

<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:**

E-mail: [cathfallon@monmouthshire.gov.uk](mailto:cathfallon@monmouthshire.gov.uk) Mob: 07557 190969  
E-mail: [hannahjones@monmouthshire.gov.uk](mailto:hannahjones@monmouthshire.gov.uk) Mob: 07738 340418

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

***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.**

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	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.





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 resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>One of the potential areas identified for consideration is decarbonisation and how a reduction in carbon consumption can benefit communities.</p>	<p>Building resilience is a key feature of the programme alongside building wealth at a local level.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>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.</p>	<p>The benefits will become apparent as the Programme unfolds.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The Programme seeks to make a direct contribution to local wealth building, in order to support local economies and improve life chances in communities.</p>	<p>As per line above.</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>The Programme seeks to find innovative solutions to new societal changes.</p>	<p>As per line above</p>
<p><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</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?
<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>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</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>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</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?**

<p>The CCR Regeneration Plan along with the following:</p> <ul style="list-style-type: none"> <li>• The Wellbeing of Future Generations Act;</li> <li>• The Social Services and Wellbeing (Wales) Act;</li> <li>• Prosperity for All;</li> <li>• Growth &amp; Competitiveness Commission Report Review and Recommendations;</li> <li>• Cardiff Capital Region "Powering the Welsh Economy";</li> <li>• Equality Act 2010; and</li> <li>• Welsh Language (Wales) Measure 2011</li> </ul>
---

**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?**

<p><b>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.</b></p>
--

**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	