



**15 JULY 2019**

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**WAO REVIEW OF GOVERNANCE ARRANGEMENTS FOR THE  
CARDIFF CAPITAL REGION FOR AUDIT YEAR 2018-19  
REPORT OF CCR CITY DEAL, DIRECTOR**

**AGENDA ITEM: 5**

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**Reason for this Report**

1. To set out the findings of the WAO Review of Governance arrangements for Cardiff Capital Region City Deal (CCRCD) in 2018-19 and the corresponding response to the Proposals for Improvement.

**Background**

2. WAO undertook a review to determine the fitness for purpose of CCRCD's governance and accountability arrangements supporting robust, transparent and effective decision-making (Appendix 1). The review work helps fulfil the duty placed upon the Auditor General to satisfy himself that the Regional Cabinet has proper arrangements in place for securing economy, efficiency and effectiveness in the use and application of resources. The review to inform findings for the audit year 2018-19 was undertaken during the period October 2018-February 2019 with the full co-operation of the City Deal Office and its partnerships.
3. The review findings are fair and reflect well, the state of maturity of partnerships and collaborations, the arrangements in place and how they are evolving and important developments such as the Industrial Growth Plan and the Investment and Intervention Framework. It is further pleasing to see key areas of progress highlighted. The main review findings are set out on page 4 of the report and can be summarised as follows:

- overall, CCRCD’s governance and accountability arrangements are at a formative stage and the indications are that they will support robust and effective decision making, but scope remains to improve transparency;
- CCRCD’s governance arrangements are still developing and strengthening;
- the Industrial and Economic Plan helps to provide CCRCD with a clear strategic vision;
- CCRCD has put in place risk management and performance management arrangements, but there is scope to ensure these operate consistently;
- CCRCD should improve its transparency and wider accountability; and
- CCRCD is developing a more rigorous and structured process for selecting and deselecting projects, but it recognises that consideration of the Well-being of Future Generations (Wales) Act 2015 needs to be strengthened.

4. Corresponding ‘Proposals for Improvement’ are set out on Page 5 of the report. Whilst many of these areas have been captured in the Annual Business Plan for 2019/20, the table below captures the proposals in full, along with corresponding activity and enhancements needed to address them in full:

<b>Proposals for Improvement</b>	<b>Action to address</b>
<p>P1 The CCRCD needs to improve its transparency. For example:</p> <ul style="list-style-type: none"> <li>• ensure agendas, related papers, reports and minutes are published in a timely manner on the CCRCD website for Regional Cabinet, Regional Transport Authority and Joint Scrutiny Committee meetings, subject to the proper withholding of confidential or exempt information;</li> <li>• signpost forthcoming meetings of the Regional Transport Authority and the Joint Scrutiny Committee on the CCRDC website in accordance with them being public meetings;</li> <li>• Regional Cabinet needs to ensure there is open challenge and debate in a public domain; and</li> </ul>	<p>Forward work planner now in place with all dates and times of meeting established and set.</p> <p>Action established to ensure all CCRCD Regional Transport Authority &amp; Scrutiny Reports and Agendas are published and available on CCR Website</p> <p>Regional Cabinet holds bi-monthly briefings to facilitate discussion, learning and development on key topics and issues.</p>

<b>Proposals for Improvement</b>	<b>Action to address</b>
<ul style="list-style-type: none"> <li>• consider how it can improve public access to its public meetings.</li> </ul>	<p>The City Deal Office has moved to Tredomen and all cabinet meetings now take place at Tŷ Penallta. This is accessible by public transport and provides a fixed and known location, in order to improve accessibility. Meeting content and decisions are now live-tweeted. Live-streaming arrangements will be put in place in 19/20.</p> <p>Website is updated and a review of publication processes has been undertaken with a procedure in place for report compilation, sharing and release. A second phase of this process will commence with appointment of a Communications Lead who will further review web operations.</p>
<p>P2 CCRC to consider whether a scheme of delegation will improve existing arrangements to facilitate decision-making.</p>	<p>Target for scheme of delegation changes contained in Annual Business Plan 19/20, implementation by QTR3 with early changes brought forward within the approved report on the Investment and Intervention Framework.</p>
<p>P3 To further consider how the Regional Transport Authority, the Regional Business Council, the Regional Economic Growth Partnership, the Regional Skills Partnership and the Joint Scrutiny Committee collaborate and share information.</p>	<p>Informal 'partnership meetings' are currently held. These will now be formalised into a schedule to better facilitate flow and information-sharing. The development of the 'SharePoint' portal will assist with this further.</p>
<p>P4 Clarify arrangements about declarations and conflicts of interests for both members and officers.</p>	<p>Work on Declarations of Interest set out in the Investment and Intervention Cabinet Report (June 2019).</p>

Proposals for Improvement	Action to address
P5 Although we recognise that the Joint Scrutiny Committee is still relatively new, the CCRCDC must ensure it fully embraces the important role scrutiny plays in ensuring effective accountability and challenge.	Four meetings of the Scrutiny Committee have now been held. A full work programme is in place with focussed themes and priorities.
P6 Although the CCRCDC is not a 'public body' within the meaning of section 6 of the Well-Being of Future Generations (Wales) Act 2015, the CCRCDC should give thorough consideration as to how it helps its constituent public bodies meet the sustainable development and wellbeing duties of that Act.	There is now a separate framework in place (from October 2018) that accompanies every cabinet report on assessment of implications for Future Generations. In addition, a system of routine monitoring will be put in place for the impact assessment of all major projects on Future Generations as part of the new Investment and Intervention Framework.

### Annual Governance Statement (AGS)

5. The Cardiff Capital Region City Deal (CCRCDC) prepares its Annual Governance Statement (AGS) in accordance with the principles of the 'Delivering Good Governance in Local Government' framework, developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (SOLACE). This meets the disclosure requirements of the Accounts and Audit (Wales) regulations 2014, as amended in 2018.
6. The 2018/19 draft AGS was approved by Regional Cabinet at its meeting on 10 June 2019 and submitted to Wales Audit Office to commence its review as part of the wider audit of the 2018/19 draft Statement of Accounts. In summary, the draft AGS concluded:
  - a) *The assessment process identified that Strong assurance can be provided for 11 of the 20 good practice assurance statements. These areas will be subject to 'ongoing review' by officers to ensure that the high standards continue to remain in place going forward.*
  - b) *The AGS assessment process identified actions in respect of the remaining 9 good practice statements in order to further strengthen the level of assurance that can be provided going forward.*

*The actions have been captured as part of two separate (but related) processes going forward*

*The AGS Action Plan captures 3 of the 9 actions, with a responsible officer, review period and mechanism for review being identified in respect of each action.*

*In respect of the remaining 6 actions, it is noted that these have already been captured as part of the 2019/20 Annual Business Plan (ABP) Work Programme. Therefore, to avoid duplication, progress against these actions will be monitored through the existing quarterly performance reporting arrangements.*

- c) *Finally, 'Other Governance Related Work' has been undertaken during the year and reports have been issued. Where reports have been finalised, the Joint Committee has formally considered and responded to the findings contained within those reports, and any actions arising have been documented.*

7. Monitoring of progress against Proposals for Improvement will be undertaken through the Annual Business Plan and quarterly performance monitoring.

#### **Reasons for Recommendations**

8. To highlight the findings of the WAO review and corresponding actions to be taken or already underway to address and fully implement them.

#### **Financial Implications**

9. The 'Annual Governance Statement' section of this report provides details of how the Cardiff Capital Region City Deal discharges its duties under the Accounts and Audit (Wales) regulations 2014, as amended in 2018. The 2019/20 approved budgets contain an appropriate level of resource to support the 'Actions to Address' outlined in this report.

#### **Legal Implications**

10. The WAO report on the Review of governance arrangements for the Cardiff Capital Region City Deal (CCRCD) for 2018/19 sets out the WAO's conclusions about the CCRCD's governance and accountability arrangements, together with proposals for improvement. It is important that the report is submitted to Members for consideration. As stated in the body of this report, monitoring of progress against the proposals for improvement shall be undertaken through the Annual Business Plan and Quarterly performance monitoring.

#### **Wellbeing of Future Generations**

11. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') is about improving the social, economic, environmental and cultural well-being of Wales. The Act places a 'well-being duty' on public bodies aimed at achieving 7 national

well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language and is globally responsible. In discharging their respective duties under the Act, each public body listed in the Act (which includes the Councils comprising the CCRC) must set and published well-being objectives. These objectives will show how each public body will work to achieve the vision for Wales set out in the national well-being goals. When exercising its functions, the Regional Cabinet should consider how the proposed decision will contribute towards meeting the well-being objectives set by each Council and in so doing assist to achieve the national well-being goals.

12. The well-being 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.

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

### General Advice

In considering this matter and in developing the proposals 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.

## **Recommendations**

13. It is recommended that the Cardiff Capital Region Cabinet:-

- (I) Note the findings of the WAO Review of the Governance Arrangements of the CCRCDC for the Audit Year 18-19 and endorse the corresponding actions put in place/already underway to address and implement them in full.

**Kellie Beirne**  
**Cardiff Capital Region City Deal Director**  
**15 July 2019**

## **Appendices**

Appendix 1 – WAO Review of Governance Arrangements for CCRCDC in Audit Year  
2018-19

Appendix 2 – Well-being of Future Generations Assessment



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Auditor General for Wales

# Review of governance arrangements – **Cardiff Capital Region City Deal**

Audit year: 2018-19

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This document is also available in Welsh.

The team who delivered the work comprised Ian Phillips and Sara-Jane Byrne under the direction of Huw Rees.

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# Summary report

## Summary

### What we reviewed and why

- 1 We undertook a review to determine whether the Cardiff Capital Region City Deal's (CCRCD) governance and accountability arrangements support robust, transparent and effective decision making. We did the review to help fulfil the Auditor General's duty to satisfy himself that the Cardiff Capital Regional Cabinet (Regional Cabinet) has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.
- 2 The CCRCD was the first city deal arrangement in Wales. The level of investment and the potential outcomes are significant. It is important that the Regional Cabinet has proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources. As part of achieving that, having strong governance arrangements to support the CCRCD is crucial.
- 3 In December 2018, we issued a report following our review of the arrangements that supported the CCRCD's first investment decision. In that report we recognised that aspects of the agreed Assurance Framework were not in place at the time of the decision, as it was taken at the early stages of the partnership. We identified some lessons arising from making the first investment. In this report, we set out our findings about the governance and accountability arrangements which have evolved since the first investment decision.
- 4 We undertook the review during the period October 2018 to February 2019.

### What we found

- 5 Overall, we found that: CCRCD's governance and accountability arrangements are at a formative stage and the indications are that they will support robust and effective decision making, but scope remains to improve transparency. We reached this conclusion because:
  - CCRCD's governance arrangements are still developing and strengthening;
  - the Industrial and Economic Plan helps to provide CCRCD with a clear strategic vision;
  - CCRCD has put in place risk management and performance management arrangements, but there is scope to ensure these operate consistently;
  - CCRCD should improve its transparency and wider accountability; and
  - CCRCD is developing a more rigorous and structured process for selecting and deselecting projects, but it recognises that consideration of the Well-Being of Future Generations Act needs to be strengthened.

## Proposals for improvement

### Exhibit 1: Proposals for improvement

The table below sets out the proposals for improvement that we have identified following this review.

Proposals for improvement	
P1	<p>The CCRCD needs to improve its transparency. For example:</p> <ul style="list-style-type: none"><li>• ensure agendas, related papers, reports and minutes are published in a timely manner on the CCRCD website for Regional Cabinet, Regional Transport Authority and Joint Scrutiny Committee meetings, subject to the proper withholding of confidential or exempt information;</li><li>• signpost forthcoming meetings of the Regional Transport Authority and the Joint Scrutiny Committee on the CCRDC website in accordance with them being public meetings;</li><li>• Regional Cabinet needs to ensure there is open challenge and debate in a public domain; and</li><li>• consider how it can improve public access to its public meetings.</li></ul>
P2	<p>CCRCD to consider whether a scheme of delegation will improve existing arrangements to facilitate decision-making.</p>
P3	<p>To further consider how the Regional Transport Authority, the Regional Business Council, the Regional Economic Growth Partnership, the Regional Skills Partnership and the Joint Scrutiny Committee collaborate and share information.</p>
P4	<p>Clarify arrangements about declarations and conflicts of interests for both members and officers.</p>
P5	<p>Although we recognise that the Joint Scrutiny Committee is still relatively new, the CCRCD must ensure it fully embraces the important role scrutiny plays in ensuring effective accountability and challenge.</p>
P6	<p>Although the CCRCD is not a 'public body' within the meaning of section 6 of the Well-Being of Future Generations (Wales) Act 2015, the CCRCD should give thorough consideration as to how it helps its constituent public bodies meet the sustainable development and wellbeing duties of that Act.</p>

# Detailed report

**CCRCD's governance and accountability arrangements are at a formative stage and the indications are that they will support robust and effective decision making, but scope remains to improve transparency**

**CCRCD's governance arrangements are still developing and strengthening**

6 In reaching this conclusion we found that:

- many of the arrangements that were not in place at the time of the first investment decision are now in place in accordance with the Joint Working Agreement and Assurance Framework. For example, the advisory bodies are in place and their momentum is starting to grow, and the joint scrutiny committee has been set up and met twice.
- working relationships between partners are improving.
- interviewees praised the Programme Director's performance in the role, in particular the drive she has provided.
- CCRCD recognise that the City Deal office (previously the Programme Office) is under-resourced. The Regional Cabinet has recently agreed that the capacity of the City Deal office be strengthened, and a number of new posts have been created and are now being advertised.
- the Accountable Body has identified that a scheme of delegation may be beneficial to enable the Programme Director to take delegated decisions, further developing the Delegations Policy that is in the Joint Working Agreement. We note that the CCRCD 2019-20 Annual Business Plan has identified developing a scheme of delegation as an action.
- the Chairs of the advisory bodies meet periodically but links between the respective bodies (and the Regional Transport Authority and the Joint Scrutiny Committee) could be strengthened further. For example, by building on those meetings, sharing meeting papers and keeping each other fully sighted of their respective work programmes.
- Cardiff Council's internal audit function did a light touch review in July 2018 to provide assurance that an adequate structure of governance arrangements within the CCRCD in respect of the Accountable Body and Programme Management Office was in place and operating effectively. Internal audit gave an assurance rating of 'effective with opportunity for improvement' for aspects of the governance framework. Internal audit made four recommendations relating to risk management, scrutiny, transparency, registers of interest, contract management and procurement. The CCRCD

has developed an action plan to address these recommendations. The recommendations were included in the quarter one performance report, and an update against the action plan was included in the quarter three annual business plan update to Regional Cabinet.

- the nature of the City Deal is such that there is significant involvement with private organisations and third parties. It is important, therefore, that there is a clear and robust process for declaring and managing conflicts of interest. The agendas for the Regional Cabinet, Joint Scrutiny Committee and Regional Transport Authority include declarations of interest as a standing agenda item. However, for the Regional Cabinet and Regional Transport Authority (RTA) this item currently only covers members' interests whereas the Joint Scrutiny Committee relates to both officers and members.
- the declarations of interest of each member of the Regional Cabinet are included on the CCRCD website under the Regional Cabinet link. We note that currently the declarations of interest for all members of the Regional Transport Authority are not included on the City Deal website. The CCRCD website does not include any information about the joint scrutiny committee and its members.
- there is scope to clarify the process around declarations of interest. Paragraphs within the Joint Working Agreement about codes of conduct are contradictory. In paragraph 3.56 it states the CCRCD Councils will 'act with regard to each Council's own employer and member codes of conduct...' and paragraph 3.59 sets out similar wording, yet paragraph 10.17 sets out that 'the Joint Committee shall adopt the Accountable Body's...codes of conduct...'. We recognise that in practice there may not be much difference between these codes, but for the avoidance of confusion, it would be sensible to resolve this and ensure everyone is clear of expectations in terms of declaring interests. This should cover both officers and members. Internal audit recommended that a register of interests is developed. We are not aware that this has been done.

## The Industrial and Economic Plan helps to provide CCRCD with a clear strategic vision

7 In reaching this conclusion we found that:

- CCRCD recently launched an Industrial and Economic Plan following agreement by Regional Cabinet. Leveraging private sector investment and maximising public sector funding initiatives form a key part of this to increase the CCRCD's overall funding as well as promoting the region internationally to attract investment in the region.
- our fieldwork identified that there was confidence and enthusiasm that the Industrial and Economic Plan would provide a clear strategic vision, which had previously been lacking. It is evident that the Regional Economic Growth Partnership has played a significant role in developing this plan.

- CCRCDC partners recognise the Welsh Government's emerging plans around regional economic development and the importance of having a joined up strategic approach. Discussions are ongoing with Welsh Government officials. It is important that the CCRCDC work closely with the Welsh Government to minimise any duplication and ensure that public monies are used efficiently and effectively for the benefit of the region.
- it is apparent that CCRCDC partners are thinking regionally and spatially rather than simply putting forward individual council projects. There is a concerted will amongst the CCRCDC to challenge themselves that projects are in the best interests of the region and that business cases are robust. We are aware, for example, that a number of projects have been challenged by the advisory panels and not taken forward due to concerns about the quality of the business cases.

## CCRCDC has put in place risk management and performance management arrangements, but there is scope to ensure these operate consistently

8 In reaching this conclusion we found that:

- there are quarterly and annual performance reports that go to Regional Cabinet. The Programme Director has improved the format of the quarterly reports so that they are more focused. Our observation of the 18 February 2019 Regional Cabinet meeting found that members were appreciative of the changes. However, we found that there was little discussion or debate during the meeting of the substantive issues in the quarterly performance report.
- it is part of the Joint Scrutiny Committee's Terms of Reference to monitor any CCRCDC project's progress against its programme plan. However, to date, the Joint Scrutiny Committee has not yet received any performance or progress reports. It has only met twice since it was established in October 2018.
- quarterly performance monitoring reports are issued to the UK and Welsh Governments.
- the Annual Governance statement reported a limited level of assurance for identifying and managing risks. CCRCDC produced an Action Plan in relation to its Annual Governance Statement which stated that the Programme Director was to lead on putting in place the appropriate arrangements in respect of Strategic Risk Management. This was subsequently done, and quarterly performance reports now include a Strategic Risk Log. The Quarter 2 and Quarter 3 2018-19 quarterly performance reports set out that it is expected that CCRCDC's risk management approach will be further developed over the longer term.

## CCRCD should improve its transparency and wider accountability

9 In reaching this conclusion we found that:

- the CCRCD website has been refreshed and improved. However, we found several examples where meeting information has not been published on the website. For example, the Regional Cabinet meetings of 30 June 2017 and 14 July 2017, any Regional Transport Authority meetings (apart from the inaugural meeting and the meeting of 5 March 2019) and any joint scrutiny committee meetings are not included on the website. It is difficult, therefore, for members of the public to find out what took place at these meetings.
- in the 'upcoming events' section of the CCRCD website, typically only Regional Cabinet meetings are signposted. However, as at March 2019, there are no upcoming events signposted. We would expect that dates of future key meetings are publicised. We are aware that there is a meeting of the Joint Scrutiny meeting on 26 March for example. As Regional Transport Authority and Joint Scrutiny Committee meetings are also public meetings, information should be provided as to when those meetings are going to be held to facilitate public participation and awareness. It is a statutory requirement that meetings of the Regional Cabinet, Regional Transport Authority and the Joint Scrutiny Committee be open to the public, except for those agenda items where confidential or exempt information is properly being considered.
- there is a will amongst CCRCD partners to ensure greater transparency going forward.
- meetings of the Regional Cabinet are open to the public, but the location of some meetings has not been conducive to this. The CCRCD needs to consider how it can improve public access to its meetings.
- the Regional Cabinet is essentially the decision-making body of the CCRCD. It is where decisions will be made about which projects will be taken forward, potentially involving large sums of money. We are aware that briefings are often held in private before meetings. This is not unusual, and we recognise the need for Regional Cabinet members to be able to have some discussion in private. However, the Regional Cabinet needs to ensure that there is open challenge and debate in a public domain and that it does not just become a 'rubber stamping' mechanism.
- project level lines of accountability can only be properly judged once more projects are taken forward and their progress monitored. However, it will be important to be clear exactly who is responsible for what, including each of the three proposed streams of the divided investment fund, and how progress and accountability will be monitored.
- the Joint Scrutiny committee will also provide greater public accountability. The CCRCD Programme Director recognises that the Joint Scrutiny Committee will play an important role in pre-decision scrutiny, looking at



projects before they are decided upon by Regional Cabinet. This role has not yet been tested. The Industrial and Economic Plan is due to be considered at the next Joint Scrutiny Committee meeting, yet this has already been agreed and launched.

- the CCRCDC will be subject to an HMT Gateway review in December 2020, the supporting work for which is ongoing by consultants. We understand the CCRCDC was the first City Deal of the second cohort of UK-wide city deals to agree its evaluation framework with the consultants. We have shared our report into the arrangements supporting the first investment decision with HMT and will also share this report with them. We will keep in contact with HMT.

## CCRCDC is developing a more rigorous and structured process for selecting and deselecting projects, but it recognises that consideration of the Well-Being of Future Generations Act needs to be strengthened

10 In reaching this conclusion we found that:

- CCRCDC has engaged external legal expertise to help develop a common investment and intervention framework that we understand will include criteria to help to determine whether a project will progress or not. We also note that CCRCDC is working with external advisors on the use of the HMT five case business model.
- the chairs of the advisory bodies told us that their respective bodies have been robust in challenging projects, and the quality of reports they have been asked to consider.
- the City Deal Office is proposing that the £495 million investment fund is split into three streams comprising an innovation fund, an infrastructure fund and a challenge fund. The aim is to provide greater structure and rigour to the use of the funding in line with the key objectives of the City Deal. The Regional Cabinet has not yet agreed this proposal, but it was evident from our interviewees that advisory bodies, officers and members have been engaged in developing this approach. The proposed three stream investment fund should strengthen the project approval process by helping to identify viable projects.
- CCRCDC partners are aware of the Well-being of Future Generations (Wales) Act 2015. They have completed a Future Generations Assessment to accompany the Industrial and Economic Growth Plan. While, as we understand it, the CCRCDC is not a 'public body' within the meaning of section 6 of the Well-Being of Future Generations (Wales) Act 2015, the CCRCDC should give thorough consideration as to how it helps its constituent

public bodies meet the sustainable development and well-being duties of that Act in proposed projects and investments to maximise the opportunity the Act provides. It needs to become an integral part of CCRCD's thinking. The Future Generation Commissioner's office has developed [a series of resources](#) including the Future Generations Framework, which CCRCD partners may find useful to inform their Future Generations Assessments. The City Deal Director acknowledges this is an area for improvement.

- activity is accelerating as more projects are now being considered. It is positive that the CCRCD is keen to ensure that they are considered against a robust assessment framework in relation to its priorities. We will continue to maintain a watching brief as projects are determined through the CCRCD's processes.

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# Future Generations Assessment






<b>Name of the Officer completing the evaluation:</b>  <b>Kellie Beirne</b>  <b>Phone no: 07826 919286</b> <b>E-mail: kellie.beirne@cardiff.gov.uk</b>	<b>Please give a brief description of the aims of the proposal</b>  WAO Governance Review 18/19 and response to Proposals for Improvement
<b>Proposal: WAO Governance Review</b>	<b>Date Future Generations Evaluation form completed: 8 July 2019</b>

**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.

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The report assesses City Deal progress in this respect	The inclusion of WFG goals and priorities within the new Investment Framework. The report does recognize the self-assessment of the City Deal office which is to do more to further embed WFG principles into all aspects of decision-making. Establishing this within the IIF is a key way forward on an investment-by-investment basis.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The report assesses City Deal progress in the round and whilst not directly relevant to the wellbeing goals, does include commentary which is indirectly related	Economic resilience is critical given the need to withstand future economic shocks. As more projects are developed, this will be assessed on an individual business case

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	As above	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	As above	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	As above	The Investment Framework will be formally evaluated through Gateway Review starting in and around Dec 2020-March 21
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	As above	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	As above	The IIF embeds inclusive growth and a new cabinet portfolio has been created to reflect this

## 2. How has your proposal embedded and prioritized the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The report does not make a proposal – it notes the WAO findings and describes how changes will be implemented. Any changes will have due regard to sustainability duties and aims and these will be further assessed on a project and investment basis.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>As above</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The report recognizes the need to broaden involvement and the response sets out how this will begin to be achieved</p>	<p>An engagement and communications plan is being prepared which will have regard to specific issues and sustainable development principles.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The report does not make a proposal – it notes the WAO findings and describes how changes will be implemented. Any changes will have due regard to sustainability duties and aims and these will be further assessed on a project and investment basis.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>As above</p>	

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	Not directly relevant – this is more relevant to projects and specific proposals		
Disability	There is an issue around accessibility to meetings		Assess locations and venues of meetings and how they are advertised to amximise attendance. This wil be explored as part of move to live-streaming of meetings
Gender reassignment	Not directly relevant – this is more relevant to projects and specific proposals		
Marriage or civil partnership	Not directly relevant – this is more relevant to projects and specific proposals		
Pregnancy or maternity	Not directly relevant – this is more relevant to projects and specific proposals		
Race	Not directly relevant – this is more relevant to projects and specific proposals		
Religion or Belief	As above.		
Sex	As above		
Sexual Orientation	As with all of the section above.		

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Welsh Language	We will discharge all of our duties in relation to the Welsh language Act.	Not at this time but the situation will be kept under review.	

**4. Safeguarding & Corporate Parenting. Are your proposals going to affect either of these responsibilities?**

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	Any work with young people or in the context of schools/ learning establishments, will have proper regard to Safeguarding requirements and policy compliance.	Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.	
Corporate Parenting			Ensure information about the industry in which the ten LAs are investors – is conveyed to and shared with young people in the care of the LA. Consideration should be given to city deal employment opportunities being more closely referenced in Corporate Parenting Policies and Strategies.

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



- Data and analysis through WAO assessment

**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?

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
<b>Monitor progress through delivery of the Annual Business Plan and quarterly reporting</b>			

**8. MONITORING:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Quarterly through 19/20
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