

Cardiff Capital Region Business Council – Terms of Reference

Role

To provide a strong business voice to guide both the design and delivery of significant economic development and regeneration activities across the region. To bring the perspectives, priorities and ideas of business to life and work in partnership to deliver a range of outcomes that enhances the City Deal and the wider City Region and tangible business benefits.

Responsibilities

- To engage with the business community on a range of issues that are relevant to maximising their effective operation in the CCR;
- To guide the business community in coming together to influence and impact the delivery of shared priorities. Examples of this might include:
 - Mapping and analysing business support programmes and packages in the region and making suggestions and proposals for how these might be constantly improved and enhanced;
 - Running specific campaigns and lobbying to impact practical issues that impact business productivity in the region such as, subscription rates to R&D tax credits and other incentives;
 - Working with entities such as Innovate UK to engage businesses in their funding programmes and position the regions' businesses to secure more investment from the UK Industrial Strategy; and,
 - Executive education and business services, programmes and mentoring support for CCR businesses.
- To work in concert with the REGP and RSP chair to support the CCR Clusters framework and develop the focus of the RBC in line with priority sectors, focussing on the 'eco-system' conditions needed to enable clusters to thrive
- To work with local stakeholders to ensure local business groups and networks run at LA-level feel connected into the RBC and help bring to life a 'hub and spoke' network
- To work with and advise Regional Cabinet on matters pertaining to business interests and priorities and be a sounding board to Cabinet on relevant issues;
- To facilitate knowledge-sharing and best practice, exchange with peers and leading figures in the business and academic community, supporting regional initiatives and collaboration.
- To develop networking opportunities and the ability to foster local supply chains and be part of programmes to help foster innovation in public procurement
- To work with, challenge and support the Regional Economic Growth Partnership and provide advice and input on the range of business-specific issues affecting the economic health and future of the region
- To, where required and subject to annual business plan, commission research and share findings with partners, on market trends and commercial opportunities that support the prosperity, jobs and growth imperatives.

- To sell the region as a great place to live and work and align with the Cardiff Capital Region branding, marketing collateral and key messages.
- To promote visibility and independence and communicate with business partners and organisations on matters affecting their operations and productivity.
- To identify and create a platform to exploit international relationships and opportunities for the Cardiff Capital Region developing a strategy for global knowledge transfer with maximum reach.
- To develop and maintain relationships with Wales and UK governments and to build influence outside of Wales.

Funding and Support

It is proposed that the RBC submits a costed annual business plan to the CCR Director, for review and sign off by Regional Cabinet.

At the outset, it was expected the RBC become a membership organisation. At this time, whilst this option is still on the table, the early years of work and development are required to be embedded first.

The original aspiration that the Council will ultimately become less dependent on public financing and will increasingly find ways and means to source investment to further its plans. The RBC, will be tasked with developing the forward plan, including investment assumptions and opportunities.

Membership

Membership will be determined by the Chair in conjunction with the Cabinet Members for Business/Innovation. As stated above, should a viable case be made for a membership model and organisation, this will need to be considered through the relevant processes at the time.

The number of Business Council members will not exceed 12 (unless otherwise agreed by the Chair and Cabinet Members) and the quorum for any decision making will be 6. Council members would be appointed for a period of 3 years with the ability to extend terms with agreement of the Chair and Cabinet members.

Members of the Board will be active in the business community, whose daily activities expose them to genuine commercial issues and market trends. They will be either be elected to serve the bodies that they represent or appointed against a key set of skills. The skill set and proposed appointments process is at annex 1. A small number of members (max 3) with specific skills and knowledge could be co-opted in a collegiate approach as the need arose. Their term on the RBC would be commensurate to the need.

The Chair may delegate activities to task and finish groups as appropriate. These groups would work in a collegiate manner bringing in people with the appropriate skills to address issues as they arise.

Governance and Constitution

The Council will have democracy and inclusivity at its core, its membership will reflect the broad spectrum of businesses in the region in terms of geography, size of business and sector. It will embed equality and diversity in its approach

The Council will support and not duplicate the activities of other bodies/ organisations i.e. Cardiff Capital Region Regional Skills Partnership (RSP) and Business Wales and its local delivery partners.

If the Board makes a recommendation to the Welsh Government, Local Authorities or the EGP, and decisions are implemented contrary to its recommendation(s), a written explanation should be provided as to why its recommendations were not adopted.

Declarations of interest should be made as and when required and in compliance with City Deal Office procedures for formally registering such disclosures. It is a personal responsibility to register interests, which, will be subject to monitoring and review.

Confidentiality

The Chair and all Board Members are required to observe confidentiality in all matters, especially pertaining to commercially sensitive information it may receive from time to time. Members are required to act with openness and probity at all times and comply with the principles of the Code of Conduct (Local Govt Act 2000) and adhere to the Nolan Principles governing Public Life (Annexe 2)

Annex 1

RBC Members

Board members will be drawn from and represent a cross section of the local business community – it is hoped that a blended representation will ultimately be realised from SMEs and large blue chip companies alike. Ideally representation will come from sectors that have the potential to drive or support the drive for economic growth in the region and have some knowledge/ alignment with priority sectors.

Possessing the majority of the following qualities and experience will be desirable:

Knowledge, Experience and Track Record

- Successful and well respected individual within the business community, with a significant track record of organisational leadership and management at the highest level in the private or voluntary sector which has strong roots in the Cardiff Capital Region.
- Passion and purpose relating to the economic and business drivers which will enhance the vitality and competitiveness of the Cardiff Capital Region.
- Experience of working in a partnership environment with a strong commitment to and experience of collaborative and partnership working, with the business and public sector.
- Experience of serving on groups or boards of stakeholders from business backgrounds whose role is influential rather than directive.
- Knowledge of how stakeholder boards operate in an influencing but not directing role.
- Well-networked, with demonstrable links to other businesses and organisations locally and nationally.
- Several years' experience of working broadly across the Cardiff Capital Region - ideally not just focussed on a small geographic part.
- Experience of international working is desirable.
- Experience of interacting with local and national government politicians and policy makers across the Cardiff Capital Region.
- Excellent knowledge of the Cardiff Capital Region and the drivers for business.
- Knowledge of at least one speciality area for policy/activity area that businesses are passionate about.
- Proven track record of success in communicating and working effectively in cooperation with a wide range of stakeholders to engender support, developing positive personal and organisational profile, and building partnerships that add value.

Personal Style and Behaviour

- A strong commitment to, and understanding of, the Cardiff Capital Region and in particular the drivers of and challenges faced by the Region economy.
- The ability to contribute to balanced and strategic decisions, for example where there are competing priorities.
- Commitment to the success of a partnership involving business and civic leaders at Cardiff Capital Region level.
- Independently minded – providing detachment and clarity in the development of strategy and the identification of priorities.
- Willingness to provide time commitment to the Board and an appreciation of the personal development opportunity offered by the appointment.
- Personal and professional demeanour with a sense of integrity that maintains the confidence and trust of partners and stakeholders.
- Strong team based working style that engages people at all levels and engenders a positive culture.
- Knowledgeable and conversant with ESG agenda and pioneers for diversity and equality.

The application process will comprise of written EOIs to the chair who will oversee appointments in consultation with the City Deal office.

Annexe 2 – Nolan principles

NOLAN PRINCIPLES

Nolan Principles – Seven Principles of Public Life

1. The Chair shall adhere to the seven principles of public life (known as the ‘Nolan Principles’. These are:
 - i. Selflessness: Holders of public office should act solely in terms of the public interest.
 - ii. Integrity: Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
 - iii. Objectivity: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
 - iv. Accountability: Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

- v. Openness: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.
- vi. Honesty: Holders of public office should be truthful.
- vii. Leadership: Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.