

# CARDIFF CAPITAL REGION JOINT CABINET

## REGIONAL CABINET MEETING

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### REGIONAL ECONOMIC GROWTH PARTNERSHIP

### REPORT OF COUNCILLOR HUW THOMAS

### AGENDA ITEM: 4

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#### Reason for this Report

1. To approve the composition of the Regional Economic Growth Partnership.
2. To delegate authority to officers to establish the Regional Economic Growth Partnership and to undertake the recruitment process.
3. To agree funding for the Regional Economic Growth Partnership.

#### Background

4. A report was tabled to the Shadow Cabinet on 21<sup>st</sup> October outlining a proposed approach for the development of the Regional Economic Growth Partnership (REGP). The report recommended that the Cardiff Capital Region Shadow Joint Cabinet approve that officers are instructed to develop detailed proposals for the REGP.
5. Subsequently a further discussion was held at the Shadow Cabinet meeting of the 23<sup>rd</sup> February where a proposal was outlined to appoint external support as an interim body to further establish and approve principles for the REGP based on consultation with key stakeholders in the city-region.
6. Following this approval was provided on 30<sup>th</sup> March by Chief Executives for Centre for Cities to be appointed to lead this process.

#### Issues

7. Following appointment, the Centre for Cities began a consultation process that included representatives of local government, Welsh Government, business, higher education, third sector groups and employee groups.
8. A proposal for the establishment of the REGP was produced and has been attached as Appendix 1.
9. The document proposes that "The Partnership will directly advise the Joint Cabinet, who should be formally obliged to consider this advice. Whether the Cabinet chooses to act or not to act in accordance with the

REGP’s guidance they should clearly and publicly state why they have chosen to do so.”

10. In summary the proposal suggests that the REGP should adopt the following roles:

- Reviewing and commenting on the Regional Economic Strategy
- Providing review and challenge to investment decisions
- Providing an advocacy role
- Promoting the uptake of external funding sources
- Providing advice on proposed interventions
- Acting as a named consultee for the Cardiff Capital Region Cabinet

11. The Board will consist of a Chair and between 6 and 12 members. Collectively, the Board’s membership should cover the following areas:

**Proposed Board Composition**

| <b>Stakeholder group</b>       |  | <b>Suggested number of reps on board</b> |
|--------------------------------|--|--|
| <b>Private sector business</b> | <i>Representing businesses of all sectors and sizes</i>                                      | 5  |
| <b>Employee bodies</b>         | <i>Representing employees in all sectors and types of company</i>                            | 1  |
| <b>Local government</b>        | <i>Representatives from the Joint Cabinet</i>  | 2  |
| <b>Education and skills</b>    | <i>Representing higher and further education, skills and training</i>                        | 2  |
| <b>Third sector</b>            | <i>Representing social enterprise, community development, charities and voluntary sector</i> | 1  |

12. The final number will be dependent upon the appointment process, as it is suggested that the final composition will need to ensure the collective skill-set and experience of the Board covers a collective selection criteria. The REGP’s business representatives may also be members of the Regional Business Organisation, but this is not required.

13. It is proposed that Chair should be appointed on a two year fixed term basis with the maximum number of terms limited to two. The time commitment is assumed to be an average of one day per week, but this will be linked with specific requirements of the REGP and may be flexible. The proposed annual cost for supporting the Chair, and other associated REGP costs, is £30,000. This is based on a review of UK

LEPs, Growth Partnerships and TFL. The remuneration of the Chair will be negotiated but will be limited by the resource allocated to the REGP.

14. The Chair will be responsible for:
  - Leading the Partnership, ensuring it fulfils its responsibilities
  - Chairing meetings of the REGP Board, collating views expressed by each stakeholder group and where necessary arriving at a consensus
  - Communicating and representing the recommendations of the Partnership to the Cardiff Capital Region Cabinet
  - Being a figurehead and champion of the city region both nationally and internationally, on behalf of the Partnership and the Joint Committee
15. The Chair will be appointed on Nolan principles, including an open advert. The process will be overseen by the Regional Cabinet and the final decision on who to appoint should be theirs. A draft Job Advert is included in Appendix 1.
16. The appointment process of the board will follow a similar process, will be conducted by officers (see recommendation B) and the REGP Chair (one appointed) and recommendation made to the Regional Cabinet, for approval, of the most suitable candidates to appoint.
17. Additional support for the REGP would also be provided by the City Deal Programme Office.
18. Further details can be seen in Appendix 1 attached.

### **Next Steps**

19. The next steps would involve advertising the role for Chair. This process would be:
  - Regional Cabinet to approve proposed recruitment process as based on the process outlined in Appendix 1 and as further specified in the body of this report.
  - Finalise advertisement.
  - Advertise position for 2 weeks
  - Appointment Panel to meet to undertake shortlisting assessment
  - Appointment Panel to meet to undertake interviews of shortlisted candidates and to agree a preferred candidate
  - Report submitted to Regional Cabinet to approve the appointment of the preferred candidate as Chair of the REGP and to confirm the start date of 2-year fixed term of office
20. The Chief Executive in consultation with the Chair of the Regional Cabinet and the political lead for the Regional Economic Growth Partnership will agree an appointment panel (referred to in the above

paragraph) comprising of up to five Leaders within the city-region, and appropriate officials.

21. It is anticipated that this process will take approximately 6 weeks to undertake following approval.
22. A similar process will then be undertaken for the appointment of the REGP board with a report being submitted to the Regional Cabinet to approve the appointment of the proposed Board Members, identified through the appointment process. .

### **Reasons for Recommendations**

23. To enable the establishment of the Regional Economic Growth Partnership based on the principles outlined.
24. To enable the recruitment process to begin.
25. To approve funding for the Regional Economic Growth Partnership

### **Financial Implications**

26. The Regional Cabinet approved budget for 2017/18 includes £331,297 to fund expenditure associated with a range of Regional Bodies set-up to support the work of Joint Cabinet. Within that sum, a budget has been allocated in respect of the Economic Growth Partnership which can accommodate the up to £30,000 funding request outlined in this report. As the post is to be advertised for a fixed period of 2 years, a similar sum will need to be committed against the 2018/19 budget.

### **Legal Implications**

27. The Joint Working Agreement dated 1st March 2017 ('JWA'), served to establish the Regional Cabinet and set out its terms of reference. The JWA provides (clause 10.19) that the Regional Cabinet shall establish, as soon as is reasonably practicable, the Regional Economic Growth Partnership ('REGP'). The JWA further provides that it is a matter for the Regional Cabinet to establish the membership, rules of procedure or terms of reference for any group it establishes and to clarify the group's respective role and scope of delegation (if any). In this case it is understood that the Regional Cabinet will not be delegating any of its functions to the REGP. The REGP will act as a consultative and advisory body to the Regional Cabinet. It is important to note that the decision to create the REGP, as a consultative and advisory body, will give rise to the legitimate expectation that the Regional Cabinet will take into consideration the views of the REGP when making decisions.
28. The Regional cabinet will need to be satisfied that it can meet all the costs of the REGP from its Annual Budget
29. Legal advice should be sort on the proposed terms and conditions of those appointed to the REGP Board.
30. In considering this matter regard should be had, amongst other matters, to:

(i) The Councils' duties under the Well –being of Future Generations (Wales) Act 2015 and;

(ii) Public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: a. Age; b. Gender reassignment; c. Sex; d. Race – including ethnic or national origin, colour or nationality; e. Disability; f. Pregnancy and maternity; g. Marriage and civil partnership; h. Sexual orientation; i. Religion or belief – including lack of belief.

## **RECOMMENDATIONS**

It is recommended that the Cardiff Capital Region Joint Cabinet:

- a) Approves the proposal attached as Appendix 1 outlining the principles and composition of the Regional Economic Growth Partnership ('REGP').
- b) Delegates authority to the Chief Executive of Cardiff Council, in consultation with the City Deal Programme Director and the Accountable Body (i) to undertake the recruitment exercise for the appointment of the Chair and the Board members of the REGP and (ii) to report back to Cabinet with recommendations as to the most suitable candidates to appoint, for Cabinet's approval.
- c) Delegates authority to the Chief Executive of Cardiff Council, in consultation with the Chair of the Cardiff Capital Region Cabinet and the lead member for the Regional Economic Growth Partnership, to select the appointment panel referred to in this report
- d) For this and the next financial year, allocate funding of up to £30,000 per annum to support the establishment of the Regional Economic Growth Partnership, with on going financial support for the REGP being considered by the Regional Cabinet when setting its Annual Budget.
- e) Delegates authority to the Chief Executive to determine the remuneration package for the Chair in consultation with the Chair of the Regional Cabinet and the lead member for the Regional Economic Growth Partnership.

**Councillor Huw Thomas**  
**Leader, Cardiff Council**  
**10<sup>th</sup> July 2017**

*The following Appendix is attached:*

Appendix 1 – REGP proposal

## APPENDIX 1 – REGP PROPOSAL



### Cardiff Capital Region City Deal

# Cardiff Capital Region Economic Growth Partnership Proposal

This document sets out the proposed approach to establishing the Regional Economic Growth Partnership (REGP), its remit and position within the Capital Region structure. The proposals are based on a series of conversations between Centre for Cities and key stakeholders across the region, including business, employee bodies, local government, education and skills and the voluntary sector. They are also based on Centre for Cities' experience working with other city regions across the UK and their body of research looking at urban economies.

There is a high level of interest in the Partnership from all stakeholders and keenness to be engaged in its establishment and represented on the Board. There is agreement for the need for an Economic Growth Partnership.

However, there is concern the REGP will become 'a talking shop' whose guidance is not seriously considered. To be credible the Partnership must be shown to be effective and beneficial to the region.

#### **1. The role and remit of the REGP**

The Partnership will directly advise the Joint Cabinet, who should be formally obliged to consider this advice. Whether the Cabinet chooses to act or not to act in accordance with the REGP's guidance, they should clearly and publicly state why they have chosen to do so.

It is important the Partnership does not have a political agenda and its membership must be diverse. The Board must be outward-looking and well-connected beyond the city region, and beyond Wales. This will enable it to bring expertise, and investment, into the region, and to draw on the experience and resources of other places.

## Role description of the REGP

The REGP will be responsible for:

- Reviewing and commenting on the Regional Economic Vision and Strategy of the Cardiff Capital Region
- Providing review and challenge to City Deal Investment Fund decisions
- Providing an advocacy role, promoting the Region as a prime investor and visitor location and working with partners to increase the value and quality of inward investment
- Promoting the uptake of external funding sources across the city-region
- Providing advice on proposed interventions from other stakeholders including Welsh Government
- Supporting the co-ordination of city-region activities and alignment of overall city-region objectives
- Acting as an interface with the Capital Region Business Organisation
- Acting as a named consultee for the Cardiff Capital Region Cabinet
- Acting as an interface with other UK city deals and regional economic growth partnerships, working with these other cities to share experiences, expertise and resources
- Acting as a focal point for collating and sharing economic knowledge and intelligence in the region and co-ordinating the research needs of the Cardiff Capital Region Cabinet. The REGP will not produce research itself, but co-ordinate, collate and use research with support of the city-region's university sector.

### Proposed composition of the REGP Board

The Board will consist of a Chair and between 6 and 12 members. Collectively, the Board's membership should cover the following areas:

| Stakeholder group       |  | Number of representatives on Board |
|-------------------------|--|------------------------------------|
| Private sector business | <i>Representing businesses of all sectors and sizes</i>                                      | 5                                  |
| Employee bodies         | <i>Representing employees in all sectors and types of company</i>                            | 1                                  |
| Local government        | <i>Representatives from the Joint Cabinet</i>  | 2                                  |
| Education and skills    | <i>Representing higher and further education, skills and training</i>                        | 2                                  |
| Third sector            | <i>Representing social enterprise, community development, charities and voluntary sector</i> | 1                                  |

There must be a degree of flexibility in the number of members representing each group, to ensure the collective skill-set and experience of the Board is suitable. Some members may have experience working in multiple areas and can therefore represent more than one.

The Regional Business Organisation (RBO) will advise the REGP on issues related to economic growth, drawing on their wide representation of private sector business in the region. The REGP's business representatives may also be members of the RBO, but this is not required.

## 2. Selecting the REGP Board

### Selection process of Board members

The selection process must be open and transparent, accompanied by the selection criteria listed below. The appointment process should be overseen by the Joint Cabinet and the REGP Chair, if they have already been selected.

1. Advertise Board membership roles
  - Create an advert for the Board membership roles including the selection criteria and role description (given above)
  - Share advert publicly and openly to encourage a diverse range of applications
  - Make each stakeholder group aware of the roles available and ask each group to use their networks to promote the membership positions and encourage their preferred candidates to apply
  - Ask the Regional Business Organisation to encourage their preferred representative of private sector business to apply
2. Consideration of application process overseen by Joint Cabinet (or Joint Cabinet nominees for the process), and REGP Chair if appropriate
  - Assess each applicant against the selection criteria and role description, considering which roles they would be best suited to carry out
  - Keep in mind the collective set of skills and experience of the Board
  - Select a short list of the best applicants
  - Interview short list
3. Select most suitable candidates
  - Select a group of Board members who collectively have all the required skills and experience, and can therefore fulfil the remit of the Board

The two local government representatives will be selected separately, nominated by the Joint Cabinet.

## **Selection criteria of the Board membership**

Collectively, the Board should have the following knowledge, skills and experience:

- Understanding of the economy and politics of the city region and Wales
- Understanding of economic growth and policy beyond the region, and beyond Wales. The membership must have an outward-looking mind-set which draws on other regions' experiences.
- A wide network of contacts across the UK and internationally
- Experience of analysing and assessing commercial, technical and financial information in order to provide quality advice to public sector decision-makers
- Experience of providing evidence-based and impartial advice on projects and initiatives, particularly in relation to their viability and impact on economy and employment issues
- Experience of working on Inward Investment strategies and campaigns and willingness and ability to participate in Regional campaigns and in the nurturing of potential investment opportunities
- An understanding of the key growth sectors for the Region as identified by the Growth and Competitiveness Commission

In addition the Board must be as diverse – socially, sectorally and geographically – as possible given the criteria set out above.

### **3. The Chair of the REGP**

The Chair should be appointed on a two year fixed term basis with the maximum number of terms limited to two. The time commitment, whilst flexible, is assumed to be an average of 1 day a week, though the level of commitment will fluctuate across the term.

The proposed annual costs for the Chair and other REGP costs is £25,000 - £30,000. This is based on review of various remuneration packages of UK LEPS, Growth Partnerships and TFL. This will ensure the role is competitively remunerated, at a level which reflects the significance of the role.

#### **Role description of the REGP Chair**

The Chair will be responsible for:

- Leading the Partnership, ensuring it fulfils its responsibilities
- Chairing meetings of the REGP Board, collating views expressed by each stakeholder group and where necessary arriving at a consensus
- Communicating and representing the recommendations of the Partnership to the Cardiff Capital Region Cabinet
- Being a figurehead and champion of the city region both nationally and internationally, on behalf of the Partnership and the Joint Committee

If the Chair is selected prior to the Board then the role will also include selecting the REGP Board and ensuring it has the appropriate skills and experience to fulfil its remit.

#### **Selection process for the Chair**

This selection process must also be open and transparent, based on the role description (above) and selection criteria (below). The process should be overseen by the Joint Cabinet and the final decision on who to appoint should be theirs.

Similarly to the Board selection process, stakeholders will be invited to encourage their preferred candidates to apply for the role. But to ensure the process is fair, and accessible to a diverse range of applicants, it must be open.

## **Selection criteria of the Chair**

The Chair should have the following skills and attributes:

- An understanding of economic growth, and related policies, both in and beyond the region, and beyond Wales
- Ability to think strategically
- Politically astute, and able to make sense of the full context in which the REGP operates
- High level listening skills, ensuring that all internal and external stakeholders have their say and feel their views have been considered
- Ability to represent a range of viewpoints and to build a consensus
- Ability to access, build and maintain strong and effective networks and working relationships across sectors, at senior leadership level
- Strong communication and presentation skills
- Excellent advocacy skills

The Chair should have the following background and experience:

- Be a current member of the private sector business community
- Experience of working in, or with the private, public and civic sectors
- Experience of chairing organisations comprising senior stakeholders of differing views
- Extensive senior leadership experience
- Have a wide network of public, private and government contacts which extends the region and beyond Wales
- Experience of representing an organisation at a local and national level, including dealing with media attention

#### 4. Resources

The Partnership's resources will be derived from the City Deal. It is vital the REGP is adequately resourced, at a level which matches the remit given to the Board and Chair. Otherwise expectations will not be met and the Partnership will lose credibility.

The proposed resources for the Partnership are the following:

- £25,000 - £30,000 costs for the Chair and other REGP costs, as stated above.
- Administrative support for the Partnership and executive assistance to the Chair. This will be provided by the support officer in the Programme Management Office.
- Advisory support to enable the Chair, and REGP, to progress their agenda. Options for the provision of this advice need to be further explored. One possibility is for this support to come from one, or multiple, universities on a pro bono or matched funding basis.
- A broader support network providing strategic, research, policy and media (etc.) support to the Chair and Partnership. This will be provided by the Programme Office, once fully established.



## Cardiff Capital Region City Deal

# Advertisement for Chair of the Regional Economic Growth Partnership

As part of the City Deal, the Cardiff Capital Region is seeking an individual to Chair the Regional Economic Growth Partnership (REGP), which is currently being established.

The REGP will directly advise the Joint Cabinet and will be responsible for reviewing the Regional Economic Vision and Strategy and City Deal Investment Fund decisions. It will also have an advocacy role, promoting the Region as a prime investor and visitor location.

### Role description

The Chair will be responsible for:

- Leading the REGP, ensuring it fulfils its responsibilities
- Chairing meetings of the REGP Board, collating views expressed by each stakeholder group and where necessary arriving at a consensus
- Communicating and representing the recommendations of the REGP to the Cardiff Capital Region Cabinet
- Being a figurehead and champion of the city region both nationally and internationally, on behalf of the REGP and the Joint Committee

If the Chair is selected prior to the Board then the role will also include selecting the REGP Board and ensuring it has the appropriate skills and experience to fulfil its remit.

### Terms of appointment

The Chair will be appointed on a two year fixed term basis with the maximum number of terms limited to two. The time commitment, whilst flexible, is average 1 day a week, though the level of commitment will fluctuate across the term.

The role will be competitively remunerated.

### **Required skills and attributes**

The Chair should have the following skills and attributes:

- An understanding of economic growth, and related policies, both in and beyond the region, and beyond Wales
- Ability to think strategically
- Politically astute, and able to make sense of the full context in which the REGP operates
- High level listening skills, ensuring that all internal and external stakeholders have their say and feel their views have been considered
- Ability to represent a range of viewpoints and to build a consensus
- Ability to access, build and maintain strong and effective networks and working relationships across sectors, at senior leadership level
- Strong communication and presentation skills
- Excellent advocacy skills

### **Required background and experience**

The Chair should have the following background and experience:

- Be a current member of the private sector business community
- Experience of working in, or with the private, public and civic sectors
- Experience of chairing organisations comprising senior stakeholders of differing views
- Extensive senior leadership experience
- Have a wide network of public, private and government contacts which extends the region and beyond Wales
- Experience of representing an organisation at a local and national level, including dealing with media attention