



Prifddinas
Ranbarth
Caerdydd

Cardiff
Capital
Region

Annual Business Plan Strategic Objectives Q1 Reporting 2021/2022



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2021/2022 Strategic Objectives Annual Overview

| Strategic Themes | Build Back Better | Regionalism | Scale-Up | Level -Up | Economic Clusters |
|---------------------------------------|---|---|---|--|--|
| CORE Objectives | 1. Deliver the Investment Interventions outlined in the COVID-19 10 Point Priority-Set. | | 3. Deliver, manage and monitor a portfolio of approved projects and develop and maintain a pipeline of robust strategically aligned investment opportunities into the WiF | | 4. Support the creation of industrial-scale eco-systems in priority sectors. |
| CORE Objectives | 2. Mobilise delivery of the first stage of the CCR Energy Strategy | | | | 5. Commence delivery of the CCR Challenge Fund for Local Wealth Building |
| ENABLING CAPABILITY Objectives | 6. Develop robust data insight and intelligence capabilities to inform and direct future policies, interventions and investments. | | | 9. Articulate and utilise a pan-regional “levelling-up” investment prospectus to catalyse the creation of inward and co-investment propositions. | |
| | 7. Put in place the Foundational elements for a CCR “Future Skills” Hub | 8. Develop the mechanisms and processes for a CCR Corporate Joint Committee and operationalise the first phase of development for February 2022 | | | |
| SUPPORT Objectives | 10. Design and deliver a CCR marketing, communications and content strategy that continues to uplift brand awareness, reputation, investment interest and engagement – external and internal. | | | | |
| SUPPORT Objectives | 11. Deploy Civica Mod Gov software for all democratic processes and papers and consider other platform requirements. | | | | |
| SUPPORT Objectives | 12. Undertake a systematic review of all internal processes with a view to streamlining prior to in-housing post CJC. | | | | |

2021/2022 Strategic Objective Annual Milestone Plan

| Objective | Q1 Milestones | Q2 Milestones | Q3 Milestones | Q4 Milestones |
|--|--|--|---|---|
| <p style="text-align: center;">CORE</p> <p>1. Deliver the Investment Interventions outlined in the COVID-19 10 Point Priority-Set.</p> | <ol style="list-style-type: none"> 1. Enquiry and Application process for Strategic Premises Fund opened. (RO'D) | <ol style="list-style-type: none"> 1. Innovation fund OBC approved by cabinet.(RT) 2. Industrial and Economic Growth Plan refresh and review initiated.(RT) 3. Gap analysis against current initiatives undertaken (RT) | <ol style="list-style-type: none"> 1. Updated Industrial and Economic Growth Plan incorporating Covid - 19 priorities issued. (RT) 2. New initiatives surfaced through Q2 gap analysis scoped.(RT) 3. 1st Strategic sites and Premises fund investment approved (subject to DD) (RO'D) | <ol style="list-style-type: none"> 1. FBC for Innovation fund approved (RT) 2. Fund Manager appointed.(RT) |
| <p style="text-align: center;">CORE</p> <p>2. Mobilise delivery of the first stage of the CCR Energy Strategy</p> | <ol style="list-style-type: none"> 1. Energy Strategy workshops on 4 thematic areas – Domestic, Industrial, Transport and Renewable Energy Generation held.(RO'D) 2. Chief Executives Programme Board Net Zero Region Planning Day held to agree interim priorities. (RO'D) 3. Interim priorities approved by cabinet (RO'D) 4. Resource to support Race to Zero application and Carbon Disclosure application procured (RO'D) 5. Engagement on proposal for digital twinning & regional data systems and capability progressed with Flexis. (RO'D) 6. Application to UKAE STEP programme submitted by CCR/VOG for development of Nuclear Prototype Project at Aberthaw.(ROD) 7. Aberthaw site due diligence programme and sustainable energy master plan commenced. (RO'D) | <ol style="list-style-type: none"> 1. Energy action plan produced with WGES. (RO'D) 2. Partnership Agreement with FLEXIS Established (RO'D) 3. Race to Zero application submitted ahead of COP26 (RO'D) 4. Partnership Agreement between CCR and Reef Group established. (RO'D) 5. Bid for the acquisition of Aberthaw Power Station submitted. (RO'D) 6. Master plan prepared for repurposing of Aberthaw power station for a green energy hub (RO'D) 7. Contracts for Cenex to prepare strategies for public and school transport awarded. (CC) 8. Additional resources identified to support delivery of Transport and Energy programmes (RO'D) | <ol style="list-style-type: none"> 1. Business case for the scoping of a region-wide Optimised Domestic Retro-fit Programme prepared. (RO'D) 2. Project pipeline for discussion / development with the new UK National infrastructure Bank developed (RO'D) 3. Roadmap to 2035 documented for Regional Cabinet. (RO'D) 4. Stakeholder engagement plan documented and initiated.(RO'D) | <ol style="list-style-type: none"> 1. Consider options for a Regional Energy Agency with capacity to drive co-ordinated, ambitious and bold action at scale whilst supporting local authorities to deliver local decarbonisation plans. (RO'D) |

2021/2022 Strategic Objective Milestone Plan

| Objective | Q1 Milestones | Q2 Milestones | Q3 Milestones | Q4 Milestones |
|-----------|---------------|---------------|---------------|---------------|
|-----------|---------------|---------------|---------------|---------------|

| | | | | |
|--|---|--|--|---|
| <p>CORE</p> <p>3. Deliver, manage and monitor a portfolio of approved projects and develop and maintain a pipeline of robust strategically aligned investment opportunities into the WiF</p> | <ol style="list-style-type: none"> 1. Risk policy & implementation plan developed (AM) 2. Impact management framework developed (AM) 3. Performance management framework developed (AM) 4. IIF Strategy review implementation plan initiated (RT) <p>NB: individual investment portfolio milestones reported separately.</p> | <ol style="list-style-type: none"> 1. Consultation on outcomes, measures and metrics for impact monitoring conducted (AM) 2. Additional resources to support workstreams put in place (RT) 3. SharePoint project to support performance management activity initiated.(AM) 4. IIF framework implementation plan (incl decision matrix for enquiries) phase 1 delivered. (RT) <p>NB: individual investment portfolio milestones reported separately.</p> | <ol style="list-style-type: none"> 1. Incorporation of full set of Performance management changes – (Risk/IIF/ ESG/ Impact-into BAU processes completed. (AM) <p>NB: individual investment portfolio milestones reported separately.</p> | <ol style="list-style-type: none"> 1. Alignment of Pipeline opportunities against revised Economic and Industrial plan and enhanced performance management framework review undertaken. (RT) <p>NB: individual investment portfolio milestones reported separately.</p> |
|--|---|--|--|---|

| | | | | |
|--|---|---|---|--|
| <p>CORE</p> <p>4. Support the creation of industrial-scale eco-systems in priority sectors</p> | <ol style="list-style-type: none"> 1. Fin Tech (stage 1 and 2) base line analysis and Strategy completed, co authored and shaped. (SL) 2. Fintech Foundry funding agreed and expedited. (SL) 3. Fintech Foundry launch support and steering group participation provided. (SL) 4. Initial due diligence on proposals for CCR match funding investment in CSconnected Front of House (RO'D) 5. Stakeholder management exercise undertaken and partnership support for Medtech centre of excellence with C&V and CTM Health Boards obtained for med tech centre of excellence business case proposal. (RB) | <ol style="list-style-type: none"> 1. FinTech stage 3 action plan draft completed for consultation / approval (SL) 2. First Foundry Cohort selected and accepted. (SL) 3. CSconnected FOH Working Group established to consider new options for a distributed fixed, mobile and virtual FOH (RO'D) 4. CCR to consider new opportunities for CCR investment in CSconnected SIPF (RO'D) 5. Definition of “ Innovation” agreed.(JW) 6. Innovation & clusters strategy drafted and approved (JW) 7. Innovation communications programme created (SC) 8. Business case for med tech innovation centre for IP consideration produced (RB) 9. Creative SIPF/ Media Cymru and related governance arrangements mobilised.(JW) | <ol style="list-style-type: none"> 1. Review and approval of Fintech Wales costed action plan (SL) 2. Initiation of FTW proposals (SL) 3. Project Change Request (PCR) for revised FOH proposal submitted by the CSconnected SIP Partners approved by UKRI (RO'D) 4. CSconnected Steering Board and Chief Technical Officers Group (CTO) approved revised FOH proposals (RO'D) 5. Internal Medtech team to progress agreed clusters strategy and stakeholder engagement appointed. (JW) 6. Cyber masters Programme launched. (JW) | <ol style="list-style-type: none"> 1. CCR Regional Cabinet approval for investment in CSconnected SIPF (RO'D) |
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2021/2022 Strategic Objective Milestone Plan

| Objective | Q1 Milestones | Q2 Milestones | Q3 Milestones | Q4 Milestones |
|---|---|---|--|--|
| <p>CORE</p> <p>5. Commence delivery of the CCR Challenge Fund for Local Wealth Building</p> | <ol style="list-style-type: none"> 1. Team recruitment completed (GB) 2. Advisory Board/ Strategic Board meetings held (GB) 3. Back office processes developed. (GB) 4. Identifying and building Strategic relationships with key stakeholders initiated (GB) 5. Engagement / outreach schedule created. (GB) 6. Delivery vehicle for LEV Fleet challenge agreed (KTN) (GB) | <ol style="list-style-type: none"> 1. New Challenge fund website launched (GB) 2. Links with INFUSE and EEIC to enhance capacity building strengthened. (GB) 3. Stakeholder engagement schedule executed (GB) 4. Bid development phase for new and resubmission bids supported (GB) 5. Research exercise on challenge approaches and models conducted. (GB) | <ol style="list-style-type: none"> 1. Approved bids progressed (GB) 2. 2 new challenges launched (GB) 3. Strengthen and more fully integrate Challenge Fund opportunities across wider City Deal Programmes. (GB) | <ol style="list-style-type: none"> 1. Business/ Financial Plans for Challenge Fund critically reviewed (GB) 2. Options/recommendations for evolving Challenge fund approach identified. (GB) |
| <p>ENABLING</p> <p>6. Develop robust data insight and intelligence capabilities to inform and direct future policies, interventions and investments</p> | <ol style="list-style-type: none"> 1. CCR Economic Insights Exchange partnership established. (RT) 2. Terms of Reference for Insights Partnership agreed (RT) | <ol style="list-style-type: none"> 1. Document and agree MOU arrangement with Cardiff University. (RT) | <ol style="list-style-type: none"> 1. Team workshops held to agree scope for data/ insight gathering activity. (RT) 2. Brief for EIE to derive insight and impact metrics agreed. (RT) 3. Baseline data gathering / research conducted. (RT) | <ol style="list-style-type: none"> 1. Economic insight measures for baselining agreed. (RT) 2. Measurable impact orientated KPI's for investment portfolio agreed. (RT) 3. Outline dashboard proforma(s) agreed (RT) |
| <p>ENABLING</p> <p>7. Put in place the Foundational elements for a CCR "Future Skills" Hub</p> | <ol style="list-style-type: none"> 1. Skills hub master branding and marketing plan agreed. (SC) | <ol style="list-style-type: none"> 1. New "skills hub" brand and website launched (SC) 2. Contracts for Graduate programme support services awarded. (NS) 3. Team capacity review undertaken and recruitment initiated. (NS) 4. New Graduate scheme plan delivery processes and scale – up plans commenced. (NS) | <ol style="list-style-type: none"> 1. Skills coordinator role recruited. (NS) 2. RSP research on learner and employers engagement analysed. (NS) 3. Arad report on apprenticeships completed (NS) 4. RSP Post-CJC engagement dialogue initiated (NS) | <ol style="list-style-type: none"> 1. Explore potential opportunities for further talent pathways within priority sectors. (NS) 2. Processes created to ensure that future investments and talent requirements are aligned. (NS) |

2021/2022 Strategic Objective Milestone Plan

| Objective | Q1 Milestones | Q2 Milestones | Q3 Milestones | Q4 Milestones |
|---|---|--|---|--|
| <p>ENABLING</p> <p>8. Develop the mechanisms and processes for a CCR Corporate Joint Committee and operationalise the first phase of development for February 2022</p> | <ol style="list-style-type: none"> Options Identified (KB) Potential Future Functions of CJC articulated (KB) Stakeholder discussions progressed (KB) | <ol style="list-style-type: none"> Option approved (KB) Planning initiated (KB) Naming conventions agreed (KB) | <ol style="list-style-type: none"> Resources assigned / recruited (KB) Steering group appointed (KB) Workstreams initiated (KB) Delivery commenced (KB) | <ol style="list-style-type: none"> CJC operationalised (KB) |
| <p>ENABLING</p> <p>9. Articulate and utilise a pan-regional “levelling-up” investment prospectus to catalyse the creation of inward and co-investment propositions.</p> | <ol style="list-style-type: none"> CCR Investment Prospectus produced and published (SC) Supplemental appendix for Rail produced and published (SC) Supplemental appendixes for and Energy produced (RoD) Stakeholder engagement initiated. (SC) | <ol style="list-style-type: none"> Supplemental appendix for Energy published. (SC) 31 Ten commission to undertake Fibre to Premises research on the market/ sources of Gov support completed (RT) CCR proposal for a CFIT (Centre for Financial innovative Technology) in Cardiff initiated and submitted via Welsh Office. (SL) | <ol style="list-style-type: none"> Post research - Market call for investment proposals for FTTP issued. (RT) Progress decision on CFIT (SL) | <ol style="list-style-type: none"> FTTP proposals to progress agreed. (RT) |
| <p>SUPPORT</p> <p>10. Design and deliver a CCR marketing, communications and content strategy that continues to uplift brand awareness, reputation, investment interest and engagement- external and internal</p> | <ol style="list-style-type: none"> Content strategy executed (SC) Fintech series created (SC) Branding Concepts for new skills hub agreed (SC) Challenge fund website build initiated (SC) Business insights survey created and issued (SC) Engagement increased (SC) Content for Q2 agreed (SC) | <ol style="list-style-type: none"> Content strategy executed (SC) Energy Series created and published (SC) New Skills hub designed, copywritten and deployed (SC) Business Council Plan created Strategic sites and Premises web pages agreed (SC) Internal communications approach discussed (SC) Content for Q3 agreed (SC) | <ol style="list-style-type: none"> Content strategy executed (SC) Challenge Fund Website launched (LR) Innovation Communications plan initiated (SC) Future skills hub content strategy agreed. (SC) Digital Technology campaign produced and published (SC) Content for Q4 agreed (SC) Additional Resourcing requirements agreed/ recruited. (SC) | <ol style="list-style-type: none"> External content Strategy executed (SC) Websites future development plan created (SC) Photoshoot commissioned (SC) Internal communications strategy and plan agreed (SC) Sector campaign (TBC) produced and published (SC) |

2021/2022 Strategic Objective Milestone Plan

| Objective | Q1 Milestones | Q2 Milestones | Q3 Milestones | Q4 Milestones |
|---|---|--|--|---|
| <p style="text-align: center;">SUPPORT</p> <p>11. Deploy Civica Mod Gov software for all democratic processes and papers and consider other platform requirements</p> | <ol style="list-style-type: none"> 1. Platform options investigated 2. Mod Gov selected (EF/NB) 3. Training for key administrators undertaken (EF/NB) 4. Local authorities updated and Leaders and Chief Executives registered . (EF/NB) 5. CCR templates and formats set up. (EF/NB) 6. Content and interface with CCR website agreed (EF/NB) 7. Initial content uploaded including 2021 meetings and Registers of Interests. (EF/NB) | <ol style="list-style-type: none"> 1. Modern.Gov for management of the Regional Cabinet and RTA reporting processes implemented. (EF/NB) 2. Report writing function in Modern.Gov implemented and aligned with CCR forward planning. (EF/NB) 3. Training and support provided to team to assist embedding new report writing and committee management processes (EF/NB) 4. Core BAU content admin and maintenance processes deployed (EF/NB) 5. Further training / knowledge building for key administrators undertaken (EF/NB) | <ol style="list-style-type: none"> 1. Continuing supporting for report authors and local authority users of Modern.Gov provided. (EF/NB) 2. System enhancements identified and implemented (EF/NB) 3. Commence set up of other committees in Modern.Gov on a committee-by-committee basis initiated (EF/NB) 4. Training provided as required for other committee members (EF/NB) 5. Consider CRM / Contact management platform requirements for business engagement and stakeholder management (NS) | <ol style="list-style-type: none"> 1. Complete implementation of CCR committees in Modern.Gov (EF/NB) 2. Maintenance of system (ongoing). (EF/NB) 3. Maintenance of content (ongoing). (EF/ NB) |
| <p style="text-align: center;">SUPPORT</p> <p>12. Undertake a systematic review of all internal processes with a view to streamlining prior to in-housing post CJC.</p> | <p>N/A</p> | <ol style="list-style-type: none"> 1. Resource to undertake task recruited (RT) 2. Brief created (RT) | <ol style="list-style-type: none"> 1. Processes prioritised (TBC) 2. Format and approach agreed (TBC) 3. Processes documented (TBC) 4. Updated guidelines communicated / training provided to team.(TBC) | <ol style="list-style-type: none"> 1. Rolling programme of process documentation and continual improvement agreed (TBC) |

2021 / 22 Annual Business Plan

Q1 Progress Update against strategic Objective key milestones



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Executive Summary

An extremely productive quarter with a significant number of material milestones delivered

Key Highlights for this quarter include:

- ✓ **Strategic Sites and Premises** fund opened for applications. The first loan is at the contracting stage and we have an emerging pipeline of new developments and refurbishment opportunities representing an approximate 500,000 sq. ft of new employment space for the region.
- ✓ Interim priorities on our **Energy Strategy** were agreed and have been subject to extensive engagement and detailed planning activity. Resource has been mobilised to work on the Race to Zero application and CDP data collation and initial opportunities for repurposing Aberthaw for Nuclear Step Fusion were progressed including the application to UKAE STEP.
- ✓ Good progress has been made in putting robust and **proportionate processes in place to oversee portfolio delivery of approved projects** – this includes approving the Responsible investing policy, updating the risk policy and enhancing the performance and reporting frameworks.
- ✓ Great foundational work has been undertaken in **Fintech sector**, with the launch of the extremely successful Foundry Accelerator potentially providing a model for replication in other sectors. The **Medtech Centre of Excellence** proposals has gained significant momentum and good progress has been made to resolve the complexities that had arisen on the Cconnected FoH proposals.
- ✓ The Challenge Fund team is now at full compliment, and have undertaken extensive stakeholder engagement. We have supported the SBRI Centre of Excellence with development of the **Tracheostomy Challenge**, run an Accelerating Decarbonisation workshop and engaged the KTN to host a discussion on Electric Fleet Vehicles with the 10 local authorities.
- ✓ A CCR **Economic Insights Exchange Partnership** has been established with Cardiff University and a TOR agreed. This is a critical enabler for ensuring we have the necessary data to inform the evolution of the City Deal activity into a more holistic CJC operating environment.

Executive Summary

An extremely productive quarter with a significant number of material milestones delivered

Key Highlights for this quarter include cont'd :

- A new Master Brand – **Venture** - has been created to cover all the **skills based initiatives** that the CCR may either directly fund initiatives like the Graduate Programme (Venture Graduate) plus the more niche programmes (Venture Specialist) we may co-fund or support indirectly. E.G. Infuse. This will give us a professional platform to amplify our skills strategies in a coherent manner to the market. Launching September 13.
- ✓ Governance and delivery options report to Regional Cabinet produced for 20th September 2021, which if approved, will effectively 'establish' the CCR Corporate Joint Committee. This report will be shared with the ten LAs for individual Councils to be informed and signed up to the formation of the CCR CJC. The report establishes a **preferred governance model on a 'lift and shift' basis** with further evolution required in order to optimise delivery structures, minimise risk and promote the most effective forms of governance, openness and probity. It further sets out a **Transition Plan and a Transition Board** – as a sub-group of Regional Cabinet in order to make recommendations and provide strategic and timely advice to decision-makers. The Plan seeks to provide a mechanism for engagement and stakeholder inclusion at every stage of the process. There are **five work-stream themes which include: Legal/governance; Finance and resourcing; HR and people; Functions; and Stakeholders and engagement**. The idea is that these will not form 'groups' but be participative work streams progressing the operational detail needed to effect the transition by 28 February 2022. In addition to all this, work is ongoing with Welsh Government to inform consultation on future functions, powers and regulations and to ensure provisions are fit for future purpose and the direction being advanced by CCR. Information is being shared ongoing with colleagues within WG and a model of strong co-operative participation is being developed. In addition, engagement and communications is ongoing with all CCR partnerships, sub-committees and advisory boards; the Wales Office and MHCLG; Audit Wales and colleagues across all ten local authorities.
- ✓ We have created, produced, published and engaged extensively around a suite of **regional investment prospectuses**. This has enabled us to showcase the level of ambition we possess for the necessary longer term investment into the Region and has led to good dialogue with the UK Gov in Wales team.
- ✓ Our **external communications activity** has included, 15 industry features 4 Thought Leadership articles 3 Press Releases 3 Digital Discussions , a newsletter, a business insights survey , a curation on the fintech sector and considerable work on new websites for Skills, Challenge Fund Activity continues to result in a continuing upward trajectory of engaged followers.
- ✓ Finally, Q1 saw all the foundational elements put in place to deploy **Mod Gov** for all future CCR democratic process activity. Subsequent phases will now focus on embedding the new ways of working into the team and through the committee structures.

2021/2022 Q1 Milestone Delivery - At A Glance

Deliver the Investment Interventions outlined in the COVID-19 10 Point Priority-Set.

1. Enquiry and Application process for Strategic Premises Fund opened.

Deliver, manage and monitor a portfolio of approved projects and develop / maintain a pipeline of robust strategically aligned investment opportunities into the WIF.

1. Performance management framework developed
2. Risk policy & implementation plan developed
3. Impact management framework developed
4. IIF Strategy review implementation plan initiated

NB: individual investment portfolio milestones reported separately.

Articulate and utilise a pan-regional “levelling-up” investment prospectus to catalyse the creation of inward and co-investment propositions.

1. CCR Investment Prospectus produced and published
2. Supplemental appendix for Rail produced and published
3. Supplemental appendixes for and Energy produced
4. Stakeholder engagement initiated.

Design and deliver a CCR marketing, communications and content strategy that continues to uplift brand awareness, reputation, investment interest and engagement- external and internal

1. Content strategy executed
2. Fintech series created
3. Branding Concepts for new skills hub agreed
4. Challenge fund website build initiated
5. Business insights survey created and issued
6. Engagement increased
7. Content for Q2 agreed

Mobilise delivery of the first stage of the CCR Energy Strategy

1. Energy Strategy workshops on 4 thematic areas – Domestic, Industrial, Transport and Renewable Energy Generation held.
2. Chief Executives Programme Board Net Zero Region Planning Day held to agree interim priorities.
3. Interim priorities approved by cabinet
4. Resource to support Race to Zero application and Carbon Disclosure application procured
5. Engagement on proposal for digital twinning & regional data systems and capability progressed with Flexis.
6. Application to UKAE STEP programme submitted by CCR/VOG for development of Nuclear Prototype Project at Aberthaw.
7. Aberthaw site due diligence programme and sustainable energy master plan commenced.

Develop robust data insight and intelligence capabilities to inform and direct future policies, interventions and investments

1. CCR Economic Insights Exchange partnership established.
2. Terms of Reference for Insights Partnership agreed

Deploy Civica Mod Gov software for all democratic processes and papers and consider other platform requirements

1. Platform options investigated
2. Mod Gov selected
3. Training for key administrators undertaken
4. Local authorities updated and Leaders and Chief Executives registered.
5. CCR templates and formats set up.
6. Content and interface with CCR website agreed.
7. Initial content uploaded including 2021 meetings and Registers of Interests.

Commence delivery of the CCR Challenge Fund for Local Wealth Building

1. Team recruitment completed
2. Advisory Board/ Strategic Board meetings held (GB)
3. Back office processes developed.
4. Identifying and building Strategic relationships with key stakeholders initiated
5. Engagement / outreach schedule created.
6. Delivery vehicle for LEV Fleet challenge agreed (KTN)

Support the creation of industrial-scale eco-systems in priority sectors

1. Fin Tech (stage 1 and 2) base line analysis and Strategy completed, co authored and shaped.
2. Fintech Foundry funding agreed and expedited.
3. Fintech Foundry launch support and steering group participation
4. Initial due diligence on proposals for CCR match funding investment in CScnnected Front of House undertaken.
5. Stakeholder management exercise undertaken and partnership support for Medtech centre of excellence with C&V and CTM Health Boards obtained for med tech centre of excellence business case proposal.

Put in place the Foundational elements for a CCR “Future Skills” Hub

1. Skills hub master branding and marketing plan agreed.

Develop the mechanisms and processes for a CCR Corporate Joint Committee and operationalise the first phase of development for February 2022

1. Options Identified
2. Potential Future Functions of CJC articulated
3. Stakeholder discussions progressed

Objective 1 - BBB Deliver the Investment Interventions outlined in the COVID-19 10 Point Priority-Set.

Executive Summary

Activity in the first quarter has focused on a soft launch of the Strategic Sites and Premises fund and engagement across all local authorities. Pipeline is building with a good balance of immediate opportunities and a longer list of projects in the pipeline representing an approximate 500,000 sq. ft of new employment space for the region. In subsequent quarters emphasis will move onto to finalising the Innovation Investment fund for cabinet consideration.

1. Q1 Milestone Plan

Progress Summary

1. Application process for Strategic Premises Fund opened.

1. Following the cabinet approval of the establishment of the £50m Strategic Sites and Premises fund in March, the fund opened for initial enquiries in April with plans to launch the fund to the wider market later this year.
2. To date discussions have been held with all 10 Local Authorities and work is in progress collating a detailed pipeline.
3. A mixture of short, medium and long term projects and a balance of new developments and refurbishment opportunities across the entire Region is being considered
4. Our first loan is in the contracting stage for drawdown later this year and we are actively engaged in initial discussions on 3 further projects with the aim of converting into investments through 2021/22

Risks encountered this quarter

Actions Taken

1. None identified on the SS&P fund
2. Some risk re availability of specialist resource to drive forward the Innovation fund through the Business Case processes.

Objective 2 – Mobilise Delivery of the first stage of the CCR Energy Strategy

Executive Summary

Regional Cabinet have approved interim energy priorities leading up to CJC in Feb 2022. Detailed action plans are being drafted in partnership with WGES and initial opportunities being progressed with Aberthaw Power Station, and Domestic retrofit.

1. Q1 Milestone Plan

1. Energy Strategy workshops on 4 thematic areas – Domestic, Commercial/Industrial, Transport and Renewable Energy Generation held.
2. Chief Executives Programme Board Net Zero Region Planning Day to agree interim priorities prior to CJC
3. Regional Cabinet sign off for interim priorities
4. Resource procurement to support Race to Zero application and Carbon Disclosure application
5. Engagement on proposal for digital twinning & regional data systems and capability progressed with Flexis.
6. Application to UKAE STEP programme submitted by CCR/VOG for development of Nuclear Prototype Project at Aberthaw.
7. Aberthaw site due diligence programme commenced along with sustainable energy master plan.

Progress Summary

1. Thematic workshops completed to inform Energy Action Plan and route to 2035 target delivery.
2. Programme Board agreed interim priorities at net zero away day.
3. Regional Cabinet approved interim priorities and budget approval of £500K.
4. Consultant appointed to lead on application for Race to Zero before COP26, together with collation of necessary information from individual LA's for submission of CDP in June 2022.
5. Initial scoping of digital twin and regional data requirements completed at Net Zero away day led by Flexis.
6. Application submitted to UKAE for repurposing of Aberthaw power station for potential nuclear fusion test site.
7. Due diligence underway to understand the technical and environmental suitability of Aberthaw for nuclear fusion in partnership with Reef Group and UKAE.
8. Master plan commenced for the site to consider wider uses beyond nuclear fusion for renewable energy generation and digital giga plant. Evaluation of legal, financial and environmental liabilities underway to inform decision for CCR to acquire the site.

Risks encountered this quarter

1. Lack of capital and revenue funding
2. Resource capacity to deliver emerging programme of work
3. Consensus of partners on preferred way forward
4. Skills implications involved in new markets and management of transitions in labour markets

Actions Taken

1. Development of resource strategy to manage emerging programme of opportunities for investment
2. Initial discussions with new UK Infrastructure Bank and other funding providers
3. Ongoing consultation and engagement with all LA's
4. Regional Skills Partnership and Bridgend College invited to sit on Energy Steering Group

Objective 3 - Deliver, manage and monitor a portfolio of approved projects and develop and maintain a pipeline of robust strategically aligned investment opportunities into the WiF

Executive Summary

Following the Investment & Intervention Framework Review undertaken in 2020/21, good progress has been made in Q1 of 2021/22 in putting robust and proportionate processes in place to oversee portfolio delivery of approved projects – this includes approving the Responsible investing policy, updating the risk policy and enhancing the performance and reporting frameworks.

1. Q1 Milestone Plan

1. Risk policy & implementation plan developed .
2. Impact management framework developed
3. Performance management framework developed
4. IIF Strategy review implementation plan initiated

Progress Summary

1. Risk Policy updated and approved by Regional Cabinet – June 2021. Implementation of key aspects of the Risk policy now underway.
2. Outcome Statements developed as part of the Investment and Intervention Framework Review being embedded into a refreshed investment strategy that is impact focussed.
3. Performance and Impact Framework developed. Currently being consulted with a view to approve in Q2.
4. Implementation Plan for the IIF review developed and actions underway. All actions planned to be completed during Q2 and Q3 of 2021/22

Risks encountered this quarter

1. Capacity to build internal capability and recruitment timescales may impinge progress
2. Management reporting infrastructure presently in infancy and requiring further development
3. Capacity building to support management reporting on milestones as well as progress all the other key objectives.

Actions Taken

We are recruiting interim capacity via external agencies to support workload as medium/long term plans are finalised and resourced.

Objective 4 - Support the creation of industrial-scale eco-systems in priority sectors.

Executive Summary

Great foundational work undertaken in Fintech sector, given a potential model for replication in other sectors. Medtech Centre of Excellence proposals has gained significant momentum and progress has been made to resolve the complexities that had arisen on the Csconnected FoH proposals.

1. Q1 Milestone Plan

1. Fin Tech (stage 1 and 2) base line analysis and Strategy completed, co authored and shaped.
2. Fintech Foundry funding agreed and expedited.
3. Fintech Foundry launch support and steering group participation provided.
4. Initial due diligence on proposals for CCR match funding investment in CSconnected Front of House
5. Stakeholder management exercise undertaken and partnership support for Medtech centre of excellence with C&V and CTM Health Boards obtained for med tech centre of excellence business case proposal.

Progress Summary

1. Activity in the first quarter has revolved around progressing the Fintech cluster Connected strategy and supporting the launch of the Fintech Foundry accelerator scheme. This has been enormously successful , providing a potential future model for other sectors in due course.
2. We concluded extensive professional advice (State Aid, Procurement, VAT and tax analysis, contractual structures, strategic requirement). Conclusions included the structure was compliant but:
 - It is overly complex: multiple contract and lease amendments, onerous state aid compliance,
 - It requires funds to pass through a public body (not SIPF compatible)
 - Revenue commitments to long-term operating model/ funding of FOH activities required making it challenging for CSconnected as a start-up.
 - External changes: Covid, new buildings and expansion across cluster, regional government structures...
 Therefore conclusion reached June 2021: CCR's preference is to prioritise support for CSconnected cluster coordination and not to invest in a single very large FoH headquarters at the Foundry building.
3. Considerable engagement has taken place in the preparation work leading up to the production of a business case for a MedTech centre of excellence.

Risks encountered this quarter

1. State aid and procurement compliance
2. VAT and Tax efficiency
3. Compliance with UKRI terms and conditions

Actions Taken

Simplification of contractual and financial structures for delivery of FOH and CCR capital investment.

Objective 5 - Commence delivery of the CCR Challenge Fund for Local Wealth Building

Executive Summary

In Q1, the Challenge Fund team delivered two workshops (1 general briefing and 1 Accelerating Decarbonisation), supported the SBRI Centre of Excellence to with development of the Tracheostomy Challenge and engaged the KTN (Knowledge Transfer Network) to host a discussion on Electric Fleet Vehicles with 10 local authorities.'

1. Q1 Milestone Plan

1. Team recruitment completed
2. Advisory Board/ Strategic Board meetings held
3. Back office processes developed.
4. Identifying and building Strategic relationships with key stakeholders initiated
5. Engagement / outreach schedule created.
6. Delivery vehicle for LEV Fleet challenge agreed (KTN)

Progress Summary

1. Project Development Officer and Project Support Officer recruited to CCR Challenge Fund team. Programme Manager, Admin & Events Officer and Researcher recruited to Cardiff University (delivery partner).
2. Advisory Board meeting held 14th April, Strategy Board held 20th April.
3. Processes developed for finance, claim processing, risk reporting and general project management.
4. Meetings held with stakeholders including local authorities, Cardiff and Vale Health Board, InFuSe, Transport for Wales, Life Sciences Hub Wales.
5. Schedule of workshops planned – 2 workshops held in Q1 (Introduction to the Challenge Fund and Accelerating Decarbonisation).
6. Engaged the KTN (Knowledge Transfer Network) to facilitate development of the LEV fleet challenge with the 10 CCR local authorities

Risks encountered this quarter

1. Insufficient appetite for challenges amongst stakeholders
2. Quality of challenge submissions and alignment to CCR outcomes
3. Challenge ownership/resourcing in delivery phases
4. Loss of key personnel
5. Local business engagement and securing shared prosperity within region
6. Delivery mechanisms e.g. grant

Actions Taken

- Risk register is reviewed and updated quarterly.
- Key risks are raised with Cardiff University at monthly management meetings.
- Risks and mitigating actions are reported as part of quarterly highlight reporting.

Objective 6 - Develop robust data insight and intelligence capabilities to inform and direct future policies, interventions and investments

Executive Summary

This is a key objective for delivery in 2021/22 as it will provide a solid foundation for future policy work for the CCR and provide strategic evaluation of the City Deal programme. Key miles stones in Q1 delivered and on track to have a functioning unit by end of the calendar year.

1. Q1 Milestone Plan

1. CCR Economic Insights Exchange partnership established.
2. Terms of Reference for Insights Partnership agreed

Progress Summary

1. CCR Economic Insights Exchange Partnership established – involving members of REGP, Cardiff University, and Office of the CCR City Deal. Partnership to expand to include Cardiff Met and USW.
2. Terms of Reference developed and approved at the first meeting of the CCR Economic Insights Exchange partnership board in June 2021. The partnership is in the process of being formalised through the signing of a Memorandum of Understanding in Q2.

Risks encountered this quarter

1. Resourcing and capacity within CCR is presently low to analyse, interpret and share forthcoming intelligence from any agreement with CU and make any intelligence unit reports meaningful
2. Systems and data need improving and investment
3. Policy and governance arrangements presently lacking

Actions Taken

1. Recruiting to a new position of Head of Governance, Policy and Communications to provide leadership to this area. Recruitment to be finalised in Q2.
2. Finalising MoU to support establishment of the CCR Economic Insights Exchange supported by new resources – 1 policy officer in CCR and additional capacity with university partners

Objective 7 - Put in place the Foundational elements for a CCR “Future Skills” Hub

Executive Summary

Activity this quarter has focused on the setting up a new brand capable of covering all the skills based initiatives that the CCR may touch either directly funded initiatives like the Graduate Programme or other more niche programmes we may co-fund or support indirectly.

1. Q1 Milestone Plan

Progress Summary

1. New Skills hub master branding and marketing plan agreed.

1. A new branding concept has been agreed – Venture – Find your Future and this will go live in Q2 with a renamed and refreshed graduate programme – Venture Graduate alongside some of the niche schemes we are supporting – Venture Specialist. This will give us the core foundational capability upon which we can build out and enhance the support we can provide on skills related initiatives into the business communities.
2. Subsequent to more resource being recruited into the team – in Q3 – the wider skills strategy will be revisited, and a future action plan prioritised.

Risks encountered this quarter

Actions Taken

1. Insufficient intelligence and research on the skills landscape to underpin the creation of a robust strategy and plan.
2. Risk of duplication and overlap with key stakeholders without undertaking mapping of present roles and skills offerings.
3. Lack of capacity within the team to mobilise further activity

1. Further roles to be recruited
2. Research currently underway to address the knowledge gaps

Objective 8- Develop the mechanisms and processes for a CCR Corporate Joint Committee and operationalise the first phase of development for February 2022

Executive Summary

The CJC Wales (2020) legislation requires the Cardiff Capital Region to establish a new Corporate Joint Committee by 28 February 2022. This will enable the transition and evolution of the current CCR City Deal (a single funding programme) into a corporate entity capable of hosting, developing and delivering a wide range of funding programmes, strategic and delivery functions and establishing the powers and mechanisms to develop the future of the Capital City Region.

1. Q1 Milestone Plan

1. Options Identified
2. Potential Future Functions of CJC articulated
3. Stakeholder discussions progressed

Progress Summary

- Governance and delivery options report to Regional Cabinet produced for 20th September 2021, which if approved, will effectively ‘establish’ the CCR Corporate Joint Committee.
- This report will be shared with the ten LAs for individual Councils to be informed and signed up to the formation of the CCR CJC. The report establishes a preferred governance model on a ‘lift and shift’ basis with further evolution required in order to optimise delivery structures, minimise risk and promote the most effective forms of governance, openness and probity.
- It further sets out a Transition Plan and a Transition Board – as a sub-group of Regional Cabinet in order to make recommendations and provide strategic and timely advice to decision-makers.
- The Plan seeks to provide a mechanism for engagement and stakeholder inclusion at every stage of the process. There are five work-stream themes which include: Legal/ governance; Finance and resourcing; HR and people; Functions; and Stakeholders and engagement. The idea is that these will not form ‘groups’ but be participative work streams progressing the operational detail needed to effect the transition by 28 February 2022.
- In addition to all this, work is ongoing with Welsh Government to inform consultation on future functions, powers and regulations and to ensure provisions are fit for future purpose and the direction being advanced by CCR. Information is being shared ongoing with colleagues within WG and a model of strong co-operative participation is being developed. In addition, engagement and communications is ongoing with all CCR partnerships, sub-committees and advisory boards; the Wales Office and MHCLG; Audit Wales and colleagues across all ten local authorities.
- At the same time as this work goes on, focus remains on delivery the CCR City Deal and ramping up the scale of impact and outcomes.

Risks encountered this quarter

- Timing issues – WG continue to consult on functions and future regulations at the same time CCR is adopting ‘forerunner’ status and implementing legislation. This makes planning for what is effectively unknown difficult – but at same time is the opportunity to shape and inform functions to be fit for future purpose
- There are issues still to be discussed and negotiated with WG re: functions, powers and levers and importantly issues such as VAT status. It is important that CCR should be in no worse position at least initially, with further benefits to further its development and strengths over time
- Budget issues will need to be bottomed out and ongoing WG support to enable full transition to an optimal model over time

Actions Taken

- Meeting with WG and legal advisors on levers, powers and legal endeavours used to date to ensure they can be incorporated into regulations
- Agreement over ‘no worse off’ principle with WG to provide assurances and safeguards into Cabinet Report with legal wording to be agreed and provided
- WG assessing VAT status issues – update imminent
- Issues being pre-empted re: s. 33 and borrowing powers – WG to confirm position but agreed that views and positions are aligned
- Interim issues worked through re: status of projects, tax issues and so on. Specific issues in relation to VAT status and accounting systems
- WG comments around scrutiny and engagement being taken on board

Objective 9 -Articulate and utilise a pan-regional “levelling-up” investment prospectus to catalyse the creation of inward and co-investment propositions.

Executive Summary

Publication and wider engagement around the suite of prospectuses have enabled us to showcase the level of ambition we possess for the longer term investment into the Region and enabled a new dialogue to commence with UK Gov in Wales.

1. Q1 Milestone Plan

1. CCR Investment Prospectus produced and published
2. Supplemental appendix for Rail produced and published
3. Supplemental appendixes for and Energy produced
4. Stakeholder engagement initiated.

Progress Summary

1. Both the Investment prospectus and the Rail Appendix have been published widely and are on the CCR website.
2. Both are now capable of providing an anchor point for the formulation of sector related investment proposals
3. Both documents have been presented to UK Gov in Wales, BEIS and WG as part of the stakeholder engagement processes and were subject to hosted panel Q&A digital events which were broadcast through Business News Wales.
4. The Energy prospects will be shaped for external publication next quarter.

Risks encountered this quarter

1. Lack of resource to take forward the propositions contained in the prospectuses and crystallise into definitive propositions

Actions Taken

Additional resource being recruited – Head of Strategic Development and Investment will help REGP leadership of specific initiatives to be considered
Progressing these will be a focus for 2022/23 planning

Objective 10 - Design and deliver a CCR marketing, communications and content strategy that continues to uplift brand awareness, reputation, investment interest and engagement- external and internal.

Executive Summary

Productive 1st quarter to the year in which a number of quality publications were created and issued and the foundational elements for communications activity for the new skills hub and Challenge fund were put in place. Activity continues to result in a continuing upward trajectory of engaged followers.

1. Q1 Milestone Plan

1. Content strategy executed
2. Branding Concepts for new skills hub agreed
3. Challenge fund website build initiated
4. Business insights survey created and issued
5. Engagement increased

Progress Summary

1. Content produced includes:
 - 15 industry features
 - 4 Thought Leadership articles
 - 3 Press Releases
 - 3 Digital Discussions
 - Produced a series of features on Fintech in the CCR plus supported the launch of the Fintech Foundry with podcasts etc.
 - Storyboarded and commenced production of a holistic series on Green Energy and Sustainability.
 - Created a 5 series feature on the CCR journey to date –"Re-imagining our region" to mark the successful Gateway Review.
 - Produced a spring newsletter.
2. Created a new branding concept for a CCR future Skills hub and new look Graduate scheme (launching September 13).
3. Commenced the creation of a dedicated CCR Challenge Fund website.
4. Devised and executed a Business Survey to provide insight for Business Council Planning.
5. Engagement
 - Organised and produced materials for updates sessions with UK Gov in Wales on our investment prospectuses plus a bespoke session on our Fintech sector strategy and the Foundry accelerator scheme.
 - Further increased our Linked In followers by another 18% from 965 to 1140 and added another 22 to our twitter channel taking it to 3430.

Risks encountered this quarter

Quality of external communication is far greater than internal

Actions Taken

1. Some rebalancing required in where time is spent in subsequent quarters.
2. Internal communications and engagement plan to be created
3. Additional resource to be considered

Objective 11 - Deploy Civica Mod Gov software for all democratic processes and papers and consider other platform requirements

Executive Summary

Q1 saw all the foundational elements put in place to deploy Mod Gov for all future CCR democratic process activity. Subsequent phases will now focus on embedding the new ways of working into the team and through the committee structures.

1. Q1 Milestone Plan

1. Platform options investigated
2. Mod Gov selected
3. Training for key administrators undertaken
4. Local authorities updated and Leaders and Chief Executives registered.
5. CCR templates and formats set up.
6. Content and interface with CCR website agreed
7. Initial content uploaded including 2021 meetings and Registers of Interests.

Progress Summary

1. A good 1st quarter despite capacity issues in which we have put all the foundational elements in place to facilitate a Q2 roll out within the team and for use with the RTA and Regional cabinet meetings in September.
2. Focus in Q2 will be on training and getting everyone comfortable with using the system alongside prior to further roll out across the whole committee structure later in the year.

Risks encountered this quarter

1. Lack of Capacity within the team and competing priorities has slowed down the implementation
2. Potential risk with getting everyone to engage with the new ways of working.

Actions Taken

1. Additional support has been requested
2. New Head of Governance, policy and Comms role will help reinforce the processes
3. Requested that senior Mgmt. team members that engage in report writing embrace the system to act as role models for adoption.