

17 DECEMBER 2018 MEETING

CARDIFF CAPITAL REGION BUSINESS COUNCIL - 2018/19 BUSINESS PLAN

REPORT OF CARDIFF CAPITAL REGION DIRECTOR

AGENDA ITEM: 8

Reason for this Report

1. To set out the inaugural Business Plan for the Regional Business Council for 2018/19 in accordance with the report to Regional Cabinet of 24 September 2018, which committed to contextualising the MIPIM business case and investment within a wider Business Plan.
2. To note that whilst at the time, a commitment was made to the Regional Business Council embedding the MIPIM investment within a wider Business Plan to 2021, this report instead sets out a Business Plan for just the financial year 2018-19. This still provides the wider backdrop to the MIPIM investment and some small-scale complementary activity. However, given the pervading economic uncertainty; volatility in the market; and, the synergies developing across the work of the Regional Business Council and Regional Economic Growth Partnership, a shorter-term plan is proposed, whilst the medium-term challenges and opportunities become better understood.
3. To set out the wider financial ask of the Regional Business Council in its near-full first year of operation, which in the main, comprises the MIPIM investment and, a small scale associated activities, in line with its purpose, priorities and work plan for 2018/19. To further demonstrate the 'in-kind' commitment of resources the Regional Business Council is making, by way of the time, contributions and resource inputs of its membership.

Background

4. The Regional Business Council is a key part of the City Deal governance apparatus and performs an important two-fold role: to ensure the voice and views of business shape and permeate City Deal strategy and delivery; and, to ensure that opportunities galvanised and catalysed by City Deal, can be accessed and led by business. The Regional Council has been in operation for almost one year. The Council has wisely spent the initial period, 'bedding in' – working as a team, building relationships and developing its purpose, approach and key priority areas. The Regional Business Council comprises a diverse and wide-ranging membership, covering HE, FE,

Business and Industrial representatives and trade bodies. A full Membership List for the group is attached at Appendix 1.

5. The Regional Business Council identified early on in its development, the opportunity to participate in MIPIM. The business and investment case for this was captured in a report to the Regional Cabinet in September 2018. The report established that whilst the wider Business Plan for the Regional Business Council was in development, a decision on MIPIM was needed in advance, given the timing imperatives involved. A commitment was made in the report to bringing forward the full Business Plan, containing the MIPIM investment and other plans, priorities and proposed investments to 2021. It should be noted that a significant amount of work is currently underway in preparation for MIPIM, straddling marketing, promotions, scheduling, film-making, liaison with partner regions and collaboration with the Dept for International Trade.
6. It has not been possible however to establish this medium-term outlook at this point. The market is an uncertain one and whilst the priorities established by the Business Council look and feel like the right ones at this time, the context of exiting the European Union and any associated economic instability, must be carefully monitored. In addition, the needs of business and industry are changing and as a co-ordinating voice for the business community, the importance of pivoting, nuancing and adapting at such an unusual time – must be maintained. For example, participation at MIPIM will be a first for the Cardiff Capital Region. It makes sense to take stock and review progress and opportunities following the first visit and to understand how the Regional Business Council and City Deal programmes of work are shaped and influenced by it, before making further future commitments.
7. The growing synergies across the work of the Regional Business Council and Regional Economic Growth Partnership, are a further positive feature of the City Deal partnership landscape and again, these connections and overlaps are important and must be optimised. It is for this reason and all those stated in 6 above, that, at this time, the business plan is limited to the present financial year, at the end of which, outcomes can be reviewed, with a view to establishing a more medium-term approach and outlook for the Regional Business Council.
8. The Business Plan for 2018/19 (Appendix 2) mainly centres on activity from September 2018-March 2019, given this is the period of heightened delivery activity for the Regional Business Council. The main investment and activity area set out in the Plan is the MIPIM event in March 2019. There is accompanied by small-scale but critical complementary activity, under the priority work programme headings of:
 - **Communication, Engagement and Visibility** – developing core messages, extending reach and developing the business profile of the CCR
 - **Doing business in the CCR** – setting out why the CCR isn't just open for business but why it is a great place in which to do business
 - **Promoting Challenge-led Investment** – working with partners in UK and Wales Governments and businesses across the region, to develop and enhance capability to competitively secure new and additional investment
9. The Business Plan further sets out a range of small-scale investment asks, that sit under the above headings and in addition to MIPIM, include sponsorship of and participation at Wales in London in 2019; marketing and brand development and the

undertaking of workshop activity with bodies such as InnovateUK and others, in order to make wider investment opportunities and the new ways of securing investment known, visible and accessible to business, industry and entrepreneurs.

10. Whilst the Business Plan at this time, is not the medium-term document envisaged and the acceptance that this will come in time, the Plan is coherent, organised around priority themes and sets out the in-kind resources, input and contributions from Regional Business Council members. This is important since the ability to leverage the skills, assets and expertise of the wider business community is one of the key benefits of its establishment.

REASONS FOR RECOMMENDATIONS

11. The reasons for the recommendations contained in this report are:
 - To provide Regional Cabinet with the Business Plan for the Regional Business Council in 2018/19;
 - To set out why the Business Plan is for the current financial year only and doesn't take the more medium-term review previously suggested;
 - To provide a context for the first major investment case, in attending and participating in MIPIM 2019;
 - To set out the emerging purpose and coherence around the work of the Regional Business Council, the synergies with the work of the Regional Economic Growth Partnership and the in-kind resourcing benefits achieved; and
 - To in-build the flexibility to review the Business Plan and work programme, given its inaugural status and the need to observe and respond flexibly to a fast-changing environment.

Legal Implications

12. The Joint Working Agreement in relation to the delivery of the Cardiff Capital Region City Deal, concluded on 1.3.17, envisaged the CCRC Regional Cabinet would establish a group known as the Regional Business Organisation, (now referred to as the Regional Business Council). The Regional Cabinet has not established such a group but a Regional Business Council ('RBC') has been established by third parties. It is understood that the Regional Business Council is not a separate legal entity in its own right, rather it is an unincorporated association. That is a forum/body of persons who meet from time to time with the objectives set out in the annual business plan. It is understood that the RBC is considering what form its structure should take and further developing its constitution (rules) and terms of reference. The legal status of the RBC is important in terms of considering the mechanics of awarding any funding. Normally if the CCRC was to award funding to a third party, then acting through the Accountable Body, the CCRC would require the third party to enter into a contract or grant agreement, which would set out the terms and conditions as to how the monies awarded could be used. This is important as the CCRC must ensure that any City Deal monies spent comply with the HMT and WG funding conditions, so in turn it needs to ensure that relevant conditions are passed on to third parties. As unincorporated associations have no separate legal identity, the RBC as a body cannot enter into such a contract or grant agreement. The contract or grant award would have to be made with an individual officer or officers of

the association, for example the Chair (which can expose that individual to potential personal liability). In this case it is proposed that the bulk of the funding (£30K) sought, to support the activity of the RBC to secure a CCR presence at MIPIM 2019, would not be passed to the RBC but instead the payment of the monies would be managed by the Director and made to Cardiff Council as regards the tasks involved. Only a relatively small sum, circa £5k would either be paid to the Chair on behalf of the RBC or managed via the Programme Office, for the activities listed in the RBC Annual Business plan. If any sums are paid to the Chair on behalf of the RBC then terms and conditions (reflecting the relevant WG funding conditions and dealing with other matters such as 'conflict of interests) should be attached.

13. Arrangements with the RBC should be kept under review as the RBC develops its own rules and makes further decision as to its proposed structure.
14. The arrangement with the RBC could potentially be viewed as a services arrangement but the total value of the arrangement proposed for 2018/19 is below threshold and a direct award could be made, if satisfied as to best value. This is an issue, however, that will require further consideration when considering arrangements in future financial years.

Financial Implications

15. At its meeting of the 26th March 2018, Regional Cabinet approved its Annual Business Plan in respect of 2018-19, which also included a range of budgets required to support the planned activity for that year. The Wider Investment Fund 'Top-Slice' budget was established by setting aside 3% of the Wider Investment Fund on an annual basis and is, in part, used to cover the costs and/or financial contributions to regional bodies.
16. The 2018-19 budget includes an allocation of £50,000 in respect of the Regional Business Council (RBC), however, drawdown is subject to:
 - Regional Cabinet approving RBC's business plan;
 - Regional Cabinet being clear on how RBC's planned activities, contributions and Programme of Work will support the objectives of the Cardiff Capital Region;
 - The Accountable Body understanding RBC's funding requirement and putting in the place the necessary arrangement's, which take into account the need to comply with Welsh Government funding Terms & Conditions.
17. The Business Plan attached at Appendix 2 seeks approval of £35,000 of City Deal funding in 2018/19 and comprises £30,000 in respect of MIPIM 2019 and a further £5,000 to support 'engagement and promotion' activities. This sum can be met from within the budget allocated for the Regional Business Council in the current year. However, Regional Cabinet are referred to the Legal Implications section of this report, regarding the contractual conditions required to make City Deal funding available to a third party.
18. The report outlines that *"it makes sense to take stock and review progress and opportunities following the first MIPIM visit and to understand how the Regional*

Business Council and City Deal programmes of work are shaped and influenced by it, before making further commitments.”

19. Therefore, Regional Cabinet’s 2019/20 Annual Business Plan will need to contain the appropriate budgetary provisions to support any future requests for funding. Decisions around future funding will be considered once outcomes have been evaluated and a view established around how best to take forward the work of the Regional Business Council.

Future Generations and Wellbeing Considerations / Equalities Assessment

20. Considerations relating to the duties under The Well-being of Future Generations (Wales) Act 2015 and in respect of Equality are described in Appendix 3.

RECOMMENDATIONS

It is recommended that the Cardiff Capital Region Joint Cabinet:

- a) Approve the inaugural Business Plan of the Regional Business Council 2018-19 and associated expenditure of £35,000, representing the contribution required of the City Deal to realising the objectives set out in the plan.
- b) Note that £30,000 of the £35,000 was approved ‘in-principle’ as part of the MIPIIM Business and Investment Case (Report to Regional Cabinet of 24 September 2018).
- c) Recognise the reasons for this shorter-term approach and the need to build-in the flexibility to review progress; and for the Regional Business Council to adapt and respond to uncertain conditions.
- d) Note the continued commitment to participation in MIPIIM and the hugely significant and positive work taking place to ensure it has every chance of success.

Kellie Beirne
Cardiff Capital Region Director
17 December 2018

The following Appendices are attached:-

Appendix 1 – Membership List Regional Business Council
Appendix 2 – Business Plan, Regional Business Council 2018-19
Appendix 3 – Well-being / Equalities Assessment

Background Paper

The following background paper has been taken into consideration:-

Report to Regional Cabinet, 24/09/2018 – ‘Regional Business Council - Making a Case for MIPIIM 2019 – Request of the Regional Business Council’

Regional Business Council Membership List

Neil Brierley

Chair, Cardiff Capital Region Business Council

Neil Brierley is Regional Managing Director for England and Wales for Currie & Brown. A chartered quantity surveyor and Fellow of the RICS, he is a past Chair of the RICS in Wales, past Chair of the Forum for the Built Environment, and chaired the Shadow Board which worked with the City Deal Team to put in place the CCR Business Council structure.

Huw Lewis

Finance Director and Company Secretary - Cardiff Airport

Huw joined the company as Finance Director and Company Secretary on 1st March 2016. He brings with him a wealth of financial and management experience and a proven track record of supporting organisations to achieve strategic objectives through business partnering, development of teams and analytical thinking.

Huw began his career in auditing roles overseas before moving onto financial management positions in large organisations including GE and the BBC. Most recently he was Chief Financial Officer at Pure Wafer plc.

Richard Selby

Richard Selby co-founded Pro Steel Engineering in 2012, having previously worked for Mabey Bridge for over ten years. Pro Steel Engineering is a steelwork construction services firm, working on prestigious projects such as the rejuvenation of the Olympic Park and the extension of Twickenham Stadium. The firm added a manufacturing facility in 2016 in response to demands from clients along with a multitude of additional service offerings.

In 2016, Pro Steel Engineering was named as the fastest growing firm in Manufacturing and Engineering at the Fast Growth 50 awards, and came second in the overall list of fastest growing businesses, with just 6 per cent of growth separating it from the overall winners. Pro Steel Engineering has also won a number of other high profile industry awards.

Richard became a member of the Prince's Trust Wales Advisory Council in 2017 and Pro Steel Engineering has recently embarked on relationships with local colleges to provide workplace experience for students working towards their qualifications in construction and engineering. Through this, Richard hopes to encourage more young people into the industry to help reduce the skills shortage. Richard is also a Governor at Croesyceiliog School.

Richard Selby is an active member of the Welsh business community. He is a member of the IoD, the South Wales Chamber of Commerce Cardiff Capital Region Council and the CBI Enterprise Forum and has recently been appointed to the Construction Sector Group for the Learning Skills and Innovation Partnership (LSKIP) advising Welsh Government.

Karen Wenborn

Karen is a customer experience professional with a passion for embedding the voice of the customer at the heart of an organisation championing change and driving a holistic view of customer

experience across all touch points. Karen's career in customer service spans 25 years and she has worked with blue chip companies such as Barclaycard, T-Mobile, Dyson, Dwr Cymru and Aviva.

Ann Beynon OBE Ann has held major roles in the private and public sectors. As BT's Director for Wales until July 2015, she was the company's senior representative, overseeing its commercial and policy agenda in the country. This required in-depth knowledge of all aspects of BT's commercial activities across all its lines of business and engagement with BT's central policy, public affairs and CSR teams. Ann managed BT's relationship with the Welsh Government and all key opinion formers.

She is currently Severn Trent Water's Senior Advisor on Welsh Affairs.

She is also a Non Executive Director of FUWIS (the Farmers Union of Wales Insurance Services).

She was the Equality and Human Rights Commission's Commissioner for Wales until May 2016, and sat on its UK Board and its Audit and Risk Committee in addition to chairing the Wales committee.

Since April 2015 she has chaired the Advisory Board of the Wales Governance Centre at Cardiff University.

She chaired the Cardiff Capital Region Transition Board for the Welsh Government until May 2017 and is a member of the Welsh Government's Valleys Task Force.

Ann was appointed as HRH the Prince of Wales's Ambassador to the community in Wales in 2007, and chaired HRH's charity Business in the Community in Wales, as well as sitting on its UK board for three years.

The then Prime Minister appointed her a member of the Royal Commission on the role of the House of Lords from 1999-2000.

She has worked in urban regeneration as Business Development Director at the Cardiff Bay Development Corporation and in European and UK media policy as Head of Public and European Affairs at S4C, the Welsh Language TV channel.

Grant Santos **CEO of the Educ8 Group**

Grant has worked in the training and education sector for nearly 20 years and has developed a comprehensive understanding of the work based learning environment and the ever-evolving skills agenda. He is politically astute and plays an active role in many influential task groups including; Regional Learning Partnerships, the Valleys Taskforce and the National Training Federation for Wales, where he sits as a Board member.

Starting his career as a Trainer/Assessor for a large private training organisation based in Gwent, Grant spent a short time working in a FE institution before moving to a private training provider as Director of Operations. He joined Educ8 in 2007 where he has worked with

Colin to facilitate impressive levels of growth for the organisation and has recently progressed to the position of Chief Executive Officer.

Grant brings to VSP his experience as a qualified Peer Inspector with in-depth knowledge and experience of working with Estyn as both an Inspector and as a nominee during the inspection process. An MBA qualified management professional, he adds a strategic and operational perspective to the board and important connections across the work based learning arena.

Grant is passionate about vocational education and the quality of teaching and learning and believes that learners should be at the heart of everything we do.

Katy Chamberlain Chief Executive, Business in Focus

A chartered accountant and a graduate of Leeds and Reading Universities, Katy joined Business in Focus as Chief Executive in November 2012. Business in Focus is a not for profit organisation which provides practical support for new and existing businesses in South Wales. With a team of 92 personnel, Business in Focus delivers the Welsh Government's flagship business support programme, Business Wales and also owns and manages some 330 business tenancies across South Wales.

Katy's career with international accountancy and advisory firm KPMG spanned over 20 years, for the last seven as a director, There she led teams delivering audit, grants advisory and corporate finance services to a wide variety of businesses in Wales and across the UK, ranging from major subsidiaries of international groups to owner-managed indigenous businesses.

An experienced leader and manager, Katy is committed to people development and motivation and had a key role in KPMG, Cardiff achieving Investors in People status. In 2000 Katy's achievements were acknowledged when she became winner of the Welsh Woman of the Year Management Achievement Award.

From 2004 to 2008, Katy was a member of the Board of Trustees of Chwarae Teg, the charity which promotes the role of women in the workforce in Wales. Katy was appointed Chief Executive in April 2008. During her tenure the organisation grew from 13 to more than 60 strong, delivering the £12.5 million European and Welsh Government funded Agile Nation Project.

Katy was the President of the South Wales Society of Chartered Accountants for the year ended May 2011 and is a member of the ICAEW Wales Strategy Board. She is also a member of the Board of Governors of Cardiff Metropolitan University.

Heather Myers Director of South Wales Chamber of Commerce

Heather Myers was appointed the Director of the South and Mid Wales Chambers of Commerce in November 2016. Her appointment comes after a four-year tenure as the CEO of one of Wales' best loved events, the Abergavenny Food Festival.

With over 25 years' experience of working in the public and private sector and running her own business, Heather had a strong understanding of businesses in a number of different sectors, including challenges like recruitment, the development of skilled staff, finance and marketing.

Recently named as being one of the 50 most influential business voices in Wales, her mission is to ensure that Wales is not only seen as being 'open for business', but as somewhere that businesses can thrive and be successful, both domestically and internationally.

Heather has a strong focus on supporting and listening to the needs of Chamber members; to provide them with clarity; to be the strong articulate and independent business voice for SME's in Wales and to be the "go-to" provider for international and exporting trading, training and documentation.

The South and Mid Wales Chambers of Commerce are accredited to the British Chambers of Commerce which creates strong links to over 52 UK Chambers and over 40 overseas chambers creating a one of the most powerful membership organisations both within the U.K. and across the World.

Jo Rees

Partner, Blake Morgan

Jo is a lawyer and partner at Blake Morgan specialising in construction, infrastructure and regeneration work.

Paul Webber

ARUP

Cardiff Office Leader and Education business leader for UK, India, Middle East and Africa at Arup

Foreword – Introducing a Council, Made by Business, for Business

I am pleased to present the Cardiff Capital Region Business Council Business Plan for 2018/19 – setting out our plans and priorities for our first near-full year's operation. Whilst the final publication of this document is later in the year than anticipated, it comes at a point at which the Business Council is 'bedded in'; increasingly clear about its core purpose and priorities and supported by a system in which political direction; delivery; wider partnerships; and, the role of the City Deal Office feels strongly aligned.

The business plan represents our programme of work in 2018/19 and captures the activities we will undertake and specifically, the way in which we will support key sectors, existing businesses and play our part in delivery of the emerging Regional Industrial Plan. In view of the fact that the RBC only came together in this financial year – the plan reflects a programme of core activity from September 2018 – March 2019. This period is a busy one and activity in the main has been geared towards preparations to take an established and professional CCRC presence to MIPIM in Cannes, (le Marche international des professionnels immobilier), enhancing global visibility and reach of the region at an international-class real estate event. This plan reflects the way in which MIPIM, as a key demonstration of our ambition and drive for the region, embodies and exemplifies all three of the Key Priority Areas you will see captured in this Plan:

- ***Communication, Engagement and Visibility*** – developing our core messages, extending our reach and developing the profile of the CCR
- ***Doing business in the CCR*** – setting out why the CCR isn't just open for business but why it is a great place in which to business
- ***Promoting Challenge-led Investment*** – working with partners in UK and Wales Governments and businesses across the region, to develop and enhance capability to competitively secure new and additional investment

As Chair of the RBC, I am delighted with the way in which our small group of representatives has quickly mobilised and grasped the opportunity to work with the Regional Cabinet, key stakeholders such as the Regional Economic Growth Partnership and with the City Deal Office, which is rapidly asserting itself as a thought leader capable of creating the conditions for optimal delivery. Given this is an inaugural plan, and in view of the uncertain backdrop, it is inevitably, a plan for the short-term. However, in the medium-term, we can begin planning with greater certainty, around some major developments and programmes. In future plans you will see further evidence of our ability to work in a more integrated way with key partners, most notably, the Regional Economic Growth Partnership and businesses from across the region. To do this, we must remain flexible to embrace new opportunities; to adapt to the changing needs of business and the volatile setting that surrounds us and ready and able to capitalise on both public sector and market-driven opportunities.

Our programme of work seeks to make a contribution to the economic success of the City Deal and more, widely, the whole of the Cardiff Capital Region. In this very short period, we hope,

it begins to demonstrate how the RBC can contribute in a key way, to the kind of broad based economic development that enables good growth – smart, sustainable and for all.

Neil Brierley,
Chair – Cardiff Capital Region, Business Council

1. Introduction

Our first short period of operation, has been in the main, about laying the foundations and understanding the purpose, role and ‘fit’ of the Regional Business Council. We have invested time in developing our thinking around the following core tenets:

- **Our value-set** – we are committed to be open, inclusive and opportunity-driven – ensuring we raise the profile of the business community and ensure they feel engaged, informed and understand the routes and mechanisms through which they are best supported. Core to this is a focus on ensuring businesses don’t just survive the testing climate of today – they are equipped and prepared to thrive for tomorrow;
- **Our purpose** – to strengthen the profile of the business voice and input into the City Deal, in order that whilst it is politically-led, it is business and industry driven and delivered. We want to ensure that investment in growth is informed and shaped by business, for business;
- **Our focus** – is on the drivers for productivity from the contribution made by big industry to that made by the smallest of businesses. We will focus specifically on communications and marketing ‘reach’ and internationalisation and how we can ensure the mechanisms are in place to support businesses to participate in an increasingly competitive investment space; and,
- **Our business** – will be to help position the region’s competitive strengths, forging new partnerships, links and connections and ensuring business connections to the Welsh Government’s Economic Action Plan and the UK Government’s Industrial Strategy.

We will continue to refresh and develop our thinking. The ability to adapt and respond against a backdrop of economic volatility and uncertainty will be critical.

2. Economic context

Central Government in its Industrial Strategy for the whole of the UK, sets out the five foundations of prosperity:

- 1) Ideas – innovation-led economy
- 2) People – good jobs and better earning power
- 3) Infrastructure – upgrading foundations
- 4) Business environment – a great place to do business
- 5) Places – sharing prosperity

Similarly, in its Economic Action Plan for Wales, businesses seeking the support of Wales Government will enter into an ongoing dialogue, through a new and innovative 'Economic Contract'. This will place an onus on businesses to commit to:

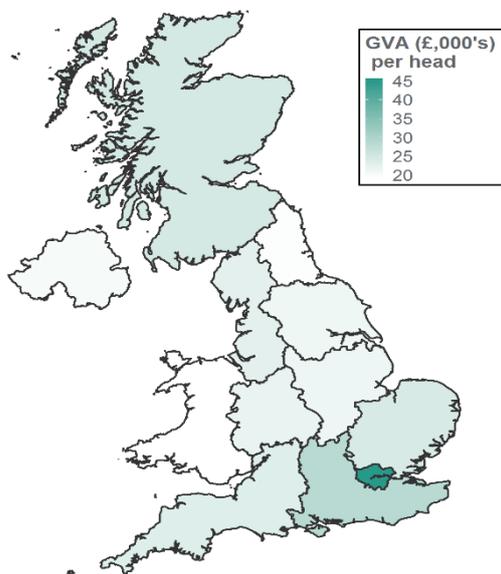
- Growth potential
- Fair work
- Promotion of health, skills and learning
- Progress in lowering the carbon footprint

Allied to this, Calls to Action identify key areas for work with businesses, ensuring commitments and activities are capable of demonstrating – efforts targeted at decarbonisation; innovation; growing exports and trade; delivering high quality and productive employment and skills and R&D intensity.

The Cardiff Capital Region City Deal is a £1.3bn investment programme aimed at fundamentally re-building the pillars of productivity in a 'lagging economy' region. Whilst the region has some strong economic advantages – both in terms of place based and sectoral strengths, as the diagram below demonstrates – it has the lowest levels of GVA per head in the UK and three of the ten Local Authority areas making up the Cardiff Capital Region, remain at the bottom of the UK Competitiveness Index.

Gross Value Added (2016)

UK NUTS1 Regions



The objectives of the City Deal are thus, to:

- Raise GVA by 5%

- Create 25,000 new jobs
- Leverage some £4bn of private investment

Within this there are two important features. The first is the mantra for 'good growth' – growth that does good because it is genuinely smart, inclusive and sustainable. The second, is the potential created around the UK Government's target to raise spend on R&D by 2.4% of GDP by 2027. This represents an ambitious step-change and would see the UK on par with other OECD countries. This is significant for Wales and the CCR for four reasons:

- 1) Wales accounts for only 2% of all UK business spend on R&D
- 2) Firms that are investing in R&D have higher productivity (13%) than businesses where there is no investment in R&D
- 3) Whilst Wales is only slightly behind the vast majority of English regions, it has more micro-businesses innovating and with innovation potential, than both Scotland and Northern Ireland, but is hugely undersubscribed when it comes to take up of R&D tax credits
- 4) Exit from the EU will be an important factor on the horizon when it comes to influencing R&D businesses' decisions to invest in the Cardiff Capital Region

3 Our Core Priorities

There are a number of Wales and Central Government Programmes and levers, aimed at promoting business innovation activity – R&D Tax Credits, Patent Box, Smart Cymru, Small Business Research Initiative (SBRI) and the Industrial Strategy Challenge Fund calls by funding bodies such as InnovateUK. We have started to develop our relationship with InnovateUK's Manager for Wales and a major focus of our work will be to engage key stakeholders, investment bodies and other partners, to promote the opportunities that can assist in supporting business innovation in the CCR. We will work with Innovate UK, WG Innovation Team, Innovation Point, Universities and others, to ensure that businesses have clear signposting and full access to the information, advice and support they require.

In addition, it is clear that much of the above information has little visibility within the business community. The fact that a number of the investment sources and opportunities are now 'challenge-led and driven' and thus, competitive across city regions and place, requires real work to highlight and communicate and ensure businesses are equipped. Equally, marketing the region as not just a great place to do business, but as a space that embraces innovation and has core innovation strengths, is a further critical task. Our 'brand' and identity needs a core value proposition and our work seeks to make a contribution to this.

In addition we recognise that there are major barriers to progress for all businesses across the region. The two that have been highlighted to the Regional Business Council, repeatedly, are: access to patient finance and addressing significant skills gaps and shortages.

Arising from this our priorities for 2018/19 and highly likely to remain a feature beyond are:

- 1) **Communication, Engagement and Visibility**
- 2) **Doing business in the Cardiff Capital Region**
- 3) **Promoting challenge-led investment**

4 **Work Programme 2018/19**

The following areas and activities below set out our substantive work programme for 2018/19.

- 1) **Communication, Engagement and Visibility** – we are committed to extending the reach of the CCR and specifically, the CCRCD and strengthening business engagement and involvement. We will:

Do what	By when	With whom & how	With what investment?
Develop the foundations of a strategy for comprehensive and ongoing engagement with businesses across the CCR	End of March 2019	In conjunction with SW Chamber of Commerce and through making links and connections with local business organisations	This will require £3k investment to run workshops and this will be met in full by the RBC leveraging existing connections and committing their own time to running sessions, collating information and brokering relationships
Sponsor and promote CCRCD at Wales in London Week in March 2019	End of March 2019	March 2019. Participate in and promote the region through panel sessions, roundtable and marketing at Wales in London Week 2019	This will require £3k in total. This will be split across City Deal and RBC Member attendance in kind
Elevating knowledge of City Deal across the region and making information as open and accessible as follows	End of March 2019	Via Effective Communications, new City Deal website up and running with improvement and iteration ongoing Articles in business & trade press	No further investment required at this time In kind contribution of CCR BC Chair

		between November 2018-March 2019 by the Chair promoting CCR BC and CCRCD	
TOTAL INVESTMENT REQUIRED			£6,000
IN-KIND CONTRIBUTIONS OF CCRBC			£3,000
INVESTMENT CONTRIBUTION OF CITY DEAL			£3,000

2) **Doing business in the Cardiff Capital Region** – we want to establish ‘brand value’ of the Cardiff Capital Region and its City Deal, creating and spreading awareness and developing its international profile and presence. We will:

Do what	By when	With whom and how	With what investment
Participate in MIPIM 2019 in Cannes, France*	March 11-15 2019	With Cardiff Council, Wales Office, Dept for International Trade and range of private sponsor partners and CCR City Deal: <ul style="list-style-type: none"> • Develop MIPIM investment prospectus • Secure places, bookings and accommodation • Develop features for Dept for International Trade Prospectus • Feature in Panel debates • Host investor sessions • Marketing and Brand promotion 	City Deal investment of £30k agreed by Regional Cabinet in Sept 2018 It is estimated that with the wider support of sponsors, holding sessions to promote and market the City Deal at MIPIM (for example the Blake Morgan event, the ARUP breakfast etc) this equates to an estimated £5k contribution from RBC members).

TOTAL INVESTMENT REQUIRED			£35,000
IN-KIND CONTRIBUTIONS OF CCRBC			£5,000
INVESTMENT CONTRIBUTION OF CITY DEAL			£30,000

*See Report to CCRCD Cabinet of 24.08.18

MIPIM – the most significant activity in 2018/19 will be investment in, preparation for, and attendance at, MIPIM. CCRBC believes this to be a pivotal investment in building the profile and visibility of the CCR on a significant and international stage, to creating investment opportunities for businesses and to expanding the reach and influence of the CCR as a major player in the global real estate scene. The opportunity is to position the region as a serious and credible contender for inward investment and development and to make connections within the international investment markets. MIPIM offers the Capital Region the potential to:

- *Showcase the skills and investment potential of the Region to over 26,000 participants, including circa 5,000 investors*
- *Identify potential partners from over 4,800 developers*
- *Gain international exposure via circa 500 journalists*
- *To also see what other Regions across the UK are doing and opportunities for future collaboration and partnerships*

3) Promoting Challenge-led Investment – there is a clear need to ensure businesses are supported and equipped to compete in an investment space that is governed by the ability to respond to challenge calls and to compete for challenge prizes, such as the £6.4bn annual Industrial Strategy Challenge Fund. We will:

Do what	By when	How and with whom	With what investment
Develop the relationship with WG Innovation Team and UKRI? Innovate UK (Wales) to engage businesses in challenge-driven investment opportunities and promotion of opportunities around R&D target	End of March 2019	With: InnovateUK Manager for Wales, WG SBRI Programme, Smart Cymru, Innovation Point and partner Universities How: holding the first of three workshop sessions on SBRI Opportunities for Business and InnovateUK –	£2k for venue, administration and support. £2k worth of in-kind support provided by the RBC members who will facilitate the sessions and broker networks and support.

		investment opportunities for business in late February 2019	
Support the REGP in the production of the Regional Economic Plan and the formation and implementation of the Investment and Intervention Framework and the Three Funds proposal to emphasise the importance of challenge-led approaches	End of January 2019	To work with support, be a consultee and major stakeholder to the emerging Regional Industrial Plan	None required
Attend and participate in the UKRI Wales launch in Cardiff in December	December 2018	To represent and be a visible presence at the UKRI Wales launch with Sir Mark Walport in December 2018	None required
TOTAL INVESTMENT REQUIRED			£4,000
IN KIND CONTRIBUTIONS OF CCRBC			£2,000
INVESTMENT CONTRIBUTION OF CITY DEAL			£2,000

5 Next Steps

The above Work Programme and wider Business Plan sets out our undertakings and activities in the short-term. This will provide a solid foundation upon which to work and build for the medium-term and it is anticipated that forthcoming Business Plans, whilst likely to continue the themes and priorities featured in this inaugural plan, may be subject to change and adaptation. Once better certainty is achieved, future plans will become more expansive, longer-term and ambitious. The forward external environment is a changeable and unknown one – and at the same time, the pace and intensity of City Deal development, is growing all of the time. What is clear is that we stand on the cusp of a number of exciting and game changing challenges and opportunities. We recognise that this means our plans and programmes of work cannot stand still and will need to evolve and adapt as the opportunity pipeline and the market backdrop requires. Whilst our function as a business council cannot be static - what needs to remain a constant is our commitment to engaging businesses and supporting them to step up to the significant challenges and opportunities upon us – many of which are set out in this first business plan.

As the Business Council, for the Cardiff Capital Region, we commit to promoting and optimising the opportunities that can help grow strong and prosperous places, support good growth and leverage our existing distinctive assets, companies, entrepreneurs and businesses. In time, we will focus more closely on opportunities to widen the scope of our work and develop deeper frameworks, building on the solid foundations that our sister body, the Economic Growth Partnership is creating.

There are firstly, practical and pragmatic steps to take and our hope is that this inaugural Business Plan marks the first stages of an approach that allows business to capitalise on the opportunities in the region. By business, for business.

.....

Future Generations Assessment

Name of the Officer completing the evaluation: Kellie Beirne Phone no: 07826 9219286 E-mail: kellie.beirne@cardiff.gov.uk	Please give a brief description of the aims of the proposal Setting out the wider RBC Business Plan for 2018/19
Proposal: Regional Business Council Business Plan 2018-19	Date Future Generations Evaluation form completed: 17 December 2018

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The proposal relates to building the brand, comparative advantage and profile of the region in a global context	The proposal has been led and shaped by the Regional Business Council. This demonstrates partnership, collaboration and a business-led proposition based on strong knowledge of regional strengths.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Not directly applicable at this early stage, however some of the work with IUK will involve encouraging businesses to engage more fully with Grand Challenges of the Industrial Strategy Challenge Fund. One of these challenges is Clean Growth and	

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?
	opportunities for business to pioneer the green and clean growth agendas.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Developing the conditions, through new links and networks – and opportunities for future engagement – will make a contribution to prosperity, which in turn will support wellness and wellbeing.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The report seeks to position our region and its competitive strengths – economic and wider and will seek to yield demonstrative legacy benefit for the country as a whole.	ROI assessments and expert advice on how to leverage opportunities and optimize the time and contacts made through the various events and initiatives
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Attending MIPIM to promote the CCR will see us play a stronger part in developing the economic wellbeing of our region and country, thus impacting social and community objectives. It will help make our country feel more connected and outward looking.	Develop the legacy impact of the event, sustaining new connections, sharing great practice and potentially securing propositions and deals that support economic growth.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Our City Deal is uniquely Welsh – but pitches towards being world leading in areas of competitive strength. This enables a strong reflection on our rich culture and heritage.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	City Deal is about delivering as far as possible across 10 LAs and a population of 1.5m people. It is about economic gains – but importantly how this will convert as tools for improving people's lives.	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Attendance at MIPIM/ WiL Week and other events and activities starts to build and enhance the reputational profile of the region – the benefits of which should demonstrate longevity and added value</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The events will be shaped through a consortium approach comprising partners, the 10 LAs, including 'lead' LA Cardiff Council and business sponsors.</p>	<p>Much of the involvement will be coordinated through the Regional Business Council to maximize reach and impact and benefits for businesses in the region.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Engagement events will be staged in the run up to the events.</p>	<p>The RBC will demonstrate the 'reach' of its engagements</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Ensuring we have strong trading relationships post-Brexit will be critical to our economic viability in the medium and long-term</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The RBC is a non-public body seeking to demonstrate its commitments to sustainability and wider wellbeing goals, through its work with the CCR CD.</p>	

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

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 proposal is about attendance and support for national and international events. The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.	None arising at this time.	
Disability	The expectation is that the plan will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.	As above	
Gender reassignment	The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.	As above	
Marriage or civil partnership	The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.	As above	
Pregnancy or maternity	The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.		

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?
Race	The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.		
Religion or Belief	The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.		
Sex	The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.		
Sexual Orientation	The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all.		
Welsh Language	The expectation is that this will yield opportunity, new connections and networks that if leveraged comprehensively – should foster opportunity for all and in particular, raise the international profile of the Welsh language	Not at this time but the situation will be kept under review.	

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

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

Safeguarding	Not directly relevant –however, building the future economy should have a profoundly positive impact on ability to safeguard the future of our residents		
Corporate Parenting	Not directly relevant – however building strength in the economy should create opportunities for all of the young people entrusted in our care		

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

- Evidence and data from other cities, regions and countries
- Evidence from Cardiff Council and their previous endeavours
- New data emerging from the ISCF and Innovate UK about engagement

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 plan for beyond 2018/19 will continue to be shaped over the coming weeks and months. The process will be an iterative one and this will be reflected in the continued work across City Deal, the business council and the wider business community.

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

The impacts of this proposal will be evaluated on:	Before end of March 2019
--	--------------------------