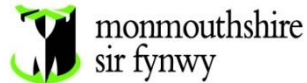


# Public Document Pack



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Tuesday, 24 November 2020

Dear Councillor

## CABINET

You are requested to attend a **Cabinet** meeting to be held on **Wednesday, 2nd December, 2020, at 2.00 pm.**

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports (Copies attached):
  - i. **CLYDACH IRONWORKS ENHANCEMENT SCHEME REVISION/S106 FUNDING, CAE MELDON** 1 - 12  
Division/Wards Affected: Llanelly Hill  
  
Purpose: To agree the re-allocation of funding towards the Clydach Ironworks Enhancement Scheme and to update cabinet on the current position in the light of the delays to the A465 scheme and discussions with Welsh Government.  
  
Author: Matthew Lewis – Environment and Culture Manager, MonLife  
Mike Moran, Community Infrastructure Coordinator  
  
Contact Details: [matthewlewis@monmouthshire.gov.uk](mailto:matthewlewis@monmouthshire.gov.uk)  
[mikemoran@mmonmouthshire.gov.uk](mailto:mikemoran@mmonmouthshire.gov.uk)
  - i. **InFuSe - Innovative Future Services** 13 - 38  
Division/Wards Affected: All  
  
Purpose: To inform Cabinet of the recent approval of the InFuSe programme by the Welsh European Funding Office (WEFO).  
  
Author: Cath Fallon, Head of Enterprise and Community Animation  
Hannah Jones, Strategic Lead for Employment and Skills  
  
Contact Details: [cathfallon@monmouthshire.gov.uk](mailto:cathfallon@monmouthshire.gov.uk)  
[hannahjones@monmouthshire.gov.uk](mailto:hannahjones@monmouthshire.gov.uk)

Yours sincerely,

**Paul Matthews**  
**Chief Executive**

### CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	<p><b>Whole Authority Strategy &amp; Direction</b> Lead Officer – Chief Executive</p> <p>CCR Joint Cabinet &amp; Regional Development; Organisation overview; Regional working; Government relations; Public Service Board lead; WLGA lead</p>	<p>WLGA Council WLGA Coordinating Board Public Service Board</p>	Portskewett
R.J.W. Greenland (Deputy Leader)	<p><b>Enterprise and Land Use Planning</b> Lead Officer – Frances O’Brien Support Officers – Mark Hand, Cath Fallon</p> <p>Local Development Plan; Strategic Development Plan; Economic Resilience and Growth; Town Centre Investment and Stewardship; Development Management and Building Control; Housing Delivery</p>	<p>WLGA Council Capital Region Tourism</p>	Devauden
P. Jordan	<p><b>Governance and Law</b> Lead Officers – Matthew Gatehouse, Matthew Phillips, Ian Saunders</p> <p>Council &amp; Executive decision making; Constitution review and implementation of change; Law, Ethics &amp; Standards; Audit and Regulatory WAO Relations Support for Elected Members Democracy promotion &amp; citizen engagement Whole Authority Performance; Whole Authority Service Planning &amp; Evaluation Community Hubs and Contact Centre Community Learning Tourist Information / Museums / Theatre / Attractions</p>		Cantref
R. John	<p><b>Children &amp; Young People and MonLife</b> Lead Officers – Will McLean, Ian Saunders Support Officers – Nikki Wellington, Sharon Randall-Smith, Richard Simpkins</p> <p>Early Years Education</p>	<p>Joint Education Group (EAS) WJEC</p>	Mitchel Troy

	<p>All Age Statutory Education Additional Learning Needs; School Inclusion Post 16 entitlement / offer</p> <p>School standards and Improvement; Education Achievement Service Commissioning Coleg Gwent and University liaison. Leisure / Sport Outdoor education / Duke of Edinburgh Active Travel Countryside / Biodiversity</p>		
P. Jones	<p><b>Social Care, Safeguarding &amp; Health</b> Lead Officer – Julie Boothroyd Support Officers – Eve Parkinson, Jane Rodgers</p> <p>Children’s Services Fostering &amp; Adoption; Youth Offending Service; Adults Services Whole Authority Safeguarding (children &amp; adults); Disabilities; Mental Health; Health liaison.</p>		Raglan
P. Murphy	<p><b>Whole Authority Resources</b> Lead Officer – Peter Davies, Frances O’Brien Support Officers – Deb Hill-Howells, Sian Hayward, Tracey Harry, Mark Howcroft</p> <p>Finance; Information technology (SRS); Digital Programme Office Human Resources; Health &amp; Safety; Emergency Planning; Procurement; Land &amp; Buildings (inc. Estate, Cemeteries, Allotments, Farms); Vehicle Fleet / Passenger Transport Unit Property maintenance; Facilities Management (inc. Building Cleaning and Catering all ages)</p>	Prosiect Gwrydd	Caerwent
J. Pratt	<p><b>Infrastructure and Neighbourhood Services</b> Lead Officer – Frances O’Brien Support Officers – Roger Hoggins, Carl Touhig, Nigel Leaworthy, Mark Hand, Paul Keeble</p> <p>County Roads / Pavements South Wales Trunk Road Agency</p>	SEWTA Prosiect Gwyrdd	Goytre Fawr

	<p>Highways Maintenance,  Transport, Traffic &amp; Network Management,  Car Parks / Illegal Parking Enforcement  Whole Authority De-carbonisation  Plastic Free Monmouthshire  Waste / Recycling / Cleansing  Grounds Maintenance  Parks &amp; Open Spaces/ Public Conveniences  Flood Prevention / Management / SUDs</p>		
S. Jones	<p><b>Social Justice &amp; Community Development</b>  Lead Officer – Frances O’Brien  Support Officers – Cath Fallon, David Jones,  Ian Bakewell, Mark Hand</p> <p>Rural Deprivation / Isolation;  Digital Deprivation  Poverty / Disadvantage  Homelessness;  Supporting People  Community Safety / Equality and Welsh  Language / Public Relations; /  Communications / Marketing  Trading Standards / Environmental Health;  Licensing;  Registrars</p>		Llanover

# Aims and Values of Monmouthshire County Council

## Our purpose

Building Sustainable and Resilient Communities

### Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

## Our Values

**Openness.** We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

**Fairness.** We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

**Flexibility.** We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

**Teamwork.** We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.



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**SUBJECT:** CLYDACH IRONWORKS ENHANCEMENT SCHEME  
REVISION/S106 FUNDING, CAE MELDON

**MEETING:** CABINET

**DATE:** 2<sup>nd</sup> DECEMBER 2020

**DIVISION/WARDS AFFECTED:** Llanelly Hill

**1. PURPOSE:**

- 1.1 To agree the re-allocation of funding towards the Clydach Ironworks Enhancement Scheme and to update cabinet on the current position in the light of the delays to the A465 scheme and discussions with Welsh Government.

**2. RECOMMENDATIONS:**

- 2.1 To formally withdraw the grant offer to Clydach Juniors Football Club from Section 106 balances and to re-allocate the sum of £53,000 to the Clydach Ironworks Enhancement Scheme and associated works;
- 2.2 To note the variation on the current Clydach Ironworks Enhancement TAIS Scheme and the further investigations of the ironwork's condition and potential restoration;
- 2.3 To seek to secure further Welsh Government support for the enhancement of the former car park and picnic site through the A465 legacy proposals.

**3. KEY ISSUES:**

- 3.1 Clydach Ironworks was built in 1795 and closed in 1861. The ironworks were gifted to the former Blaenau Gwent BC in the 1980s and subsequently transferred to the Council's management. The ironworks, and the adjoining Cemex site, are designated as a Scheduled Ancient Monument (SAM) and lie in the Brecon Beacons National Park at a strategic location in the Clydach Gorge and close to the Blaenavon Industrial Landscape World Heritage Site.
- 3.2 The Council received Tourism Amenity Investment Support (TAIS) grant from Welsh Government in 2017 to enhance the setting of the ironworks, car park and picnic site. As part of this scheme the Council has acquired the former Cemex site to consolidate land ownership of the monument and improve visitor and operational access.
- 3.3 Any progress on the scheme has been hampered by the impact of the delays to the A465 scheme and consequent delays in the handing back of the car park and remaining part of the picnic site, currently in Welsh Government's control as part of the road scheme. In the last few months it became clear that the Council would not be able to reoccupy the car park and picnic site in the current financial year, rendering the approved scheme impossible to deliver by the fixed grant deadline of March 2021.

- 3.4 As a result a variation has been approved to the TAIS scheme to undertake enhancement works on the “Cemex” and ironworks sites, with some additional works to improve linkages on the public footpath to the community hall. Efforts are now underway to maximise delivery of the scheme in this financial year.
- 3.5 Whilst this approach will maximise use of the current grant it leaves the car park and picnic site potentially unimproved. The terms of the CPO require the site to be handed back in its original condition. Ongoing discussion with Welsh Government have indicated their support in principle for enhancement over this standard via the A465 legacy funding, subject to final agreement on the legacy priorities. The timescale for any works is unclear but would take place after the end of the current road contract.
- 3.6 Welsh Government have supported the wider project to date by providing access to professional services and liaison is ongoing with regard to assistance on both the ironworks/Cemex scheme and to redesign the “legacy” scheme on the car park.
- 3.7 Beyond the enhancement scheme the monument itself remains in poor condition. It has been identified by Cadw to be at ‘high’ risk and a ‘high’ level of vulnerability. In the short term discussion are underway with Cadw to extend the current works to undertake some vegetation clearance alongside a further structural survey. It is hoped this information will lead to further consideration of the longer term options / funding for restoration. However it is clear that the scale of intervention required and the long term management implications would require this to be based around a new partnership approach.
- 3.8 Cabinet has previously agreed the use of the unallocated balance of £23,020 from the Cae Meldon development in Gilwern, under capital budget code 98881 to be used to part fund the Clydach Ironworks Improvement Scheme. There are also two projects that were offered grants from the S106 proceeds from the Cae Meldon development that remain unspent, one of which is a grant offer to Clydach Juniors Football Club.
- 3.9 In September 2017 the council made a S106 grant offer of £53,000 to Clydach Juniors Football Club for the provision of two additional junior football pitches in the local area. The club has been (and still is) unable to progress that project because the land involved forms part of the A465 Head of the Valleys duelling work and there is no prospect of the land being released in the foreseeable future. The club has been contacted and has acknowledged its inability to proceed with the original scheme for playing pitch provision. Against this background, and to ensure that the available funding is utilised within the “spend by” date specified in the S106 Agreement of May 2022, it is proposed to withdraw the grant offer and re-allocate it to the Ironworks project.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 The equality impacts identified in the assessment (Appendix 1) are summarised below for members’ consideration: The proposals are intended to facilitate the short term enhancement scheme, future site management and assessment to improve the circumstances for a longer term restoration scheme for the ironworks itself to the benefit of

the local community, local environment and the wider economy through destination development.

## 5. OPTIONS APPRAISAL

Option	Positives	Negatives
<i>To agree the allocation of further s106 money</i>	<ul style="list-style-type: none"> <li>• <i>Allows the enhancement scheme to proceed as planned and to develop the option to extend the scheme to include vegetation removal and assessment of the monument</i></li> <li>• <i>Supports further progress on future funding / options for the ironworks and the future enhancement of the car park / picnic site</i></li> <li>• <i>Meets the s106 spend date</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Restricts funding to be available for other projects</i></li> </ul>
<i>To not agree the allocation of further s106 money</i>	<ul style="list-style-type: none"> <li>• <i>Allows the funding to be available for other projects provided they can be completed by the spend date</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>The enhancement scheme will be restricted due to the need for match funding (TAIS grant at 80%), in particular no option to extend the scheme to include vegetation removal and assessment of the monument</i></li> <li>• <i>Lack of assessment of the monument will negate further progress on future funding / options for the ironworks</i></li> </ul>

## 6. EVALUATION CRITERIA

6.1 Progress in delivery of the current scheme and success in achieving further progress to secure the enhancement of the car park and picnic area and the longer term condition of the monument.

## 7. REASONS:

7.1 To ensure that funding is available in the capital budget to enable the enhancement scheme to be progressed the current financial year.

7.2 To ensure the Section 106 funding received from the developers is used effectively to enhance community recreation provision in the Clydach area.

7.3 To seek to secure further enhancement to this important scheduled ancient monument and key visitor gateway.

## 8. RESOURCE IMPLICATIONS:

8.1 The gateway enhancement scheme is funded via Tourism Amenity Investment Support (TAIS) grant of £128,000 (80%) from Welsh Government, via Visit Wales. Section 106 match funding of £23,020 has previously been approved. The additional section 106 allocation proposed of £53,000 will remove the pressure to fund the existing shortfall from the countryside site management budget, allow match funding for a further grant application to support the vegetation removal and survey, and allow progress on further

scheme design for the car park / picnic site. The costs of any future “legacy” scheme are unknown at present and will be the subject of a further report as required.

**9. CONSULTEES:**

Cabinet, SLT, Chief Operating Officer MonLife

**10. BACKGROUND PAPERS:**

Appendix 1: Equality and Future Generations Evaluation

- Previous Cabinet and Council reports:
  - Council 17th January 2018: Transfer of land at former ironworks at Clydach Gorge from Costain to the County Council
  - Cabinet 4th September 2019: Countryside sites s106 contributions
- S106 Agreement dated 2<sup>nd</sup> October 2014 between Brecon Beacons National Park, MCC, three private individuals, Persimmon Homes Ltd and Dwr Cymru Welsh Water relating to land at Cae Meldon Gilwern

**11. AUTHORS:**

**Matthew Lewis – Environment and Culture Manager, MonLife**

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**Mike Moran, Community Infrastructure Coordinator**

Tel: 07894 573834 Email: [mikemoran@mmonmouthshire.gov.uk](mailto:mikemoran@mmonmouthshire.gov.uk)



<p><b>Name of the Officer</b> Matthew Lewis <b>Phone no:</b> 01633 644850 <b>E-mail:</b> <a href="mailto:matthewlewis@monmouthshire.gov.uk">matthewlewis@monmouthshire.gov.uk</a> Mike Moran <b>Tel:</b> 07894 573834 <b>Email:</b> <a href="mailto:mikemoran@mmonmouthshire.gov.uk">mikemoran@mmonmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>Clydach Ironworks Enhancement Scheme Revision/S106 Funding, Cae Meldon</b></p> <p>To agree the re-allocation of funding towards the Clydach Ironworks Enhancement Scheme and to update cabinet on the current position in the light of the delays to the A465 scheme and discussions with Welsh Government.</p>
<p><b>Name of Service area</b></p> <p>MonLife</p>	<p><b>Date</b> 11 November 2020 (amended 20 November 2020)</p>

Cae Meldon

**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	The provision and improvement of countryside access and heritage sites provides recreational opportunities for all ages	The withdrawal of the grant offer to Clydach Juniors Football Club potentially has a negative impact on young people however the grant aided proposal is not implementable by the section 106 spend date	Future opportunities to secure section 106 funding will continue to be assessed against the identified requirements within the open space study



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 enhancement scheme to be facilitated will enhance access for all through the application of the countryside access least restrictive access design principles	None	Access to the ironworks is currently indirect and uneven, the enhancement scheme will significantly improve this.
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Pregnancy or maternity	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	The enhancement scheme to be facilitated will enhance welsh language provision through signage and interpretation		
Poverty	The provision and improvement of countryside access and heritage sites helps provide free to use recreational facilities		

**2. 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. There's no need to put something in every box if it is not relevant!




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?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive –facilitates the Clydach gateway enhancement scheme to improve visitor facilities. These proposals have been developed from a partnership approach to realising the opportunities presented by the road investment to enhance the visitor experience via the Clydach Gorge Enhancement Project and in turn build on the Clydach Gorge Gateway Development Study prepared in 2009 for Blaenau Gwent CBC, Monmouthshire CC and Brecon Beacons National Park Authority.</p>	<p>Consultations with partners and community</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive – the enhancement scheme includes, management plan which will include positive management measures for biodiversity, pollinators, addressing non-native invasive species etc.</p>	<p>Consultations on management scheme as it develops</p>
<p><b>A healthier Wales</b> People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive –the Clydach gateway enhancement scheme to improve visitor facilities and access to the surrounding countryside, walking and cycling routes etc.</p>	<p>Part of the wider Clydach Gorge strategy developed with partners</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>Positive – the ironworks are a well appreciated local asset and the scheme facilitated starts to addresses community concerns over their condition</p>	<p>Community consultation</p>
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b></p>	<p>Positive – the Clydach gateway enhancement scheme includes enhanced access and</p>	<p>Community consultation</p>

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?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	interpretation of this important historical site part of the gorge's heritage	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Positive –the enhancement scheme which will provide free access to the ironworks and the wider countryside development of the new offer will work towards reducing barriers to access	

### 3. How has your proposal embedded and prioritised 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>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p>	The proposals are intended to facilitate the short term enhancement scheme, future site management and improve the circumstances for a longer term restoration scheme for the ironworks itself	Production of a site management plan is part of the proposed outputs of the enhancement scheme
 <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	The proposals facilitate the enhancement scheme which has been developed through partnership working	These enhancement proposals have been developed from a partnership approach to realising the opportunities presented by the road investment to enhance the visitor experience.



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>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The gateway enhancement scheme to be facilitated was identified through consultation on the Clydach Gorge Gateway Development Study prepared in 2009 for Blaenau Gwent CBC, Monmouthshire CC and Brecon Beacons National Park Authority.</p>	<p>The details of the enhancement scheme will be the subject to community consultation</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposals are intended to facilitate the short term enhancement scheme, future site management and assessments to improve the circumstances for a longer term restoration scheme for the ironworks itself.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The proposals are intended to facilitate the short term enhancement scheme, future site management and improve the circumstances for a longer term restoration scheme for the ironworks itself to the benefit of the local community, local environment and the wider economy through destination development.</p>	

**4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?

Social Justice	Facilitates the Clydach ironworks / gateway enhancement scheme which will provide free access to the ironworks and the wider countryside		
Safeguarding	n/a		
Corporate Parenting	n/a		

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

- Clydach Gorge Gateway Development Study
- Clydach Gateway Enhancement Proposals / TAIS grant approval variation
- Discussion with Cadw
- Discussions with Welsh Government

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

The proposals are intended to facilitate the short term enhancement scheme, future site management and assessment to improve the circumstances for a longer term restoration scheme for the ironworks itself to the benefit of the local community, local environment and the wider economy through destination development.

**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
Report to cabinet to secure additional funding	Cabinet 2 December 2020	Environment & Culture Manager
Completion of TAIS funded scheme	By March 2021	Environment & Culture Manager
Liaison with Cadw and Welsh Government	Ongoing	Environment & Culture Manager

**8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this**

process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1.	Cabinet		

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<b>SUBJECT:</b>	<b>InFuSe – Innovative Future Services</b>
<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>2<sup>nd</sup> DECEMBER 2020</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>ALL</b>

**1. PURPOSE:**

To inform Cabinet of the recent approval of the InFuSe programme by the Welsh European Funding Office (WEFO).

**2. RECOMMENDATIONS:**

- 2.1 Cabinet to receive details of InFuSe – the Innovative Future Services Public Sector Skills Programme (Appendix A).
- 2.2 Cabinet to approve the Council's role as Lead Body, on behalf of the Cardiff Capital Region, for the c£5.6M InFuSe Programme, funded via WEFO's Priority 5 Institutional Capacity European Social Fund.

**3. KEY ISSUES:**

- 3.1 As Innovation Lead for the Cardiff Capital Region (CCR) City Deal, the Council has played a key role in leading, designing and developing innovation projects for the wider region.
- 3.2 InFuSe is a public sector skills programme for Local Authority Officers in the CCR, designed to help build innovation skills and competencies, whilst attempting to solve real-life societal challenges, embedding a culture of regional working throughout. InFuSe will enable new ideas to be implemented by working through an innovation process of creation, testing, implementation and scaling.
- 3.3 The Programme has been developed in partnership with the ten regional CCR Local Authorities, the CCR City Deal Office, Y Lab (Wales' Public Service Innovation Lab), Cardiff University and Nesta (the UK Innovation Foundation). The Council will be the Lead Body and manager of the c£5.6M Programme that will be funded with £3.6M from European Social Funds and £2M in kind/Officer time match from CCR partners and LAs.
- 3.4 The InFuSe Programme has been designed on theory and practice, to introduce Officers to new process and concepts and provide a safe and supported environment for them to try them out. The purpose of the Programme is therefore to:
  - Demonstrate how new skills, tools and different ways of thinking can help solve shared regional challenges by taking a collaborative approach;
  - Develop new tools and methods that participants can take on and use outside of the Programme to improve future service delivery – creating efficiencies, saving money or improving the impact of service delivery for the people who use and deliver them;
  - Ensure there's a cohort of circa 120 better trained and equipped public servants that can develop their knowledge and practice, so that they can take new skills back into their own organisations and share them with other colleagues.

3.5 InFuSe will take a challenge-led approach, by identifying two thematic areas of high importance to the Cardiff Capital Region for example looking at problems and opportunities linked to Decarbonisation or Community Cohesion/Well-Being. Discussions with the ten Local Authority Leaders and Chief Executives, to identify the key thematic areas are currently underway and should conclude by the end of November 2020. The Y Lab team will then assess the themes 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;
- An assessment of the existing attitudes, skills and knowledge base within Public Services; and
- How these themes fit with Sustainable Development principles, Local Authorities' Health & Wellbeing plans and the impact on the environment.

3.6 The two chosen thematic areas will then become the focus for each of the three work streams, with participants using these themes to develop new skills and knowledge in both a theoretical and practical manner, where currently skills deficiencies have been identified namely:

- Research and development - finding ways to test new ideas to understand what works and what doesn't;
- Data for decision making - making the most of the vast amount of data that's available to people, by making better-informed decisions that improve public services; and
- Procurement – simplifying the process for procuring innovative goods and services and creating a culture and an environment for change.

3.7 This comprehensive Programme of activity has been designed to run for three years until December 2023. While participants will work within one of the three work streams identified above (R&D, Data or Procurement), there will be opportunities for collaboration and sharing between teams and in-depth engagement with senior leaders. This will ensure that the right level of buy-in and leadership support for the Programme is secured to enable it to be successful over the long-term.

### 3.8 **The Council's InFuSe Team**

3.8.1 In order to deliver the InFuSe Programme, a small team will be appointed on fixed term contracts, in line with the term of the funding agreement i.e. until December 2023. Whilst the exact roles are still to be finalised following further detailed discussions with the InFuSe Programme Team, the proposed internal team structure will include:

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

3.8.2 The team will be led by the Strategic Lead for Employment and Skills and will form part of the Enterprise and Community Animation Service Area. It is therefore proposed that the final make-up of the team is reported to the Enterprise Departmental Management Team for consideration and approval by the Chief Officer for Enterprise, prior to recruitment.

### **3.9 Cardiff Capital Region City Deal Challenge Programme – Re-Building Local Wealth Post Covid 19**

3.9.1 In October 2020, the CCR Cabinet approved the £10M [CCR Challenge Fund](#) to focus on local wealth re-building in a post-COVID state, through solving societal challenges that will have economic impact and potential commercial-scale opportunities. The purpose of the Fund is to demonstrate how applying innovation to big challenges, can promote novel solutions and radical improvements.

3.9.2 Following approval of the Outline Business Case by the CCR Cabinet in June 2020, the CCR Challenge Fund team conducted, a “Challenge Hack”, in July with Political Leaders 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; and
- build local wealth.

### **3.10 Complementarity**

3.10.1 Both the InFuSe Programme and the CCR Challenge Fund have been designed to complement each other. The CCR Challenge Fund team will progress and further define the three priority themes/scalable transformative challenges that emerged from the ‘Challenge Hack’, identifying opportunities for agile, more dynamic, more responsive, smaller community based challenges to 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.

3.10.2 The InFuSe Programme has been designed to develop innovation skills and capability alongside the changes and challenges, so that learning and value is applied and can continue to spread and scale. The InFuSe programme will be led by Monmouthshire County Council and the CCR Challenge Fund aspect directed by CCR. Whilst the finances for each of the programmes will be operated and managed separately and in line with WEFO and CCR Terms and Conditions, the two elements will come together operationally and will align to present one comprehensive and complementary programme.

## **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

4.1 The Assessment (Appendix B) undertaken concludes that the InFuSe Programme demonstrates compliance with the well-being five ways of working and supports the well-being goals. The associated activities are expected to have a positive impact on all groups and people with protected characteristics.

## **5. OPTIONS APPRAISAL**

5.1 An options appraisal has been undertaken in Table One below.

**Table One: Options Appraisal**

<b>Option</b>	<b>Benefits</b>	<b>Risks</b>	<b>Comments</b>
Do nothing	None identified	<ul style="list-style-type: none"> <li>It is recognised that skills gaps exist in public sector innovation, R&amp; D, data analysis and procurement. Without InFuSe this skills gaps will continue.</li> <li>Lost opportunity for the 10 CCR LAs to capitalise on the CCR £10m Challenge Fund.</li> <li>Reputational risk if a decision to proceed is revoked.</li> </ul>	Continuing skills gaps leading to further missed opportunities.
Proceed with InFuSe	<ul style="list-style-type: none"> <li>A clear example of how the Council is leading Innovation in the CCR.</li> <li>The Council would have the ability to shape a bespoke public sector innovation skills programme, with partner organisations who are leaders in their field.</li> <li>Council will benefit from enrolling Officers onto InFuSe which will drive innovation throughout the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Match funding to be closely monitored by the InFuSe delivery team and overseen by the Finance Manager for Enterprise.</li> </ul>	

## 6. REASONS

- 6.1 The InFuSe Programme provides a unique opportunity to deliver a bespoke and comprehensive Public Sector Innovation Skills programme alongside a Challenge Fund that will enable Local Authority Officers to apply their learning to enable real societal change.

## 7. RESOURCE IMPLICATIONS

- 7.1 This a c£5.6M project, InFuSe which 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 and 75% in West Wales and the Valleys. Indicative costs are as follows:

**Table Two: Indicative Costs for InFuSe**

<b>Costs</b>	<b>Total (£M)</b>	<b>East Wales (£M)</b>	<b>WWV (£M)</b>
Staff Costs	4.023	1.717	2.306
FR40	1.609	0.687	0.922
<b>Total Operational Costs</b>	<b>5.632</b>	<b>2.404</b>	<b>3.228</b>



- 7.2 Monmouthshire County Council will act as the lead body for the CCR for deployment and administration of the ESF/WEFO funds and the accounting for in 'kind' Officer time match funding. No core budget additional funding will be required from the Council.
- 7.3 The Programme Team will be employed on fixed term contracts in line with the timeframes of the WEFO/ESF funding.

## **8. CONSULTEES**

- Welsh Government – Regional Economy Team and WEFO;
- Regeneration Funding and South East Wales Regional Engagement Team;
- Nine CCR Local Authorities;
- CCR Cabinet;
- Cardiff Capital Region City Deal Office;
- Cardiff University;
- Swansea University;
- Cabinet Members;
- SLT;
- Enterprise DMT.

## **9. BACKGROUND PAPERS**

Appendix A: InFuSe Programme Brochure  
Appendix B: Future Generations Evaluation

## **10. AUTHOR:**

**Cath Fallon, Head of Enterprise and Community Animation**  
**Hannah Jones, Strategic Lead for Employment and Skills**

## **11. CONTACT DETAILS:**

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Appendix B



monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact)

<b>Name of the Officer</b> Cath Fallon  <b>Phone no:</b> 07557 190969 <b>E-mail:</b> <a href="mailto:cathfallon@monmouthshire.gov.uk">cathfallon@monmouthshire.gov.uk</a>	<b>InFuSe</b>
<b>Name of Service:</b> Enterprise	<b>Date:</b> Future Generations Evaluation 12 <sup>th</sup> November 2020

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***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.***

- 1. 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	Improving skills within the public sector will enable Officers to identify any issues regarding barriers to services for people with protected characteristics and consider innovative solutions to address these barriers.	None Identified	Programme will be monitored regularly and changes made where any negative impacts are identified.
Disability	The Programme will aim to engage and support people to meet with individual needs without discrimination.	As per Age Line above	As per Age Line Above.
Gender reassignment	The Programme will aim to provide a provision which is inclusive for transgender people and groups.	As per Age Line above	As per Age Line Above
Marriage or civil partnership	The Programme will impact each person equally, We will ensure fairness and equity.	As per Age Line above	As per Age Line Above
Pregnancy or maternity	The Programme will ensure risk assessments are in place for pregnant women ensuring all health and safety measures have been addressed and the well-being of the person is paramount.	As per Age Line above	As per Age Line Above
Race	People referred onto the programme will be given the same opportunities regardless of race. The relevant support will be provided to meet individual needs.	As per Age Line above	As per Age Line Above
Religion or Belief	The Programme will aim to offer bespoke packages of support that will take into peoples' religion and religious beliefs.	As per Age Line above	As per Age Line 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>
Sex	The Programme will aim to offer opportunities that will take into account individual needs regardless of sex.	As per Age Line above	As per Age Line Above
Sexual Orientation	The Programme will aim to offer opportunities that will take into account individual needs regardless of sexual orientation.	As per Age Line above	As per Age Line Above
Welsh Language	The Programme Team will adhere to the Welsh Government Welsh Language Policy. Bilingual learning opportunities will be provided if there is a need.	As per Age Line above	In addition, all Programme literature will be compliant with the Welsh Language (Wales) Measure 2011 as specified in the Standards applied to Monmouthshire CC.
Poverty	The Programme outcomes are focused on improving local economies and will indirectly assist in supporting people who are in work poverty or at risk of poverty in the future.	As per Age Line above	As per Age Line Above




## 2. Does your proposal deliver any of the well-being goals below?



<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	InFuSe provides an opportunity to improve the skills of the public sector to ensure they are well equipped for future societal challenges.	The programme will be continually monitored and re-evaluated throughout the delivery process to ensure the work streams remain relevant.

<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 resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	One of the potential areas identified for consideration is decarbonisation and how a reduction in carbon consumption can benefit communities.	Building resilience is a key feature of the programme alongside building wealth at a local level.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	New health priorities will emerge directly in response to COVID-19 and the programme will provide participants with the skills to consider how public service delivery can flex to respond to changes.	The benefits will become apparent as the Programme unfolds.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	The Programme seeks to make a direct contribution to local wealth building, in order to support local economies and improve life chances in communities.	As per line above.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Programme seeks to find innovative solutions to new societal changes.	As per line above
<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		

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 more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The Programme seeks to share learning across the region and balance interventions equally to support development across the CCR and beyond	

### 3. How has your proposal embedded and prioritised 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>Although the Programme is funded for a limited period of three years the solutions that will be developed will impact longer term.</p>	<p>This will be kept under regular review.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Programme is a partnership across the public, third and academic sectors. Benefits will be felt across the whole CCR.</p>	<p>Opportunities will be promoted widely to encourage participation from all services within the public sector.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The content of the Programme has been developed with CCR Local Authority Officers and Members.</p>	<p>This will be kept under review.</p>

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>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The Programme will enable LA Officers to apply into the CCR Challenge Fund the focus of which is providing economic support for local economies in the sectors hardest hit by the economic fallout of COVID-19 – public transport, food, tourism and retail/ leisure and hospitality.</p>	<p>CCR will consider widening support for other sectors as the Fund develops, if further interventions are needed.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The Programme aligns with the Well Being of Future Generations Act and the wellbeing goals as well as the five ways of working. It focuses on understanding and solving societal problems, by using innovative techniques whilst sharing learning at a regional level.</p>	

**4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any 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?
Social Justice	The Programme outcomes are focused on improving local economies and will indirectly assist in improve future life chances within local communities, securing and sustaining employment through associated initiatives	None Identified	N/a

Safeguarding	<i>During the delivery of the programme of activities, safeguarding will be at the forefront to ensure that any future service delivery promotes the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	As above	As above
Corporate Parenting	<i>During the delivery of this programme of activities the needs of any 'looked after' children will be considered to ensure any future service delivery protects their welfare.</i>	As above	As above

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

The CCR Regeneration Plan along with the following:

- The Wellbeing of Future Generations Act;
- The Social Services and Wellbeing (Wales) Act;
- Prosperity for All;
- Growth & Competitiveness Commission Report Review and Recommendations;
- Cardiff Capital Region "Powering the Welsh Economy";
- Equality Act 2010; and
- Welsh Language (Wales) Measure 2011

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

**The Assessment demonstrates that the Programme demonstrates compliance with the well-being five ways of working, supports the well-being goals and associated activities are expected to have a positive impact on all groups and people with protected characteristics.**



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

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>
Instigate the delivery of the InFuSe programme	December 2020	Hannah Jones, Strategic Lead for Employment and Skills

**8. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	CCR Cabinet Approval	19 <sup>th</sup> October 2020	
2	WEFO InFuSe Approval	2nd November 2020	
3	Cabinet consideration	2 <sup>nd</sup> December 2020	

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# **InFuSe**

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Innovative  
Future  
Services

# 1. The one-page guide to InFuSe

## What is InFuSe?

InFuSe stands for Innovative Future Services. It's a learning and development programme for local authority officers in the Cardiff Capital Region that will help them build innovation skills and competencies, whilst attempting to solve real-life public-service challenges.

## What does the programme hope to achieve?

Over the course of the programme, we hope to:

- Demonstrate how new skills, tools and different ways of thinking can help solve shared regional challenges by taking a collaborative approach;
- Develop new tools and methods that others can take on and use outside of the programme to improve future service delivery – creating efficiencies, saving money or improving the impact of service delivery for the people who use and deliver them;
- Ensure that there's a cohort of around 120 better trained and equipped public servants that can support innovative activity in their organisations once the programme has finished.

## What sort of skills and competencies will the Programme offer?

The programme has been developed in partnership with local authorities, Cardiff Capital Region City Deal, Y Lab and Cardiff University who helped to identify three areas where new innovation skills were necessary:

- Research and development - finding ways to test new ideas to understand what works and what doesn't;
- Data for decision making - making the most of the vast amount of data that's available to people, by making better-informed decisions that improve public services;
- Procurement – simplifying the process for procuring innovative goods and services and creating a culture and an environment for change

## What do we mean by Innovation?

When we talk about innovation we mean an outcome - new ideas that are implemented and useful, and a process - working through the creation, testing, implementation and scaling of new ideas.

## How will it work?

InFuSe partners and participants will identify a range of challenges or problems that are shared across the region. These might include decarbonisation, active travel, housing or social care. Using these shared challenges, we'll bring together cross-regional teams in each of the three skills areas to work towards solving a part of this challenge, using new tools and methods. Teams will receive around six months of training and support in new skills, tools and methods, followed by six months of coaching in their own organisations as they go back to put them into practice helping to change the future of public service delivery for years to come.

## 2. About InFuSe

Developing new innovation skills and capacity by tackling regional public service challenges.

InFuSe is designed to develop and spread innovation skills, tools and methods across public services in the Cardiff Capital Region, embedding a culture of regional working throughout.

InFuSe will blend theory and practice, introducing people to new process 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 challenge-led approach by identifying two thematic areas of high importance to the Cardiff Capital Region around which the programme will focus. For example, this might look at problems and opportunities linked to the implementation of the metro, developing the regional economy or solving pressing social issues identified in the region's Public Service Board's Wellbeing Plans.

The thematic areas 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. 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 process and methods for procuring innovative products and services that produce better outcomes for people who use and deliver services against the two thematic areas.

The programme is designed to last for 3 years, 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.

InFuSe builds the capacity needed to support the successful implementation and delivery of a potential Public Services Testbed in the near future.

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

# 3. Selecting programme themes

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

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.

## 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) 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
- Loneliness and isolation

The Y Lab team will assess the top 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

We'll also consider how these themes fit with Sustainable Development principles, Local Authorities' Health & Wellbeing plans and the impact on the environment.

cont...

# 3. Selecting programme themes

## 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.

# 4. The Adaption Lab

## Overview and aims

The Adaption Lab is designed to increase regional working by tackling region-wide opportunities and problems by experimenting with proven solutions to see if they can be adapted or adopted for the CCR.

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 the 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 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** - that we will generate new, transferable knowledge about the process of adopting, adapting and scaling proven solutions through the use of experiments.

## How to get involved

We'll send out an open call for teams and individuals to take part in the process in October 2020. 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

We anticipate that this will require at least 1 day per week for the duration of the programme for individuals taking part, plus and additional 7 - 10 days for other programme related work across the two years. 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

#### 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.<sup>1</sup> 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 & 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.

<sup>1</sup> Business Basics: <https://www.gov.uk/government/collections/business-basics-programme>



# 4. The Adaption Lab

## Process

The adaption lab is currently designed to run as a single cohort over two years and will follow the process set out below:

### Selecting the team

We'll spend up to three months selecting the teams to work on a variety of challenges, drawing in expertise and resources from participating local authorities. We'll do this through an open call with a clear ask and offer.

### Refining the problem / opportunity

Lasting approximately 3 months, this phase allows teams to understand their challenge in more detail and, crucially, agree on how success will be measured in overcoming the challenge.

### Exploring solutions

Lasting approximately 6 months, this phase will support teams to explore solutions already proven 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. They'll also develop an experimentation plan and ensure that the right team(s) are in place to undertake the experiment.

### Experimentation

Lasting up to 12 months (depending on the scale of the solution and nature of the experiment being undertaken), this phase will allow teams to undertake an experimental approach to the adoption, adaption or scaling of a proven solution, rigorously understanding whether and how existing solutions to their challenges might work in a new context. It will help LAs understand, amongst other things:

- what is crucial in the new method to success (ie what can't be changed);
- what support it needs to be adopted at scale in the region;
- how frontline staff are supported to adapt or adopt things;
- What the incentives for adoption should be within the system and ensuring that there are no perverse incentives or unintended consequences elsewhere.

## Example tools / methods

### Building a strong team

Jobs to be done  
Competency framework

### Stakeholder mapping

Stakeholder engagement strategy  
People and Partnership Map

### Challenge/problem definition

Problem framing  
Problem cards  
Theory of change

### User research / service design

Personas  
Interviews/focus groups  
Journey mapping

### Evaluating existing solutions

Evaluation matrix  
Reverse engineering

### User feedback

Qualitative feedback - interviews/  
focus groups - using journey  
maps/blueprints  
Surveys  
Ethnography

### Planning an experiment

Experimentation plan  
or this Running an experiment

### Prototyping

Prototyping cheat sheet  
Prototyping plan  
Storyboard

# 5. 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 severe shortage of data analytics skills in the public sector, combined with a lack of advanced data literacy among many senior managers.

The Data Lab will up-skill cohorts of public servants from across the Cardiff Capital Region to undertake action learning projects leading to informed data-driven decisions. We will support high levels of data literacy among senior leadership through a tailored training programme. We will develop sustainability by producing a costed model for a Cardiff Capital Region Office of Data Analytics.

## Outcomes

By the end of the programme we anticipate the following outcomes:

- Public servants equipped with **data skills** for making better decisions;
- Greater **data literacy** among senior leadership;
- Examples of **good practice** generated from our region that showed both efficiencies and improved services;
- **Lasting improvements** to the data infrastructure, including data sharing agreements and better quality data, with regional working as the default; and
- **A costed model** for a Cardiff Capital Region Office of Data Analytics.

## What types of projects might we undertake?

The New Orleans' Office of Performance and Accountability <sup>2</sup> has highlighted six project types that are particularly amenable to data analytics:

1. Finding the needle in a haystack
2. Prioritizing work for impact
3. Early warning tools
4. Better quicker decisions
5. Optimizing resource allocation
6. Experimenting for what works

### Examples

#### Mid and West Wales Fire and Rescue Authority

is preventing arson fires and anti-social behaviour by gathering, sharing and using data and intelligence to target their work in priority areas and locations.

#### Senior managers in Dyfed Powys Police

look for the peaks, trends, and forecasts in demand to allocate resources. By using their data to profile organised crime and fraud, they are able to direct specialist resources.

#### Essex County Council

collated the addresses from each agency of all businesses "of concern", identifying a subset of 95 businesses that to at least three agencies, enabling prioritisation of these businesses for cross-agency solutions.

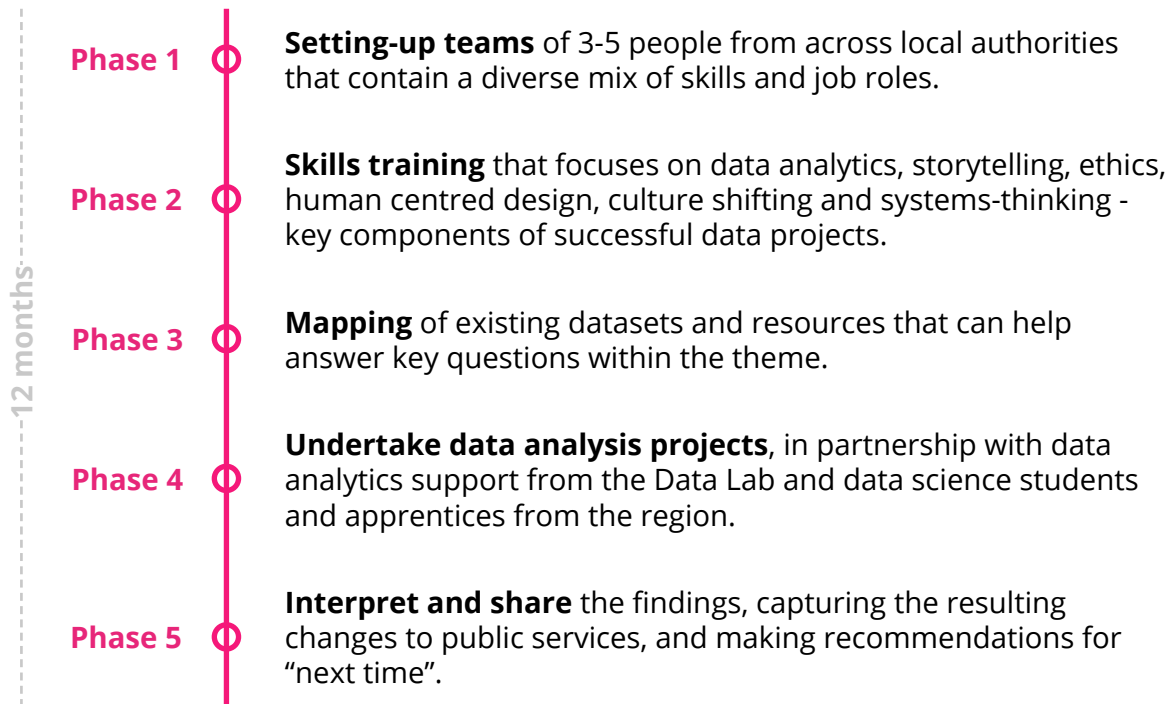
#### London Fire Brigade

showed that energy performance certificates (EPCs) are a better predictor of fires than building demographics, so they now target their fire prevention work based on EPCs.

# 5. The Data Lab

## Process

For each theme, the Data Lab is currently designed as two one-year cohorts, back-to-back. People can sign up to one or both, as their time allows. Each cohort will run five phases:



Alongside these phases, we will be creating a network of people interested in data for decision making within local authorities, and providing data literacy training for senior management.

## How to get involved

We would like each local authority to nominate one “data champion” within the senior management team who can help us design the programme to best fit with your needs and resources.

We will run an open call for individuals within local authorities to participate in a cohort. The best results are likely to come from people who are keen to commit to the programme, so all will be welcome, regardless of current job role or data experience.

## Your Commitment to the Programme

Local authority “data champions” will be asked to attend key workshops in the design of the programme and to attend annual events where we share lessons learnt. We anticipate that this will amount to ten days over the two years.

Within cohorts, we anticipate that this will take approximately one day a week for participants. Some aspects, such as skills training, will be on fixed days, but otherwise teams can self-organise the best way of working for them.

# 6. The Procurement Lab

## Overview and aims

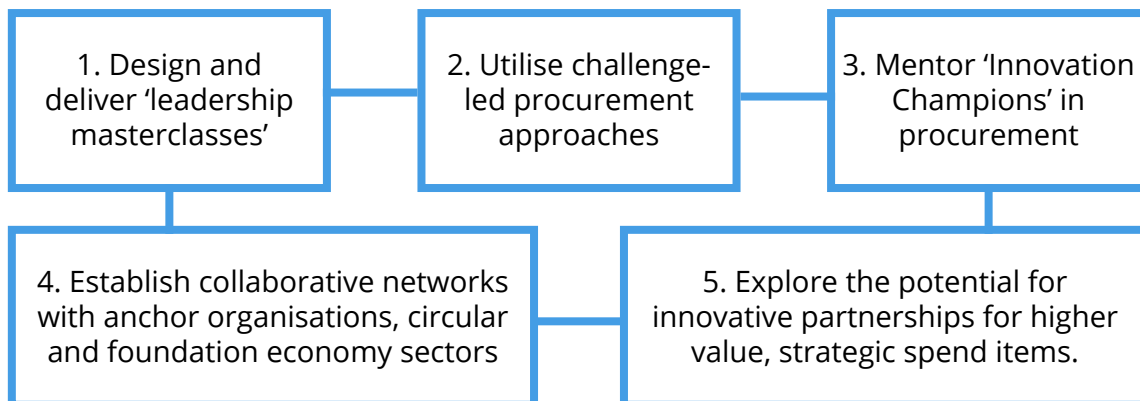
With £6 billion of spend managed through the procurement of goods, services and works, procurement is a crucial vehicle to support some of the most economically and socially deprived areas which are relying on a transformational strategy. Employment and business growth opportunities have become an urgent 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:



## How to get involved

Put forward a project leader who will become the organisations 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.

## 6. The current InFuSe team

InFuSe will be delivered by Monmouthshire County Council, Y Lab, Cardiff University, 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, Amy Richards and Alexis Pala;
- Cardiff University - Kevin Morgan and Jane Lynch;
- Welsh Government - Greg Green.

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