



28 NOVEMBER 2022

**REGIONAL ECONOMIC GROWTH PARTNERSHIP - SUCCESSION
ARRANGEMENTS FOR TRANSITIONAL YEAR 2023-24**

REPORT OF CARDIFF CAPITAL REGION DIRECTOR

AGENDA ITEM 7

Reason for this Report

1. To propose an extension to the current term of membership of the Regional Economic Growth Partnership (REGP), in order to provide vital business continuity during the period of major transition (2023-24), when Cardiff Capital Region City Deal (CCRCD) is set to 'lift and shift' into the Southeast Wales Corporate Joint Committee (SEW CJC). To set out the consequences and impacts in relation to the wider governance structure and by extension, implications for Investment Panel (IP).

Background

2. The CCRCD Office administers and oversees a number of partnerships directly, in addition to the Joint Committee or, Regional Cabinet. These are set out in the Joint Working Agreement (JWA) as:
 - The Regional Transport Authority (RTA)
 - The Regional Business Council (RBC)
 - The Regional Economic Growth Partnership (REGP)
 - Programme Board (PB)
 - Regional Skills Board (RSB)
3. In addition, as new investment decisions have been made, requiring delegated authority for decision making or dedicated input into investment decisions, the following advisory boards and in two cases, company governance structures, have been created and remain operational:
 - CSC Foundry Ltd
 - Investment Panel (IP)
 - Challenge Fund Strategy Board
 - Challenge Fund Advisory Board
 - Advisory Board for Strategic Premises Fund
 - CCR Energy Ltd

- Joint Scrutiny Committee
 - Equity shares in 4 companies – wherein CCR is represented by appointed Non-Executive Directors
4. Further, cluster boards and trade bodies in which CCR is a stakeholder, require representation as well as myriad projects for transport schemes, officer groups and external boards and panels. Examples of these are: Metro Central Strategy Board, CS Connected, Cyber Innovation Hub and the S151 group. Operating in this complex and dynamic environment can be challenging. The number and complexity of partnerships now operating is unwieldy and makes for increasing levels of difficulty when it comes to sequencing contributions and expert advice ahead of key decision-making milestones. There is a significant amount of duplication and repetition in the system, and it requires a growing amount of resource to upkeep and maintain. Since its inception in December 2017, the Regional Economic Growth Partnership has played a key co-ordinating role across all these boards, groups and partnerships and has been the lynchpin of the partnership environment.
 5. Much of the above complexity legacy owes to the Joint Working Agreement (JWA), which remains unchanged from 2017 – and has now been largely outgrown. The reason for this stasis, has principally been the near-term prospect of transitioning to the new corporate structure, CJC. Whilst transition work began in earnest in 2021, this was delayed because of the CJC regulations not being fully formed and the continued work required to secure s33 (VAT) status and a range of consequential amendments, critical to lift and shift. One of the key areas of focus in the transition plan requiring substantial revision and re-purposing is governance and partnerships.
 6. In recent weeks, there is renewed momentum for CJCs and some of the most challenging issues appear to be in the process of being resolved by both Welsh and UK Governments (as per Report to Regional Cabinet and SEW CJC of 28 November 2022). This means, it is more likely that progression to CJC will either in full, or significant part, be achieved in 2023/24.
 7. Given the interregnum in which the SEW CJC could only be reasonably expected to operate in a 'bare minimum' way, there is now a huge amount of work to do over coming months and into 2023/24 in order to transition in a thoughtful, orderly and 'fit for future' way. Becoming a legal corporate 'standalone' entity means establishing new policies, procedures, staffing and resourcing – all requiring new systems, processes and support – as well as an appropriate governance and partnership environment.
 8. The CJC will require its own updated Standing Orders. This will seek to replicate the sentiment and spirit of the JWA, whilst providing for a more contemporary, relevant and fitting constitution. By itself, this will help resolve some of the issues currently experienced with an overly cumbersome governance and partnership structure – offering opportunities for appropriate consolidation. However, the CJC regulations also require a number of new statutory boards and sub-committees to be in place, such as an Audit and Governance Committee and a Standards Committee. In addition, new sub-committees should reflect the commencement duties around production of Strategic Development and Regional Transport Plans.
 9. The process of lift and shift and balancing sensitive rationalisation with the embracing of new duties and governance requirements must be carefully handled. A lack of careful planning would simply see CCR inherit a larger and more complex set of arrangements that even currently operated. As a result, it will be important to do two things simultaneously:

- i) commit time and effort to co-creating an efficient, effective and fit for purpose governance structure, in which there is a sensible balance of relevant partnerships and boards that can be enshrined in the CJC Standing Orders;
 - ii) ensure business continuity to ensure stable and continuous deliverability and confidence in the current CCRCD policy and delivery programme.
10. The issue that presents in achieving this balance, is that both these tasks rely upon the experience and expertise and advice of the Regional Economic Growth Partnership. As CCR's longest standing board charged with providing investment advice, impact monitoring and policy guidance and contributions to strategic direction setting – the REGP has been at the heart of all CCR's key developments in the last five years, from the establishment of the first Regional Economic and Industrial Plan, to the Investment and Intervention Framework, thought leadership, investment advice and key policy developments. From both REGP and the Chief Executive's Programme Board, Investment Panel has emerged and now sits at the centre of the investment development and appraisal process.
11. The majority of current REGP members have been committed for a full five-year term, which ends in December 2022. Whilst some will remain given the churn that has occurred over time, the tenure of the majority, including all of those current REGP members of Investment Panel, ends in December.
12. Achieving the objectives set out above, requires the continued input and contributions of the REGP and whilst not every current member remaining from December 2022 will wish to remain, it is clear there is a strong cohort of members who wish to further commit to the tasks set out in paragraph 9 above. The tasks being both critical to stable ongoing business operations and helping to define an optimal future operating model.

Options Appraisal

13. The CCR Governance Manager has undertaken an options appraisal on the following:
- Option 1 – extend term to coincide with CJC transition 'like for like':
 - the advantages with this include the need for business continuity, the time not being available to recruit and induct new members – as well as the need for current experience to feed into future good governance;
 - the disadvantages related to setting precedents and not having sufficient churn and turnover.
 - Option 2 – execute immediate change – ahead of CJC:
 - the advantages with this include the potential to refresh the board and membership more comprehensively and adherence to Terms of Reference;
 - the disadvantages are to business continuity; loss of experience to inform CJC and the fact the REGP may not exist under CJC in any event so such an exercise could be wholly premature.
 - Option 3 – execute a managed change – extending terms where required, introducing new members where required to achieve balance:
 - the advantages are around maintenance and continuity at a critical business time, smoother handover, the potential for a Vice Chair to help succession management and blending experience with new perspectives;

- the disadvantages could be similar to option 1 above – however with mitigation of a balanced approach.
 - Option 4 – do nothing:
 - the advantages might be seen in respect of 'business as usual';
 - the disadvantages however show a failure to act and risk reputational damage of not complying with Terms of Reference.
14. The governance team recommends Option 3 as the most optimal way of proceeding since it helps mitigate some of the short-term issues that might arise from the lack of continuity, provides a view into the future and balances experience with fresh perspectives.
15. A proposal has thus been developed, in concert with the two members of Regional Cabinet with portfolio responsibility for of REGP, that includes:
- extending the term of those wishing to remain by another 12-15 months to cover from January 2023 – the likely period of CJC transition up until the end of the financial year 2024;
 - enacting a process to recruit for the vacancies that will arise (and are known at this point) during this process, to be co-terminus with the extension period;
 - reinforcing the focus on diversity and inclusion to optimise the mix and balance of the group and the contribution it continues to make;
 - seeking Expressions of Interest at the first meeting of the new term commencing January 2023, for the 'interim' Chair (and as required, Vice Chair);
 - seeking Expressions of Interest at the first meeting for the appointment of a Vice Chair to manage succession needs (if the REGP doesn't exist under the new CJC structure, it is likely that a similar board with a similar remit will be required)
 - seeking Expressions of Interest at the first meeting for appointees to Investment Panel (to be ratified by Regional Cabinet);
 - setting out a detailed and robust work programme for ensuring the two key tasks of business continuity and future governance planning are achieved in this time – ensuring the wheels remain firmly fixed on CCRC delivery, whilst the CJC is readied to operate effectively as possible, as early as possible.
16. It is proposed that this simple process is overseen by the CCR Director, helped and informed by the current REGP chair and in conjunction with the Chair of Regional Cabinet and the portfolio leads for REGP.
17. It should be noted that whilst new IP members should be ratified by Regional Cabinet, the REGP and thus, IP meetings will need to take place before Regional Cabinet in January 2023, given the remit of the groups to provide investment advice into the process. It is suggested that nominations are agreed with the CCR Director and CCR Chair, subject to Regional Cabinet ratification at the slightly later date.
18. With a 'mid-point' Gateway review milestone occurring in summer 2023, led by UKG, the case for maintaining stability of operations is further strengthened. The REGP has a clear programme of work in readiness for such an event, with it leading currently on revisions to the Regional Economic and Industrial Plan, refreshed Investment Strategy and Funding Strategy – all of which will be staples of the CJC operating environment.
19. A copy of the Terms of Reference for both REGP and Investment Panel is enclosed as an appendix.

20. It should be noted that whilst the Regional Business Council is the other major external facing partnership that operates on the same timeframe as the REGP – also enshrined in the JWA – this was subject to comprehensive review in 2020 at which time the membership, Terms of Reference and objectives of the Council were comprehensively reviewed and updated.

Reasons for Recommendations

21. The REGP has done much to enliven, enrich and elevate CCRC. It is appropriate that at this critical time, this direction and momentum is maintained to ensure continued high order delivery of CCRC objectives, whilst at the same time, the expertise of the group is focussed on informing optimal governance, policy and delivery models for the future.

Financial Implications

22. There are no additional financial implications arising as a result of the recommendations within this report.
23. Any costs to be incurred as a result of the proposed 12 to 15 months extension to the current eligible REGP members will be met from the Wider Investment Fund 'Top Slice'.

Legal Implications

24. The JWA provides that it is a matter for Regional Cabinet to establish the membership, rules of procedure or terms of reference for the REGP and amongst other matters, clarify their respective role and scope of delegation (if any). This report therefore seeks approval from Regional Cabinet to extend the current term of REGP members past what is set out in the Terms of Reference for the REGP and to endorse the recruitment process to recruit any vacancies that may arise during this extension period.

Well-Being of Future Generations

25. 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 CCRC) 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.

26. 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 as an appendix to this report.

Equality Act 2010

27. 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.

RECOMMENDATIONS

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

- (1) notes and approves the proposed 12–15-month extension to the current eligible REGP members in order to provide for business continuity and forward planning during this period of transition to SEW CJC;
- (2) endorses the process set out in paragraph 13 above and delegates authority to the CCR Director in consultation with the CCR Chair and portfolio leads for REGP to implement;
- (3) agrees to receive recommendations of REGP nominees to Investment Panel in January 2023, albeit recognising that the first Investment Panel of the new calendar year will need to occur ahead of Regional Cabinet and in the interim delegates authority to the CCR Chair and Director to ratify appointments.

Suzanne Chesterton
Head of Governance and
Communications

Kellie Beirne
Director

Cardiff Capital Region
28 November 2022

Appendices

Appendix 1 Terms of Reference – Investment Panel and REGP

Appendix 2 Well-being of Future Generations Assessment

Terms of Reference – Investment Panel

General

The purpose of the Cardiff Capital Region Investment Panel ('Investment Panel') is to support the decision-making process that aims to deliver the core objectives of the City Deal (job creation, investment leverage, and GVA uplift) whilst:

- driving economic growth and economic inclusion across the region;
- enhancing productivity and prosperity by reducing the restrictions to economic growth;
- addressing economic disparities across the region; and
- delivering the priorities as set out in the CCR Industrial and Economic Plan.

The Investment and Intervention Framework was approved by Regional Cabinet at its meeting of the 10th June 2019 and that report and associated appendices provide the authority and scope for the Investment Panel.

1. Remit

- 1.1 To provide independent advice, overview, and support as part of the Investment & Intervention Framework (IIF) in respect of the Cardiff Capital Region (CCR) Wider Investment Fund (the 'Fund').
- 1.2 To advise the CCR Director, the Regional Economic Growth Partnership (REGP) and Programme Board of the suitability of the proposals received for investment from the Fund and to make formal recommendations to the appropriate approval bodies (Regional Cabinet).
- 1.3 To have regard to the Wider Investment Fund's annual and long-term budgets, both in terms of available financial resources and other performance indicators, in assessing the suitability of potential investments.
- 1.4 To monitor and review the progress of the 'pipeline projects' through the IIF and in particular to oversee the Proportionate Business Case Development Process, ensuring compliance with the Wider Investment Fund Assurance Framework.
- 1.5 To assess the initial and ongoing requirements in terms project specific due diligence to include, but not limited to: financial, commercial, technical, and legal aspects of each proposal. Where applicable, to ensure compliance with State Aid requirements and the Market Economy Operator Principle (MEOP).

2. Membership

- 2.1 The Investment Panel shall comprise of up to ten (10) permanent representatives comprising of:

- Up to five (5) members of the Regional Economic Growth Partnership nominated by its chair person;
 - Up to five (5) members of Programme Board with the relevant commercial and financial expertise nominated by the Chair of Regional Cabinet in consultation with the Vice-chairs.
- 2.2 The Chair Person shall be determined by the members of the Investment Panel at its inaugural meeting.
- 2.3 The Chair can co-opt members with specialist knowledge of specific areas to the Investment Panel as and when required to appraise specific project proposals as required.
- 2.4 In a situation where there is no unanimous view from the Investment Panel, it will go to vote, and in a circumstance where the vote is split equally, the Chair will have the casting vote.
- 2.5 Quorum for meetings of the Investment Panel shall be six (6) members, and the use of technology, for example tele-conferencing and video conferencing, is allowable. In exceptional circumstances written submissions from panel members to the CCR Director will be allowed to ensure meeting quorum.
- 2.6 There will be no use of substitutes for members.
- 2.7 Representatives from the Accountable Body will have the right to be in attendance to provide advice and support to the Investment Panel in respect of Accountable Body matters, as set-out in the Joint Working Agreement. For the avoidance of doubt, Accountable Body representatives will not be eligible to vote.

3. Private & Confidential

- 3.1 The board members will note that all documentation presented at the Investment Panel is to be considered private and confidential on account of commercial sensitivity. All members are responsible for ensuring that all documentation is deleted after each meeting and that no digital retention policy is applied to those documents.

4. Term of Office

- 4.1 Term of Office shall be for an initial three years, with the ability to extend for a second term.
- 4.2 In order to avoid substantial changes to the makeup of the Investment Panel after the initial three-year period, the Chair Person shall decide on a suitable rotation policy with the mutual agreement of individual members.

5. Meeting Format, Frequency, and Secretariat

- 5.1 The Investment Panel shall meet as and when required to fulfil their role.

- 5.2 The Cardiff Capital Region Investment Panel is an advisory body and therefore has no formal decision-making powers.
- 5.3 Wherever possible, meetings will be structured in way that ensures openness, transparency and a clear documented audit trail of any recommendations made.
- 5.4 The role of the Investment Panel will mostly involve providing investment advice on specific project proposals. Accordingly, documents relating to specific investments will be treated as Private and Confidential and all meetings at which specific investment projects are discussed will not be open to the public.
- 5.5 Meetings will require a minimum of seven (7) days-notice, although the Chair Person will decide on suitable practical mechanisms to maximise the likelihood of full attendance. Meeting papers and agendas will be circulated at least three days prior to the date of the meeting.
- 5.6 All representatives are required to disclose any personal interests or relationships. A Register of Interests will be held and updated annually in April. Representatives will also be required to declare any interests related to each meeting's agenda at the beginning of each meeting.

6. Reporting and Monitoring

- 6.1 The outcomes of the Investment Panel meetings will be captured in specific Investment Panel reports and/or the Quarterly Performance Reports of the CCR Director to Regional Cabinet.
- 6.2 To monitor the annual and medium-term performance of the Fund in terms of the agreed City Deal Key Performance Indicators (KPIs) and resultant targets of jobs, leverage and GVA and to make the necessary recommendations that will best support the required performance outcomes.

To monitor the performance of approved projects against the agreed criteria and approved funding envelope and to raise any concerns regarding adverse variances against the agreed profiles.

Terms of Reference – Regional Economic Growth Partnership

1. Remit

- 1.1. 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 on policy and strategy matters, they should clearly and publicly state why they have chosen to do so.
- 1.2. 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.

2. Role Description of the REGP

- 2.1 The REGP will be responsible for:
 - Reviewing and commenting on the Regional Economic Vision and Strategy and all successor plans and frameworks
 - Providing review and challenge to City Deal Investment Fund decisions – interfacing with the Investment Panel which has been convened to provide advice and guidance to Cabinet on the Investment Framework observing confidentiality requirements at all times, in particular in relation to commercially sensitive matters
 - 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 and UK Government
 - Supporting the co-ordination of city-region activities and alignment of overall city-region objectives
 - Acting as the key interface with the Capital Region Business Organisation and play a co-ordinating role
 - 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
 - Developing the strategic approach to policy development and data resources to ensure the strategy and resultant decision-making is evidence based and steeped in economic insight and intelligence

- Supporting initiatives and developments that add value to the economic profile and visibility of the region and taking an active role in communications, engagement and marketing
- 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.

3. Composition of the REGP Board

3.1 The Board will consist of thirteen (13) members (and have the option to co-opt up to two further members). Collectively, the Board's membership should cover the following areas:

Stakeholder Group	Sector	Number of representatives on Board
Private sector – business/industry/entrepreneurship	<i>Representing businesses of all sectors and sizes</i>	5
Employee bodies	<i>Representing employees in all sectors and types of company</i>	1
Policy	<i>Representing public and economy policy sphere</i>	1
Infrastructure	<i>Representing all sectors in relation to physical development</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
Total Membership		13
Co-opted Members	<i>As required with RSP and RBC Chairs</i>	1/2

3.2 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.

3.3 The Board's quorum will be five (5) members. The quorum may be satisfied by personal attendance, by remote attendance via a telephone or web based facility, or by written representations received prior to a meeting provided the member concerned confirms the following within those written representations:

- a. the reasons why their attendance in person is not possible;

- b. that they have read and understood any background papers, information and reports; and
 - c. an unequivocal and unambiguous vote on each recommendation, proposal or matter for decision.
- 3.4 The REGP may receive advice from the Regional Business Council (RBC) 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 RBC, but this is not required.
- 3.5 The Regional Business Council and Regional Skills Board can nominate 'observers' and/or co-optees to attend REGP meetings and for REGP this shall be the Chair of the Regional Skills Partnership and Chair of the Regional Business Council.

4. Private & Confidential

- 4.1 The board members will note that all documentation presented at the Regional Economic Growth Partnership is to be considered private and confidential on account of commercial sensitivity. All members are responsible for ensuring that all documentation is deleted after each meeting and that no digital retention policy is applied to those documents.

5. Recruitment of Board Members

- 5.1 The original appointments were made through open and transparent processes and overseen by the Regional Cabinet and REGP Chair. The REGP has experienced relatively low levels of churn and it has been possible to recruit members to replace those that have left.
- 5.2 The two local government representatives will be selected separately, nominated by the Joint Cabinet.
- 5.3 The tenure of board members will be an initial three (3) years fixed-term with the opportunity to extend for up to a further two (2) years – subject to the Chair's agreement.
- 5.4 Recruitment and replacement of board members is an ongoing matter that will be overseen by the two (2) Cabinet representatives of the REGP in conjunction with the REGP Chair and CCR Director.

6. Selection Criteria of the Board Membership

- 6.1 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
- 6.2 In addition, the Board must be as diverse – socially, sectorally, and geographically as possible given the criteria set out above.

7. The Chair of the REGP

- 7.1 The Chair should be appointed on a three (3) year fixed-term basis with the opportunity to a further two (2) years. The appointment will be subject to Regional Cabinet's approval and extensions subject to endorsement of REGP Cabinet Members.
- 7.2 The time commitment, whilst flexible, is assumed to be an average of one (1) day a week, though the level of commitment will fluctuate across the term.
- 7.3 The proposed annual costs for the Chair is up to £30,000, fully inclusive of all associated costs. 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.

8. Role Description of the REGP Chair

- 8.1 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; and
 - Being a figurehead and champion of the city region both nationally and internationally, on behalf of the Partnership and the Joint Committee.

8.2 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.

9. Selection Process for the Chair

9.1 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.

9.2 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.

10. Selection Criteria of the Chair

10.1 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

10.2 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

11. Appointment of Vice-Chair

11.1 In assisting with issues of succession and continuity, the role Vice-Chair will be appointed from the existing membership as needed. This will be nominated and agreed by the REGP and will adopt the same processes and principles as those set out above, albeit clearly related to issues of deputising for the chair and providing guidance, facilitation, and support in their absence.

12. Resources

12.1 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.

12.2 The proposed resources for the Partnership will be reviewed annually as part of the City Deal's annual budget setting process. Indicatively, the budget may consist of the following resources:

- Up to £30,000 costs for the Chair/ REGP remuneration, as stated above and as agreed at time of inception.
- Circa £45,000 per year relating to policy development work and support for high profile initiatives either conceived or supported by REGP. This will provide advisory support to enable the Chair, and REGP, to progress their agenda.
- Administrative support for the Partnership and executive assistance to the Chair. This will be provided by the support officer in the City Deal Office.

A broader support network providing strategic, research, policy and media (etc.) support to the Chair and Partnership. This will be provided by the City Deal Office.

Future Generations Assessment Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation:</p> <p>Kellie Beirne</p> <p>Phone no: 07826 919286 E-mail: kellie.beirne@cardiff.gov.uk</p>	<p>Please give a brief description of the aims of the proposal: to set out proposals to manage key governance arrangements during the period of CJC transition.</p>
<p>Proposal: Succession in a year of transition</p>	<p>Date Future Generations Evaluation form completed: 28 November 2022</p>

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?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The Regional Economic Growth Partnership and Investment Panel has a key role to play in relation to both policy advice and investment appraisal. The makeup of the group represents the quadruple helix of government, business, HEI and community sector. This provides an excellent mix of skilled experts and individuals to help move this agenda forward.</p>	<p>In order to maintain business continuity and a seamless transition the report is focused on providing a plan for succession, management of current business and a forward-looking approach to future partnerships and governance under the CJC.</p> <p>The report is underpinned by an options appraisal which highlights a number of advantages and disadvantages and chooses the option that has the best chance of maximising positive outcomes and impact.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The REGO policy agenda priorities Competitive, Connected and Resilient region. This has a focus on embedding climate resilience and ensuring all-round that the economy in the region is better prepared to withstand shocks.</p>	<p>REGP has presided over the development of the Responsible Investing policy. At present this is a negative screen policy- but now needs to be adapted into a more comprehensive ESG and EDI strategy.</p>

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?
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Inclusion is a core theme of the approach and balancing a focus on levelling up the region with other regions in the UK to ensure CCR accesses all of the opportunities available to it – thus supporting not just sectors and industries but communities and people.</p> <p>Health or med-tech remains a core area of focus for CCR and REGP – with several projects now backed and supported in this area.</p>	<p>ESG and equality and diversity focus to ensure emphasis on societal and community needs.</p> <p>The clusters strategy – also supported by REGP has a target to grow the eco-system of med tech companies and investors in the region, in order to deliver both economic and wider societal health benefits.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The REGP succession is key to preparing for life as the SEW CJC – which means greater powers, freedoms and flexibilities (SDP, RTP) that will have a greater strategic impact on communities.</p>	<p>As work begins on the key commencement duties around planning and transport, assessments to target distinct features and outcomes – in line with the evidence base – will be undertaken.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The principles look outward and focus on the FDI and international opportunities, which are particularly important post-EU exit.</p> <p>The work on the energy strategy and projects such as Aberthaw, continue to ramp up potential for large-scale impact on these issues.</p>	<p>The work around local area energy planning will provide a plan to target projects such as optimized retrofit with greater precision and urgency.</p>
<p>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</p>	<p>The document represents a distinctive regional strategic approach to developing the economy – foundational and tradeable and projects a distinctively Welsh approach to doing so.</p>	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The approach focuses on economic inclusion, levelling-up and a mission-driven approach capable of not just tackling economic problems – but societal ones too.</p>	<p>The REGP will be equipped to support CJC to produce its own policies for equality and diversity and ensuring these are not just factors in assessing impact – but become central to the task of increasing productive capacity and inclusive growth in the first place.</p>

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>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>CCR is a long-term construct and requires thinking ahead. Whilst this short form extension is proposed – it is with future shaping and development in mind, via the SEW CJC.</p>	<p>This will be subject to the first phases of work and the transition plan as well as the proposed interim first phase of operation.</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The principles of the structure recommended situate partnerships and the building of new institutional capacity at the heart of the new framework.</p>	<p>As the CJC regs develop this will be further progressed. As work commences on immediate duties around the Strategic Development and Regional Transport Plans – consultation and engagement processes will be developed accordingly.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The plan will be backed by a wider comms plan which has already included meeting with the various CCR Partnership groups particularly REGP. Some membership changes and refresh will help balance continuity with new perspectives and outlooks.</p>	<p>Challenge funds will be another perspective to bring to bear in this context.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The mission-driven/ challenge-led approach embedded will be a key means of experimenting in the prevention space</p>	
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The proposal is to ensure a relevant and appropriate partnership structure is maintained as the CCRCD transitions to CJC. A comprehensive assessment of wellbeing issues and opportunities will be undertaken at the right junctures.</p>	<p>This can be further reinforced in the CJC budget setting and when Cabinet and partners have access to greater freedoms and flexibilities and the full 'lift and shift' CJC model.</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	REGP is made up of people from diverse backgrounds and professions. This helps create diverse thinking.	REGP membership needs to be re-balanced – where it is possible to do so in an interim arrangement – to ensure fresh and different perspectives are brought on board.	<p>A full ESG agenda and diversity and inclusion reviews into partnerships and groups will help ensure this agenda is embedding in ways of working and the culture that is created.</p> <p>A full/ training and development programme will also be devised in order to embed and ‘bring to life’ such considerations – not just as part of project assessments, but in seeking to address such concerns and issues as part and parcel of project business cases that are developed.</p>
Disability	As above	As above	As above.
Gender reassignment	As above	As above	As above.
Marriage or civil partnership	As above	As above	As above.
Pregnancy or maternity	As above	As above	As above.
Race	As above	As above	As above.
Religion or Belief	As above	As above	As above.
Sex	As above	As above	As above.
Sexual Orientation	As above	As above	As above.
Welsh Language	As above	As above	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	Not directly relevant –however, building the future economy should have a profoundly positive impact on ability to safeguard the future of our residents		This is dependent upon the brief for regional education consortia and whether or not, it is intended to be grouped within CJs.
Corporate Parenting	Not directly relevant – however building strength in the economy should create opportunities for all of the young people entrusted in our care and makes a direct contribution to wellbeing.		

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

As above.

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?

As above, the main implications will be in the delivery of this work.

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:	Cabinet and quarterly performance – Lift and Shift anticipated to take place in 2023/24
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