



Swansea Bay City Region Joint Committee – 11 March 2021

## Recruitment at Risk

<b>Purpose:</b>	To update Joint Committee in respect of recruiting for regional programmes at risk, prior to the approval of business cases.
<b>Policy Framework:</b>	Swansea Bay City Deal Joint Committee Agreement.
<b>Recommendation(s):</b>	It is recommended that Joint Committee:  Review and agree the proposed officer recommendations of option 2 and option B (set out below) in respect of the recruitment of regional programme management teams at risk prior to the approval of business cases.
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### 1. Introduction

This report outlines proposed recommendations in respect of the recruiting for regional programme management teams at risk (prior to the formal approval of business cases).



## 2. Background

To support the delivery of the regional programmes (Homes as Power Stations, Digital infrastructure, and Skills and Talent), it is proposed that regional project management teams are recruited into prior to the formal approval by Welsh Government and UK Government.

Swansea Bay City Deal funding is released on the successful approval of programme business cases by both Welsh and UK government. Programme expenditure incurred prior to successful approval is done so at risk to the project lead authorities and programme partners. Financial risk is exposed should recruitment occur prior to the formal approval of programme business cases, as fail of approval would require Project Lead Authorities to support the funding gap created.

Details of the options in respect of regional programme management team structures, with estimated costs for consideration, are detailed below:

### Option 1 – Do minimum

This option outlines no further recruitment on regional projects until formal approval of Programme business cases by both Welsh and UK Governments.

<b>Option 1 - Do Minimum</b>		
<b>Project</b>	<b>£</b>	<b>Notes</b>
HAPS	0	NPT funding form core staff.
<u>Digital Infrastructure</u>		
Project Manager	79,000	
<u>Skills and Talent</u>		
Regional Partnership Manager (0.5 FTE)	34,000	
<b>Total</b>	<b>113,000</b>	

Option 2 – Partial Recruitment

This option outlines partial recruitment on regional projects to support the delivery of the programmes, with further recruitment to full management teams instigated on formal approval of Programme business cases by both Welsh and UK Governments.

<b>Option 2 - Partial Recruitment</b>		
<b>Project</b>	<b>£</b>	<b>Notes</b>
<u>HAPS</u>		
Project Manager	<b>52,000</b>	
<u>Digital Infrastructure</u>		
Project Manager	79,000	
Regional - Digital Officer	62,000	
Regional - Digital Officer	62,000	
Total	<b>202,000</b>	
<u>Skills and Talent</u>		
Regional Partnership Manager (0.5 FTE)	34,000	
Programme Manager	46,000	
Total	<b>80,000</b>	
<b>Total</b>	<b>334,000</b>	

Option 3 – Full Recruitment

This option outlines full programme management team recruitment on regional projects to support the delivery of the programmes prior to formal approval of Programme business cases by both Welsh and UK Governments.

<b>Option 3 - Full Recruitment</b>		
<u>Project</u>	<u>£</u>	<u>Notes</u>
<u>HAPS</u>		
Project Manager	52,000	
Business Engagement Officer	46,000	
HAPS Coordinator	42,000	
Total	<b>140,000</b>	
<u>Digital Infrastructure</u>		
Project Manager	79,000	
Regional - Digital Officer	62,000	
Regional - Digital Officer	62,000	
Local - Digital Delivery Officer	51,000	
Local - Digital Delivery Officer	51,000	
Local - Digital Delivery Officer	51,000	
Local - Digital Delivery Officer	51,000	
Total	<b>407,000</b>	
<u>Skills and Talent</u>		
Regional Partnership Manager (0.5 FTE)	34,000	
Programme Manager	46,000	
Skill Programme Development Officer	42,000	
Career Pathway Project Officer	42,000	
Project Monitoring Assistant	38,000	
Total	<b>202,000</b>	
<b>Total</b>	<b>750,000</b>	

The above figures are based on annual indicative estimates. At present the anticipated risk associated with recruitment is expected to be 4 months, in respect of the Skills and Talent project.

<u>Projects</u>	<u>Anticipated Approval (Est.)</u>	<u>Anticipated Employee Commencement Date</u>	<u>Months at Risk</u>
HAPS	Mar-21	01/04/2021	-
Digital Infrastructure	Mar-21	01/04/2021	-
Skills and Talent	Jul-21	01/04/2021	4.00

## **Apportionment of risks**

The regional projects have acknowledged and included a programme management team within business cases to support the delivery of programmes. No regional programme business case has been approved to date and as such any recruitment will be undertaken at risk

There are two options of apportionment to the regional programme management teams recruitment equal split and apportionment based on population size;

<b>Project</b>	<b>City and County of</b>	<b>Carmarthenshire County Council</b>	<b>Neath Port Talbot CBC</b>	<b>Pembrokeshire County Council</b>	<b>Total</b>
Option A - Local Authority Breakdown - Equal Split	25.00%	25.00%	25.00%	25.00%	100.00%
Option B - Local Authority Breakdown - Per population size*	35.04%	26.78%	20.33%	17.85%	100.00%

\*Based on 2019 Mid-Year population size as per [www.statswales.gov.wales](http://www.statswales.gov.wales)

### **Option A - Local Authority Breakdown – Equal Split**

This methodology apportions the associated charge equally across the four local authorities.

### **Option B - Local Authority Breakdown – Population Size**

Using stats wales 2019 mid-year population size per local authority constituent area this methodology apportions the associated charge by percentage of population size.

It is recommended:

### **Recruitment Recommendations:**

To manage the financial risk to the Joint Committee project leads have provided a partial recruitment plan moving to full recruitment on formal approval of business cases (Option 2 – Partial Recruitment). The four regional section 151 officers advise that a partial recruitment option is more appropriate and sustainable moving to full recruitment on the formal approval of programme business cases.

### **Apportionment Recommendations**

To ensure fairness and equity across the region the regional section 151 officers recommend apportioning all associated costs with recruiting at risk using an apportionment method based on Option B population size. This will ensure authorities are only exposed to risk relevant to their population proportion.

## **5. Financial Implications**

The impact of any recruitment would support the projects with delivery and ensure that local authorities are liable for a fair and equitable proportion of cost, should approval of business cases not be achieved.

Both recommendations redistribute risks in respect of programme recruitment prior to the approval of business cases to Authorities in a fair, equitable and objective manner, in line with the core principles of the Joint Committee.

## **6. Legal Implications**

No legal implications

## **7. Alignment to the Well-being of Future Generations (Wales) Act 2015**

The SBCD Portfolio and its constituent projects are closely aligned to the Well-being of Future Generations (Wales) Act 2015 and the seven well-being goals for Wales. These alignments are outlined in a Portfolio Business Case for the SBCD, as well as in individual project business cases.

**Background papers:** None

**Appendices:** None