

**19 DECEMBER 2019**

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## **THE WIDER INVESTMENT FUND - ANNUAL BUSINESS PLAN 2020/21**

### **REPORT OF CARDIFF CAPITAL REGION DIRECTOR**

#### **AGENDA ITEM 6**

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##### **Reason for this Report**

1. For Regional Cabinet to consider and approve its 2020/21 Annual Business Plan in respect of the effective operation of its Wider Investment Fund.
2. To provide Regional Cabinet with a comprehensive and detailed account of proposed Business Plan activity in 2019/20, related to the use and application of the Wider Investment Fund.
3. In the run-up to Gateway 1, to demonstrate impact in line with Gateway Review objectives through the inclusion of a draft self-assessment covering the period October 2018-October 2019.

##### **Background**

4. The Joint Working Agreement (JWA) governing the delivery of the Cardiff Capital Region City Deal, requires that an Annual Business Plan be prepared to set out activity relating to the proposed management of the Wider Investment Fund (WIF). The Plan should set out key targets, goals and anticipated outcomes as well as proposed investment for approved projects to be developed over the course of the year. The Plan should enable the distillation of the five year JWA Business Plan approved by Cabinet on 23 February 2018.
5. A copy of the proposed draft Annual Business Plan 2020/21 is attached to this report at Appendix 1. This, the fourth Annual Business Plan to be considered and recommended for approval by Regional Cabinet, establishes direction of travel for the year ahead, as well as the programmes, activities and projects proposed to be developed and delivered from the WIF. The WIF totals some £495m and comprises HM Treasury grant funding amounting to £375m over 20 years and Council Contributions of £120m.

## Key Issues

6. As the fourth iteration of the Annual Business Plan, the format and structure continues to evolve in line with the dynamic operating environment and policy backdrop. This is in keeping with the wider evolution of the City Deal Programme. In October 2019, Regional Cabinet and the City Deal Office held a planning day. A number of themes, issues, challenges and opportunities were considered and discussed and whilst a number of principles and priorities emerged, in the round, they fit under the following four headings:
  - Leveraging the foundational capacity put in place to leverage through-put and output of the delivery pipeline and Investment Framework
  - Gateway Ready and able to tell the story of the journey to date in a compelling way
  - Engaging and influencing to leverage new partnerships, potential and sources of sustainable investment
  - Moving beyond the parameters of the City Deal – to looking ahead and building a resilient future for a City Region
7. Strong political leadership in setting direction and optimising delivery of City Deal is critical against the backdrop of a turbulent and unstable macro-political environment, shifting economic landscape and environmental and climate risks, is critical. The sense of shared purpose around ‘no-one gets left behind’ and ensuring the City Deal enhances the prospects of the whole region, remains a core driver.
8. The Annual Business Plan sets out at a high-level the key success factor and results sought in each of the four priority headings set out above. Contained at Appendix 1 is a more detailed breakdown of the tasks and activities need to deliver core objectives and translate into real outcomes. The draft self-assessment is attached at Appendix 3. It should be noted, that the draft self-assessment covers the period October 2018-October 19 since this is the period over which, the ‘ten point plan’ introduced in October 2019 to evolve the direction of City Deal – was underway.this simply establishes the principle of self-assessment, ahead of formal self-evaluation and provides an overview of significant achievements over this period.
9. This sets out key outcomes in relation to development of evidence, data and intelligence; the Regional Economic and Industrial Growth Plan; the Investment and Intervention Framework; good governance; establishing the City Deal Office; shifting to challenge and mission driven approaches and leveraging opportunity from sources such as UK Research and Innovation, private equity, institutional wealth and international partners
10. The Business Plan further sets out the Funding Strategy and establishes the budget for the Joint Committee for 2020/21.

## Legal Implications

11. The JWA provides that the Programme Director shall procure a draft Annual Business Plan for consideration and, if deemed suitable, approval by the Regional Cabinet. The Annual Business Plan is defined as meaning the plan in relation to the annual spend for approved projects to be implemented in the accounting period to which the report relates.
12. The JWA provides timescales in which the Annual Business Plan should be prepared and the periods of notice to be given to the parties, which have been complied with.
13. Detailed legal advice should be obtained on the various activities listed, as matters progress. In developing the Annual Business Plan and in carrying out the activities listed 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 –

## Financial Implications

14. This report seeks approval of the 2020/21 Annual Business Plan (Appendix 1) and details the current position in respect of approvals to-date, in-principle commitments and sums available for future revenue and capital projects.
15. In-line with the Investment and Intervention Framework (IIF), all investment proposals will be subject to business case development and approval. The business case will provide detailed information on matters such as; expenditure profile (and whether it is revenue and/or capital in nature), and the proposed funding streams. The business case will also need to be clear on the proposed delivery mechanism and how risks will be allocated and managed.
16. The approved affordability envelope has been set at £210.8 million and is based on the indicative modelling that was undertaken in January 2017 and informed the reports approved by each constituent council in January/February 2017.
17. The Joint Working Agreement (JWA) defines the Affordability Envelope as:

*“the overall costs and investment by each Council pursuant to their proportion of the Councils' Contribution under this Agreement over the evaluation period, which shall not exceed in aggregate £210,800,000 (two hundred and ten million eight*

*hundred thousand pounds) and shall include, without limitation, all interest, inflation and UK Government cost to carry and shall be updated and will be reflected within the terms of the JWA Business Plan (as part of its approval by the Councils) to include, amongst other matters, the annual spend profile for each Council”*

18. The JWA Business Plan acknowledges that the affordability implications arising from the ‘wholelife cost’ of the Wider Investment Fund will change over time, as investment decisions are made and projects are implemented. Therefore, the affordability model is updated periodically to reflect the latest known position. In this regard, the affordability model has been updated to capture the following:
- (i) the reported position as at Quarter 2 in respect of the WIF Top-Slice Budget and the Wider Investment Fund allocations for the current year;
  - (ii) the anticipated movements in respect of projects that have In-Principle approval;
  - (iii) allocations in respect of Revenue and Capital sums for new approvals in year, which are largely in-line with the Wider Investment Fund expenditure profiles set-out in the agreed 5 Year JWA Business Plan.
19. On this basis the 2020/21 council contributions and indicative revenue implications for each partnering authority are set-out in Table 1.

**Table 1: Proposed 2020/21 Council Contributions and Indicative Revenue Implications**

| Local Authority Partner | %              | Council Contribution (from £120m) £'000 | Indicative Revenue Implications (Inc. Cost of Carry) £'000 |
|-------------------------|----------------|---|--|
| Blaenau Gwent           | 4.62%          | 715.64                                  | 57.30  |
| Bridgend                | 9.44%          | 1,462.19                                | 117.10   |
| Caerphilly              | 11.97%         | 1,853.97                                | 148.40   |
| Cardiff                 | 23.73%         | 3,675.33                                | 294.10   |
| Merthyr Tydfil          | 3.94%          | 610.47                                  | 48.90  |
| Monmouthshire           | 6.14%          | 951.62                                  | 76.20  |
| Newport                 | 9.82%          | 1,520.61                                | 121.70   |
| Rhondda Cynon Taff      | 15.77%         | 2,443.06                                | 195.60   |
| Torfaen                 | 6.10%          | 945.03                                  | 75.70  |
| Vale of Glamorgan       | 8.48%          | 1,312.98                                | 105.10   |
| <b>Total</b>            | <b>100.00%</b> | <b>15,490.90</b>                        | <b>1,240.10</b>  |

20. Regional Cabinet will receive regular revenue and capital monitoring reports throughout the year advising on matters such as: Approved Budget, Actual Position To-Date, Commitments and Projected Out-turn. These reports will be supplemented by the appropriate Project Performance Reports, advising on all aspects of the Wider Investment Fund.

21. It should be noted that the actual funding applied will be dependent on the nature and timing of project expenditure and may differ from the proposed sums outlined above.
22. HM Treasury funding is paid to the Accountable Body on behalf of the ten Cardiff Capital Region City Deal (CCRCD) constituent councils. The funding must be used solely to support the objectives of CCRCD through the implementation of projects and schemes agreed by the Regional Cabinet and in accordance with arrangements set out in its Joint Working Agreement, Wider Investment Fund, Assurance Framework, and the JWA Business Plan.
23. In this regard it is important that the provisions of the IIF are followed, as this is a key requirement of the City Deal Funding Terms & Conditions. This sets out that business cases will be developed in line with HM Treasury Green Book (5 Case Model), although, clauses 3.5 (Appraisal Framework) and 3.7 (Business Case Development), make an important reference the concept of 'proportionality'.
24. Work continues with external advisors (Local Partnerships) on how the issue of proportionality can be addressed through the development of a variety of approaches linked to project value, complexity and timeliness. These approaches will need to be predicated on the principles (and robustness) delivered through the 5 Case Model, with proposals undergoing the necessary consultation with key stakeholders. This latter point is important to demonstrate good governance, whilst ensuring the risk of non-compliance with Funding Terms & Conditions is minimised.
25. Further financial advice will be provided throughout the year as regular Project Update reports are brought back to Regional Cabinet for detailed consideration and approval.

### **Well-Being of Future Generations (Wales) Act 2015**

26. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') is about improving the social, economic, environmental and cultural well-being of Wales. The Act places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging their respective duties under the Act, each public body listed in the Act (which includes the Councils comprising the CCRCD) must set and published well-being objectives. These objectives will show how each public body will work to achieve the vision for Wales set out in the national well-being goals. When exercising its functions, the Regional Cabinet should consider how the proposed decision will contribute towards meeting the 'well-being duty' and in so doing assist to achieve the national well-being goals.
27. The well-being duty also requires Councils to act in accordance with a 'sustainable development principle'. This principle requires 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 the Regional Cabinet must take account of the impact of

their decisions on people living their lives in Wales in the future. In doing so, the 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 seven 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.

28. The Regional Cabinet must be satisfied that the proposed decision accords with the principles above.
29. To assist the 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 (Well-being of future generations assessment) for Member's consideration.
30. In preparing reports due regard must be given to the Statutory Guidance on the Act issued by the Welsh Ministers, which is accessible using the link below:  
<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### **Equality Act 2010**

31. In considering this matter, regard should be had, amongst other matters, to the Councils' duties under the Equality Act 2010. Pursuant to these legal duties the Regional Cabinet must in making decisions have due regard to the need to (1) eliminate unlawful discrimination (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are:
  - age;
  - gender reassignment;
  - sex;
  - race – including ethnic or national origin, colour or nationality;
  - disability;
  - pregnancy and maternity;
  - marriage and civil partnership;
  - sexual orientation;
  - religion or belief – including lack of belief

### **Reasons for Recommendations**

32. The reasons for the recommendations are as follows:
  - to enable Cabinet to discharge the requirements of the JWA in relation to the production of a comprehensive Annual Business Plan relating to the operation and application of its WIF;

- to distil and enact the objectives set out in the five-year JWA Business Plan;
- to establish direction of travel for the coming year and provide an overview of activities, objectives and anticipated outcomes;
- to set forward planning clearly against the backdrop of activity and outcomes to date;
- to ensure consistency across key pillars and strands of the Annual Business Plan and performance reporting and monitoring frameworks.

## **RECOMMENDATIONS**

33. It is recommended that Regional Cabinet:

- (1) endorse and approve the Annual Business Plan 2020/21 and
- (2) note the self-assessment and the principle of ongoing self-evaluation ahead of gateway 1.

**Kellie Beirne**  
**Director, Cardiff Capital Region**  
**19 December 2019**

### **Appendices**

- Appendix 1 Annual Business Plan 2020/21
- Appendix 2 Work Programme 2020/21
- Appendix 3 Self Assessment Oct 19 – Oct 20
- Appendix 4 Future Generations Assessment Evaluation

### **Background Papers**

- The Joint Working Agreement in relation to the delivery of the Cardiff Capital Region City Deal
- Regional Industrial and Economic Growth Plan
- Investment and Intervention Framework







# City Deal Business Plan 2020/21



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The £1.3bn Cardiff Capital Region City Deal (CCRCD) is growing, maturing and beginning to scale outcomes - both in terms of its impact as an investment instrument and more importantly, in building a resilient future for the region. The CCRCD is distinctive in that unlike growth or devolution deals – there are no prescribed projects. Instead, the last few years have been characterised by laying essential foundations in terms of a credible evidence base; developing an industry-led growth plan; establishing an ‘evergreen’ investment framework and mobilising the wider resources, assets and local and global partners, to create the conditions for sustainable delivery and success.

All this means that as we exit the ‘start-up’ phase and head into ‘scale-up’ – we are genuinely open for business – but not in a business-as-usual way. Our work to date has been an investment in maximising the ways in which industry, researchers, government and community partners can deliver. This has been embedded in an approach that feels right and authentic for our region. We are committed to shaping an economy that is genuinely more inclusive and meaningful to all parts of our region and the 1.5m people who live here.

Our targets remain front and centre: GVA growth, high skills jobs, private leverage and economic inclusion and, now we have a framework that makes sense of sectoral priorities and has proper regard to place, we are positioned to ramp up delivery right across the Cardiff Capital Region (CCR).

This pivotal Investment and Intervention Framework, was launched in June 2019, in close collaboration with our Regional Economic Growth Partnership. This signalled a workable framework to guide investment, apply criteria and assess the quality, scope and impact of the schemes we want to support. With an infrastructure, innovation and challenge fund now all in operation, we have created a system-wide approach. With our commitment to strengthening priority sector ‘clusters’, this year has seen CCR directly involved in and

supporting more proposals to UK Research and Innovation (UKRI) than before. Key to this has been a sense of focus, mobilising wider resources and putting ‘money in’ before ‘money out’ to build competitiveness and confidence.

Both of which are needed in greater supply than ever before. Post-cessation of EU funds, there is little doubt that CCR will be required to compete for not just UKRI investment; but potentially, successor EU funds. With the prospect of a stronger connection between CCR and the SW of England through the Great Western Gateway, there are opportunities to build scale around the prospects that will best serve the CCR economy and community. There is a real opportunity for this to be reinforced and supported through new statutory joint committees and reporting set to be enabled by WG which will cement accountability and good governance.

The Business Plan for 2020/2021 doesn’t thus just come at a time of political change and economic flux – but in the year leading up to our first Gateway Review. We hope that our thoughtful approach to laying the foundations for delivery of the right outcomes – and not just the easy ones – will be recognised. As political leaders of 10 local authority areas, we stand firm as a network and stand together as trusted partners with a commitment to the future of the Cardiff Capital Region.

**Andrew Morgan**  
Chair, CCR City Deal Joint Cabinet  
Committee and Leader RCTCBC



## Market and Policy Context

This business plan marks the fourth Annual Business Plan of the Regional Cabinet, in respect of the activities it will progress through the Wider Investment Fund (WIF) – the last Plan being approved in February 2019. The WIF totals £495m and consists of HMT grant funding in the order of £375m over 20 years and Council contributions of over £120m. The Annual Business Plan must be prepared in the context of the overarching five-year Joint Working Agreement Business Plan, which was approved by Regional Cabinet in February 2018 and all ten Councils in and around March 2018.

As the fourth iteration of the Annual Business Plan, the format and structure is in keeping with the evolution of the City Deal programme and its priorities and critical success factors. This takes into account, the evidence base and better data; the context of the regional Economic and Industrial Growth Plan, the Investment and Intervention Framework, the City Deal office team and resources and the emergent policy agenda.

## Our Challenges

The challenges to which City Deal must respond are well documented and understood. In brief they include:

- Low levels of competitiveness and productivity
- Low levels of R&D investment and intensity
- High growth and competitiveness areas cheek by jowl with some of the most deprived and impoverished places in the UK
- Dependency mind-set has limited choices and eroded self-esteem

## Our Policy Backdrop

With deadlock over exiting the EU, cessation of EU funds and establishment of a successor fund (Shared Prosperity), the focus on maintaining the Union and now upon us, a General Election – there are multiple complex factors shaping the macro-domestic policy agenda.

At a Wales-level, devolution offers opportunities and presents challenges – all of which have to be managed amidst a turbulent backdrop. The EU-exit impasse and continued fiscal and economic uncertainty looks set to be a continuing feature. Added to this, is the new tax-raising power regime introduced in Wales. Whilst this almost certainly brings opportunity, it brings challenges too. Like City Deal, it is predicated on GVA growth at a time when well-being and GVA alternatives are being supported and promoted.

The mood music is further influenced by public service reform via proposed new Statutory Joint Committees, national frameworks and regional delivery; assessments of the quality of economic governance (The Organisation for Economic Co-operation and Development {OECD}) and the more recent emergence of a UK Government-led venture ‘The Great Western Gateway’.

Our role is to continue to deliver in the midst of trying to making sense of this ever-complex and dynamic environment.

The growing governance and political maturity of CCR offers something of a buffer to this external change. That is not to say its heads down – heads are up, informing, shaping and engaging – but also staying focussed on core priorities and aims. It could be easy to become distracted. It is harder but necessary to lock-in, finish what has been started and stay true to the commitments made. CCR continues to show ambition and whilst it has to have regard to risk and issues – it will not be paralysed by them.

Ensuring no-one gets left behind – across the ten local bodies that enact and deliver this City Deal and in the ten communities that are represented in this programme – continues to inspire our strong sense of shared purpose

## Economic Inclusion by Design – Not Default

We continue to design and iterate aspects of our operating model. This is in response to the significant shifts, changes and disruption seen both locally and in the world around. From huge shifts in domestic and global politics with Brexit, global trade wars and a turbulent global political backdrop – the operating environment is complex and working effectively within it, requires the ability to respond to tough challenges. Overall, the region in 2018/19 has seen some of the highest levels of relative GVA growth in the UK. However parts of the region remain stubbornly low in competitiveness with the UK Competitiveness Index showing Blaenau Gwent and Merthyr remaining at the bottom.

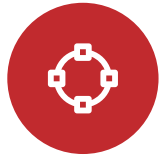
It is for this reason, the approach taken through the Regional Economic and Industrial Plan and the Investment and Intervention framework, is focussed on what we will do – but perhaps most importantly – where we will do it. Sustainable, inclusive and distributed growth is a key aim, ensuring we make sincere attempts to share and spread prosperity.

The introduction of a challenge fund, to drive experimentation, R&D and to ensure better answers are informed by better questions is key to this. Compatible with the ‘economic contract’ introduced in the Economic Action Plan by WG and the four grand challenges of the UK Industrial Strategy (Clean Growth, Future of Mobility, Ageing Society and AI and Data) – CCR could play a pioneering role in shaping and solving the big industrial and societal challenges of the day.

## Building Clusters and Eco-Systems

The 'Priority Sectors' work and the Industrial Growth Plan has informed a focus not just on the key sectors present in the CCR, but on the opportunity to develop the 'eco-system' environment in which companies, firms, the research base and entrepreneurs can connect, inter-act and spur each other on.

### Key Principles



#### Cohesion

Policy collaboration and delivery partnerships ensuring that there is cumulative impact to the range of investments and interventions delivered by the City Deal.



#### Economic Inclusion

Creating opportunity for all and to distribute the dividends of increased prosperity fairly to encourage and enable participation in the economic life of the region.



#### Leverage

Maximise the City Deal investments by attracting co-investors with complementary funding and resources.



#### Scale

Limited number of significant interventions, rather than a disparate range of loosely connected small-scale activities.



#### Ecosystem Development

Supporting the development of a strong economic and innovation ecosystem to deliver the plan and develop clusters of excellence within our region.

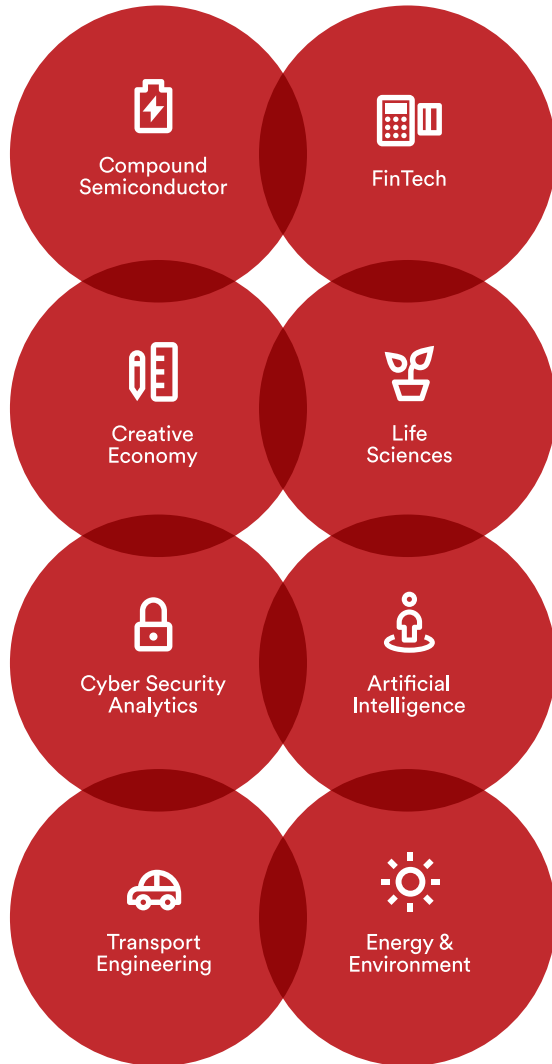


#### Return on Investment

Demonstrable impact and benefit will be expected from all investments and interventions.



### Priority Sectors



### Investment and Intervention Framework

Having this clarity of purpose and focus is critical to the way in which the Investment Framework, assesses, evaluates, prioritises and operates. The Investment Panel has been established as an advisory board to provide further assurance and safeguards for Regional Cabinet – the ultimate decision-makers in the process.

The Investment and Intervention Framework was established to close the gap in the Assurance Framework and provide a tool-kit through which to guide operation of the Wider Investment Fund.

In brief, it provides the core mechanism through which CCR will do its business and achieve its targets, preventing speculative and misaligned ‘applications’ and giving confidence that operations are strategic, independent and evidence-based.

Without such an approach it is impossible to ‘size the wider pot’ and think beyond the £495m Wider Investment Fund and build a growing portfolio approach.



### Investment Guidelines

| Investment Priority   | CCR Targets   | ROI      | Audience  | % Investment (Indicative) | Indicative Range | Investment   | Leverage  |
|---|---|----------|---|---------------------------|------------------|--|---|
|  <p><b>Innovation</b><br/>Unique IP/Market Leadership</p>  | Jobs, growth and investment leverage  | Direct   | <ul style="list-style-type: none"> <li>— Private sector led</li> <li>— R&amp;D Organisations</li> <li>— HE</li> <li>— FDI</li> </ul>                              | 10-30%                    | £15-£50m         | Repayable Instruments  | <div style="background-color: #e67e22; color: white; padding: 10px; text-align: center;">Leverage</div> <div style="background-color: #f39c12; color: black; padding: 10px; text-align: center; margin-top: 10px;"> <b>Enhance Productivity and Economic Inclusion</b> </div> <div style="background-color: #f39c12; color: black; padding: 10px; text-align: center; margin-top: 10px;"> <b>Reduce Economic Growth Inhibitors</b> </div> <div style="background-color: #f39c12; color: black; padding: 10px; text-align: center; margin-top: 10px;"> <b>Address Industrial Challenges and Place Based Disparities</b> </div> |
|  <p><b>Infrastructure</b><br/>Foundations to enable private sector success and Civic Benefit</p> | Leverage, jobs and indirect growth, address economic disparities  | Indirect | <ul style="list-style-type: none"> <li>— Public Sector led</li> <li>— Public-private schemes</li> <li>— FE &amp; HE (skills)</li> </ul>                           | 10-50%                    | £10-£50m         | Repayable through fiscal levers, income streams, gain share, other socio-economic benefits |   |
|  <p><b>Challenge</b><br/>Competitive, aligned to CCR Priorities</p>                            | New market creation, shaping places, IP Commercialisation, Addressing identified regional challenges and priorities | Enhanced | <ul style="list-style-type: none"> <li>— Innovation intensive businesses</li> <li>— HE/FE</li> <li>— Social Enterprise</li> <li>— Foundational Economy</li> </ul> | 10-50%                    | £2-£10m          | Repayable and/or risk investment returns   |   |

### Self-assessment Against a 10-Point Plan

In 2019/20, a 10-point plan was set out to evolve CCR City Deal. A full self-assessment and report on progress against these aims and objectives, corresponding with the goals and targets set out in the 2019/20 Business Plan is appended. In brief however, key areas of success against the ten priorities can be summarised as follows:



## 1

### A focus on data and evidence (sectors and place) guiding direction & decision-making:

- 3 main reports commissioned, received & published – Priority Sectors (Connected), State of Region (Competitive) and Economic Inclusion (Resilient)
- Data dashboard in development
- Adopted National Evaluation Framework, developed and agreed locality evaluation framework and received first Baseline Report
- 2 KESS PhD studentships in data science and analysis secured
- LEV, EV, Taxi and on-site renewables studies for Metro Plus

## 2

### A regional Industrial Plan. Setting out competitive strengths and strategic interfaces:

- Business-led Regional Economic & Industrial Growth Plan
- Launched locally, nationally & internationally
- Endorsed by Cabinet, CBI, IoD, FSB and Chambers
- Embeds sectors, clusters and place

## 3

### Delivery Pipeline and Investment framework – quality deal-flow:

- Development of Investment and Intervention Framework
- Establishment of three funds – Innovation, infrastructure and challenge
- Evergreen, co-investment and leverage
- Establishment of Investment Panel
- Common Assessment Framework



4

### Good governance – building a network & using skills and assets in the right places:

- Regional Skills Partnership hosted by Newport for region
- Second business plan produced by Regional Business Council
- Delegation provision to Regional Transport Authority for Metro Plus
- Performance reporting, business planning and logics model for Gateway Review aligned
- WAO 2019/2020 governance report 'good'
- Investment Panel, Programme Board and Regional Investment board synced

5

### Building a new Office of the City Deal:

- Created City Deal office
- New structure proposed agreed and funded
- External secondment opportunities – CS Connected and Innovate UK
- Website updates
- Re-located in Tredomen – branded and clear identity

6

### Influence & Leverage:

- UKRI board relationships and representation
- Partnership with Global Welsh
- Input to Wales Office in London – branding and identity
- Wales in London Week and Network
- Great Western Gateway participation
- Ser Cymru and Royal Society brought to Wales
- Knowledge networks with UK regions
- Contributions to networks, groups, conferences, panels and events

7

### Develop industrial and local leadership:

- REGP leadership of evidence base, Industrial Plan and Investment Framework
- Business engagement improvement with sectors and clusters and SIF sectoral bids
- Business events and workshops
- Social media strategy and sentiment improvement

8

### Develop the challenge, investment and mission focus:

- Development of a Challenge Fund
- First challenge prize in development
- SBRI/ Govtech
- Submission to WEFO P5 – challenge fund
- Faraday, Energy Revolution and support for Bridgend

9

**Strategy for Internalisation:**

- Contributions to WG International Strategy
- Sponsorship and participation in Wales in London Week
- Participation at MIPIM 2019
- Co-developed and delivered sessions with Dept. for International Trade
- Participation in Vanguard and Manumix
- CS Connected US, British American project & Xiamen and Singapore

10

**Building a City Region:**

- Governance maturity – SDP, skills and Valleys Regional Park
- High volume of external investment submissions
- Investor relationships building and growing
- Early work commenced on fiscal levers



### CSC Foundry

Investment into our new compound semi-conductor foundry in Newport is going well. The facility is now in production with qualifications for new customers underway and the UK Government backed Catapult Centre has moved in and is open for business. Financial drawdown on the CSC Foundry programme now stands at £33m of the total project investment of £37.9m. To date 65 new jobs have been created at IQE with a further 545 existing positions safeguarded at IQE and NWF as a result of the project. A total of 259 indirect jobs have been created off the back of the foundry through local supply chain and household effects, with particular impacts in the construction and higher education sectors and the catapult, along with the creation of a further 8 apprenticeship opportunities.

Advanced electronics will be one of the most important features of global economies going forward in the region and we are pleased to see our regional cluster developing apace, with a further 697 jobs indirectly supported to date within the semiconductor sector in SE Wales since the commencement of the Foundry.

As of Oct 2019 it is estimated that IQE supports direct and indirectly around £22m of Welsh GVA and with much of this supported in the Cardiff City Region. Over the same period the wider semiconductor cluster has estimated to support direct and indirectly around £158m of GVA. The commercial fundamentals of the sector are strong and we are fortunate to have so many good companies in this area with the potential for further job creation and enhanced GVA support for the region.

### Metro Plus

Metro Plus has an approved Strategic Outline Case (SOC) and schemes are now moving towards final stages of WelTAG with delegations for funding approvals to the Regional Transport Authority. The Common Assessment Framework has been approved

and the first schemes came forward for early funding approvals in November 2019 (Cardiff, RCT and Monmouthshire). It must be borne in mind however, that given the co-fund is Local Transport Funds – which are annualised and thus, time limited – priority will clearly be given to utilising this up-front to ensure maximisation of available resources.

### LEV Strategy, Taxi Strategy and Infrastructure Charging Models

Informing and shaping the above, reports commissioned on LEV Strategy, Taxi Strategy and Infrastructure Charging Models are complete. The Taxi Strategy was approved by the RTA in November. Discussions are taking place with Transport for Wales and the UK Government's Electric Vehicle Infrastructure Investment Fund (managed by Zouk Capital) regarding development of a regional gain-share model. The Energy Savings Trust has further allocated £80k to CCR to support energy systems modelling work which is currently underway to underpin the development of a Clean Growth Challenge.

### Graduate Scheme

The one year prototype on the Graduate Scheme is underway with 42 placements being advertised on behalf of local businesses across the region to date. The anticipated take up of graduate employment by April 2020 is 50. Against a revenue outlay of £175k the private sector leverage achieved to date is £1.4m. This equates to £8 private sector leverage for every CCR £1 invested.

### Local Full Fibre Network

A Local Full Fibre Network submission to the Department of Digital Culture, Media and Sport (DCMS) to the value of c£7m has been secured on a CCR-wide basis

### Cardiff Metro Central Interchange

The c£200m Cardiff Metro Central Interchange project is underway linked to the comprehensive redevelopment of Central Square and the Southside Quay area of the City. In principle Outline Business Case (OBC) approvals were given by Department for Transport in September 2019, enabling City Deal to release further feasibility funds to support full business case development.

### CS Connected

A c£45m final business plan submission was made by CCR consortium as a seed-corn fund recipient to UKRI's Strength in Places Fund for the build-out of the CSC Cluster through CS Connected.



### Diagnostics and Devices Cluster

Similarly, Expressions of Interest have been made by CCR industry-led consortium (led by Creo Medical and Cardiff University) for a medical Diagnostics and Devices Cluster (£40m) to Strength in Places fund with further submissions supported by CCR on Creative Cluster (£20m) and Cyber (£30m) – hence covering a number of priority sectors.

### Welsh European Funding Office (WEFO) Building Institutional Capacity Bid

A £8m bid to WEFO's Building Institutional Capacity has been submitted by CCR, Cardiff University and Nesta to support innovative future service delivery in public services (InFuSe).

In relation to the Investment Framework Delivery Pipeline, the current status as at December 2019 is as follows:

|                     |  |   |  |
|---------------------|--|---|--|
| Informal Engagement | Project Pipeline                             |    | 28 known projects covering a range of areas across the investment priorities   |
|                     | Sift Questionnaire                           |    | 15 sift questionnaires received and are at stage 1a or 1b:<br>FTTP Project - 300k premises, Public Services Testbed, Centre for Neurology, FTTP projects x2, Life Sciences Park, Aquaculture services, Tidal energy project, U220 project, Moving Forward project, 5G Testbed, AI and Data Science Centre, CS campus & CS Connected, SME Competitiveness & Co-fund |
| Formal Engagement   | CCR Cabinet Notification                     |   |  |
|                     | Investment Officer & Investment Panel Review |    | 3 projects currently in this phase:<br>Metro Central, Core Valley Lines fibre project, and Strength in Places - CS Connected   |
|                     | CCR Cabinet (Proceed/Reject)                 |   |  |
|                     | Due Diligence                                |    | 4 projects currently in this phase:<br>Housing Catalyst Fund, Metro Plus (+ EV renewables), CCR Graduate Placement Scheme, and LFFN DCMS scheme  |
|                     | Investment Panel                             |   |  |
|                     | Regional Economic Growth Partnership         |   |  |
|                     | CCR Cabinet                                  |   |  |
|                     | Legal Completion                             |  | 1 project currently in this phase:<br>CSC Foundry  |



Our focus for 2020 is on realising the potential of the pipeline. We have 4 areas of focus:

1. Progressing funded projects in delivery

|             |        |   |
|-------------|--------|---|
| CSC Foundry | £37.9m | (£412m inc. £375m of private sector leverage) |
|-------------|--------|---|

2. Progressing projects from Strategic Outline Case approved by Cabinet to Legal Completion

| Project                             | CCR Investment                 | Total Project Investment/ Value    |
|-------------------------------------|--------------------------------|------------------------------------|
| Housing Catalyst Fund               | £15-30m                        | £30-60m                            |
| Metro Plus                          | £15m                           | £50m                               |
| Graduate Scheme                     | £175,000                       | £1.65m                             |
| Cardiff Metro Central               | £40m                           | £200m                              |
| Core Valley Lines Fibre             | £3.5m                          | £7m                                |
| Strength in Places for CS Connected | £3.5m                          | £45m                               |
|                                     | <b>Total<br/>£77.2 - 92.2m</b> | <b>Total<br/>£333.65 - 333.65m</b> |

3. Reviewing the 15 Sift Questionnaires and commencing the Investment Framework process as appropriate. However given the criteria imposed by the framework and the requirement to ensure we invest in the right projects, the ones that have the best chance of meeting the city deal requirements, we anticipate that many will not make the cut. (NB the indicative combined range of project values at this stage of the pipeline is c.£550m to £600m).

4. Working with the 28 projects in the top of the pipeline and bringing forward 3-6 for formal consideration.

From the National Evaluation Framework, CCR working with SQW, has agreed and approved a Local Evaluation Framework and from this, the first Baseline Report was received and endorsed by Regional Cabinet in June 2019. The report establishes a contextual economic forecast and, that the CSC project will be the core focus of the deep-dive impact work to inform the ‘One Year Report’ prepared by SQW in the year leading up to Gateway Review. It further presented evidence and early views around capacity development and partnerships.

**Key messages in respect of the CSC project stated:**

- The project is well underway, albeit spend to date is lower than projected – but this is starting to change
- The project is bigger than the Foundry and is about the potential for the Cluster
- Job creation is underway and targets are catching up with new roles being created
- Clarification is needed on jobs safeguarded

**In terms of capacity building and partnerships, stakeholder feedback key messages included:**

- General view that CCR City Deal and the Wider Investment Fund HAS had a positive impact on local economic development capacity
- Design of the Wider Investment Fund is important in driving demand, better evidence and decision making
- Scope exists for further engagement - particularly with businesses. Engagement with civic society is also referenced
- There is a sense the story is positive but it not widely promoted
- It remains *‘early days for the Wider Investment Fund: partnership and capacity has grown as a result, but as one consultee pointed out, the Compound Semiconductor project is just the first investment in what will need to develop as a wider transformational programme’.*

The work to inform the one-year out report was due to start in December 2019, which signals the ‘cut-off point’ for evidence and information. However SQW has brought this forward and work commenced in September 2019.

Whilst the CSC Project is the substantive project in delivery, key messages must now be reinforced around the fit for future framework City Deal has in place in order to scale-up growth and development of the programme. In addition, key points and issues about the process have been fed through to the UK Government’s Local Evaluation Steering Group. These include the importance of recognising the need to build strong foundations for

delivery, prioritising the right and not – random – projects; the importance of money-in, leverage and money out – as opposed to ‘spend’ assessments and risk profiling expenditure to place a focus on drawing down co-invested funds – which are often time limited – ahead of City Deal investment. In the CCR context, the significance attached to financial ROI and a revolving fund has also been reinforced given it enables scale, deeper impact and reinvestment.

To inform the ‘what to expect’ from Gateway 1 approach, visits have also been made to City Deals currently going through the Gateway process – Greater Cambridgeshire Partnership and Glasgow City Deal.



In October 2019, Regional Cabinet held a planning and development day. The purpose of this was to reflect, take stock and prepare and plan for the next year and the medium-term.

**There are a set of emerging clear principles which overarch the objectives, issues and priorities set out below, by Regional Cabinet:**

- From start-up to scale-up – we have laid strong foundations and targeted delivery of the Investment Framework pipeline is the clear priority
- We will be Gateway Ready and will tell our story in compelling and evidence-rich ways
- We will influence and engage to leverage further opportunity, investment potential and partnerships
- From City Deal to City Region. We will begin to shift our efforts and commitments beyond a funding programme to building the future of the region

**The key issues, challenges and objectives were considered and prioritised:**

- The backdrop of emergent regional development structures and the priority that should continue to be afforded to good governance around ‘one member, one vote’;
- Recognition of the strong foundations built by City Deal, stable and maturing political leadership and making progress with influencing bodies such as Innovate UK in proactively seeking new investment;
- Potential for cohesion and strengthening the regional framework built by City Deal through a new statutory Joint Committee for the Economy (post April 2021), through which to drive wider investment, policy and local priorities;
- Opportunity to co-deliver the Shared Prosperity Fund through such mechanisms with Welsh Government and to broaden the scope, remit and influence of bodies such as the Regional Economic Growth Partnership;
- In the light of Climate Crisis declarations – to prepare a comprehensive plan, vision and mission for energy and clean-growth;
- Ensuring wider CCR partnerships are fit for future purpose in this context and ahead of Gateway 1, reviewing and assessing their impact;
- Reinforcing the ‘no-one gets left behind’ principle and the importance of City Deal being for all ten areas;
- Importance of ensuring City Deal isn’t just doing ‘more of the same’ – but demonstrating how it is uniquely placed to solve problems the market won’t;
- Addressing the current gap around public engagement and doing more to involve and engage communities at a grass roots level;
- The need for a comprehensive communications plan that addresses both internal and external issues with a regular newsletter;
- Planning ahead – taking longer-term view and beginning to establish plans and infrastructure proposals for the future – now. This will be especially important for sustainable transport;
- The need to complete the ‘trilogy’ of the Industrial Growth Plan, Investment Framework and Investment and Opportunity Prospectus, through establishing the latter. This will help bring together the work on digital, housing, sites and premises and skills. It will also help drive focus on under-utilised assets such as the HoV Road;
- Maintaining and strengthening the focus on inclusive growth and economic inclusion as a core aspect of both narrative and delivery – showing through doing a commitment to sharing and spreading prosperity. Driving productivity in the foundational economy is key to this and development of alternative GVA metrics;
- Developing our approach to priority sectors and clusters – as the basis from which to drive the longer-term strategic approach – and building upon the good work done on CS Connected and Medical Devices and Diagnostics and building the skills work around this;
- Bringing to life the ‘challenge fund’ with thematic calls and priorities and in particular, reinforcing the focus on SME growth;
- The need for synergies across programmes – in particular public investment funds that operate in the region – Valleys Task Force, Development Bank Wales funds & Tech Valleys are key examples which underline the need for better co-ordination; and,
- Ensuring programme impact is in line with the Investment Framework and has regard to place and local priorities – this will help ‘build in’ equality and recognise the limit and constraints of agglomeration in our region.

In 2020/21, the WIF will support, directly and indirectly, the following areas of activity:

## Connected. Competitive. Resilient.

**To grow a competitive, connected and resilient economy and establish CCR as a place where prosperity is shared and wealth and wellbeing are compatible goals**

**As measured by core City Deal Requirements:**  
5% GVA Growth · Leverage of £4bn · 25,000 new high skill jobs

**Additional Requirements:**  
Demonstrate inclusion and contribute to inclusive economic growth

### Rooftop Objectives and Key Results 2020/21

- 1 Leveraging the foundational capacity and resources in place to optimise pipeline throughout & delivery
- 2 Gateway ready - Telling the story
- 3 Influence and engage to leverage new partnership & investment opportunity
- 4 Beyond City Deal - Building the future of the region

**Ready to Scale  
Delivery Pipeline**

- Improve quality deal-flow through ensuring investor readiness
- Accelerate pipeline decision making and throughput
- Expedite delivery of approved projects
- Provide expert implementation resource to facilitate effective delivery
- Introduce an implement a test, evaluate & iterate methodology
- Provide Eco-system support for priority clusters

**Gateway Ready  
Evaluating Progress**

- Produce a robust self-evaluation of progress and activity to date
- Progress the creation of an In-house data and intelligence hub
- Conduct a Partnership fitness check
- Conduct a self-assessment of governance practices and procedures
- Review team capability & capacity to ensure fit for purpose

**Influence and Engage  
Leverage New Potential**

- Tell the story - Research and develop fresh new communications content
- Produce an Investment & opportunity Prospectus
- Endeavour to secure more UKRI & external investment into the region
- Introduce targeted business development activity
- Consider an international outlook

**Beyond City Deal  
Building the Region**

- Develop a one region ethos and approach
- Introduce a Statutory Joint Committee for economy
- Develop a suite of fiscal levers
- Co-develop a Climate Vision and Mission statement



## 2020/21 Annual Business Plan - Budgets and Funding Strategy

Regional Cabinet have made a number of decisions to date, which have resulted in commitments against the Wider Investment Fund (WIF) in 2020/21 and beyond. Table 1 outlines the proposed 2020/21 budget and to assist with medium planning, the indicative budgets to financial year 2023/24 are also set-out, along with the proposed funding strategy over this period.

Table 1: Proposed 2020/21 Wider Investment Fund Budget and Indicative Budgets to 2023/24

| Indicative Programme Expenditure    | 2020/21<br>£'000  | 2021/22<br>£'000  | 2022/23<br>£'000  | 2023/24<br>£'000  |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Wider Investment Fund Top Slice     | 742.5             | 742.5             | 742.5             | 1,485.0           |
| Approved Projects - Revenue*        | 161.0             | 0.0               | 0.0               | 0.0               |
| Approved Projects - Capital         | 1,381.6           | 0.0               | 0.0               | 0.0               |
| Future Revenue Projects             | 2295.5            | 1,000.0           | 1,000.0           | 1,226.1           |
| Future Capital Projects             | 57,435.0          | 42,964.0          | 45,663.0          | 63,878.0          |
| Revenue to Support Capital Projects | 0.0               | 0.0               | 0.0               | 4,323.1           |
| <b>Total Investment</b>             | <b>62,015.6</b>   | <b>44,706.5</b>   | <b>47,405.5</b>   | <b>70,912.2</b>   |
| <b>Funded by:</b>                   |                   |                   |                   |                   |
| HMT Contribution (Revenue)          | (2599.0)          | (1,742.5)         | (1,742.5)         | (7,034.2)         |
| HMT Contribution (Capital)          | (0.0)             | (22,000.0)        | (22,000.0)        | (22,000.0)        |
| <b>Total HMT Contribution</b>       | <b>(2599.0)</b>   | <b>(23,742.5)</b> | <b>(23,742.5)</b> | <b>(29,034.2)</b> |
| Council Contribution                | (15,490.9)        | (7,963.7)         | (7,963.7)         | (11,466.0)        |
| CSC Loan Funding Repayment          | (1,800.0)         | (1,854.0)         | (4,553.0)         | (4,689.0)         |
| Temp Borrowing 'Cost of Carry'      | (42,125.8)        | (11,146.3)        | (11,146.3)        | (25,723.0)        |
| <b>Total Funding</b>                | <b>(62,015.0)</b> | <b>(44,706.5)</b> | <b>(47,405.5)</b> | <b>(70,912.2)</b> |

\*NB: assumes approval of extension to the Graduate Scheme.

## WIF Top-Slice Budget

Regional Cabinet have resolved that up to 3% of the Wider Investment Fund (over a 20 year period) is set aside to meet the costs associated with Programme Development & Support and is referred to as the WIF 'Top-Slice'. This equates to an annual budget of £742,500, the details of which are outlined in Table 2.

**Table 2: Proposed 2020/21 WIF Top-Slice Budget**

|  | £              |
|--|----------------|
| Contribution to Joint Committee Revenue Budget | 151,166        |
| Regional Economic Growth Partnership Support   | 16,000         |
| MIPIM Costs                                    | 70,000         |
| Regional Business Council                      | 24,100         |
| Project Pipeline Support                       | 481,234        |
| <b>Total</b>                                   | <b>742,500</b> |

Regional Cabinet has approved 'In-Principle' commitments in respect of a number of projects to date. These projects are in the process of developing their business cases for in-line with the Investment and Intervention Framework (IIF). The financial commitments associated with this work will be largely met from the budget outlined above.

Regional Cabinet, at its meeting 12th February 2018, delegated authority to the

Joint Committee's Section 151 Officer (in consultation) to establish an appropriate mechanism for managing Programme Development & Support resources (both on annual and cumulative basis) within the 3% cap previously agreed.

The purpose of this mechanism is to provide additional resources in-year to supplement the annual £742,500 budget, where required. Current projections indicate that cumulative resources amounting to £1.522 million will be available to support the Programme Development & Support budget at the beginning of 2020/21.

## Approved Projects

The 2020/21 Annual Business Plan will also need to meet the Year 3 costs of the approved Compound Semi-Conductor Foundry Site which have been slipped forward from the previous year. These are budgeted at a cost of £1.382 million and consist of project delivery and implementation costs. In addition, the 'Approved Projects' budget line also includes revenue expenditure in respect of the extension of the Graduate Pilot Scheme, which is the subject of a separate report to Regional Cabinet at its meeting of the 19th December 2019.

**Table 3: 2020/21 Budget - Approved Projects**

|                                    | £'000         |
|------------------------------------|---------------|
| Graduate Pilot Scheme (Revenue)    | 161.0         |
| CSC Foundry Site Funding (Capital) | 1,381.6       |
| <b>Total</b>                       | <b>1542.6</b> |

## Future Revenue and Capital Projects – Indicative Allocations

The Annual Business Plan also includes indicative allocations in respect of future revenue and capital projects which may come forward during the year. However, approval against these allocations is subject to meeting the requirements of the IIF.

An indicative budget of £1.856 million has been included in respect of new revenue expenditure, whilst the capital allocation amounts to £57.435 million.

At its meeting of the 15th January 2018, Regional Cabinet made a decision to preserve the HM Treasury revenue funding. This amounts to £40 million over the first four years of the fund to 31st March 2020. Therefore, whilst the indicative sum included within the Annual Business Plan for new revenue projects is just under £2 million, Regional Cabinet have the ability to increase this sum (if required), by approving further HM Treasury grant funding during the year, providing always that funding terms and conditions are met.

### **Affordability Envelope and WIF Funding Strategy**

The sums allocated represent the amounts available to be spent in 2020/21, with future year budget allocations being updated accordingly to reflect each new approval's overall spend profile. This will ensure that the fund remains affordable and within its approved envelope at all times, as decisions to approve projects are made through the year.

The total expenditure for the 2020/21 Annual Business Plan is £62,015 million. It is proposed that this level of expenditure is funded as follows:

- Draw down of HM Treasury Revenue Grant - £2.599 million
- CSC Loan Repayment - £1.800 million
- Draw down of Council Contributions - £15.491 million (as per the funding ratio)
- Temporary Borrowing – 'Cost of Carry' - £42.126 million

Finally, it should be noted that the actual funding applied will be dependent on the nature and timing of project expenditure and may differ from the proposed sums outlined above. Regional Cabinet will be provided with regular project performance reports, supplemented by quarterly budget monitoring statements, where matters such as progress against delivery plans and budgets can be assessed and the proposed funding arrangements can be reviewed as appropriate.



## Contact Us

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# Appendix 1

Business Plan 2020/21 - Operational Activity



# Connected. Competitive. Resilient.

To grow a competitive, connected and resilient economy and establish CCR as a place where prosperity is shared and wealth and wellbeing are compatible goals

## As measured by core City Deal Requirements:

5% GVA Growth · Leverage of £4bn · 25,000 new high skill jobs

## Additional Requirements:

Demonstrate inclusion and contribute to inclusive economic growth

## Rooftop Objectives and Key Results 2020/21

- 1 Leveraging the foundational capacity and resources in place to optimise pipeline throughout & delivery
- 2 Gateway ready - Telling the story
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- 4 Beyond City Deal - Building the future of the region

### Ready to Scale Delivery Pipeline

- Improve quality deal-flow through ensuring investor readiness
- Accelerate pipeline decision making and throughput
- Expedite delivery of approved projects
- Provide expert implementation resource to facilitate effective delivery
- Introduce an implement a test, evaluate & iterate methodology
- Provide Eco-system support for priority clusters

### Gateway Ready Evaluating Progress

- Produce a robust self-evaluation of progress and activity to date
- Progress the creation of an In-house data and intelligence hub
- Conduct a Partnership fitness check
- Conduct a self-assessment of governance practices and procedures
- Review team capability & capacity to ensure fit for purpose

### Influence and Engage Leverage New Potential

- Tell the story - Research and develop fresh new communications content
- Produce an Investment & opportunity Prospectus
- Endeavour to secure more UKRI & external investment into the region
- Introduce targeted business development activity
- Consider an international outlook

### Beyond City Deal Building the Region

- Develop a one region ethos and approach
- Introduce a Statutory Joint Committee for economy
- Develop a suite of fiscal levers
- Co-develop a Climate Vision and Mission statement

**Overarching 2020/21 CCR City Deal Goal: Leverage the foundational capability put in place to date to optimise pipeline throughput and delivery**

| Pipeline / Funnel  | Key Objectives   | Key Outcomes  | Key activities / Tasks<br>Operational, Resourcing,<br>and Assurance   | Key activities / Task<br>Marketing / Prospecting /<br>Business development  | Key activities / Task<br>Administration and<br>Reporting  | Key activities / Task<br>Influence and<br>Communications   |
|--|--|---|---|---|---|--|
| <p><b>Create awareness and interest in City Deal funds</b></p> | <p>Draw targeted submissions into Investment Framework through thematic calls and challenge approach</p>     | <p>Develop flow and sequence of Investment framework</p> <p>Develop framework for Challenge Fund and prizes</p> <p>Optimise use of time and resources</p> <p>Develop the delivery team work programme</p> | <p>Develop annual affordability envelope <b>Q1</b></p>  | <p>Development of a generic and if appropriate sector specific suite of CCR Investment and Opportunity Prospectus materials <b>Q1</b></p> <p>Structured programme for business engagement and development activities – linked to review of business council <b>Q2</b></p> | <p>Develop CRM to log and record interaction by sector/ cluster <b>Q1</b></p> <p>Develop forward Work Planner <b>Q1</b></p>   | <p>Develop a campaign led approach to raise awareness of the investment opportunities available and the process for accessing that support within our agreed priority sectors and clusters. <b>Q3/4</b></p> <p>Track engagement with published material. <b>Q3/4</b></p> |
| <p><b>Develop quality deal-flow</b></p>                        | <p>Ensure schemes and proposals are investment ready through development of Investor Readiness Programme</p> | <p>Co-funded with business finance organisation</p> <p>Arrests CCR underperformance in raising finance</p> <p>Production of quality investment opportunities to enable application to funds</p>           | <p>Identify fund-raise opportunities &amp; partners through establishing relationships and partnership agreements with key institutions such as British Business bank – <b>Q2</b></p> <p>Develop &amp; implement the Investment Readiness programme – <b>Q2</b></p> <p>Leverage funding from banks, asset finance and government partners – on a deal by deal basis</p> | <p>Raise awareness of innovation activity and capacity in CCR through campaign approach - <b>Q1</b></p> <p>Target and support FDI by making region attractive landing space</p>   | <p>Appropriate reporting through the IIF Investment Panel and Cabinet sign-off – <b>Q1, 2, 3 &amp; 4</b></p> <p>Commissioning and procurement – frameworks to be in place by <b>Q2</b></p> <p>Iterate SIFT 'entry' process to ensured continued fitness for purpose</p> <p>Data sharing and access considerations – <b>Q1</b></p> | <p>Ensure we create communication updates that highlight the role collaboration plays in bringing quality opportunities into the pipeline. <b>Q1-4</b></p>   |

|  |   |  |  |  |  |  |
|--|---|--|--|--|--|--|
| <p><b>Pipeline 'Approved Projects'</b></p> | <p>To continue the delivery of the 'approved' projects currently moving through IIF</p> | <p>Delivery underway on 5 Metro Plus schemes</p> <p>Plan for targeted EV investment with WG – supported through the UK Govt Infrastructure Investment Charging Fund</p> <p>FBC stage on Metro Central</p> <p>Commissioning of Graduate Scheme delivery</p> <p>Delivery and completion of LFFN</p> <p>Through commissioned FCA partner – delivery of first year pipeline on Housing Investment fund</p> | <p>Oversight of IIF and full application of Assurance Framework – <b>Q1, 2, 3 &amp; 4</b></p> <p>Application of proportionate business case model via Local Partnerships on a project by project basis</p> <p>Legal Services Framework in place <b>Q2</b></p> <p>Oversight of advisors and professional input</p> <p>Risk and issues log <b>Q1</b></p> <p>Annual business plan and quarterly finance and performance reporting</p> | <p>Creation of CCR proposition material variants to promote and add depth to material variants <b>Q2</b></p> <p>Branded templates to reflect investment partnerships <b>Q2</b></p> <p>Website showcases and live content in real-time involving partners and beneficiaries <b>Q2</b></p> | <p>Establishment of files and tracking/ monitoring systems <b>Q2</b></p> <p>Annual Review of processes for Registration of Interests – <b>Q3</b></p> | <p>Chart the progress of approved projects through their development lifecycle looking to capture multiple perspectives on the impact of projects and demonstrate the fact that activity is gathering momentum. <b>Q3 &amp; 4</b></p> <p>Introduce a Quarterly CCR newsletter that summarises key achievements and the impact they've had/will have.</p> <p><b>Q1</b> for 2019 and quarterly thereafter.</p> |
|--|---|--|--|--|--|--|



|   |   |   |  |   |  |   |
|---|---|---|--|---|--|---|
| <p><b>Priority sectors and clusters</b></p>     | <p>Develop the cluster framework required to support each of the 6 priority sectors</p>   | <p>Strength in Places Fund submissions and Connecting Capability</p> <p>Establishment of Economic Intelligence supporting development needs of clusters</p> <p>Identification of industrial and academic lead partners</p> <p>Seed-corn fund support for initial mobilisation</p> <p>Targeted investment support available through 3 funds</p> <p>Creation of 'eco-system' conditions</p> | <p>Seed fund development <b>Q2</b></p> <p>Conclude issue with UK and WG regarding challenge funds – <b>Q1</b></p> <p>Development framework for appropriate governance mechanisms and support for cross-organisation structures and working – <b>Q3</b></p> | <p>Business Council &amp; Skills Partnership to convene groups and networks to support the approach – <b>Q2</b></p> <p>Business Council Industry events and roundtables to develop human connections and collateral – <b>Q3 &amp; 4</b></p> <p>Shared marketing and prospecting campaigns</p> <p>Identification of the common stages of the innovation journey to share learning and identify areas of cross sector convergence</p> | <p>Established approach for reporting through IIF – <b>Q1</b></p> <p>Oversight of all commissions and procurement</p> <p>Development of core CCR partner/ business contact directory <b>Q2</b></p> | <p>Create content that explains our priority sectors &amp; why the concept of eco systems is essential what activity is taking place and how businesses within that supply chain can engage with us – <b>Q1, 2, 3 &amp; 4</b></p> <p>Introduce cluster concept and current status <b>Q1</b></p> <p>Each subsequent quarter to cover cluster developments.</p> |
| <p><b>Due diligence and decision-making</b></p> | <p>Develop the schemes demonstrating viability, deliverability &amp; affordability through the IIF to due diligence and decision-making</p> | <p>Delivery of the right schemes that best meet the City Deal Requirements</p>  | <p>Oversight of business case development process and assurance tests</p> <p>Risks and issues log <b>Q1</b></p> <p>Interaction with project development and investment support - ongoing</p>   |   | <p>Oversight of all recording and monitoring with systems sets up in <b>Q1</b></p> <p>Policy for FOI and information requests <b>Q2</b></p>  |   |

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| <p><b>Implementation Planning</b></p>             | <p>Development of frameworks with clear milestones, targets and timeframes to guide deployment and delivery</p> | <p>Ensure capability and capacity in ongoing project management</p>  | <p>Draw-down requirements, contractual documentation and phasing of investment – <b>to be guided by sign off dates for key projects</b></p> <p>Contract monitoring against targets</p> <p>Project and programme management</p> <p>Prince 2 refresh for relevant staff – <b>Q4</b></p> <p>Internal Audit Review – <b>Q4</b></p> <p>Annual business plan and performance reporting <b>Q3 and Q1, 2, 3 &amp; 4</b></p> | <p>Linked to campaign calendar in <b>Q1, 2, 3 &amp; 4</b></p>                                      | <p>Contract administration and documentation files <b>Q1</b></p>        | <p>Outputs and outcomes are communicated and brought to life at the relevant times in order to ‘tell the story’ <b>Q1, 2, 3 &amp; 4</b></p> <p>Develop a communication timeline and appropriate media format for each project that is in the public domain.</p> |
| <p><b>Evaluation and post-delivery review</b></p> | <p>Full evaluation of Phase 1 of Compound Semiconductor Foundry project – post project completion</p>           | <p>Ensure proper objective and independent evaluation of project against City Deal Requirements</p> <p>Provide platform from which to build cluster ambitions and develop CSCconnected</p> | <p>Annual Business Plan reporting <b>Q1, 2, 3 &amp; 4</b></p> <p>Annual governance statement development – <b>Q3</b></p> <p>Review of CSC project – <b>Q4</b></p> <p>Review of CS Connected work to date and CS team – post decision on SIPF – <b>Q2</b></p>  | <p>Celebration of what worked and went well</p> <p>Marketing Plan for CS Connected – <b>Q2</b></p> | <p>Oversight of all reporting and associated governance and systems</p> | <p>As above.</p>  |

**Overarching 2020/21 CCR City Deal Goal: Getting ready for Gateway One and telling the 'start-up/scale-up' story**

| Gateway Element                             | Key objectives  | Key outcomes  | Key activities/ tasks<br>Operational, Resourcing and Assurance   | Key activities/ task<br>Marketing/ Prospecting/ Business development  | Key activities/ tasks<br>Administration and Reporting  | Key activities/ task<br>Influence and communications   |
|---|---|---|--|---|--|--|
| <b>Self-awareness and self-assessment</b>   | Develop full self-evaluation in line with HMT requirements ahead of Gateway | <p>Produce and publish full self-evaluation that assesses progress to date and the journey thus far and highlights the 'what matters' aspects</p> <p>Clear focus on what next</p> <p>Tells the start-up – to scale-up story</p> | <p>Contribution of key financial and resourcing information related to live projects, pipeline and projected forward pipeline – <b>Q3</b></p> <p>Develop full self-evaluation – <b>Q3</b></p>  | <p>Development of core narrative and storyboard <b>Q3</b></p> <p>Focus groups and sounding boards to establish feedback and input <b>Q2 &amp; 3</b></p> | <p>Oversight of publication and reporting and sharing with partnerships</p> <p>Bringing together the Gateway Submission and supporting information – <b>Q4</b></p> | <p>Create a framework for how we will physically represent our progress for the gateway submissions and the inputs we will need.</p> <p>Coordinate the production, design and publication of the Gateway review materials. <b>Q3/4</b></p> |
| <b>Preparation and process requirements</b> | Compliance with all guidance relating to preparation for Gateway            | <p>Build strong awareness of process and requirements</p> <p>Apply learning from Cohort 1 Gateway</p> <p>Demonstrate good governance</p> <p>Demonstrate progress and advancement against key areas of focus</p>                 | <p>Reporting to Pan Implementation Board – <b>Q2</b></p> <p>Clarifying key government roles and responsibilities <b>Q1</b></p> <p>Full participation in UK Govt-led Evaluation Steering Group – <b>Q2 &amp; 3</b></p> <p>Working with SQW to inform One Year out report and act on recommendations – <b>Q1</b></p> |   | Bringing together co-design of gateway process – <b>Q2</b>   |  |

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| <p><b>Data and Insight</b></p> | <p>Develop in-house data intelligence competency and capacity</p>            | <p>Demonstrate investments in data-led decision making, evidence-informed outcomes and building self-awareness</p>  | <p>Publish State of Region reports – <b>Q1</b></p> <p>Commission economic impact for Devices and Diagnostics <b>Q1</b></p> <p>Work programme and outcomes for KES PhD Data Studentships – <b>Q1</b></p> | <p>Branding of Intelligence Hub and co-ordination with partnerships – <b>Q2</b></p>   | <p>Database oversight and report generation - <b>Q2</b></p>                                | <p>Demonstrate how we are collaborating to create more data and insight and how that is leading to better decision making</p> <p>Maximise reach of REGP publications on Connected, Competitive and Resilient <b>Q1, 2, 3 &amp; 4</b></p> <p>Create more thought pieces from REGP and other sources as appropriate – <b>Q1, 2, 3 &amp; 4</b></p>  |
| <p><b>Partnerships</b></p>     | <p>Leverage the resources and value of partnerships in telling the story</p> | <p>Demonstrate industry and business leadership</p> <p>Demonstrate the close involvement of partners in not just delivering – but in shaping and informing frameworks</p> | <p>Review of partnership governance and effectiveness – to commence with business council review <b>Q1, REGP and RSP in Q2, 3 &amp; 4</b></p>   | <p>Story is told from the perspective of partners and partnerships</p> <p>Testimonials sought and developed</p> <p>Case studies of business engagement developed and business development framework is produced <b>Q3</b></p> | <p>Minutes, agendas, notes are all well maintained up to date and accessible - ongoing</p> | <p>Joint press releases</p> <p>Press campaign plans and social media strategies to coincide with Gateway – <b>Q3 &amp; 4</b></p> <p>Illustrate through regular content updates how the partnerships we have in place and the collaborative approach to progressing activity / decision making is making impact.</p> <p>Ensure this is reflected in the Gateway submissions.</p> <p><b>Q3/4</b></p> |

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| <p><b>Governance and audit</b></p>    | <p>Demonstrate good governance, strong accountability mechanisms and robust assurance</p> | <p>Demonstrate that good governance is foundational and supports good delivery</p> <p>Demonstrates clarity of purpose</p> | <p>Live Risk and Issues Log <b>Q1</b></p> <p>Quarterly performance and finance reports</p> <p>Appointment of external legal and financial specialist advisors – <b>Q</b></p> <p>Production of CSOA and Annual Governance Statement <b>Q2</b></p> <p>Delivery of all proposals for improvement in live WAO reports <b>Q1</b></p> <p>Delivery of all internal audit actions requirements <b>Q1, 2, 3 &amp; 4</b></p> <p>Review of CS Foundry Ltd company structure post-project completion <b>Q3&amp;4</b></p> | <p>Bring to life governance frameworks through thought leadership, interviews with key figureheads and reinforcement of role and place of good governance</p> | <p>Partnership, committee and group oversight and administration</p> <p>Tracking systems in place for audit actions and reporting</p> <p>Forward work programme and planner</p> | <p>Focus within communications plan on meaning of good governance and the positive impact doing it well has on outcomes.</p>  |
| <p><b>Capability and capacity</b></p> | <p>Fit for purpose resourcing plan to support Gateway</p>                                 | <p>Ensure capability and capacity in demonstrating right delivery credentials</p>   | <p>Against vacant posts – create targeted secondment opportunities to bring in expertise <b>Q1</b></p> <p>In-house skills development programme &amp; CPD</p> <p>Plan for resourcing requirements beyond Gateway 1 conclusion <b>Q4</b></p>  | <p>Bring to life the team and expertise through 'Meet the Team' and Partners</p>  | <p>HR compliance</p>  | <p>Bring the team to life through introducing a meet the team section on the website and introducing a blog to showcase the contribution the team is making to the overall delivery plan.</p> <p>Ensure we get press coverage for all significant new appointments</p> <p><b>Q1 onwards</b></p> |

**Overarching 2020/21 CCR City Deal Goal: Influence and Engage to leverage new partnership and investment opportunities**

| Potential                       | Key Objectives                                     | Key Outcomes   | Key activities/ tasks<br>Operational, Resourcing and Assurance | Key activities/ task<br>Marketing / Prospecting / Business Development   | Key activities/ tasks<br>Administration and Reporting   | Key activities/ task<br>Influence and communications   |
|---------------------------------|--|--|--|--|---|--|
| <p><b>Fresh new content</b></p> | <p>Develop Content and Campaign based approach</p> | <p>Demonstrate CCR achieving the objectives of Momentum, Progression &amp; Confidence</p> <p>Attract prospective investors</p> | <p>ROI assessment support</p> <p>Value creation assessment</p> | <p>Thematic monthly based content calendar <b>Q1, 2, 3 &amp; 4</b> &amp; dovetail with business engagement priorities</p> <p>Creation of Investment and Opportunity Prospectus to respond to 'what' and 'why' and 'how'</p> <p>Creation of specific proposition variants <b>Q1 onwards</b></p> | <p>Support and dissemination</p> <p>Co-ordination of partners and alignment with themes and opportunities</p> | <p>Develop a thematic approach focused on demonstrating how we are making an impact through a series of</p> <p>Features and articles</p> <p>Thought leadership and prevocational pieces</p> <p>A new quarterly newsletter <b>Q2 onward</b></p> |

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|------------------------------------|---|--|--|--|--|---|
| <p><b>Events and showcases</b></p> | <p>Target programme of events, networks and conferences</p>                           | <p>Increase profile, visibility and enhance CCR reputation locally, nationally and internationally</p>   |  | <p>Targeted sponsorship 'ask and offer'</p> <p>Partnership with Global Welsh <b>Q2</b></p> <p>Participation in MIPIM 2021 built upon review of outcomes for MIPIM 2020 <b>Q1</b></p> <p>Participation in further targeted national events – Wales in London Week, Core Cities and target conferences and events <b>Q2 onwards</b></p> <p>Support for trade missions and visits that can bring value and learning to CCR</p> <p>Key Contributors to WG International Strategy</p> | <p>Support for co-ordination and organisation and all materials and collateral</p> | <p>Agree CCR strapline and key communications objectives <b>Q1</b></p> <p>Wales Office in London content plan <b>Q1</b></p> <p>Others as advised / to be planned.</p> <p>On going</p> |
| <p><b>Target organisations</b></p> | <p>Develop relationship and approach for engaging with UK Research and Innovation</p> | <p>Demonstrate clear strategy for engagement built upon evidenced competitive strengths</p> <p>Bring more UKRI investment into CCR – aligned with purpose and priorities</p> <p>Develop co-investment proposals that leverage value across WG, UK Govt and CCR</p> | <p>Oversight of process for co-ordination for match funding</p> <p>Agree target distribution with WG and UK Govt – <b>Q2</b></p> <p>Alignment of business case development across partners</p> | <p>Collateral supporting challenge and mission development and approach <b>Q2</b></p> <p>Mobilise network of key influencers</p>   | <p>Co-ordination support</p>   | <p>Co-development of press and social media campaigns built on shared purpose and opportunities</p> <p><b>Q2 onwards</b></p>  |

## Overarching 2020-2021 CCR City Deal Goal: Building the future of the region

| From CCR City Deal to CCR         | Key objectives   | Key outcomes  | Key activities/ tasks<br>Operational, Resourcing and Assurance   | Key activities/ task<br>Marketing / Prospecting / Business Development  | Key activities/ tasks<br>Administration and Reporting   | Key activities/ task<br>Influence and communications   |
|-----------------------------------|--|---|--|---|---|--|
| <b>Building and consolidating</b> | Develop preparations and complementary frameworks for introduction of Statutory Joint Committee for Economy in 2021                      | <p>Move beyond City Deal to City Region</p> <p>Ensure cohesion and alignment across City Deal regional structures and Welsh Govt regional frameworks</p> <p>One Strategic Development Plan for CCR</p>  | <p>Participation in Regional Investment Board <b>Q1, 2, 3 &amp; 4</b></p> <p>Do-develop of regional economic framework <b>Q3</b></p> <p>Integration of appropriate fund and investment streams across WG and CCR</p> <p>Preparation for Shared Prosperity Fund</p> | <p>Commence shift to 'one region' branding, marketing and development and @acapitalregion <b>Q3</b></p> <p>Common pipelines and co-fund models</p> <p>Synergies across internal investment governance frameworks are developed</p> <p>Co-marketing of the VRP partners, outcomes and impact</p> <p>Raising profile and effectiveness of Regional Skills Partnership</p> | <p>Co-ordination and developmental support</p> <p>Support for Partnership transitions to whole region approach – in particular REGP</p> | <p>Shared purpose and common message-set and communications plan</p> <p><b>Q4 onwards</b></p>                                      |
| <b>Sustainable Futures</b>        | <p>Equip region with programme of fiscal levers and incentives</p> <p>Equip region with resilience toolkit to address Climate Crisis</p> | <p>Enable region to deliver beyond scope of funding programmes and to develop its self-sufficiency and resilience</p> <p>Profit and wellbeing are seen as compatible with clean growth supporting need to safeguard planet whilst growing regional income</p> | <p>Complete work on NNDR framework Q4</p> <p>Develop advice and expertise on Tax Increment Financing</p> <p>Develop proposal on wider suite of measures with WG and for UK Govt support Q4</p>   | <p>Build upon energy vision and mapping to develop energy mission</p> <p>Co-develop framework for clean growth investment with WG and with which to seek ISCF Clean Growth Investment Q2</p>  | <p>Co-ordination and reporting support</p>  | <p>Ensure all press and social media communications balance core message across wealth and wellbeing.</p> <p><b>Q4 onwards</b></p> |



## Connected. Competiitve. Resilient

To grow a competiitve, connected and resilient economy and establish CCR as a place where prosperity is shared and wealth and wellbeing are compatible goals

As measured by core City Deal Requirements:

- 5% GVA Growth
- Leverage of £4bn
- 25,000 new high skill jobs

Adiitonal requirement:

- Demonstrate inclusion and contribute to inclusive economic growth

### ROOFTOP OBJECTIVES AND KEY RESULTS 2020/21

- 1) LEVERAGING THE FOUNDATIONAL CAPACITY & RESOURCES IN PLACE TO OPTIMISE PIPELINE THROUGHPUT & DELIVERY
- 2) GATEWAY READY - TELLING THE STORY
- 3) INFLUENCE AND ENGAGE TO LEVERAGE NEW PARTNERSHIPS & INVESTMENT OPPORTUNITY
- 4) BEYOND CITY DEAL - BUILDING THE FUTURE OF THE REGION

#### Ready to Scale – Delivery Pipeline

- Improve quality deal-flow through ensuring investor readiness
- Accelerate pipeline decion making and throughput
- Expedite delivery of approved projects
- Provide expert implementation resource to facilitate effective delivery
- Introduce an implement a test, evaluate & iterate methodology
- Provide Eco-system support for priority clusters

#### Gateway Ready – tell the story

- Produce a robust self -evaluation of progress and activity to date
- Progress the creation of an In-house data and intelligence hub
- Conduct a Partnership fitness check
- Conduct a self-assessment of governance practices and procedures
- Review team capability & capacity to ensure fit for purpose

#### Influence and Engage - leverage new potential

- Research and develop fresh new communications content
- Produce an Investment & opportunity Prospectus
- Endeavour to secure more UKRI & external investment into the region
- Introduce targeted business development activity
- Consider an international outlook

#### Beyond City Deal - Building the region

- Develop a one region ethos and approach
- Introduce a Statutory Joint Committee for economy
- Develop a suite of fiscal levers
- Co-develop a Climate Vision and Mission statement

**Overarching 2020/21 CCR City Deal Goal: leverage the foundational capability put in place to date to optimise pipeline thruput and delivery**

| Pipeline/<br>Funnel                              | Key objectives  | Key outcomes  | Key activities/<br>tasks<br>Operational,<br>Resourcing, and<br>Assurance | Key activities/ task<br>Marketing/<br>Prospecting/<br>Business<br>development  | Key activities/<br>tasks<br>Administration and<br>Reporting   | Key activities/ task<br>Influence and<br>communications   |
|--|---|---|--|--|---|---|
| Create awareness and interest in City Deal funds | Draw targeted submissions into Investment Framework through thematic calls and challenge approach | <p>Develop flow and sequence of Investment framework</p> <p>Develop framework for Challenge Fund and prizes</p> <p>Optimise use of time and resources</p> <p>Develop the delivery team work programme</p> | Develop annual affordability envelope <b>Q1</b>                          | <p>Development of a generic and if appropriate sector specific suite of CCR Investment and Opportunity Prospectus materials. <b>Q1</b></p> <p>Structured programme for business engagement and development activities – linked to review of business council – <b>Q2</b></p> | <p>Develop CRM to log and record interaction by sector/ cluster <b>Q1</b></p> <p>Develop forward Work Planner <b>Q1</b></p> | <p>Develop a campaign led approach to raise awareness of the investment opportunities available and the process for accessing that support within our agreed priority sectors and clusters <b>Q3/4</b></p> <p>Track engagement with published material. <b>Q3/4</b></p> |

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| Develop quality deal-flow    | Ensure schemes and proposals are investment ready through development of Investor Readiness Programme | <p>Co-funded with business finance organisation</p> <p>Arrests CCR underperformance in raising finance</p> <p>Production of quality investment opportunities to enable application to funds</p>           | <p>Identify fund-raise opportunities &amp; partners through establishing relationships and partnership agreements with key institutions such as British Business bank – <b>Q2</b></p> <p>Develop &amp; implement the Investment Readiness programme – <b>Q2</b></p> <p>Leverage funding from banks, asset finance and government partners – on a deal by deal basis</p> | <p>Raise awareness of innovation activity and capacity in CCR through campaign approach - <b>Q1</b></p> <p>Target and support FDI by making region attractive landing space</p>   | <p>Appropriate reporting through the IIF Investment Panel and Cabinet sign-off – <b>Qs1,2,3 &amp; 4</b></p> <p>Commissioning and procurement – frameworks to be in place by <b>Q2</b></p> <p>Iterate SIFT ‘entry’ process to ensure continued fitness for purpose</p> <p>Data sharing and access considerations – <b>Q1</b></p> | <p>Ensure we create communication updates that highlight the role collaboration plays in bringing quality opportunities into the pipeline. <b>Q1-4</b></p>  |
| Pipeline ‘Approved Projects’ | To continue the delivery of the ‘approved’ projects currently moving through IIF                      | <p>Delivery underway on 5 Metro Plus schemes</p> <p>Plan for targeted EV investment with WG – supported through the UK Govt Infrastructure Investment Charging Fund</p> <p>FBC stage on Metro Central</p> | <p>Oversight of IIF and full application of Assurance Framework – <b>Qs1,2,3&amp;4</b></p> <p>Application of proportionate business case model via Local Partnerships on a project by project basis</p>   | <p>Creation of CCR proposition material variants to promote and add depth to material variants <b>Q2</b></p> <p>Branded templates to reflect investment partnerships <b>Q2</b></p> <p>Website showcases and live content in real-time involving</p> | <p>Establishment of files and tracking/ monitoring systems <b>Q2</b></p> <p>Annual Review of processes for Registration of Interests – <b>Q3</b></p>  | <p>Chart the progress of approved projects through their development lifecycle looking to capture multiple perspectives on the impact of projects and demonstrate the fact that activity is gathering momentum. <b>Q3&amp;4</b></p> |

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|                               |  | <p>Commissioning of Graduate Scheme delivery</p> <p>Delivery and completion of LFFN</p> <p>Through commissioned FCA partner – delivery of first year pipeline on Housing Investment fund</p>   | <p>Legal Services Framework in place <b>Q2</b></p> <p>Oversight of advisors and professional input</p> <p>Risk and issues log <b>Q1</b></p> <p>Annual business plan and quarterly finance and performance reporting</p>                                    | <p>partners and beneficiaries <b>Q2</b></p>   |  | <p>Introduce a Quarterly CCR newsletter that summarises key achievements and the impact they've had/will have. <b>Q1</b> for 2019 and quarterly thereafter.</p>  |
| Priority sectors and clusters | Develop the cluster framework required to support each of the 6 priority sectors | <p>Strength in Places Fund submissions and Connecting Capability</p> <p>Establishment of Economic Intelligence supporting development needs of clusters</p> <p>Identification of industrial and academic lead partners</p> <p>Seed-corn fund support for initial mobilisation</p> <p>Targeted investment support available through 3 funds</p> | <p>Seed fund development <b>Q2</b></p> <p>Conclude issue with UK and WG regarding challenge funds – <b>Q1</b></p> <p>Development framework for appropriate governance mechanisms and support for cross-organisation structures and working – <b>Q3</b></p> | <p>Business Council &amp; Skills Partnership to convene groups and networks to support the approach – <b>Q2</b></p> <p>Business Council Industry events and roundtables to develop human connections and collateral – Q3&amp;4</p> <p>Shared marketing and prospecting campaigns</p> <p>Identification of the common stages of the innovation</p> | <p>Established approach for reporting through IIF – <b>Q1</b></p> <p>Oversight of all commissions and procurement</p> <p>Development of core CCR partner/ business contact directory <b>Q2</b></p> | <p>Create content that explains our priority sectors &amp; why the concept of eco systems is essential what activity is taking place and how businesses within that supply chain can engage with us – <b>Qs1,2,3 &amp;4</b></p> <p>Introduce cluster concept and current status <b>Q1</b><br/>Each subsequent quarter to cover cluster developments.</p> |

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|                                   |  | Creation of 'eco-system' conditions                                     |  | journey to share learning and identify areas of cross sector convergence |  |   |
| Due diligence and decision-making | Develop the schemes demonstrating viability, deliverability & affordability through the IIF to due diligence and decision-making | Delivery of the right schemes that best meet the City Deal Requirements | Oversight of business case development process and assurance tests<br><br>Risks and issues log <b>Q1</b><br><br>Interaction with project development and investment support - ongoing  |  | Oversight of all recording and monitoring with systems sets up in <b>Q1</b><br><br>Policy for FOI and information requests <b>Q2</b> |   |
| Implementation Planning           | Development of frameworks with clear milestones, targets and timeframes to guide deployment and delivery                         | Ensure capability and capacity in ongoing project management            | Draw-down requirements, contractual documentation and phasing of investment – <b>to be guided by sign off dates for key projects</b><br><br>Contract monitoring against targets<br><br>Project and programme management<br><br>Prince 2 refresh for relevant staff – <b>Q4</b> | Linked to campaign calendar in <b>Qs1,2,3&amp;4</b>                      | Contract administration and documentation files <b>Q1</b>  | Outputs and outcomes are communicated and brought to life at the relevant times in order to 'tell the story' <b>Qs1,2,3&amp;4</b><br><br>Develop a communication timeline and appropriate media format for each project that is in the public domain. |

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|                                     |  |  | <p>Internal Audit Review – <b>Q4</b></p> <p>Annual business plan and performance reporting <b>Q3 and Qs1,2,3&amp;4</b></p>   |  |  |           |
| Evaluation and post-delivery review | Full evaluation of Phase 1 of Compound Semiconductor Foundry project – post project completion | <p>Ensure proper objective and independent evaluation of project against City Deal Requirements</p> <p>Provide platform from which to build cluster ambitions and develop CSCConnected</p> | <p>Annual Business Plan reporting <b>Qs1,2,3,&amp;4</b></p> <p>Annual governance statement development – <b>Q3</b></p> <p>Review of CSC project – <b>Q4</b></p> <p>Review of CS Connected work to date and CS team – post decision on SIPP – <b>Q2</b></p> | <p>Celebration of what worked and went well</p> <p>Marketing Plan for CS Connected – <b>Q2</b></p> | Oversight of all reporting and associated governance and systems | As above. |

**Overarching 2020/21 CCR City Deal Goal: Getting ready for Gateway One and telling the ‘start-up/scale-up’ story**

| Gateway Element                      | Key objectives  | Key outcomes  | Key activities/ tasks<br>Operational, Resourcing and Assurance  | Key activities/ task<br>Marketing/ Prospecting/ Business development  | Key activities/ tasks<br>Administration and Reporting  | Key activities/ task<br>Influence and communications  |
|--------------------------------------|---|---|---|---|--|---|
| Self-awareness and self-assessment   | Develop full self-evaluation in line with HMT requirements ahead of Gateway | <p>Produce and publish full self-evaluation that assesses progress to date and the journey thus far and highlights the 'what matters' aspects</p> <p>Clear focus on what next</p> <p>Tells the start-up – to scale-up story</p> | <p>Contribution of key financial and resourcing information related to live projects, pipeline and projected forward pipeline – <b>Q3</b></p> <p>Develop full self-evaluation – <b>Q3</b></p>                         | <p>Development of core narrative and storyboard <b>Q3</b></p> <p>Focus groups and sounding boards to establish feedback and input <b>Q2&amp;3</b></p> | <p>Oversight of publication and reporting and sharing with partnerships</p> <p>Bringing together the Gateway Submission and supporting information – <b>Q4</b></p> | <p>Create a framework for how we will physically represent our progress for the gateway submissions and the inputs we will need.</p> <p>Coordinate the production, design and publication of the Gateway review materials.</p> <p><b>Q3/4</b></p> |
| Preparation and process requirements | Compliance with all guidance relating to preparation for Gateway            | <p>Build strong awareness of process and requirements</p> <p>Apply learning from Cohort 1 Gateway</p> <p>Demonstrate good governance</p> <p>Demonstrate progress and advancement against key areas of focus</p>                 | <p>Reporting to Pan Implementation Board – <b>Q2</b></p> <p>Clarifying key government roles and responsibilities <b>Q1</b></p> <p>Full participation in UK Govt-led Evaluation Steering Group – <b>Q2 &amp; 3</b></p> |   | Bringing together co-design of gateway process – <b>Q2</b>   |   |

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|                  |   |   | Working with SQW to inform One Year out report and act on recommendations – <b>Q1</b>   |  |   |   |
| Data and Insight | Develop in-house data intelligence competency and capacity            | Demonstrate investments in data-led decision making, evidence-informed outcomes and building self-awareness   | <p>Publish State of Region reports – <b>Q1</b></p> <p>Commission economic impact for Devices and Diagnostics <b>Q1</b></p> <p>Work programme and outcomes for KES PhD Data Studentships – <b>Q1</b></p> | Branding of Intelligence Hub and co-ordination with partnerships – <b>Q2</b>   | Database oversight and report generation - <b>Q2</b>                                | <p>Demonstrate how we are collaborating to create more data and insight and how that is leading to better decision making -</p> <p>Maximise reach of REGP publications on Connected, Competitive and Resilient <b>Q1,2,3&amp;4</b></p> <p>Create more thought pieces from REGP and other sources as appropriate – <b>Q123&amp;4</b></p> |
| Partnerships     | Leverage the resources and value of partnerships in telling the story | <p>Demonstrate industry and business leadership</p> <p>Demonstrate the close involvement of partners in not just delivering – but in shaping and informing frameworks</p> | Review of partnership governance and effectiveness – to commence with business council review <b>Q1, REGP and RSP in Q2,3&amp;4</b>   | <p>Story is told from the perspective of partners and partnerships</p> <p>Testimonials sought and developed</p> <p>Case studies of business engagement</p> | Minutes, agendas, notes are all well maintained up to date and accessible - ongoing | <p>Joint press releases</p> <p>Press campaign plans and social media strategies to coincide with Gateway – <b>Q3&amp;4</b></p> <p>Illustrate through regular content</p>  |



|                      |  |  |  |  |  |  |
|----------------------|--|--|--|--|--|--|
|                      |  |  |  | developed and business development framework is produced <b>Q3</b>   |  | updates how the partnerships we have in place and the collaborative approach to progressing activity / decision making is making impact. Ensure this is reflected in the Gateway submissions.<br><br><b>Q3/4</b> |
| Governance and audit | Demonstrate good governance, strong accountability mechanisms and robust assurance | Demonstrate that good governance is foundational and supports good delivery<br><br>Demonstrates clarity of purpose | Live Risk and Issues Log <b>Q1</b><br><br>Quarterly performance and finance reports<br><br>Appointment of external legal and financial specialist advisors – <b>Q</b><br><br>Production of CSOA and Annual Governance Statement <b>Q2</b><br><br>Delivery of all proposals for improvement in live WAO reports <b>Q1</b> | Bring to life governance frameworks through thought leadership, interviews with key figureheads and reinforcement of role and place of good governance | Partnership, committee and group oversight and administration<br><br>Tracking systems in place for audit actions and reporting<br><br>Forward work programme and planner | Focus within communications plan on meaning of good governance and the positive impact doing it well has on outcomes.  |

|                         |  |  |  |   |               |   |
|-------------------------|--|--|--|---|---------------|---|
|                         |  |  | <p>Delivery of all internal audit actions requirements<br/><b>Q123&amp;4</b></p> <p>Review of CS Foundry Ltd company structure post-project completion<br/><b>Q3&amp;4</b></p>   |   |               |   |
| Capability and capacity | Fit for purpose resourcing plan to support Gateway | Ensure capability and capacity in demonstrating right delivery credentials | <p>Against vacant posts – create targeted secondment opportunities to bring in expertise <b>Q1</b></p> <p>In-house skills development programme &amp; CPD</p> <p>Plan for resourcing requirements beyond Gateway 1 conclusion Q4</p> | Bring to life the team and expertise through ‘Meet the Team’ and Partners | HR compliance | <p>Bring the team to life through introducing a meet the team section on the website and introducing a blog to showcase the contribution the team is making to the overall delivery plan.</p> <p>Ensure we get press coverage for all significant new appointments</p> <p><b>Q1 onwards</b></p> |

**Overarching 2020/21 CCR City Deal Goal: Influence and Engage to leverage new partnership and investment opportunities**

| <b>Potential</b>     | <b>Key objectives</b>                                | <b>Key outcomes</b>   | <b>Key activities/ tasks<br/>Operational,<br/>Resourcing and<br/>Assurance</b> | <b>Key activities/ task<br/>Marketing/<br/>Prospecting/<br/>Business<br/>development</b>  | <b>Key activities/ tasks<br/>Administration and<br/>Reporting</b>                                      | <b>Key activities/ task<br/>Influence and<br/>communications</b>  |
|----------------------|--|---|--|---|--|---|
| Fresh new content    | Develop Content and Campaign based approach          | Demonstrate CCR achieving the objectives of Momentum, Progression & Confidence<br><br>Attract prospective investors | ROI assessment support<br><br>Value creation assessment                        | Thematic monthly based content calendar <b>Q123&amp;4</b> & dovetail with business engagement priorities<br><br>Creation of Investment and Opportunity Prospectus to respond to 'what' and 'why' and 'how'<br><br>Creation of specific proposition variants <b>Q1 onwards</b> | Support and dissemination<br><br>Co-ordination of partners and alignment with themes and opportunities | Develop a thematic approach focused on demonstrating how we are making an impact through a series of Features and articles<br>Thought leadership and pre-vocational pieces<br><br>A new quarterly newsletter <b>Q2 onward</b> |
| Events and showcases | Target programme of events, networks and conferences | Increase profile, visibility and enhance CCR reputation locally, nationally and internationally                     |  | Targeted sponsorship 'ask and offer'<br><br>Partnership with Global Welsh <b>Q2</b>   | Support for co-ordination and organisation and all materials and collateral                            | Agree CCR strapline and key communications objectives<br><b>Q1</b>  |

|                      |  |  |  |   |                       |  |
|----------------------|--|--|--|---|-----------------------|--|
|                      |  |  |  | <p>Participation in MIPIM 2021 built upon review of outcomes for MIPIM 2020 <b>Q1</b></p> <p>Participation in further targeted national events – Wales in London Week, Core Cities and target conferences and events <b>Q2 onwards</b></p> <p>Support for trade missions and visits that can bring value and learning to CCR</p> <p>Key Contributors to WG International Strategy</p> |                       | <p>Wales Office in London content plan <b>Q1</b></p> <p>Others as advised / to be planned.</p> <p>On going</p>               |
| Target organisations | Develop relationship and approach for engaging with UK Research and Innovation | <p>Demonstrate clear strategy for engagement built upon evidenced competitive strengths</p> <p>Bring more UKRI investment into CCR – aligned with purpose and priorities</p> | <p>Oversight of process for co-ordination for match funding</p> <p>Agree target distribution with WG and UK Govt – <b>Q2</b></p> <p>Alignment of business case</p> | <p>Collateral supporting challenge and mission development and approach <b>Q2</b></p> <p>Mobilise network of key influencers</p>  | Co-ordination support | <p>Co-development of press and social media campaigns built on shared purpose and opportunities</p> <p><b>Q2 onwards</b></p> |

|  |  |  |                             |  |  |  |
|--|--|--|-----------------------------|--|--|--|
|  |  | Develop co-investment proposals that leverage value across WG, UK Govt and CCR | development across partners |  |  |  |
|--|--|--|-----------------------------|--|--|--|

**Overarching 2020-2021 CCR City Deal Goal: Building the future of the region**

| <b>From CCR City Deal to CCR</b>  | <b>Key objectives</b>   | <b>Key outcomes</b>  | <b>Key activities/ tasks<br/>Operational, Resourcing and Assurance</b>   | <b>Key activities/ task<br/>Marketing/ Prospecting/ Business development</b>   | <b>Key activities/ tasks<br/>Administration and Reporting</b>   | <b>Key activities/ task<br/>Influence and communications</b>                                  |
|-----------------------------------|---|--|--|--|---|---|
| <b>Building and consolidating</b> | Develop preparations and complementary frameworks for introduction of Statutory Joint Committee for Economy in 2021 | <p>Move beyond City Deal to City Region</p> <p>Ensure cohesion and alignment across City Deal regional structures and Welsh Govt regional frameworks</p> <p>One Strategic Development Plan for CCR</p> | <p>Participation in Regional Investment Board <b>Q123&amp;4</b></p> <p>Do-develop of regional economic framework <b>Q3</b></p> <p>Integration of appropriate fund and investment streams across WG and CCR</p> <p>Preparation for Shared Prosperity Fund</p> | <p>Commence shift to 'one region' branding, marketing and development and @acapitalregion <b>Q3</b></p> <p>Common pipelines and co-fund models</p> <p>Synergies across internal investment governance frameworks are developed</p> | <p>Co-ordination and developmental support</p> <p>Support for Partnership transitions to whole region approach – in particular REGP</p> | <p>Shared purpose and common message-set and communications plan</p> <p><b>Q4 onwards</b></p> |

|                            |   |  |   |  |                                     |   |
|----------------------------|---|--|---|--|-------------------------------------|---|
|                            |   |  |   | Co-marketing of the VRP partners, outcomes and impact<br><br>Raising profile and effectiveness of Regional Skills Partnership  |                                     |   |
| <b>Sustainable Futures</b> | Equip region with programme of fiscal levers and incentives<br><br>Equip region with resilience toolkit to address Climate Crisis | Enable region to deliver beyond scope of funding programmes and to develop its self-sufficiency and resilience<br><br>Profit and wellbeing are seen as compatible with clean growth supporting need to safeguard planet whilst growing regional income | Complete work on NNDR framework <b>Q4</b><br><br>Develop advice and expertise on Tax Increment Financing<br><br>Develop proposal on wider suite of measures with WG and for UK Govt support <b>Q4</b> | Build upon energy vision and mapping to develop energy mission<br><br>Co-develop framework for clean growth investment with WG and with which to seek ISCF Clean Growth Investment <b>Q2</b> | Co-ordination and reporting support | Ensure all press and social media communications balance core message across wealth and wellbeing.<br><br><b>Q4 onwards</b> |

# **Self-assessment – progress against 10 point plan to evolve City Deal**

Kellie Beirne October 2019



# Evolving City Deal

- Post EU exit and loss of EU funds pose significant challenges
- Wider fiscal turbulence set to impact Wales disproportionately
- City Deal must become a catalyst for a different approach
- Dependency limited our choices & eroded self-esteem
- Ability to compete to secure resources
- Hand-ups not handouts
- New ends = new means (by design, not default)
- Funding programme or improved economic self reliance?



# Doing what matters....

- CCR City Deal targets:
  - 5% GVA uplift
  - 25,000 new jobs
  - £4 billion in private sector leverage
- But hit targets and miss the point?
- Growth strategies can exacerbate inequality
- Innovation ‘big business driver’ but also about local/ foundational economies
- Generalised prosperity & social justice
- Economic inclusion - match economic ambitions with progressive social policies



| Rank 2016 | Locality        | Region        | UKCI |      | Change 2013-2016 |      |      |
|-----------|-----------------|---------------|------|------|------------------|------|------|
|           |                 |               | 2016 | 2013 | Rank 2013        | UKCI | Rank |
| 370       | Torridge        | South West    | 77.8 | 77.6 | 362              | 0.2  | -8   |
| 371       | Torbay          | South West    | 77.8 | 77.4 | 363              | 0.4  | -8   |
| 372       | Carmarthenshire | Wales         | 77.5 | 77.3 | 365              | 0.2  | -7   |
| 373       | East Lindsey    | East Midlands | 77.1 | 76.9 | 368              | 0.2  | -5   |
| 374       | Caerphilly      | Wales         | 76.9 | 75.7 | 374              | 1.2  | 0    |
| 375       | Ceredigion      | Wales         | 76.1 | 76.1 | 372              | 0.0  | -3   |
| 376       | Merthyr Tydfil  | Wales         | 75.8 | 74.3 | 378              | 1.5  | +2   |
| 377       | Blackpool       | North West    | 75.7 | 75.0 | 377              | 0.7  | 0    |
| 378       | Boston          | East Midlands | 74.8 | 79.6 | 343              | -4.8 | -35  |
| 379       | Blaenau Gwent   | Wales         | 69.3 | 67.4 | 379              | 1.9  | 0    |



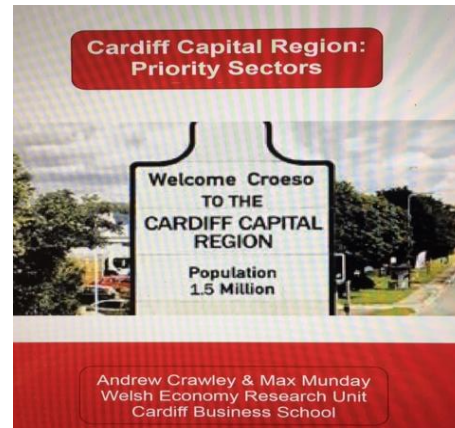
# 1) We said – we did: Data and evidence

- We said:

- Low-levels data capability – insight & foresight
- Can't answer key questions – what to invest in? Where best to invest?
- Value of interventions
- Walking the talk – we are a data rich region
- National Evaluation Framework & Gateway Review
- Needs to underpin good planning

- We did:

- 3 main reports:
  - Analysis of priority sectors (Connected)
  - State of the Region (Competitive)
  - Economic Geography of Region (Resilience)
- Data Dashboard in train
- Adopted National Evaluation Framework
- Developed Local Evaluation Framework
- 1<sup>st</sup> Baseline Report is good
- 2 x KESS studentships Data Science and Analysis
- Full Economic Impact Assessment for CSC
- X 2 MSC Data Science Students
- Nesta – Skills for Future
- Savills – Regional Housing Market Review
- Partnership with Economic Intelligence Unit
- Relationships – ONS, WG, Universities
- X 4 Renewable Energy studies for Metro Plus



# Key principles & priority sectors

## Our approach will be based on:



**Cohesion**  
Policy collaboration and delivery partnerships ensuring that there is cumulative impact to the range of investments and interventions delivered by the City Deal.



**Leverage**  
Maximise the City Deal investments by attracting co-investors with complementary funding and resources.



**Ecosystem Development**  
Supporting the development of a strong economic and innovation ecosystem to deliver the plan and develop clusters of excellence within our region.



**Scale**  
Limited number of significant interventions, rather than a disparate range of loosely connected small-scale activities.

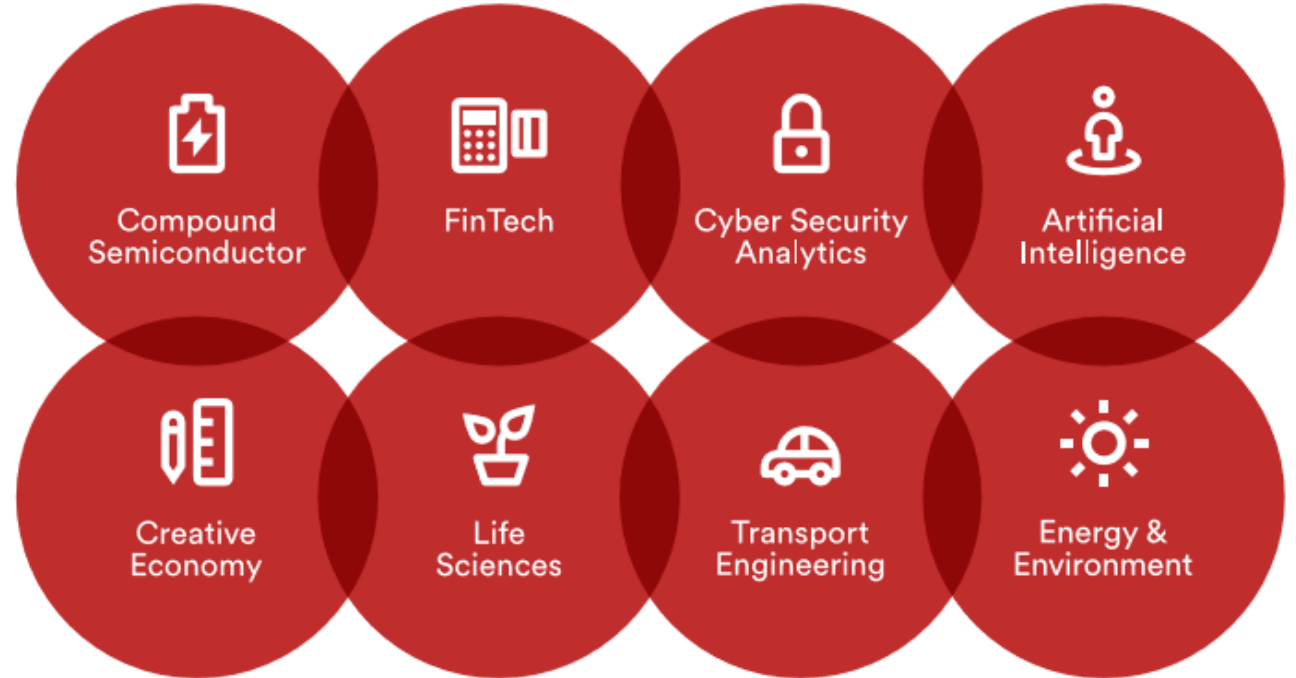


**Return on Investment**  
Demonstrable impact and benefit will be expected from all investments and interventions.



**Economic Inclusion**  
Creating opportunity for all to distribute the dividends of increased prosperity fairly, to encourage and enable participation in the economic life of the region.

## Key Sectors of Interest





## 2) We said – we did: Regional Industrial Plan

- We said:

- Gap in context for five year business plan
- Gap in long-term planning
- Vision and values
- Low levels of influence (UKRI)
- Clear about priorities & FOCUS

- We did:

- Business-led Regional Industrial Growth Plan
- REGP leadership and local-UK-global launch
- Interacts with EAP & Industrial Strategy
- Embeds sectoral analysis & wider evidence-base
- Endorsed by Chambers, CBI, FSB, IoD
- Fewer priorities but deeper focus





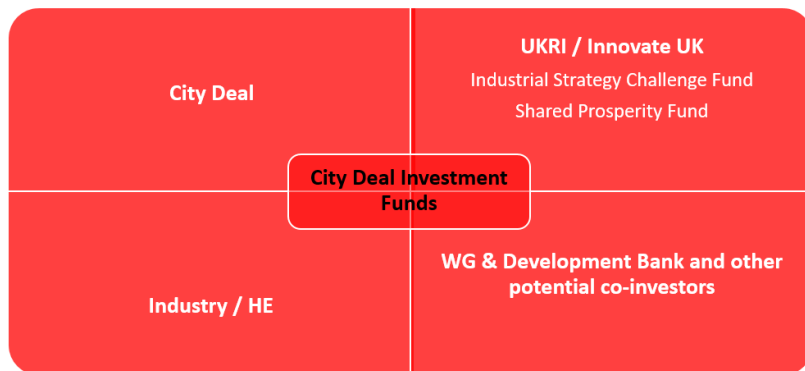
# 3) We said – we did: Delivery pipeline & framework

- We said:

- Delivery deficit
- ‘Themes’ and projects – too narrow
- No framework or toolkit for originating, assessing or approving projects
- Lots of everything
- Delivery *and* quality
- Risk of one-off transactional and sub-optimal projects

- We did:

- Investment and Intervention Framework
- Three Funds – innovation, infrastructure & challenge
- Evergreen/ revolving, co-investment and leverage
- Investment Panel
- REGP leadership & experience
- CEX Group now Programme Board
- Clusters and eco-systems
- Common Assessment Framework
- Local Partnerships work on Proportionate Business Case





## 3) We said – we did - Delivery

- We said:

- Delivery to be accelerated
- Delivery of singular projects needs to add value and build bridges across to other projects
- Money in before money out
- External focus and bringing in UKRI investment
- Leverage and co-investment
- Challenge-led delivery

- We did: (in train)

- £33.5m of £38m on CS Project drawn down
- Metro Plus approved SOC and in delivery with delegations to RTA against CAF - £50m scheme
- Work on LEV, EV on site renewables and engagement with Electric Vehicle Infrastructure Investment Fund
- Graduate Scheme – one year rapid prototype
- Local Full Fibre Network submission £7m
- Metro Central underway with DfT approvals c£220m
- Housing Investment Fund – FBC underway c£30m
- Full business plan to UKRI SIFP for CS Connected £45m
- 5G submission to DCMS £22m in train
- WEFO submission on Institutional Capacity £8m
- SIFP EOI on Devices and Diagnostics £40m
- SIFPs supported on Cyber and Creative £20m
- Fiscal levers work – NNDR work commission
- Sites and Premises work
- SME Co-investment fund now being developed



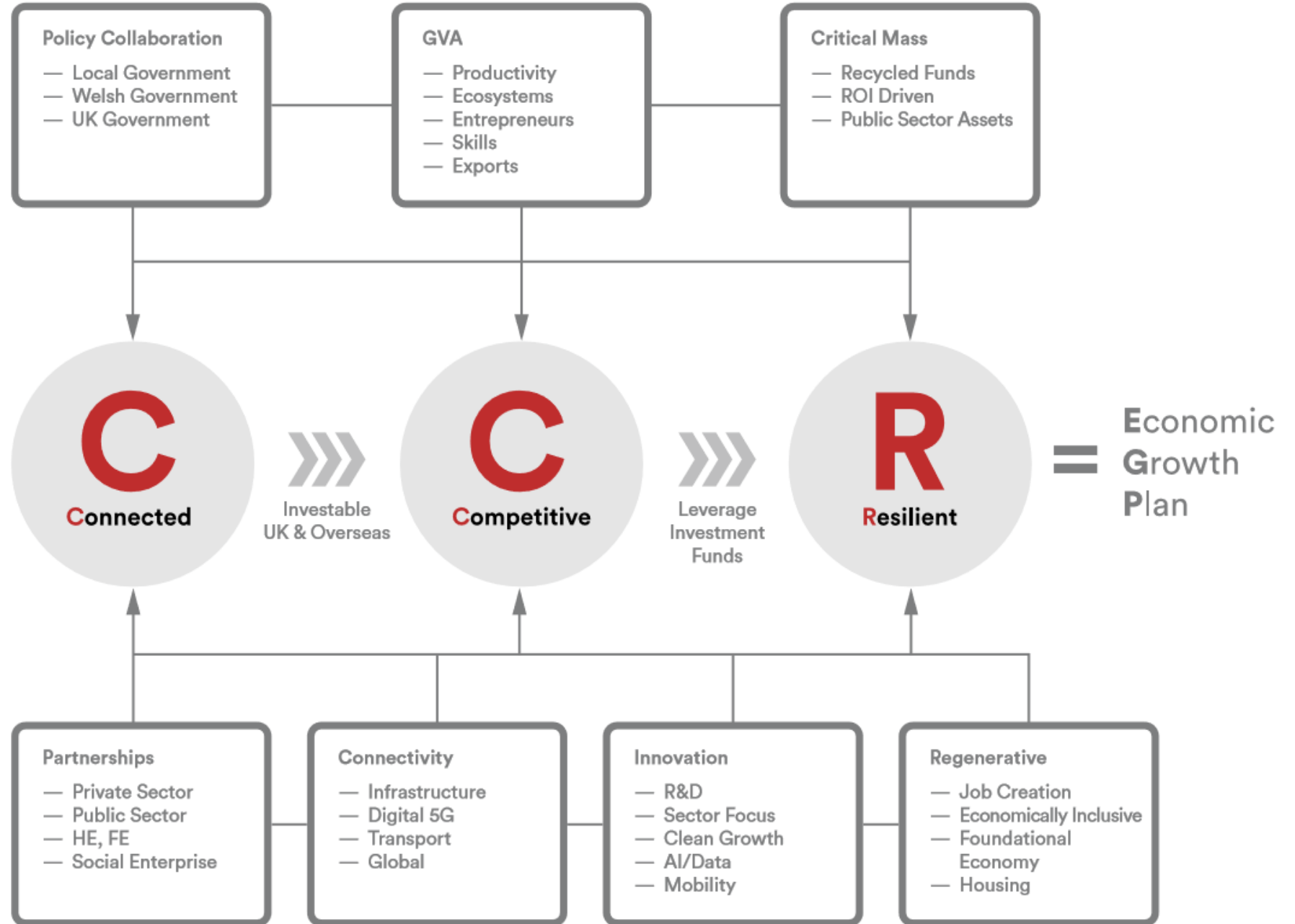
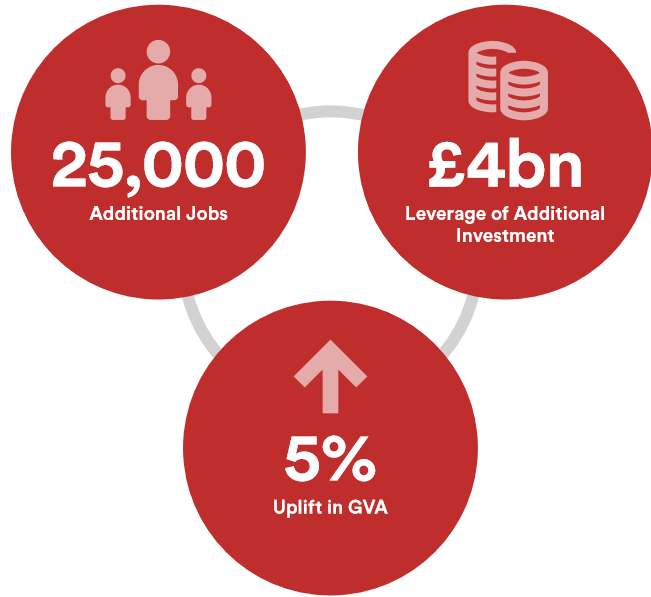


## 4) We said – we did: Good Governance

- We said:
  - Consolidate governance
  - Improve assurance process
  - Improve ‘application form’
  - Make it business friendly
  - Use skills in right places
  - Business plan in place for RBC
  - Sort Skills Partnership issues
  - Delegations
  - Single agent v regionalism
- We did:
  - Investment & Intervention Framework
  - RSP moved to Newport City Council
  - RBC on second annual business plan
  - RTA – delegations for CAF
  - Performance reporting improvements in line with Gateway Review
  - CSC Foundry Ltd and Logic Model aligned
  - Cabinet maturity beyond City Deal – RSP, SDP and VRP
  - WAO recent governance report is good
  - Acted on process for Registration of Interest
  - Investment Panel and Regional Investment Board synched
  - Informed OECD work



**Core Objectives of the Cardiff Capital Region City Deal**







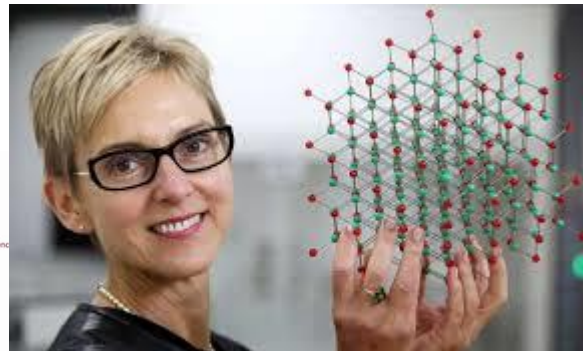
# 5) We Said – we did: Influence & Leverage

- We said:

- Deal is not a lot of money
- Need to improve track record of bringing new money in (UKRI - £6.4bn annual budget)
- Low influence and representation
- Wave 3 Industrial Strat – poor show from Wales
- Under-developed competitiveness

- We did:

- UKRI Board relationships and representation
- Campaign for Science and Innovation Networks
- Innovate UK engagement strengthened
- Secondment offered
- Prospective partnership with Global Welsh
- Wales Office in London
- Wales in London Week and Network
- Contributions to Shared Prosperity Fund
- Great Western Gateway
- Ser Cymru co-fund opportunity
- Belfast, Glasgow, Oxford, Cambridge, Manchester & other Welsh regions



UK Research  
and Innovation

Innovate UK





# Cont... contributions to networks & events

- Members of:
  - GW4
  - Science Advisory Council
  - Innovation Advisory Council
  - National Evaluation Steering Panel
  - Cyber Wales
  - Fintech Wales
  - CS Connected
  - SBRI Accelerator
  - Ford Taskforce & sub-groups
  - Regional Investment Board & sub-groups
  - Valleys Taskforce
  - Valleys Regional Park Forum
  - Foundational Economy Advisory Board
  - UK-French Mayors Project
- Contributions to:
  - What works commission
  - UK2070 Commission
  - National Evaluation Steering Panel
  - Princes Trust
  - Social Business Forum
  - Social Mobility Foundation
  - Built Environment
  - CITB
  - Scores of conferences, events and workshops
  - CBI, FSB, IoD and Chambers
  - OECD work on Economic Governance
  - Digital Tuesdays
  - Royal Society, RSA, Research England, HeFCW and Learned Society



## 6) We said – we did: Create ‘Office of City Deal’

- We said:

- ‘PMO’ – old money
- Low meaning to investors?
- Lack of ‘front of house’ facility
- Conventional communications
- Low engagement/ marketing and social media presence sub-par
- Needs an arms-length brand

- We did:

- Created City Deal Office
- New structure proposed and agreed
- Focus on blend of public sector, commercial, deal-making, data & community
- Resourcing arrangements and delegations
- Team is emerging
- External secondment opportunities – Innovate UK and CS Connected
- Website improved and updated
- Re-located to Tredomen and branding
- KPMG appointed advisors
- Procurement contracts reviewed





# 7) We said – we did: enhance industry & enhance local leadership link

- We said:

- More co-operation & co-production
- Baseline report highlights need for improved business engagement
- Re-position role of RBC
- Leverage true value of EGP
- Risk taking and rewards

- We did:

- REGP leadership & profile
- REGP chair to Regional Cabinet briefings & meetings
- Cabinet/ REGP joint launch of Growth Plan and Investment Framework
- Production of Industrial Growth Plan
- RBC – working to business plans but needs review
- Business engagement – diagnostics and devices example & CS supply chain
- Business events and workshops
- Social media improvements and 25% uplifts - influence and sentiment





# 8) We said – we did: Challenge Focussed & Mission-led

- We said:
  - Grant culture
  - New way of securing £ is through problem framing & solving
  - Competitive process brings new challenges
  - Solely economic focus not enough – public value
  - Speculative appro.

- We did:
  - Informed Wave 3 of ISCF
  - Grants to investment
  - Development of a Challenge-fund
  - First challenge prize – Foundational Economy – in development
  - Co-investment lever
  - Innovate UK secondment offer/ opportunity
  - SBRI/ Govtech
  - WEFO P5
  - Taking challenge calls to business community – propulsion, healthy ageing and medical tools
  - Faraday winners in region
  - Energy Revolution winners in region
  - £100k support fund for Bridgend

Figure 1 below illustrates the movement from broad challenges to specific missions.

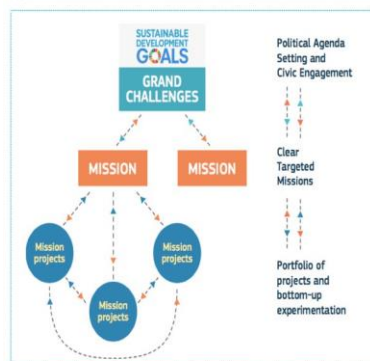


Figure 1. From Challenges to Missions image: RTO - A.1 based on Mazzucato (2017)





# 9) We said – we did: Internationalisation

- We said:

- Deal has a domestic UK focus
- As yet, lacks investor readiness/ relations & clear investable offer
- Solely economic focus. Do we measure things that matter to people?
- Deal needs to grow its own network beyond UK

- We did:

- Contributed to WG draft International Strategy
- Sponsorship of WiL Week and full participation
- Participation in MIPIM 2019 and MIPIM UK 2019
- Co-developed and delivered sessions across region with DIT
- Investor Readiness spec developed
- Vanguard & Manumix programmes
- Contribution to Wales narrative on 2.4% R&D target
- Co-hosted Xiamen, Singaporean CS Cluster and Taiwanese Govt delegation
- CS Connected Minneapolis
- British America Project



Foreign &  
Commonwealth  
Office

Wales Week  
in London  
Wythnos Cymru  
yn Llundain



Interreg  
Europe



European Union | European Regional Development Fund



# 10) We said – we did: Towards a more self-reliant & sustainable CCR

- We said:
  - Focus on City Deal as single investment tool is limiting opportunities
  - If goal is just another Deal – trade one dependency for another?
  - Better leveraging WFG
  - The wider development of CCR
  - Foresight and planning for what’s coming



- We did:
  - Governance framework for VRP via CCR
  - Agreed framework for a SDP
  - Regional approach to skills via RSP
  - Focus on public sector productivity within CCR via WEFO P5 bid
  - High volume of external bids
  - Investor relationships – growing
  - Fiscal levers and incentives – early work on NNDR and TIF
  - Profile and status beginning to position as CCR (within which CCRC is one pillar)
  - Recognition in Baseline Report – creating conditions for change and improvement
  - Pipeline – building and maturing

## The Call



What calls you to Knowmads?

What needs and dreams do you wish to fulfill?

## The Gift



Discover and develop your gift to the world and go do it!

## The Journey



Explore and discover where your potential and purpose lies

## The Breakthrough



Overcome obstacles between where you are and where you want to go



# Future Generations Assessment

|   |   |
|---|---|
| <b>Name of the Officer completing the evaluation:</b><br><br><b>Kellie Beirne</b><br><br><b>Phone no: 07826 919286</b><br><b>E-mail: kellie.beirne@cardiff.gov.uk</b> | <b>Please give a brief description of the aims of the proposal</b><br><br>To set out direction of travel for City Deal in 2020/21 |
| <b>Proposal: Annual Business Plan 2020/21</b>   | <b>Date Future Generations Evaluation form completed: 09 December 2019</b>  |

**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.

| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal?<br/>Describe the positive and negative impacts.</b>  | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>         |
|--|--|--|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                 | The core targets against which progress is assessed are set out in relation to specific goals in the Plan – GVA uplift; jobs and leverage. | Proposals are set out in detail in the report with a description and expectation as to contribution to core City Deal targets. |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | One of the cited targets is to produce an Energy Resilience plan for the region.   | Support engaged through Local Partnerships expertise on Green Growth.  |

| Well Being Goal   | Does the proposal contribute to this goal?<br>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><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>   | <p>The emphasis on place based and social justice is writ clear in the plan with a specific post and function proposed around inclusive growth.</p>   | <p>Enact new structure to ensure explicit focus</p>   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>   | <p>The place-shaping component of our City Deal in the plan and the need for inclusive growth.</p>  | <p>A greater contribution will be made to this by the aforementioned data capability, sectoral analysis and place assessments.</p>  |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>                                | <p>Attending MIPIIM 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. It will help make our country feel more connected and outward looking.</p>  | <p>Develop the legacy impact of the event, sustaining new connections, sharing great practice and potentially securing propositions and deals that support economic growth.</p> |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>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>   |   |
| <p><b>A more equal Wales</b><br/>People can fulfil their potential no matter what their background or circumstances</p>   | <p>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. Some of the specific interventions around skills and housing – will seek to make a more direct contribution to equity of access and equal opportunity for all.</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>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>       | <p>The report describes performance target and interventions in the round. It sets out short-term interventions and balances these against the long-term delivery of major programmes.</p> | <p>The business plan provides a 12 month perspective balanced against the newly emerging Regional Industrial and Economic Growth Plan.</p>  |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>             | <p>A cornerstone of our process is the strength of partnership working for which specific objectives are set</p>   | <p>Industry-led production and promotion of the EG Plan helps to maximize the contribution.</p>   |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>                 | <p>Communications and engagement remain a feature of our work.</p>   | <p>More needs to be done to develop engagement platforms – beyond formal partnerships – to reach communities, hard to reach groups and those who currently have a limited understanding of City Deal. Improving social media, web presence and marketing materials will increasingly make a contribution to this.</p> |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>   | <p>REGP leadership of programmes and investment based advice</p>   | <p>This will be an increasing focus of scheme and programme delivery.</p>   |
|  <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>City Deal seeks to make a contribution on place and to improving the life chances of people in the region.</p>  | <p>The five year business plan beyond Gateway 1 will need to be given early thought for continuity purposes.</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                           | The report is an overview of performance in all of the relevant aspects of projects, partnership, governance and investment. The protected characteristic assessments related to specific proposals will need to be drawn out in the relevant business cases and proposal documents. | None arising at this time.  | As plans develop and unfold as discrete activities requiring decisions – impacts will be comprehensively assessed. |
| Disability                    | As above   | As above  |  |
| Gender reassignment           | As above   | As above  |  |
| Marriage or civil partnership | As above   | As above  |  |
| Pregnancy or maternity        | As above   |   |  |
| Race                          | As above   |   |  |
| Religion or Belief            | As above   |   |  |

| <b>Protected Characteristics</b> | <b>Describe any positive impacts your proposal has on the protected characteristic</b> | <b>Describe any negative impacts your proposal has on the protected characteristic</b> | <b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|----------------------------------|--|--|--|
| Sex                              | As above   |  |  |
| Sexual Orientation               | As above   |  |  |
| Welsh Language                   | As above   | Not at this time but the situation will be kept under review.                          |  |

**4. Safeguarding & Corporate Parenting. Are your proposals going to affect either of these responsibilities?**

|                     | <b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>   | <b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b> | <b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|---------------------|--|--|---|
| 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?**

- Evidence and input contributed by theme leads
- Outcomes of assessments such as audit reports
- Delivery against targets set out in individual business cases/ approved project documentation

**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?**

*The areas requiring attention and focus are set out and follow-up actions will be assessed and monitored ongoing through the quarterly reporting mechanism. .*

**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:**

**Quarter 1, 2, 3 & 4**