong legacy across the public services sector in the region, by delivering a range of approaches including extensive training and development programmes, which will enhance public service delivery and contribute to its efficiency and effectiveness.

Your responsibilities are to:

- Work with the Programme Engagement Manager in the coordination and administration of the Programme to ensure overall success;

- Develop relationships with the ten local authorities to assist in the identification of suitable cohorts of learners to the Programme;
- Coordinate the delivery of a suitable recruitment programme to encourage engagement with the Programme;
- Coodinate the delivery of a marketing and communications plan to support the delivery and maximise publicity for the Programme;
- Provide effective programme management support to deliver the objectives and outcomes of the Programme including collation of all document control information and associated backing documents that are needed;
- Coordinate the collation of accurate financial data to ensure Programme expenditure is monitored. Provide regular updates to the Project Engagement Manager, the Programme Manager and the Regional Strategic Board to include the development and monitoring of financial spreadsheets in relation to grant income and Programme expenditure;
- Liaise with funding partners in a timely manner, as needed, to ensure project cash flow is monitored, project timesheets are collated and checked and Programme Update reports produced to a high standard;
- Prepare financial reports, carry out financial reviews, prepare project claims, progress reports and issue risk reports as required throughout the year;
- Support liaison with other Sections, Departments and Members within the County Council, with Programme Partners and with external agencies such as the National Assembly for Wales (NAW), Welsh Government (WG), as well as with other Local Authorities with a view to collaborative working, to ensure co-ordination of projects, initiatives and strategies.

Here's what we can provide you with in order to achieve your outcomes:-

- Full support of the Council and Programme partners as a valued colleague;
- Supportive and flexible line management from the Programme Manager;
- Support from the Programme's Regional Strategic Board and Y Lab, collaborative working to achieve excellent outcomes, pooling resources and accessing internal and external expertise where possible; and
- A pleasant working environment with an ability and freedom to work on an agile basis.

What else you need to know…..Monmouthshire Values are:

Openness: We aspire to be open and honest to develop trusting relationships.

Fairness: We aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.

Flexibility: We aspire to be flexible in our thinking and action to become an effective and efficient organisation.

Teamwork: We aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

The authority operates a Smoke Free Workplace Policy which all employees are required to abide to.

Person Specification

How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-

- A minimum of two years relevant project and administrative experience;
- Hold or working towards a recognised Project Management Qualification such as Prince 2 (Practitioner Level) or equivalent.
- Hold or working towards a degree qualification in a related and/or relevant field;
- Some experience of working on medium to large projects (including the development of strategic project and procurement documentation);
- Knowledge of project management principles including knowledge in a specific related and/or associated field of expertise.
- Experience of working with external partnerships and other organisations;
- Experience of working with a computerised general ledger and appropriate feeder systems, together with a general understanding of financial procedures;
- General understanding of financial systems and accounting principles in local government;
- Experience of preparation of funding applications;
- Experience of monitoring expenditure against designated cost centres;
- Excellent communication and people skills with the ability to effectively convey information verbally and in writing;
- An ability to demonstrate good customer care and to communicate clearly, concisely and courteously with the public both face to face and over the telephone;
- You are focussed on delivery and have an ability to work independently but also to work in a team, galvanising people to develop and deliver shared purpose and common aims;
- An ability to set priorities, manage progress and work within competing deadlines;
- A strong feel for what the Cardiff Capital Region and Monmouthshire County Council is all about;
- Courage. Working in a permissive environment is liberating and fun – but it requires confidence, belief and an aptitude to get on and work with others to make things happen;
- A strong sense of purpose and ability to mobilise all those how share our purpose to deliver great things.
- Personal resilience, resourcefulness, a positive attitude and ‘can do’ mind-set;
- Quick thinking, a positive approach to late-presenting opportunities and changing circumstances. A splash of risk taking mixed with a detailed and determined attitude for successful delivery.

Should you require any further information regarding this post, please contact: Cath Fallon, Head of Enterprise and Community Development, cathfallon@monmouthshire.gov.uk Tel: (07557) 190969

Closing Date: TBC

Interviews: TBC

HYSBYSEB RÔL

TEITL Y RÔL:

RHIF ADNABOD Y SWYDD:

GRADD:

ORIAU: 37 yr Wythnos

LLEOLIAD:

ASESIAD O'R IAITH GYMRAEG:
Mae sgiliau yn y Gymraeg yn ddymunol ond nid yn hanfodol

PWRPAS Y SWYDD:

Mae yna bwrpas deublyg felly gan y rôl hon:

Os ydych angen unrhyw wybodaeth bellach am y rôl hon, cysylltwch os gwelwch yn dda gyda: Cath Fallon, Pennaeth Mentergarwch a Datblygu Cymunedol, cathfallon@monmouthshire.gov.uk Ffôn: 07557 190969

Dyddiad Cau:
Cyfweliad:

Gofynnir i chi nodi na allwn dderbyn CV

Gellir llenwi ffurflenni cais ar-lein neu eu lawrlwytho drwy:

www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Gellir cyflwyno ceisiadau yn y Gymraeg ac ni chaiff cais a gyflwynir yn y Gymraeg ei drin yn llai ffafriol na chais a gyflwynir yn Saesneg.

Ar ôl eu llenwi, dylid dychwelyd ffurflenni cais ar-lein neu eu lawrlwytho drwy:

Gwasanaethau Pobl, Cyngor Sir Fynwy, Blwch SP 106, CIL-Y-COED, NP26 9AN

Mae Cyngor Sir Fynwy yn gyflogwr cyfle cyfartal ac yn croesawu ceisiadau gan bob adran o'r gymuned. Mae'r holl swyddi'n agored i'w rhannu os na nodir fel arall. Mae Cyngor Sir Fynwy yn gweithredu polisi Dim Ysmygu yn y Gweithle

PROFFIL Y RÔL

TEITL Y RÔL:

RHIF ADNABOD Y SWYDD:

GRADD:

ORIAU: 37 yr Wythnos

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YN ATEBOL I:

AMODAU ARBENNIG:

ASESIAD O'R IAITH GYMRAEG:
Mae sgiliau yn y Gymraeg yn ddymunol ond nid yn hanfodol

..Pwy ydym ni?:

Ein Pwrpas:-

Mae yna bwrpas deublyg felly gan y rôl hon:

Bydd y gweithgareddau sydd yn gysylltiedig gyda'r rôl hon yn sicrhau bod y Cyngor yn:

Bydd eich cyfrifoldebau yn cynnwys:

Dyma'r hyn y mae modd i ni ddarparu i chi er mwyn cyflawni eich amcanion:-

Beth arall sydd angen i chi wybod…..Dyma Werthoedd Cyngor Fynwy:

- Tryloywder: Rydym am geisio bod yn agored ac onest er mwyn datblygu perthynas lle y mae pobl yn medru ymddiried yn ei gilydd.
- Tegwch: Rydym am geisio cynnig dewis teg, cyfleoedd a phrofiad ac i ddod yn fudiad lle y mae'r naill yn parchu'r llall.

- Hyblygrwydd: Rydym am geisio bod yn hyblyg wrth feddwl a gweithredu er mwyn dod yn fudiad effeithiol ac effeithlon.
- Gwaith tîm: Rydym am geisio gweithio gyda'n gilydd er mwyn rhannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd er mwyn cyflawni ein hamcanion.

Yn ychwanegol at hyn:

Mae'r holl weithwyr yn gyfrifol am sicrhau eu bod yn ymddwyn bob tro mewn ffordd sydd yn gyson â Pholisi Cyfle Cyfartal Sir Fynwy yn eu meysydd perthnasol ac yn eu hymddygiad cyffredinol.

Mae Cyngor Sir Fynwy yn gweithredu polisi Dim Ysmygu yn y Gweithle a rhaid i'r holl weithwyr lynu at y polisi yma.

Manyleb Person

Sut y byddwn yn gwybod os mai chi yw'r person cywir ar gyfer y rôl? Fel yr ymgeisydd llwyddiannus, byddwch wedi arddangos:-

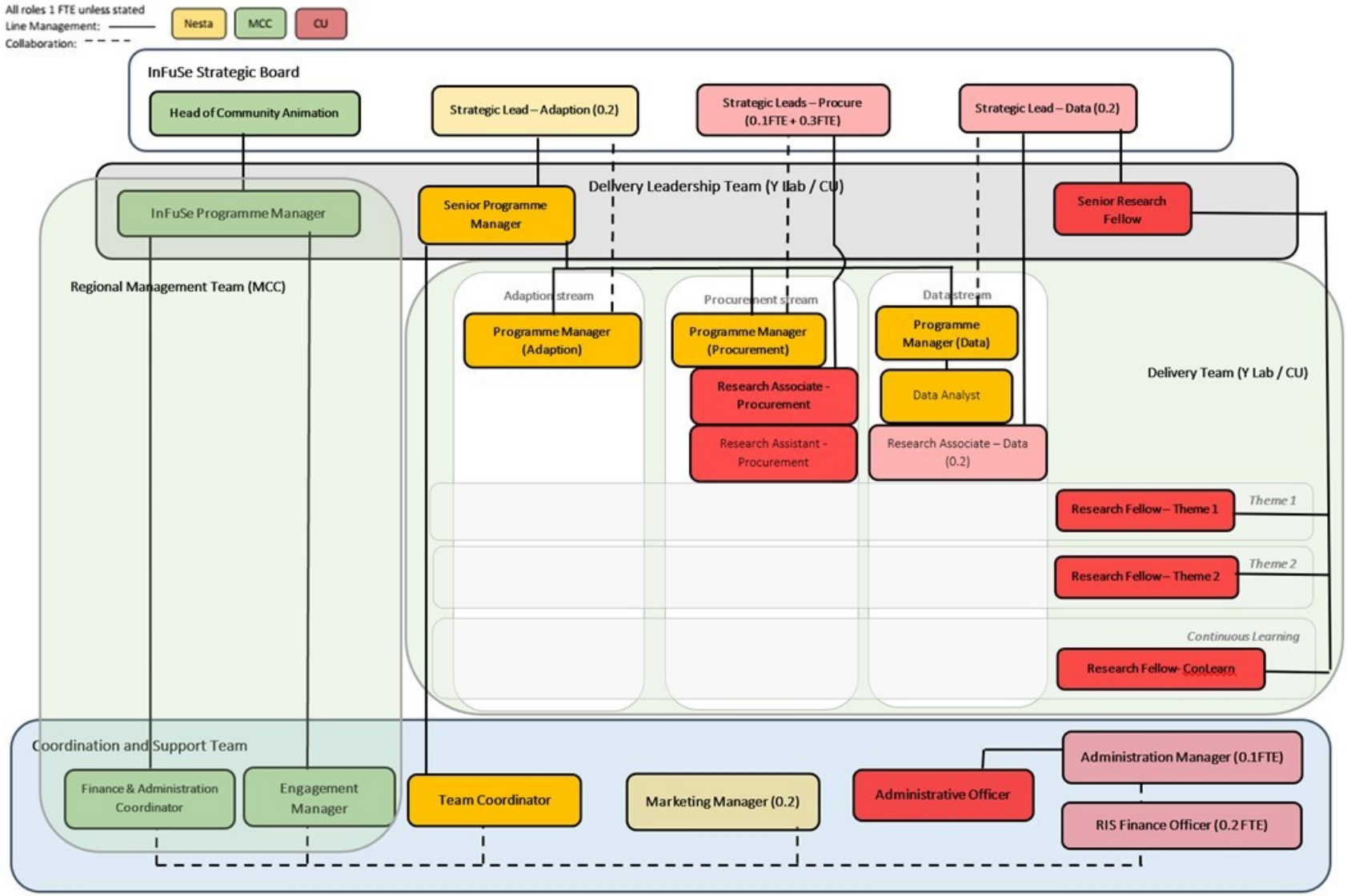
- Gradd neu gymhwyster cyfatebol mewn maes perthnasol gydag isafswm o dair blynedd o brofiad o reoli prosiectau;
- Cymhwyster cydnabyddedig o ran Rheoli Prosiect fel Prince 2 (Lefel Ymarferydd) neu gyfatebol.
- Yn Siartredig neu'n meddu ar gymhwyster ôl-radd mewn maes perthnasol/ priodol;
- Profiad o ddarparu prosiectau canolig/mawr (gan gynnwys datblygu dogfennaeth prosiectau strategol a chaffael)
- Yn arddangos gwybodaeth o ddeddfwriaeth allweddol sydd yn ymwneud ag Adfywio Canol Tref;
- Gwybodaeth ardderchog o egwyddorion rheoli prosiect gan gynnwys gwybodaeth fanwl mewn maes arbenigol penodol a/neu gysylltiedig;
- Profiad o gaffael Contractau Strategol;
- Y gallu i arwain rhaglen waith helaeth ac amrywiol a rheoli nifer o flaenoriaethau, tra'n gweithio o fewn amserlenni a chyllidebau heriol;
- Y gallu i ddatblygu datrysiadau cyllidol ar gyfer prosiectau a gosod a rheoli cyllidebau yn ystod y broses o weithredu;
- Profiad o reoli, rhagweld, prosesu a monitro gwariant yn erbyn y canolfannau cost dynodedig;
- Profiad o weithio gyda phartneriaethau allanol a mudiadau eraill gan gynnwys rhyngweithio gwleidyddol e.e. gweithio gyda Chynghorau Tref a Chymuned;
- Yn meddu ar weledigaeth greadigol a'r gallu i greu brwdfrydedd ymhlith eraill er mwyn medru sefydlu ac asesu perthnasau gwaith positif a rhwydweithiau gyda chynrychiolwyr o ystod o asiantaethau a/neu fudiadau allanol;
- Rydych yn arweinydd tîm ardderchog gyda phrofiad amlwg o recriwtio a rheoli tîm a'r gallu i ysgogi a chreu angerdd ymhlith staff;
- Sgiliau cyfathrebu a sgiliau pobl ardderchog gyda'r gallu i fynegi gwybodaeth gymhleth yn effeithiol, a hynny ar bob lefel yn ysgrifenedig ac ar lafar;
- Y gallu i arddangos gofal cwsmer da ac yn medru cyfathrebu yn eglur, yn gryno ac yn gwrtais gyda'r cyhoedd, wyneb i wyneb a dros y ffôn;
- Y gallu i ddylanwadu, negodi a herio'n adeiladol er mwyn sicrhau datrysiadau arloesol, cynhyrchiol a mesuradwy;
- Rydych yn ffocysu ar gyflenwi ac yn meddu ar y gallu i weithio yn annibynnol ond hefyd fel rhan o dîm, yn annog pobl i ddatblygu a darparu pwrpas ac amcanion sydd yn gyffredin;
- Y gallu i osod blaenoriaethau, rheoli cynnydd a gweithio o fewn terfynau amser sy'n cystadlu gyda'i gilydd;
- Ymdeimlad cryf o'r hyn yw Sir Fynwy a Chyngor Sir Fynwy;
- Dewrder. Mae gweithio mewn awyrgylch caniataol yn cynnig rhyddid ac yn hwyl – ond mae angen hyder, cred a'r gallu i weithio ag eraill gan sicrhau bod pethau yn digwydd;
- Ymdeimlad cryf o bwrpas a'r gallu i ysgogi eraill sydd yn rhannu ein pwrpas i gyflawni pethau gwych;
- Cadernid personol, dyfeisgarwch, agwedd bositif ac agwedd sy'n fodlon bwrw ati er mwyn cyflawni pethau;

- Yn medru meddwl yn gyflym, yn bositif eich agwedd tuag at fanteisio ar gyfleoedd sydd yn dod i'r amlwg yn weddol hwyr ac amgylchiadau sydd yn newydd. Cyfuniad o gymryd risgiau gydag agwedd fanwl a phenderfynol er mwyn sicrhau bod pethau'n cael eu cyflawni.

Os ydych angen unrhyw wybodaeth bellach am y rôl hon, cysylltwch gyda: Cath Fallon, Pennaeth Mentergarwch a Datblygu Cymunedol,
cathfallon@monmouthshire.gov.uk Ffôn: 07557 190969

Dyddiad Cau: hannerdydd 12ebril 2019
Cyfweliad: 18ebril 2019

Appendix 7 - **Organograms: InFuSe**



Future Generations Assessment

Name of the Officer completing the evaluation: **Kellie Beirne** **Phone no: 07826 919286** **E-mail: kellie.beirne@cardiff.gov.uk**	**Please give a brief description of the aims of the proposal** Responding to the COVID-19 economic fallout via challenge-led development
Proposal: FBC Challenge Fund – building local wealth post COVID-19	**Date Future Generations Evaluation form completed: October 2020**

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 is for a challenge-driven approach to creating prosperity. Therefore the problem is known and understood – but not the outcomes. Based on £0.5bn invested to date there is ROI and significant prosperity impacts through new market creation.	Through the various stages of the R&D process
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	One of the potential challenge areas identified is around acceleration of transport decarbonisation, a differentiated transport strategy and more general rapid attempts to decarbonisation.	Resilience is referenced as the key goal of the fund – building wealth at a local level

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 healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The new priorities emerge directly in response to COVID-19 and sustainability challenges and opportunities	Discrete proposals that will emerge from this framework will make more of a direct impact upon this as the challenges develop
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The priority seeks to make a direct contribution to local wealth building, in order to support key local foundational economies.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The proposal shows how the CCR can lead the way in pioneering new solutions and showing the foresight to get ahead.	
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	N/A	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The new priority set is about levelling across the region and ensuring a balance across interventions that will support the wider region and those which will be locally specific.	

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 programme is over 3 years. However the solutions that could be developed could be features of the medium and long-term	This will be under constant review.
Working together with other partners to deliver objectives	The report sets out the different partners and sectors engaged in this work – both as challenge sponsors and responders	We want to encourage all participants to come forward – if supply exceeds demand consideration will be given to successive waves of the programme
Involving those with an interest and seeking their views	Successful SBRIs shows that hundreds of stakeholders get involved with the process. It is not just about challenge 'winners' either – but the companies throughout the process that show promise and strike up new relationships and potential	How we work with 'unsuccessful companies' to signpost support and further direct them to other opportunities
Putting resources into preventing problems occurring or getting worse	The focus of this is around providing economic support and resilience measures which will support local economies in the area hit hardest by the economic fallout of COVID-19 – public transport, food, tourism and retail/ leisure and hospitality	These sectors are key to the local economy – as the programme develops, if further interventions are needed and become apparent this will inform wider parts of CCR policy.

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?
Considering impact on all wellbeing goals together and on other bodies	The challenge programme is entirely compatible with WFG and wellbeing goals as well as the five ways of working. It focuses on understanding and solving problems; the art of the possible; re-framing public procurement and focusing on sharing and spreading prosperity at a local level.	A key risk here is the availability of revenue funds in the CCR programme to support further challenge-led approaches.

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	Problem owners and solvers will be drawn from those who can sponsor a challenge and those who can solve them. Particular challenges as they are selected and chosen may have more in common with one age group that another and this will be addressed and highlighted at the time so positive impacts can be scaled and optimized and any negative impacts, appropriately mitigated.	As per 'positive' comment	Monitoring data and evidence required as part of challenge selection

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?
Disability	The process is open to all and anyone can engage – there are no barriers to doing so. In this age of remote working – accessibility of briefing sessions and events will be given appropriate consideration.	As per 'positive' comment	Project management arrangements across all partners with central co-ordination via CCR office will ensure all risks and issues are managed through a risk process and all benefits are maximized wherever possible. For example, challenges may emerge that could have resonance for one specific social group more than another.
Gender reassignment	As above	As above	
Marriage or civil partnership	As above	As above	
Pregnancy or maternity	As above	As above	
Race	As above	As above	
Religion or Belief	As above	As above	
Sex	As above	As above	.
Sexual Orientation	As above	As above	

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?
Welsh Language	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		
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?

- Economic evidence data and insight
- SBRI review data
- Govtech and Sivtech data
- The original submission for the Public Services Testbed
- Challenge Hack responses

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:	**Quarterly via the IIF reports to Cabinet and quarterly performance monitoring.**