

14 SEPTEMBER 2020

REVIEW OF REGIONAL BUSINESS COUNCIL & REGIONAL BUSINESS ENGAGEMENT

REPORT OF CARDIFF CAPITAL REGION DIRECTOR

AGENDA ITEM 8

Reason for this Report

1. To present the report and associated recommendations of the recent independent review of the Regional Business Council (RBC).
2. To seek endorsement to implement an action plan delivering the preferred option from the report which is to re-purpose the Regional Business Council.
3. To note that future reports, will be presented to Regional Cabinet in the run-up to the Gateway Review, that will perform 'fitness checks' for both the Regional Transport Authority and Economic Growth Partnership. These will be lighter touch assessments and limited to ensuring Terms of Reference remain relevant and up-to-date given the effectiveness of the groups to date.

Background

4. The JWA sets out the purpose and remit of the Regional Business Council (RBC) as one which provides a strong business voice to guide both the design and delivery of economic development across the region. This is coupled with a role in business engagement: articulating the regional needs of business, identifying regional priorities for existing business support services, and designing future support programmes.
5. It became apparent that the RBC was not wholly fulfilling its remit. This was reinforced by the SQW baseline report of May 2019, which identified the need for improved business engagement. A number of factors have contributed to this situation – none of which are down to any one party or organisation. The Regional Business Council was an early commitment and began life before other partnerships and ahead of some of the core structures, processes and policies being put in place. As the City Deal evolved, implemented these processes and adapted to a different pace, it became difficult for the RBC to align and adjust – in particular, due to membership changes and departure of the Chair. In addition, there was a view held by some that the RBC should be independent and autonomous whilst others felt it should be guided in terms of

'what to do'. At the same time, as City Deal was 'starting up' and requiring an evidence base, plan and investment framework, it was inevitable that much of this work would fall under the remit of the Regional Economic Growth Partnership (REGP).

6. Since the departure of the chair in January 2020, the group has withheld recruiting into the position. In the intervening period, Regional Cabinet requested a full scale review of the Regional Business Council. This independent review was commissioned by the City Deal office in Spring 2020 and was undertaken by Professors Kevin Morgan and Robert Huggins, both of whom are part of the School of Economic Geography at Cardiff University.

Findings of the review

7. The methodology employed to undertake the study (Appendix 1) primarily consisted of the collection and analysis of data via a series of 22 interviews with relevant stakeholders and the integration of international examples of useful practice relating to regional/city business engagement arrangements as a means of informing any future development.
8. The report identifies a series of key themes, with the following being a summary of some the key headline findings:
 - Rationale and Accountability - there is a common view that the RBC lacks purpose, with the main driver of activity coming from the REGP
 - Communication and Dialogue – there is strong view that current governance and communication arrangements between the CCR and the RBC are inadequate
 - Business Voice - there is a shared perception that many stakeholders, such as micro firms and small firms, are effectively “voiceless” because both the RBC and the REGP are biased towards big firms and organisations.
 - Representation – despite limitations with regards to representation, it is considered that with robust leadership and a clear mandate, the RBC could easily be re-purposed into a much needed vehicle of business engagement to complement the REGP.
 - Priorities and Thematic Focus - any re-purposing of the RBC must ensure a clear strategic focus and a genuine business partnership with the City Deal Office and the REGP
9. Further findings of the review highlight that as it is presently constituted, the RBC whilst enjoying some successes, currently operates sub-optimally. However, an Options Appraisal which considered three main options: Maintain the Status Quo, Abolition and Re-purposing, concluded that Re-purposing was the most supportable option. Abolition was felt to carry unintended consequences that could impact the commitment to business engagement in the region. In addition, given the more strategic and policy-oriented role of REGP and their remit in assessing investment proposals, it was felt too great an incompatible burden for REGP representatives to simultaneously 'represent business'.
10. Re-purposing was seen as the best option given the goodwill that existed and the examples of effective business councils in other parts of the world, whose economic geographies shared similarities to the CCR. Re-purposing should be focussed around three priorities:

- Leadership – appointing a chair with time, talent and energy to drive the RBC in a strategic direction
 - Purpose – vesting the RBC with a clear sense of purpose, involving a new ‘division of labour’ with RBC and a clear set of duties for its members
 - Centrality – moving the RBC closer to the thinking and action
11. The independent review also highlighted some additional food for thought for CCR beyond the more focussed parameters of the review and will merit wider consideration as CCR continues to evolve. These relate to:
- Narrow vs broad business engagement. CCRCD has limited funds and resources and so engagement as regards ‘pipeline’ will be by its nature limited. However, as the City Deal evolves into a City Region – wider engagement and involvement will be an increasing priority.
 - Capacity plays into this as staffing resources relate to the job of work in delivering a City Deal. Partnership support is more than just administrative and project support and experience shows is more nuanced and resource-intensive
 - The Hub and Spoke model and alignment with REGP to co-ordinate around strategic direction and policy development would be complementary and offer significant scaffolding support to the RBC as it begins its new journey. The Hub and Spoke model was seen as offering a ‘core’ purpose to the group as well as sub-sets around themes such as innovation and/or priority sectors and clusters.
 - The new chair and team assembled must be clear about the independence vs direction balance and clearly communicate its needs and requirements. The review recognises that the right membership and representation is critical and will determine the success or failure of the RBC.
12. The RBC has been fully involved with the review, have received feedback from the independent reviews outlining recommendations and have had opportunities to offer views and comments. Engagement has also taken place with the REGP and other key stakeholders.

Next Steps

13. The review offers a blueprint for implementation. However, this needs to begin with the recruitment of a new Chair who is able to commit time and effort and can implement the plan in their own way; learning and developing and finding the right fit and ways of working as the process beds in. The City Deal Office has learnt that the key to effective partnerships is an effective, engaged and engaging chair and so it would seem appropriate that this level of autonomy is given, to instil ownership and encourage the RBC to be independent in its outlook.
14. As a result, the first critical step will be to update the recruitment pack and role specification and appoint an executive search agency to source a chair. It is proposed this is done in conjunction with the two Business Cabinet Portfolio

holders – Cllrs Huw Thomas and Peter Fox and given the need for closeness and alignment across the RBC and REGP – the chair of the latter, Frank Holmes. It is envisaged a budget of c £5,000-7,500 will be required to support this.

15. The other key issue that will need to be resolved as part of the recruitment pack update relates to whether or not the role should be remunerated and if so, at what level? There is an established line of thought, which suggests that remunerating roles such as these may actually deter potential candidates from applying, as some may view the remuneration package as an indication of their self-worth, which is not the purpose for such roles. Therefore, this sensitive issue will need to be worked through with careful consideration. It suggested that the working group referred to above are given a delegated capped sum of up to £20,000 (plus any applicable employer on-costs) to work within, as part of their consideration of this matter. The agreed way forward will be subject to HR advice (and supporting implications), which will need to be fully set out in a further report to Cabinet at the appropriate stage of the process.
16. It is further envisaged that the next 12 months of activity need to be developed with the chair. Given the timeframes for recruitment, it is expected that this will be set out in the RBC Business Plan for 2021/22 which will be brought to Cabinet in February/ March 2021 and under the auspices of the new Chair.

Reasons for Recommendations

17. The purpose and value of the RBC has been comprehensively reviewed on account of evidence of performance. The independent review has been commissioned and has concluded with clear findings and recommendations. This report sets the path for these to be effectively implemented.

Financial Implications

18. The one-off and ongoing costs of funding Regional Business Council (RBC) objectives and any administrative or officer support will need to be costed at part of the development of the future work programme to be agreed through RBC business plan to be developed in February/March 2021 and annually thereafter. Any expenditure commitments and resourcing requirements will need to be managed within existing CCRCOD operational budgets set as part of its annual business plan or any other sources of income identified to support the RBC objectives.

Legal Implications

19. The CCRCOD has the power to take any of the three actions set out in this report, under the Scheme of Delegations set out in Appendix 1 of the JWA, including re-purposing the role and remit of the Regional Business Council. There are no other legal implications for this report.

Well-Being of Future Generations

20. 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.

21. 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 2.

RECOMMENDATIONS

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

- a) notes and approves the review;
- b) approves the recommendation to re-purpose the role and remit of the Regional Business Council, with specific emphasis on:
 - i. **Leadership:** appointing a chair who has the time, talent and energy to drive the RBC in a strategic direction;
 - ii. **Purpose:** investing the RBC with a new sense of purpose, which will involve a new division of labour with the REGP and a new set of duties for each of its members; and,
 - iii. **Centrality:** means moving the RBC to the mainstream of CCR thinking and action.
- c) endorses the engagement of an executive recruitment agency to facilitate the search part of the process and ensure suitable candidates are attracted to the role with an indicative budget of up to £7,500;
- d) approves that if deemed appropriate, the role be eligible for remuneration of up to £20,000 (excluding any employer related on-costs), subject to full HR advice and related implications.

Kellie Beirne
Director, Cardiff Capital Region
14 September 2020

Appendices

Appendix 1 Independent Regional Business Council Review – Full Report
Appendix 2 Well-being of Future Generations Assessment

A Report Prepared for the Cardiff Capital Region

Robert Huggins and Kevin Morgan
June 2020

Business Engagement in the Cardiff Capital Region

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Executive Summary:

This report examines the nature and dynamics of the business engagement landscape in the Cardiff Capital Region (CCR), with the focus of analysis being the CCR's Business Council (BC), in terms of its role and efficacy, as well as allied entities, in particular the CCR's Economic Growth Partnership (EGP).

The methodology employed to undertake the study primarily consisted of the collection and analysis of data via a series of 22 interviews with relevant stakeholders and the integration of international examples of useful practice relating to regional/city business engagement arrangements as a means of informing any future development.

The report identifies a series of key themes, with the following being a summary of some the key headline findings:

- Rationale and Accountability - there is a common view that the BC lacks purpose, with the main driver of activity coming from the EGP.
- Business Voice - there is a shared perception that many stakeholders, such as micro firms and small firms, are effectively "voiceless" because both the BC and the EGP are biased towards big firms and organisations.
- Communication and Dialogue – there is strong view that current governance and communication arrangements between the CCR and the EGP on the one hand and the BC on the other are woefully inadequate.
- Representation – despite limitations with regards to representation, it is considered that with robust leadership and a clear mandate, the BC could easily be re-purposed into a much needed vehicle of business engagement to complement the EGP.
- Priorities and Thematic Focus - any re-purposing of the BC council must ensure a clear strategic focus and a genuine business partnership with the CCR Executive and the EGP.

The report recommends that the BC is repurposed with reforms addressing issues of: *Leadership*; *Purpose*; and *Centrality*.

It is further recommended that the core members of the Business Council should be configured as a 'Hub' mandated to be responsible for a sub-group network of business members (Spokes).

It is concluded that shorn of a re-purposed Business Council– predicated on an inclusive and networked approach to business engagement - the CCR runs the risk of being divorced from the wider business community in the city-region.

1. Introduction

The historical role of the business community in civic society in Wales since 1945 has been conspicuously limited compared to many other mature industrial regions largely on account of two factors: (i) the traditional industries of coal and steel were nationalized by the state and controlled by London-based bureaucracies and (ii) many of the new industries were fashioned through foreign inward investment and consisted of externally-controlled branch plants, where branch managers had little or no connection with or commitment to the regional economy.

But with the demise of the nationalised industries and the growing emphasis on indigenous firms, local entrepreneurs and the organised business community are assuming a more prominent role in the regional economy and they are understandably seeking a stronger voice in the way economic development policy is designed and delivered.

In the Cardiff Capital Region (CCR) there are two dimensions to the organised business community: on the one hand there are the general business associations that are common throughout the UK (the CBI, FSB, Chamber of Commerce, Institute of Directors) and on the other hand the particular organisations established to enable the regional business community to engage with the Regional Cabinet of the CCR.

Given the above, the aim of this report is to examine the nature and dynamics of the business engagement landscape in the Cardiff Capital Region and to furnish an evidence base of current activity and future engagement scenarios to help the business community to play a more pro-active role in shaping the destiny of the region. Research suggests that the most dynamic regions can draw on the sustained support of a robust business ecosystem in which business associations of various types – be they place-based chambers of commerce or sector-focused trade bodies – supply a wide array of business support services designed to keep local firms on an innovative footing.

In the context of this report, the focus of analysis is the CCR's Business Council (BC), in terms of its role and efficacy, as well as allied entities, in particular the CCR's Economic Growth Partnership (EGP). According to the CCR, the BC is responsible for articulating the regional needs of business, identifying regional priorities for existing business support services, and designing future business support programmes. Similarly, the EGP is considered to be responsible for reviewing the region's economic strategy, making recommendations with regards to how the City Deal is implemented, and advice on investment decisions throughout the Cardiff Capital Region.

The methodology employed to undertake the study consisted of: (1) an agreement of the terms of reference between the report authors and the client, in this case CCR executives; (2) the formulation of a series of key questions to be addressed; (3) the collection of data via a series of 22 interviews with relevant stakeholders, including current and former members of the BC, the EPG as well as individuals who were identified as being relevant stakeholders, including business representatives from key industries forming part of the CCR's development strategy, local authorities and business support providers; (4) the collected data was analysed through a range of themes that form the main body of the report; and (5) the integration of international examples of useful practice relating to regional/city business engagement arrangements as a means of informing any future development.

The report is structured so that it initially reviews the evidence in relation to the key identified themes – consisting of: rationale and accountability; business voice; communication and dialogue; representation; and priorities and thematic focus – which are followed by the discussion of the international practice examples, and finally the recommendations.

2. Rationale and Accountability

The international evidence suggests that one of the common denominators of dynamic regions is the fact that the business community is not only well represented in policymaking circles, but that its expertise is viewed and valued in such a way that business support systems are effectively co-produced by public and private sectors working in concert. As well as helping to frame public policy for regional development – which includes business support and innovation services, transport infrastructure and education and training – the active involvement of the business community is necessary to hold the CCR accountable to one of its key stakeholders.

There is a common view that, in its current form, the Business Council (BC) lacks purpose, and the main driver of activity comes from the Economic Growth Partnership (EGP). A number of current and former members of the BC indicated that they have run out of patience with the group, at least in its current form and configuration. Furthermore, the relationship between the BC and the EGP has been weak with a lack of information flows and dialogue more generally. A similar situation exists with regards to the relationship with the Skills Partnership, which has remained poor and lacking in meaningful interactions. Indeed, members of the BC generally consider that there has been a lack of accountability by the CCR of the actions they have undertaken, coupled with the lack of any evaluation of these activities.

A key problem that appears to have emerged for the BC is that its rationale somewhat overlaps with a number of existing business representation organisations, and indeed some members of the BC are also prominent members and participants within these other fora. This duplication is partly due to there not being a clear rationale for the BC from the outset, which by default has tended to mimic and mirror the discussions undertaken within the Chamber, FSB, CBI and others. A number of interviewees suggested that a clear role for the BC could have been to undertake further work on the clusters and strategic sectors identified by the CCR. For example, this work could ensure that there is a clear understanding of the current stage of development and growth potential of these sectors, as well as ensuring that they represent the ‘right’ mix for the city-region as a whole. Although some work has been undertaken in this respect, most notably in the case of the compound semiconductor sector, evidence of growth potential investment readiness remains patchy for a number of the other sectors.

It was indicated that part of the role of the BC should be to work more with EGP to undertake part of the risk analysis of the various sectors that are to be supported, as well as the evaluation and analysis of progress, but again this has not been advanced in any substantive way. In this sense, there are clear gains that could be made if the BC, and its undoubted expertise, formed a stronger part of the process of delivering the strategy laid out by the EGP. On the other hand, it could be argued that it should remain somewhat at arm's length so that it acts as a voice for the business community across the city-region. In reality, these two roles are not necessarily incompatible, and indeed they fit with the aims of an entity such a business council by providing an interface between the inner machinations of the organisation it reports to – in this case the CCR – and the world of external stakeholders.

3. Business Voice

When the CCR was established there was a genuine attempt to involve a wide cross section of businesses. This aim was partially accomplished in the composition of the EGP and the BC. For example, some members of the EGP are SME business owners and the eleven members of the BC exhibit a very diverse sectoral spread. Despite the good intentions of the CCR, there is a widely shared perception that micro firms and small firms are effectively “voiceless” because both the BC and the EGP are biased towards big firms (like Admiral and Arup) and big organisations (like universities). The small firms that make up the membership base of the FSB, for example, do not see the relevance of the CCR and its strategy, and this view seems to be shared by many of the small firms that make up the membership of the Chamber of Commerce.

Similarly, rather than imitate the work of organisations such as the Chamber of Commerce and the FSB, their existing knowledge base should be harnessed through strong information flows between the CCR and these organisations. Some respondents indicated that flows should occur at a more local level to account for geographical diversity and specificity. Also, a large proportion of businesses across the city region remain quite voiceless as they tend not to be members of any existing business representation organisations. In particular, the city-region has many microenterprises, often with significant growth potential, that are not engaged with any of the existing business representation channels. It was argued by some interviewees that configuring activity at more local level could provide a conduit to ensure stronger engagement by businesses that may represent a small level of economic activity at present but will be the lifeblood of city-region’s economic future.

Some respondents thought that, with better coordination, the BC and the EGP could secure a better mix of business voices in spatial and sectoral terms – spatially by having better representation from the sub-regions of the CCR; sectorally by having a better division of labour as to who was responsible for what as regards the different sectors involved in the cluster strategy, such as compound semiconductors, med-tech, fin-tech, cyber security, and the creative cluster. Another business organisation thought that the CCR was devoting far too much attention to its core clusters, with the result that the wider business community was being neglected and this narrow cluster focus helped to explain why so many people in the business community were either unaware of or indifferent to the CCR strategy. The challenge here, in other words, is how to secure a judicious balance of voices as between geography, technology and industry.

4. Communication and Dialogue

One of the strongest and most widely shared criticisms of the current governance arrangements was that the communications between the CCR and the EGP on the one hand and the BC on the other were woefully inadequate. Two radically different interpretations were proffered by different people to explain the poor dialogue between the CCR/EGP and the BC.

The first might be described as *benign neglect* in the sense that it was based on the belief that the CCR Executive was seriously under-resourced and did not have the time or the capacity to engage in dialogue with the BC, with poor communications being the unintended result. As one member of the BC argued, the CCR's marketing and communication services need to be improved and increased to ensure that the work of the CCR and its functions are more transparent both within the city-region as well as externally. It is telling that some interviewees indicated that the BC is duplicating the activities of fora such as the Cardiff Breakfast Club, since whilst this club has an important role within the local business community, its terms of the reference should be quite distinct from those of the CCR's BC.

The second interpretation can only be described as *conscious neglect* in the sense that it attributed poor communications to the belief that the BC was “utterly surplus to requirements” as one major player put it because it served no useful purpose and added no value inasmuch as it was an institutional hangover from the pre-City Deal era of the CCR. The harshest critics of the BC suggested that it had ‘no substance and no clarity’, with part of the problem being that over its lifetime it has continually sought to reinvent itself, which has led to a ‘stop-start’ mentality that has lacked consistency. For some interviews this is a manifestation of a wider issue across the CCR relating to its relatively weak connections with businesses in the city-region, due to a lack of visibility and understanding of the role and aims of the CCR. As one interviewee stated ‘the CCR does not speak to, or for, businesses’, which may be a harsh assessment given that numerous events have been undertaken that have sought to connect with the business community. However, there appears to be little evidence of actual actions stemming from these events, which has led to some disillusionment from business community participants.

These interpretations clearly carry radically different implications for the future of business engagement in the CCR and it is worth spelling them out here. Adherents of benign neglect fully accepted that the BC, as it is presently constituted, serves very little purpose and adds little or no value to the CCR. But they argue that the BC needs to be re-purposed rather than abolished because it could become a value-adding body if:

- (a) the CCR recognised that the EGP could not possibly carry the full burden of business engagement throughout the region;

(b) the EGP saw the BC as a partner rather than a rival; and

(c) the CCR/EGP treated the BC with more respect and began to share information at an earlier stage.

Common words used by members of the BC are 'frustrating' and 'talking shop', and one particularly sensitive issue that emerged when speaking to members is that some individuals had louder voices than others given different backgrounds and experience. This is potentially an issue associated with any forum of this kind, but it is worthy of noting as all organisations seek greater equity across their membership and ensuring that agendas are not driven by only a small number of representatives. One interviewee further stated that they considered there to be a lack of equity across the CCR fora, especially arguing that the EGP considered itself to be 'untouchable'. The veracity of this statement can be questioned, but any interpretation suggests a lack of harmony due to perceptions regarding the distribution of strategic power. More generally, some respondents perceive CCR as a whole as being rather fragmented and lacking a central point.

The implications of conscious neglect of the BC are clear and simple: since it is alleged to serve no useful purpose, the BC should be abolished as soon as possible because its continuing existence only serves to confuse the regional business community as to which business body does what. Although this view has the virtue of clarity, it may also carry some unintended consequences that we address later (eg overloads the EGP with all the business engagement responsibilities and reduces the spaces of deliberation in which business can be involved in and contribute to the evolution of the CCR).

A more positive narrative emerged from discussions with some respondents who suggested that the BC could play a role mediating the relationship between the strategies and goals of the Welsh Government and that of the CCR, with the BC also acting as a sounding board for the EGP, but in practice this has not occurred to any great extent. An effective BC could act as the glue between the internal and external components of the organisation's network.

5. Representation

Time and again interviewees argued that a key factor underpinning the success or failure of an entity such as the BC or similar is having the right representatives in terms of their credibility and ability to speak on behalf of a wider group of stakeholders. This is not surprising given that the nature of business representation tends to be a highly contested subject in every country, particularly as regards the balance between large and small firms; between urban and rural regions; and between businesses who speak in their own capacity as prominent business leaders and business associations who speak on behalf of their membership. Each of these representational dilemmas has surfaced as an issue in the short history of the CCR.

One of the members of the BC said that there had been a lot of ambiguity from the very beginning about the nature of business representation on the council. This primarily concerned the question as to whether business leaders or business associations should sit on the council. The early signals from the BC were that the former rather than the latter were the preferred choice, but the end result was a mixture of both types. This ambiguity was doubly unfortunate according to another member of the BC because, apart from sending mixed signals to the regional business community about the basis on which members had been selected, the business association members were somewhat unsure as to whether they were speaking for themselves or representing their membership.

The quality and consistency of representation have also emerged as issues to be resolved if the council is to have a viable future and both of these dimensions were said to be closely related to the calibre of leadership of the BC. Some respondents compared the current BC unfavourably to the Cardiff Business Council that predated the CCR and the main difference was said to be the quality of leadership. The Cardiff Business Council was chaired by Nigel Roberts and he was said to have the time and the authority to commit to the council and provide the leadership and purpose that was said to be conspicuously absent from the current BC. The lack of leadership and direction of the BC is symbolised by the fact that it has not had a chair for at least six weeks, ever since Neil Brierley stepped down due to his professional work commitments, and there is no apparent process underway to appoint a successor.

Current members of the BC view this as a deeply demoralising state of affairs because it suggests that the CCR attaches little or no value to the continued existence of the council. This helps to explain the high degree of churn in the BC membership, with some current members having little or no institutional memory. However, these same members feel that, with robust leadership and a clear mandate, the BC could easily be re-purposed into a much needed vehicle of business engagement to complement the EGP.

An issue that was raised by a number of interviewees in terms of both sector/cluster choice and representation within CCR processes, including the nature of the BC, is a perceived lack of representation from all localities across the city-region. One interviewee argued that discussions and activities are biased toward the compound semiconductor and fin-tech sectors. A common approach to the development and strategic management of the key sectors/clusters is required, with a strong leader in place for each. Although this is already the case for some areas, such as the compound semiconductor cluster, this is not always so, and these leaders should be identified and integrated into the governance structure of the CCR.

Again, in the case of the compound semiconductor sector, representative leadership may appear naturally in an organic manner, but in a sector like the creative industries that is dominated by micro enterprises, it requires significantly more effort to identify and empower this leadership. Nevertheless, it is vital for effective business representation to be embedded within governance structures.

It was also felt that more geographical diversity is needed to reflect the variety of industries that underpin many local economies. As one respondent eloquently put it, the CCR requires better and wider reach in order to understand the value chains of all businesses across its patch. Local authorities pointed to the positive experience of engaging with the CCR through the apprenticeship work, but there is also a view by some authorities that, more generally, there is a greater requirement to account for industrial and economic variety across authorities, with larger authorities having a disproportionate voice in agenda setting within the city-region. A number of interviewees suggested that a potential solution to this issue would be to establish a series of sub-groups within the CCR that would allow adjacent authority areas to combine around a common strategic agenda, such as the Heads of the Valleys authorities.

It is further suggested that such groups should go beyond representation from the business sector to also encompass local communities more broadly, as well as local public policymakers. Such geographic sub-groups could provide greater and more direct contact between the CCR and local communities. As one interviewee stated, all parts of the city-region are seeking to achieve similar outputs, but different paths are required by different local areas. Without these networks it is likely that the impact of the CCR will be diluted as it may not effectively fulfil its role as a facilitator and catalyser of economic development.

Finally, such is the structure and composition of the EGP that it is not well positioned to lead the strategic agenda of the cadre of smaller high growth potential firms in the city-region. This is no criticism of the EGP, as its goal requires a different focus, but it would still be highly advantageous to establish stronger links with, for example, the growing band of tech-based firms across the city-region, the views and requirements of which are not necessarily captured by chambers of commerce, local business clubs or the FSB. The issue to be resolved is who should take responsibility for such engagement? One respondent stated that it was 'an issue for the micros to mobilise themselves', which is probably the case, but it could also be argued that part of the CCR's role is to catalyse and facilitate such mobilisation.

6. Priorities and Thematic Focus

Assuming the CCR wants the BC to have a future, what kind of future should it be? What, in other words, should be the priorities and focus of a re-purposed council? Of the ten “key responsibilities” that were allocated to the BC at its inception (all of which are listed on the CCR home page), it is hard to think of any that are wholly irrelevant to a re-purposed council. But if these nominal responsibilities are to be part of a more purposeful agenda, they need to be accompanied by two major reforms: (a) they need to be rendered part of a more strategic focus and (b) they need to be underwritten by and be a part of a genuine business partnership with the CCR Executive and the EGP. This issue of strategic focus is a contested one, with one example being the focus given by the BC on visibility and attendance at MIPM, the international annual property market conference held annually in Cannes, the relevance of which was questioned by some BC members. As a counterbalance, others were of the view that the MIPM initiative did at least provide some focus for the BC members to interact and coalesce around.

In terms of the relationship with the EPG, one interviewee argued that the EPG and Investor Panel is itself spreading its expertise a little too thinly, with sometimes a lack of detailed knowledge and capability to undertake high level due diligence across the breadth of the key sectors it covers. It was further suggested that a remedy for this could be the introduction of sub-groups to cover the primary key sectors, which would provide a greater granularity of intelligence and an expert sounding board for each, especially understanding the longer term trajectories and likely evolution of these industries globally, nationally and locally.

The BC has engaged in some useful developments such as the apprenticeship programme, but these have been rare. A more strategic focus for the BC could take a number of forms, one of which was suggested by a member of the council. This would involve some members of the council assuming responsibility for linking with firms in each of the CCR clusters – semiconductors, med-tech, fin-tech, cyber security and the creative cluster. Forging a genuine partnership between the BC and the CCR/EGP would be much more challenging because it involved totally recasting the relationship – from one that is basically transactional and low trust to one that is a high trust partnership.

According to a prominent representative from one the key sectors, there is a challenge to ensure that projects stemming from the CCR fit with the national structure for the development of their industry. A related issue raised by respondents is the need to also consider cross-fertilisation between sectors, with new technologies ensuring the greater porosity of knowledge and innovation capability across industry sectors. Existing or new platforms within the CCR structure may wish to consider the means by which such knowledge flows can be fostered.

Whatever the future holds, the BC clearly requires more focus, with a robust mandate to address key economic challenges across the city-region. As one interviewee rightly recognised, without focus 'the jam will become too thinly spread', and there is a need to concentrate on the long-term drivers of economic growth. For example, some interviewees pointed to the innovation, energy and procurement agendas, covering challenges such as the need to improve the uptake of engagement of businesses in the city-region with initiatives such as R&D tax credits; zero-carbon policies; and policies to improve supply-chain readiness and associated logistical infrastructure.

Across respondents a theme emerged around 'taking innovation more seriously', and it can be concluded from the interviews that a priority for the city-region as a whole is to develop an effective business support ecosystem primarily focused on facilitating innovation. Although it is a reflection on the Welsh Government rather than the CCR, the business support system in Wales is a 'shambles' and 'not fit for purpose' according to one respondent. The common denominators that need addressing include not only innovation but talent and skills, scale-up support, access to markets, and networks and supply-chains. It was noted that the human capital and skills agenda is perhaps the most visible area of CCR intervention, which is mainly due to the existence and work of the skills partnership. In terms of sector coverage, some respondents noted that the potential of the Circular Economy does not appear to form a significant component of the CCR's strategy, with the implication that it should.

There is also a concern that smaller and micro firms with significant scale-up potential are being overlooked, and there are already a number of such firms within the city-region that could be championed by the CCR as successes from which lessons can be learned. A number of fora in London, for example, undertake exactly this role as a means of pushing innovation and business development. Although there are cultural issues often associated with either firms or individuals, evidence from the interviews indicates that giving greater visibility to success stories from across the city-region can act as a valuable business support development tool through learning from good practice.

7. What Works Elsewhere

Although the CCR cannot clone the business engagement systems of other regions, because these are place-dependent as well as path-dependent institutional arrangements, it can certainly monitor what other cities and regions are doing and try to distil the locally relevant lessons. With this aim in mind, we offer the following examples of business engagement arrangements drawn from the US, Canada and the UK.

7.1. Joint Venture Silicon Valley, United States

Silicon Valley's Joint Venture provides a neutral forum for collaborative regional thinking and leadership from both the public and private sectors. It aims to build the framework for regional thought, analysis and action by assembling Silicon Valley's leaders in business, government, academia, labour and the non-profit sector to assess our challenges, reach consensus on the best strategies for response and work on solutions together. Its history goes back to 1993, when the semiconductor industry found itself facing competitive challenges from other rising tech regions in the U.S. and abroad for the first time. The concern was that Silicon Valley was falling behind and needed better ways to change, adapt and reinvent itself to compete. The region needed to be as creative in the civic realm as it had been in the entrepreneurial world.

By bringing together business, government and civic leaders, Joint Venture has established itself as a regional convener committed to enhancing the economy and quality of life in Silicon Valley. As a convener, it has brought together leaders from business, government (elected officials as well as high-level employees), education and large non-profits to identify and then address regional issues. Joint Venture undertakes a diverse range of projects, such as economic studies, regional assessments, educational reform, business incubation, building technological infrastructure and tax reform. By engaging regional decision-makers, using solid data to inform its decisions, and measuring its progress, Joint Venture has focused a culture of trust and social capital across the region through:

- A myriad of individuals and organisations throughout the region adopting a common vision, often informally.
- Building deep relationships that have facilitated new programmes and projects through close personal and professional relationships.
- Making decision-makers more willing to work together across different sectors. Often, these leaders do not know each other, but by creating a common forum for these

leaders, Joint Venture increases private, public and non-profit sectoral leaders' willingness to work at a regional level.

Strong leadership has been instrumental to Joint Venture's success at three levels:

- On the individual level, a former state senator first led Joint Venture, and this provided a credible and powerful means of establishing the forum.
- The Board was originally comprised exclusively of senior executives from the business and education/public sectors. By attracting a strong cadre of senior professionals willing to lead the region in assessing and addressing its issues in a novel way, Joint Venture's endeavour was understood as worthwhile.
- Joint Venture's public image promoted its status as a successful leadership organisation, and it deliberately crafted its public image and ensured that its results were widely publicised.

Joint Venture's organisational structure is premised upon its clear mission as a convener and a facilitator of change for regional leaders. Two components of its structure make the organisation. The structure is responsive to the organisation's goals; if the goals are not being furthered by a certain activity, the structure allowed the activity to be easily disbanded. Second, it has maintained its focus on being a leadership forum and ensured that its expectations, activities and results continually engaged the highest strata of leadership.

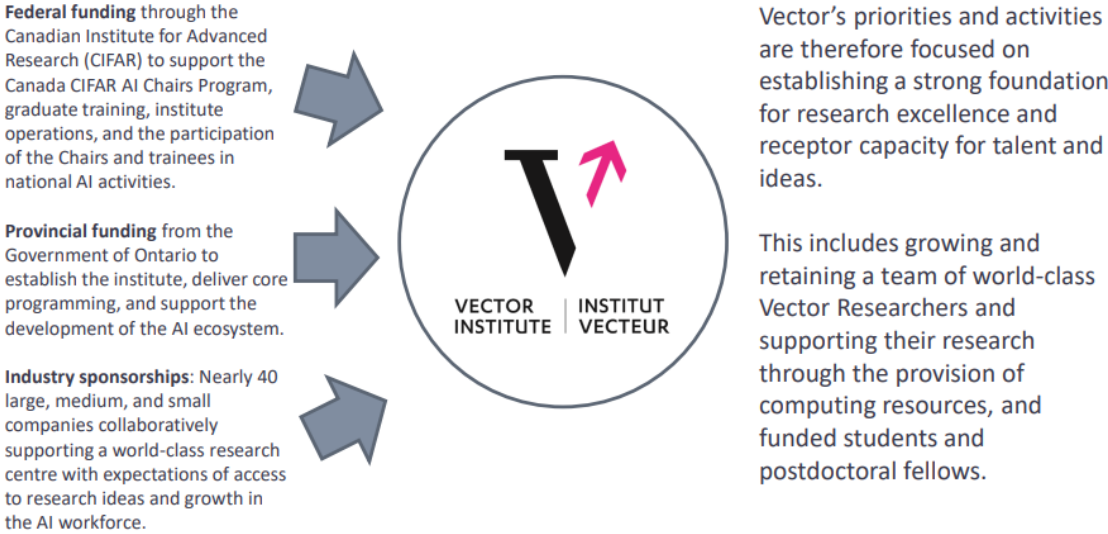
7.2. The Vector Institute, Toronto, Canada

The Vector Institute describes itself as a leader in the transformative field of artificial intelligence, excelling in machine and deep learning – an area of scientific, academic, and commercial endeavour that will shape our world over the next generation. It is building on a well-established and respected foundation of globally recognized talent and learning that exists today in Toronto and the wider province of Ontario, Canada. Its researchers are at the leading edge of deep learning and machine learning in a diverse set of areas, including neural networks, probabilistic models, statistical theory, computational biology, computer vision and natural language processing.

The VI is an example of a cluster strategy that has been crafted around the work of Geoffrey Hinton, the “godfather of neural networks”, a much derided and minority approach to AI until it took off after 2012 with the aid of big data sets and huge computing power. Hinton was poached by Google, but he decided to stay on at the University of Toronto and to combine his work in the VI with being a vice-president of technology at Google, which decided to move part of its “Brain Team” to Toronto when Hinton refused to move to California –an example of talent attracting capital rather than vice versa.

Launched in 2017, the VI is designed to serve as both beacon and magnet – to attract and retain talent to fill the needs of local businesses, support AI startups and show Toronto is serious about capitalizing on its reputation as a global leader in deep learning to push the science towards the next made-in-Canada breakthrough. Among other things, Vector funding will help train a huge new contingent of PhD students – some say the most of any institution anywhere – to fill booming demand. Located in the Toronto-Waterloo innovation corridor, which employs 205,000+ tech workers, this tech cluster is second only to Silicon Valley in North America.

Funding sources: \$135 million in the first five years*



*Total does not include funding received by the Government of Ontario for infrastructure.

The VI is an example of an advanced technology ecosystem that is both territorially grounded in Toronto and relationally connected in a network of AI centres throughout Canada. It brings together the Triple Helix partners of government (national, provincial and city governments), university researchers and business partners. In other words, its business engagement strategy is to provide spaces and connections through which AI applications can be generated and commercialised within Canada – and a means of stemming the drift of tech talent from Canada to the US.

The VI carries important lessons for other city-regions that aspire to nurture advanced technology clusters, one of the main lessons being the critical importance of inter-organisational collaboration and good communications between business, government and universities.

7.3. Cambridge Network, Cambridge, UK

Cambridge Network (CN) is a membership organisation based in the high technology cluster of Cambridge, UK. It aims to bring people together - from business and academia - to meet and share ideas, encouraging collaboration and partnership for shared success. CN's mission is to encourage collaboration for shared success by fostering closer relationships and sharing ideas between businesses, academia and individuals; facilitating peer learning groups and sharing high quality training; connecting people and companies for research and partnering through knowledge of local expertise; and to act as a focal point for organisations in the Cambridge region. Deliberately mixing sectors and ideas, CN has been the trigger for many productive relationships as business in the region has grown.

CN was founded in 1998 by a number of influential representatives to promote and support the further development of the city's cluster and generally 'take the city forward'. Initially formed around influential support organisations, including the university and the city and county councils, the network has grown rapidly over the years. From the outset CN made a unique contribution to the local foment of ideas in the form of the Cambridge 2020 report (Cambridge Network, 1998), produced by the Cambridge-based telecommunications consultancy Analysys in collaboration with others, including Sir Alec Broers (then vice chancellor of Cambridge University) and members of the Cambridge Futures team. Based on a comparison between the Cambridge area and Silicon Valley, the main thrust of Cambridge 2020 is that investment in information and communications technology (ICT) is central to realising the high-tech growth potential of the area without damaging the character of Cambridge.

CN has generally been considered a major force for good within the overall support structure of the city's ecosystem and it serves the local community as an information gateway for firms outwards for Cambridge. Its importance assisting the progress towards sub-regional and community coherence has been very significant. Leadership was again crucial in the success of the network in the shape of Hermann Hauser and David Cleevly, who were instrumental in setting up the Cambridge Network to raise the global profile and increase local networking by Cambridge IT firms. Hauser has been instrumental in setting up a number of influential technology companies, including Acorn Computers, and Cleevly has a similar track record and he is currently chairman of the Raspberry Pi Foundation.

8. Recommendations

Our recommendations draw on two different sources of evidence: (a) intensive interviews with twenty-two key informants who play a major role in the field of business support in the CCR region and (b) extensive research on a wide range of cities and regions in Europe and North America which provides an insight into business engagement in comparative perspective. To arrive at our key recommendations concerning the future of the Business Council we consider three possible scenarios: Status Quo, Abolition and Re-purposing.

8.1. Status Quo

Of the three scenarios under consideration here, the Status Quo is the one that generated the greatest consensus. That is to say, while opinions were divided on the other two scenarios, everyone strongly agreed that the status quo was not a viable option for the future. As it is currently constituted, the reality is that the Business Council is languishing in limbo land – it is without a chair, it is devoid of direction and it is marginal to the work of the CCR Executive and the EGP business group. Given this sad state of affairs, one can readily understand why one highly placed respondent dismissed the Council as being “utterly surplus to requirements”. In view of the fact that it currently lacks leadership, direction and centrality, we conclude that the Status Quo is most certainly not a viable option for the future and therefore this option should be dismissed as a matter of urgency because it wastes the time and talent of current BC members and its existence sends confusing signals to the wider business community in the CCR region.

8.2. Abolition

Given what has been said above it should not be surprising that a number of respondents called for the outright abolition of the Business Council with immediate effect. Although this is a logical response to the current situation, we believe that abolition carries a number of unintended consequences that could adversely affect the CCR’s status in the regional business community and compromise its capacity to effectively engage with the firms, sectors and clusters in that business community. As regards the current status of the CCR, many of our respondents were of the opinion that it needs to be enhanced because large swaths of the regional business community are either indifferent to or ignorant of the CCR strategy.

To the extent that this is the case, it is too much to expect the members of the EGP to shoulder the extra burden of business engagement because they have neither the time nor the capacity to do so. In other words, the outright abolition of the Business Council would create an enormous vacuum in the regional business community and, with the best will in the world, the EGP would be unable to fill it. This is the most important unintended consequence of abolishing the BC and it is the main reason why we cannot and do not recommend outright abolition.

8.3. Re-Purposing

All the most dynamic and innovative regions in Europe and North America find multiple ways of harnessing the energies, talents and resources of their business communities. As we said in the introduction, the business community in South Wales has historically been unable or unwilling to assume a public role in the development of the regional economy. Fortunately, this situation has begun to change in recent years and we are now witnessing more and more men and women volunteering to play a role in shaping the future of their region. If this is the case, what does it say about the CCR region if it cannot find roles for senior business leaders and if it is unable or unwilling to harness their energies and talents?

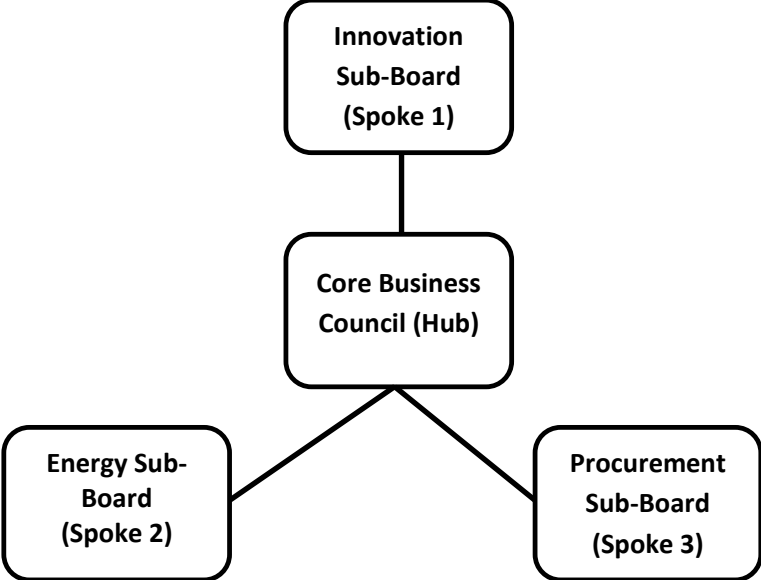
For these reasons it is our considered view that the Business Council urgently needs to be re-purposed rather than abolished. Re-purposing involves reforming the BC in at least 3 ways:

- **Leadership:** it means appointing a chair who has the time, talent and energy to drive the BC in a strategic direction in the manner that Nigel Roberts was said to drive the former business council in the pre-CCR era;
- **Purpose:** it means investing the BC with a new sense of purpose, which will involve a new division of labour with the EGP and a new set of duties for each of its members;
- **Centrality:** it also means moving the BC from the margins to the mainstream of CCR thinking and action, rather than it being left to wither on the vine on the margins of the CCR.

All these things are possible and they urgently need to be addressed if the CCR wants to raise its status in the regional business community and create the engagement mechanisms that will enable this to happen. Our evidence suggests that the Business Council needs to be reformed in such a way as to boost involvement, focus and purpose, and we conclude by suggesting how all three of these objectives can be secured through a Hub and Spoke model of business engagement.

As illustrated below, the core members of the Business Council (Hub) could be mandated to be responsible for a sub-group network of business members (Spokes) and the latter would consist of business stakeholders who have expertise in and commitment to a particular theme that was pertinent to the CCR. Through this networked approach to business engagement, sub-groups could be organised around such themes as innovation, energy, public procurement, for example, all of which were consistently mentioned by our respondents. Skills are another theme that was regularly mentioned, but this theme is already adequately addressed by the Skills Partnership and the CCR should not seek to duplicate such work. In addition to these functional themes, it is also worth considering whether a geographical theme could be included, such as a Heads of the Valleys sub-group for example.

Indicative Design of a Re-Purposed Business Council



The main point to remember about the re-purposing agenda is that it is basically designed to increase the *involvement* of the regional business community in the activities of the CCR. But to achieve this goal the Business Council must be reformed to give it strategic focus and institutional purpose, without which it will fail to recruit and retain the talent that is necessary for a dynamic and inclusive form of business engagement.

Shorn of the kind of Business Council that we recommend here – predicated on an inclusive and networked approach to business engagement - the CCR runs the risk of being divorced from the wider business community. Although the CCR Executive could point to the EGP to counter this charge, the perception of the regional business community is that the EGP is too small a constituency to convince the public, or indeed the governments in Cardiff Bay and London, that the CCR has done enough on the business engagement front.

Finally, it is important to acknowledge a number of operational issues that could potentially impact on the implementation of the above recommendations:

- The narrow versus broad business engagement dilemma needs to appreciate the dual context of the agendas of the CCR and the CCR City Deal, which tend to be conflated. It also needs to be remembered that the BC members have always expressed a strong desire to retain their independence from the CCR City Deal. As a result, the CCRC D Programme Team has respected this desire and given the BC significant autonomy. Unfortunately, this has sometimes been misconstrued by the BC membership as a sign that they have been neglected by the Programme Team, when this was never the intention.
- It is clear that the re-purposing of the BC could have some unintended consequences that are not addressed in the above recommendations, like putting extra demands on the Programme Team when its capacity is already over-stretched. We appreciate this issue but consider that the value of a re-purposing exercise may well pay dividends beyond the resource required by this broader business engagement exercise.
- The Hub and Spoke system could be operationalised in a number of different ways. For example, the REGP could act as the Hub and the Spokes could consist of the thematic groups listed above. This would clearly create a broader form of business engagement, and yield two advantages: (i) it would overcome the perception that the REGP operates as a closed network/shop and (ii) it would help to address the dual context of the CCR, which is larger than the City Deal, and make it a more suitable vehicle for business agendas that are outwith the City Deal projects.

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</p> <ol style="list-style-type: none"> 1. To present recommendations of a recent independent review of the Regional Business Council (RBC). 2. To seek endorsement to implement an action plan delivering the preferred option from the review – which is to re-purpose the Regional Business Council
<p>Proposal: Review of the Regional Business Council</p>	<p>Date Future Generations Evaluation form completed: 26 August 2020</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 purpose and remit of the Regional Business Council is to provide a strong business voice to guide both the design and delivery of significant economic development and regeneration activities across the region. Along with being responsible for articulating the regional needs of business, identifying regional priorities for existing business support services, and designing future business support programmes.</p>	<p>A review of the business council has been undertaken</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 resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The Regional Business council will endeavor to engage with and encouraging businesses to engage more fully with Grand Challenges of the Industrial Strategy Challenge Fund. One of these challenges is Clean Growth and opportunities for business to pioneer the green and clean growth agendas.</p>	<p>Continuous review of environmental impact of new initiatives that are taken forward</p>
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Developing the conditions, through new links and networks – and opportunities for future engagement – will make a contribution to prosperity, which in turn will support wellness and wellbeing.</p>	<p>Inclusive growth and sharing prosperity are key principles of all activity and engagement that takes place.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The RBC seeks to position our region and its competitive strengths – economic and wider and will seek to yield demonstrative legacy benefit for the country as a whole.</p>	<p>ROI assessments and expert advice on how to leverage opportunities and build on local social capital whilst at the same time, scanning the world for experts who can help grow high potential ideas</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Representation at International events to promote the CCR will see us play a stronger part in developing the economic wellbeing of our region and country, thus impacting social and community objectives. Investing in an internationalisation strategy will enable the region to be more globally responsible.</p>	<p>Develop the legacy impact of international events, sustaining new connections, sharing great practice and potentially securing propositions and deals that support economic growth.</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>Our City Deal is uniquely Welsh – but pitches towards being world leading in areas of competitive strength. This enables a strong reflection on our rich culture and heritage.</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?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	City Deal is about delivering as far as possible across 10 LAs and a population of 1.5m people. It is about economic gains – but importantly how this will convert as tools for improving people’s lives.	The ‘spread’ and targeting of City Deal benefits in a place-based and place-led way – as reflected by the proposals.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Attendance at MIPIM/ WiL Week and other events and activities starts to build and enhance the reputational profile of the region – the benefits of which should demonstrate longevity and added value</p>	<p>Continued work on data/ evidence and generating in equal measure, insight and foresight.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The report sets out the different partners and sectors engaged in this work</p>	<p>City Deal will be delivered by a multiplicity of diverse partners.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The Regional Business council Is made up of sector and report sets out the different partners and sectors engaged in this work</p>	

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>Putting resources into preventing problems occurring or getting worse</p>	<p>The framework operationalizes the process for stimulating economic activity in the region creating opportunities to engage people in work and develop the prosperity needed to ensure people are more economically self-reliant and self-sufficient.</p>	
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>This will be undertaken on a case by case basis through the new assessment process.</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	As with all those categories below – the impacts will relate to specific delivery that underpins the execution and operation of this Plan	None arising at this time.	
Disability	As above	As above	
Gender reassignment	As above	As above	
Marriage or civil partnership	As above	As above	

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?
Pregnancy or maternity	As above		
Race	As above		
Religion or Belief	As above		
Sex	As above		
Sexual Orientation	As above		
Welsh Language	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		
Corporate Parenting	Not directly relevant – however building strength in the economy should create opportunities for all of the young people entrusted in our care		

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

- Independent review of the Regional Business council, which included interviews, appraisal and overarching review.
- CCR Priority Sectors analysis 2019

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:	September 2021
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