

27 JUNE 2022

CCR HEADQUARTERS AND REGISTERED OFFICE

REPORT OF CARDIFF CAPITAL REGION DIRECTOR

AGENDA ITEM 9

Reason for this Report

1. To seek Regional Cabinet approval for the expanding CCR team to locate its core HQ and Registered Office in the new Social Science Research Park, 'sbarc|spark', at the Cardiff University Innovation Campus.
2. To provide an overview of the wider accommodation and agile approach to accommodating the teams, functions, partnership and stakeholders that comprise CCR, demonstrating an approach to flexibility and wellbeing – and one which seeks to utilise economic assets and resources across the region.

Background

3. CCR's core team has been based at the Tredomen Innovation and Technology Centre since 2019. Owing however to the Covid-19 pandemic, it has been largely vacant and unused since 2020. The space has served the team well for the period of occupancy and remains the Registered Office for the Cardiff Capital Region and the South East Wales Corporate Joint Committee.
4. The post-pandemic effects underline the need for a changing approach as regards the balance of office, home and local working. At the same time as which the CCR core team is rapidly growing to match the needs of a programme that has scaled up to c£260M of live investments; management of additional funding streams like SIPF; and wider leveraged investment and opportunities that continue to be developed through the networks and partners that are responding to CCR's progressive agenda. In addition to this, the requirements in respect of becoming a corporate legal entity (Corporate Joint Committee) that is centrally positioned to deliver regional public investment, call for an approach that is flexible, agile and importantly, places the team at the heart of a thriving eco-system which can grow and develop opportunity.
5. With opportunities to access R&D funds at UKG level, exemplify approaches to levelling-up, show innovation through Shared Prosperity Fund and develop new more effective ways of leveraging both domestic and inward investment – it is critical that CCR is located amongst 'like minds'. Co-locating with partners and investors, in environments in which investments are being deployed, and in

which, the best possible conditions exist to grow high value ideas and propositions, is an increasingly important undertaking. Establishing a core hub and HQ in which this can happen, alongside creation of 'outposts' across the region, which help grow local economic potential and maintain momentum around the 'Invest in CCR' brand is, a business imperative.

The Case for sbarc | spark

6. Given its stage of evolution, CCR requires more than just 'office accommodation' or a base. C£70M of investment has been injected into the new Social Science Research Park (sbarc|spark) at Cardiff University's new £300M Innovation Campus. This state-of-the-art building is a hub for Research and Innovation and adjoins the new Translational Research Hub for Compound Semiconductors. The purpose of sbarc|spark is to provide a 'collision space' for different disciplines and sectors to collaborate and bring great ideas to life. It aims to support the public, third, business and research sectors to work collectively on solving problems and creating opportunities.
7. The UK Government has set a target for big increases in public and private investment to meet the requirement for R&D intensity target of 2.4%. However, the wider tendency in UK public spending on R&D is highly geographically imbalanced. Evidence shows the Cardiff Capital Region has the second lowest level of R&D intensity of the UK regions. This is overall public and private terms because low public investment in R&D, does not catalyse the 'crowding in' effect of private investment in R&D (Prof Richard Jones 2022). In addition, a report for Nesta in 2021 'The Missing £4BN' demonstrates that Wales as a whole is missing out to the tune of c£600m per annum on R&D investment. It is clear that this has a major role to playing in solving the productivity puzzle for the region.
8. sbarc|spark is therefore set to play a critical role in 'levelling-up' R&D spend in Wales, maximising the benefits public R&D can bring, both in driving economic growth, and in supporting strategic imperatives around challenges such as the cost of doing business/ cost of living crisis – and supporting transitions to a zero-carbon energy economy. To effect change on the scale needed, national and regional government needs to work together and with other stakeholders, to more powerfully co-create the Research and Innovation Strategy Wales needs. sbarc|spark will play a significant role in capacity building in Wales and CCR is both a key contributor to, and beneficiary, of making this happen.
9. sbarc|spark provides office accommodation, co-working and agile spaces, along with access to shared facilities such as boardrooms, labs and equipment and launch space for new businesses. In addition, the businesses, research centres, data outlets and wider organisations based in the building, offer unique access to data and intelligence, knowledge exchange and transfer and the opportunity to create a whole eco-system of opportunity. It offers proximity to significant funding entities such as ESRC and Innovate UK, as well as to the research base from which many of the region's most promising innovations are emerging.
10. sbarc|spark is already home to a thriving network of organisations. Companies such as Bipsync, Simply Do Ideas and Airbus occupy space alongside the Institute of Welsh Affairs, Nesta Cymru, Y-Lab and Cwmpas (formerly Wales Co-op Centre). In addition, it is home to research centres that are key to informing

CCR's work such as WISERD, CIPR, WERU and ESRC which has a Centre for Doctoral Training operational within the building. Connected to the building is the new Translational Research Hub which fosters partnerships with national and international enterprises to promote academic-business and business-business relationships that fuel economic growth in Wales and beyond. The hub houses the Cardiff Catalysis Institute which supports world leading research in chemical sciences and the Institute for Compound Semiconductors – which continues to position the region as a global leader in next generation Compound Semiconductor technologies.

11. sbarc|spark therefore offers a unique environment for CCR. In addition to the above, it can help provide a landing space for the businesses and clusters with which we work, as well as providing deal-flow for CCR impact funds and partnerships for new programmes and ventures. The building and the outward network, relationships and ventures it will help catalyse – could play a key role in further helping CCR to occupy a central position in Wales's Research and Innovation eco-system enhancing our delivery goals and converting opportunity to economic impact across the region.
12. Whilst sbarc|spark is a building embedded in the Cardiff University Campus, this by no means suggest that CCR becomes entrenched and fixed in this space. The objectives of sbarc|spark are outward focussed – recognising that the civic mission challenge lies in the communities and businesses located across the region. For example, there is a direct synergy with the CS Foundry and cluster being built at Imperial Park in Newport; with projects to support the foundational economy such as the CCR Challenge Fund and ventures such as Zip World in Hirwaun, as well as the opportunities to bring R&D endeavours to the former Aberthaw Power Station.
13. The current cost of all accommodation/ room bookings for CCR is typically slightly upward of £22K per annum. This comprises accommodation at Tredomen which accommodates 12 desk spaces as well as room bookings for the 14 different committees, events and boards which typically take place during the year. sbarc|spark has the capacity to accommodate the wider team which has now grown to c30 members of staff as well as the various board meetings and events that are set to take place in person now that pandemic restrictions have ended. The cost of creating a HQ is estimated to be c£40K per annum on a two-year lease inclusive of furniture.

Supporting Local Enterprise

14. Aligned to this sentiment, CCR officers will continue to work in local communities, alongside the investments we are making – particularly through clusters and venues such as the CS Foundry and Catapult; the Cyber Innovation Hub; Media Cymru and Fintech Wales. It is intended to make use of LA flexible working hubs as well as those of Welsh and UK Governments.
15. In addition to this, an opportunity has arisen for CCR to be involved in development of a facility for hot-desking and meeting space at Court Road Bridgend. The venue is directly adjacent to Bridgend train station, the second busiest station in the region and is set to be an innovation space at the Old Post Office building. BIC Innovation are leading the development and have begun

feasibility work, which requires a small 'seed' contribution of c£3-5K from CCR in order to partner the scheme and therefore use the Hub ongoing for meetings, events and co-working space. No formal lease or sub-lease arrangement is required. This would be a very visible and central CCR presence in and for Bridgend and because it is linked to CCR's accommodation strategy – can help drive community enterprise around creation of new innovation spaces in the region.

Presence in Northern Valleys

16. Tredomen has provided a good setting for CCR Cabinet meetings and briefings and so the intention remains to contract with Caerphilly CBC to continue to hold in-person meetings at Tŷ Penallta. In addition to this, storage and drop-in space for CCR merchandise and equipment will be secured with CCBC.
17. This will continue to ensure a whole-CCR presence in the Northern Valleys and provide a location which is accessible to all and is sensitive to the place dynamics of the Cardiff Capital Region.

Invest in CCR

18. It is becoming increasingly clear that as CCR further develops its national identity and presence, 'competition' is not solely about 'winners' and competing with the regions of Wales or the UK – but collaboration and networks with city regions across the world. As a relatively small but highly connected region, CCR has already built a strong sense of collaborative advantage. Working closely with the Invest in Cardiff team to ensure a strong presence at global events such as MIPIM and UKREiiF, working with Global Welsh, Trade and Invest Wales, Dept for International Trade and across global University-Industry Partnerships – the emerging 'Invest in CCR' brand is already gaining traction.
19. It is therefore proposed that as funding opportunities emerge through programmes such as the Shared Prosperity Fund, priority is afforded to developing integrated place branding that works for the region year-round. In addition, as the Corporate Joint Committee gets off the blocks, a clear 'economic wellbeing' priority is emerging in relation to building the Invest in CCR brand. It is now felt to be highly likely that the UK will lose association with the Horizon Europe Science, Research and Innovation programme. This means losing full access to EU Research Framework Programmes and the funding, networks, collaboration and infrastructure they provide. Current thinking suggests UK Government will develop a replacement programme that is focussed on international collaboration with the global research community. Whatever the eventual outcome, it is crucial that CCR is on the front foot and continues to leverage relationships being newly cultivated with Catalonia Trade and Invest; those that exist with Scandinavia, Basque Region, Stuttgart and Nantes – as well as with the Indo-Pacific region, N America and Canada.
20. To this end, it is proposed that the brand, Invest in CCR occupies a small space alongside Invest in Cardiff at the Marketing Hub Cardiff Castle (the latter at no cost) – which is already used to great effect as a hub for demonstrating the regions' rich culture and heritage to prospective investors. As plans develop through future funding programmes, such as the Shared Prosperity Fund, the

Invest in CCR brand will be further developed and reinforced to work for all parts of the region.

Financial Implications

21. The report sets out proposed changes to accommodation arrangements including the establishment of a new headquarters and operational base. Alongside this, other proposals include a hot desk partnership and sharing of other work spaces across the region. Costs are estimated to be in the region of £45,000 and can be funded within the existing Joint Committee revenue budget resources

Legal Implications

22. This report sets out proposed changes to the accommodation arrangements for the CCR. As a consequence of these changes, it is anticipated that the CCR will need to enter into agreements to occupy the various accommodation secured. As the CCR is not a legal entity and cannot enter into such agreements itself, it is proposed that Regional Cabinet delegate authority to the CCR Director with the authority for the CCR Director to further sub-delegate to any other Officer of the Accountable Body to approve the terms of and arrange execution of any such agreements.

Well-being of Future Generations (Wales) Act 2015

23. In developing the Plan and in considering its endorsement regard should be had, amongst other matters, to:
 - (a) the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards;
 - (b) 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, and;
 - (c) the Well Being of Future Generations (Wales) Act 2015. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') is about improving the social, economic, environmental and cultural well-being of Wales. The Act places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language and is globally responsible. In discharging their respective duties under the Act, each public body listed in the Act (which includes the Councils comprising the CCRCD) must set and published wellbeing objectives. These objectives will show how each public body will work to achieve the vision for Wales set out in the national wellbeing goals. When exercising its functions, the Regional Cabinet should consider how the proposed decision

will contribute towards meeting the wellbeing objectives set by each Council and in so doing achieve the national wellbeing goals. The wellbeing duty also requires the Councils to act in accordance with a 'sustainable development principle'. This principle requires the Councils to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Regional Cabinet must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, Regional Cabinet must:

- look to the long term;
- focus on prevention by understanding the root causes of problems;
- deliver an integrated approach to achieving the 7 national well-being goals;
- work in collaboration with others to find shared sustainable solutions;
- involve people from all sections of the community in the decisions which affect them.

24. Regional Cabinet must be satisfied that the proposed decision accords with the principles above. To assist Regional Cabinet to consider the duties under the Act in respect of the decision sought, an assessment has been undertaken, which is attached at appendix 1.

Equality Act 2010

25. In considering this matter, regard should be had, amongst other matters, to the Councils' duties under the Equality Act 2010. Pursuant to these legal duties the Regional Cabinet 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:

- age;
- gender reassignment;
- sex;
- race – including ethnic or national origin, colour or nationality;
- disability;
- pregnancy and maternity;
- marriage and civil partnership;
- sexual orientation;
- religion or belief – including lack of belief.

Reasons for Recommendations

26. The report sets out the proposal and rationale for establishing a new HQ and operating base/ registered office for the CCR, which seeks to make a contribution to a more fluid operating structure, at the same time, as enhancing innovation and economic impact across the region.

27. The costs associated with the proposals amount to c£45K per annum. This is within the operational and financial jurisdictions of the CCR Director.

RECOMMENDATIONS

28. It is recommended that the Cardiff Capital Region Joint Cabinet:

- (1) approves sbarc|spark as the new Head Quarters / Operating Base and Registered Office for the CCR team, with outposts in Bridgend as detailed in paragraph 15 of this report and to continue to contract with Caerphilly CBC around the use of Ty Penallta as detailed in paragraph 16 of this report – alongside the flexible use of space across the whole region;
- (2) notes the budget implications, which fall within the operational and financial designations of the CCR Director;
- (3) notes and approves the proposals to grow the Invest in CCR brand with consolidation of some key branding material into the Invest in Cardiff Marketing Hub at Cardiff Castle and approves Invest in CCR occupying a small space alongside Invest in Cardiff at the Marketing Hub Cardiff Castle;
- (4) Delegates authority to the CCR Director to approve the terms of and arrange execution of any legal agreements to occupy the accommodation detailed in recommendations (1) and (3) with authority for the CCR Director to further sub-delegate that authority to another Officer within the Accountable Body.

Kellie Beirne
Director, Cardiff Capital Region
27 June 2022

Appendices

Appendix 1 Well-being of Future Generations Assessment

Future Generations Assessment Evaluation

(includes Equalities and Sustainability Impact Assessments)

Appendix 1 FGA Office Accommodation final.docx

Name of the Officer completing the evaluation: Kellie Beirne, Director CCR City Deal Phone no: 07826 919286 E-mail: Kellie.beirne@cardiff.gov.uk	Please give a brief description of the aims of the proposal A core aim of the City Deal team is to be easily accessible for both public sector partners, academia and industry in an environment that supports cohesive and creative partnerships. Accessible, good quality accommodation enhances the working environment creating a positive delivery culture across the team.
Proposal: Office Move	Date Future Generations Evaluation form completed: 27 June 2022

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	Utilising modern accessible accommodation to host the city deal team opens up unseen channels to develop new relationships and enrich existing ones. Being accessible to all partners enables the team to work more collaboratively with stakeholders which will result in increased productivity. Ultimately leading to the team enabling the ultimate aim of growing the Region. Whilst a wholly positive effort must be made to ensure the team remains fully accessible smaller satellite hubs will be located around the region for the team to access.	The team will be operating in an agile manner so any concerns around not having access to the team will be mitigated through the team being fully mobile. The new office accommodation lends itself to developing new relationships and aligning activity to the priorities of other institutions, priorities which will positively contribute to the city deal outcomes.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience	The location of the new offices allows for the team to use public transport more easily, which in turn allows for visitors to access public transport to access the team more easily too.	Access to a limited number of car park spaces encourages officers to use public transport. Utilising modern flexible agile approaches to working, within an accessible working

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?
and can adapt to change (e.g. climate change)	Both having a positive impact on the environment and reducing carbon. There are also additional business support and academic support partners located within the building or close vicinity of the offices, developing additional resilience that enhances city deal delivery.	environment will contribute towards a more resilient Wales
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Access to central good quality office accommodation will enhance the team's overall well-being. Access to the offices becomes more affordable as travel requirements reduce, all of which enhance the work experience. This will make the team more productive, which ultimately mean the outcomes for Wales will be improved	Working with partners and the university to strengthen the support to the team will ultimately improve business opportunities and support to the whole team.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Having a central location enables all of the communities that work in partnership with the City Deal to be well connected and accessible.	Working with partners and the university to strengthen the support to the team will ultimately improve business opportunities and wider outcomes of the team.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
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		

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 more equal Wales People can fulfil their potential no matter what their background or circumstances		

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?
 Long Term Balancing short term need with long term and planning for the future	The proposal is about accessing a long-term safe sustainable environment for city deal team members. The office accommodation is carbon neutral and built to BREAM +	Continued review and evaluation of culture and needs of the project team
 Collaboration Working together with other partners to deliver objectives	The office space is in ownership of Cardiff University. Working in partnership with the institution as a delivery partner and a landlord can only enhance delivery of core objectives.	Continuing to engage with all partners.
 Involvement Involving those with an interest and seeking their views	Surveys, consultation, workshops of the team to seek their views around well-being and appropriate use of space.	Not at this time
 Prevention Putting resources into preventing problems occurring or getting worse	Having modern offices fit for purpose in a central location with appropriate facilities and technologies will have a positive impact on team morale and wellbeing.	Not at this time
 Integration Considering impact on all wellbeing goals together and on other bodies	As above	Not at this time

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	None	None arising – although particular attention will have to be paid to how the message and opportunities is conveyed as consistently as possible to all aspects of the future workforce.	Particular attention will have to be paid to how the opportunities are conveyed as consistently as possible to all aspects of the future workforce.
Disability	The facility is fully accessible with enhanced features that the previous building did not have.	As above	As above
Gender reassignment	None	As above	As above
Marriage or civil partnership	none.	As above	As above
Pregnancy or maternity	none	As above	As above
Race	None	As above	As above
Religion or Belief	The new facility has designated area's that enable officers the space and privacy to practice their religious beliefs if they so wish to	As above	As above
Sex	none	As above	As above
Sexual Orientation	None	As above	As above
Welsh Language	None	Not at this time but the situation will be kept under review.	As above

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	none	none	As above
Corporate Parenting	None	None arising	As above

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

Review of available premises
 Team preferences
 History and pattern of working patterns and the predominance of meetings held in and around the cardiff area
 The make-up of SPARK and its tenants will be a positive step in reinforcing delivery (in partnership) of the CCRC

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?

Ensure we maximise the opportunity the new premises presents for improving team cohesion, interaction and sense of belonging.
 Likewise ensuring we maximise the opportunity presented by co-location with the wide range of occupants within the building.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
N/A			

8. 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: End of the lease term.