

Report of the Cabinet Member for Enterprise, Development and Regeneration

Cabinet – 20 January 2015

RESPONSE TO THE REPORT OF THE INWARD INVESTMENT SCRUTINY INQUIRY PANEL

“HOW CAN WE INCREASE INWARD INVESTMENT TO SWANSEA AND REGIONALLY TO SOUTH WEST WALES”

Purpose:	To outline a response to the scrutiny recommendations and to present an action plan for agreement.
Policy Framework:	None
Reason for Decision:	To comply with the requirements of the Council Constitution.
Consultation:	Legal, Finance and Access To Services.
Recommendation(s):	It is recommended that: 1) The response as outlined in the report and related action plan be agreed.
Report Author:	Steve Marshall
Finance Officer:	Ben Smith
Legal Officer:	Nigel Havard
Access to Services Officer:	Maxine Bromfield

1.0 Introduction

- 1.1 The Inward Investment Inquiry report was submitted to Cabinet on the June 2014 after a detailed inquiry into how inward investment activity can be increased in Swansea and across the Swansea Bay City Region.
- 1.2 Having considered the contents of the scrutiny report, and specific recommendations made, advice to Cabinet on whether it should agree, or not agree, with each recommendation is detailed in this report.
- 1.3 Cabinet is also asked to consider, for each of the responses, any relevant policy commitments and any other relevant activity.

2.0 Response to Scrutiny Recommendations

Recommendation 1
It ensures that there is a clear mechanism in place within the City Regions Strategy that will make it accountable to local Politicians
Relevant Policy Commitments: The Swansea Bay City Region (SBCR) Economic Regeneration Strategy was adopted by Council in November 2013 as the overarching economic and regeneration policy for Swansea. Other Swansea Bay City Region local authorities similarly adopted the Strategy at this time.
Action already being undertaken: Swansea Council has political representation on the SBCR Board.
New actions following from the recommendation: No new actions necessary.
Cabinet Member Comments: Recommendation is NOT AGREED – the mechanism is currently in place

Recommendation 2
The City Region has a clear and positive brand that will be recognisable on the world stage.
Relevant Policy Commitments:
Action already being undertaken: The SBCR Board at its meeting on 19 November 2014 agreed to schedule discussion on SBCR brand, communications and marketing at a future meeting.
New actions following from the recommendation: Ensure that the SBCR Board schedules discussion on its brand at the earliest opportunity.
Cabinet Member Comments: Recommendation is AGREED

Recommendation 3
The City Region develops an effective support network including allocating resources to do proactive work around seeking inward investment
Relevant Policy Commitments:
Action already being undertaken: The Welsh Government has seconded a senior manager to establish and lead a Support Unit to resource SBCR Board requirements. In relation to the SBCR Strategy, City and County of Swansea Officers are represented on a regional Officer group (SBCR Strategy Delivery

Group) to co-ordinate progress on actions to meet the strategic and operational aims of the Strategy.
New actions following from the recommendation: Ensure that the SBCR Board schedules discussion on creating a co-ordinated City Region inward investment proposal and support network.
Cabinet Member Comments: Recommendation is AGREED

Recommendation 4
The City Region map the services that are available to businesses across the region and work to develop relationships with those services in order to avoid duplication; and to use all the resources wider than the Councils that are available.
Relevant Policy Commitments:
Action already being undertaken: The mapping of services to businesses was carried out when the strategy was first published, and these service providers (for the most part funded by the Welsh Government) are identified.
New actions following from the recommendation: No new actions necessary.
Cabinet Member Comments: Recommendation is NOT AGREED – the mapping has been carried out

Recommendation 5
A single contact point for business/investment inquiries is introduced (this does not necessarily need to be the local authority).
Relevant Policy Commitments:
Action already being undertaken: This has been a feature of the discussions held to date on the region combining resources to attract inward investment
New actions following from the recommendation: Subject to SBCR Board approval, consideration of a single contact point is likely to be included in development proposals.
Cabinet Member Comments: Recommendation is AGREED

Recommendation 6
Look at good practice in how other Local Authorities/regions and countries are doing it.
Relevant Policy Commitments:
Action already being undertaken: Research into inward investment marketing activity in other areas has been undertaken by Swansea Officers, which is informing the development of key messages and a suitable marketing approach for Swansea.
New actions following from the recommendation: Subject to SBCR Board approval of creating a regional Inward Investment proposal and support network, a review of good practice is likely to be conducted to inform development proposals.
Cabinet Member Comments: Any issues not covered above
Recommendation is AGREED

Recommendation 7
It develops measures that will monitor success and that these are monitored on a regional and on a Swansea basis.
Relevant Policy Commitments:
Action already being undertaken: An indicative performance measure on the number of inward investments secured has been submitted to the SBCR Board as part of a wider matrix.
New actions following from the recommendation: Performance measures are developed further as systems and activity increases for agreed inward investment proposals.
Cabinet Member Comments: Any issues not covered above
Recommendation is AGREED

Recommendation 8
Successes in Swansea and the region are marketed therefore raising the profile of Swansea (and the region) to both people locally and more widely.
Relevant Policy Commitments:
Action already being undertaken: The use of case studies and success stories is already a widely used promotional tool employed by the Council
New actions following from the recommendation Publicity is generated on any inward investment secured.
Cabinet Member Comments:
Recommendation is AGREED

Recommendation 9
It develops user friendly policies and practices which are welcoming and quick to respond to investor queries.
Relevant Policy Commitments:
Action already being undertaken: Policies and practices continue to be discussed as the City Region develops across a broad range of subject matter
New actions following from the recommendation: Quality standards should be created to ensure effective responses to Inward Investment enquiries.
Cabinet Member Comments: Any issues not covered above
Recommendation is AGREED

Recommendation 10
Take active steps to make better use of social and digital media by developing a digital media strategy around business and investment issues
Relevant Policy Commitments: (list briefly)
Action already being undertaken: Both the Council and now the City Region has used social media extensively to promote events, news and views. This will continue to increase as the City Region concept and organisation develops.
New actions following from the recommendation: Subject to SBCR Board discussions on brand, communications and marketing and subject to securing resources, development proposals should include provision of social media activity as part of marketing approach.
Cabinet Member Comments:
Recommendation is AGREED

Recommendation 11
The concept of developing a <i>portfolio of offerings</i> be investigated.
Relevant Policy Commitments:
Action already being undertaken: This portfolio is already being developed both regionally and in Swansea. It will form a cornerstone of the promotion of the city region and response to enquiries.
New actions following from the recommendation: Subject to SBCR Board discussions on brand, communications and marketing and subject to securing resources, marketing materials should identify capacity and facilities that will attract potential investors.
Cabinet Member Comments:
Recommendation is AGREED

Recommendation 12
It develops a tool that can be used to <i>keep in touch</i> with the business community locally now that the Business Forum has ceased.
Relevant Policy Commitments:
Action already being undertaken: The Council has reactivated the Swansea Economic Regeneration Partnership (SERP) to look at economic and regeneration matters in Swansea. There is also a link with the City Region and this local partnership has a substantial business representation provided by the South Wales Chamber of Commerce, the Business Improvement District and the Regional Business Forum (a successor to the former Business Forum.).
New actions following from the recommendation: Subject to SBCR Board approval of creating a regional Inward Investment proposal and support network, inward investment proposals should include proposals to recruit business leaders across the region to act as Ambassadors for the City Region and actively support inward investment enquiries and visits.
Cabinet Member Comments:
Recommendation is AGREED

3.0 Equality and Engagement Implications

- 3.1 An Equalities Impact Assessment (EIA) screening of the report has been undertaken which confirms that a full EIA screening is not required, as the report has a low direct impact on the general public. However, individual actions in the action plan may have a more significant direct impact on the public and it may be appropriate for them to undergo the EIA screening process during their development, to assess if they require a full EIA.

4.0 Legal Implications

- 4.1 There are no specific legal implications at this stage

5.0 Financial Implications

- 5.1 There are no financial implications associated with this report

Background Papers: None.

Appendices: Appendix A – Scrutiny Inquiry of Inward Investment – Cabinet Action Plan.

Scrutiny Inquiry of Inward Investment – Cabinet Action Plan

Recommendation		Action already being undertaken	New Action Proposed	Timescale	Responsible Officer
1.	It ensures that there is a clear mechanism in place within the City Regions Strategy that will make it accountable to local Politicians	Swansea Council has political representation on the SBCR Board.	No new actions necessary.		
2.	The City Region has a clear and positive brand that will be recognisable on the world stage.	The SBCR Board at its meeting on 19 November 2014 agreed to schedule discussion on SBCR brand, communications and marketing at a future meeting.	Ensure that the SBCR Board schedules discussion on its brand at the earliest opportunity.	3 Months	Steve Marshall
3.	The City Region develops an effective support network including allocating resources to do proactive work around seeking inward investment	<p>The Welsh Government has seconded a senior manager to establish and lead a Support Unit to resource SBCR Board requirements.</p> <p>In relation to the SBCR Strategy, City and County of Swansea Officers are represented on a regional Officer group (SBCR Strategy Delivery Group) to co-ordinate progress on actions to meet the strategic and operational aims of the Strategy</p>	Ensure that the SBCR Board schedules discussion on creating a co-ordinated City Region inward investment proposal and support network.	3 Months	Steve Marshall
4.	The City Region map the services that are available to businesses across the region and work to develop relationships with those services in order to avoid duplication; and to use all the resources wider than the Councils that are	The mapping of services to businesses was carried out when the strategy was first published, and these service providers (for the most part funded by the	No new actions necessary.		

	available.	Welsh Government) are identified.			
5.	A single contact point for business/investment inquiries is introduced (this does not necessarily need to be the local authority).	This has been a feature of the discussions held to date on the region combining resources to attract inward investment	Subject to SBCR Board approval, consideration of a single contact point is likely to be included in development proposals.	6 Months	Steve Marshall
6.	Look at good practice in how other Local Authorities/regions and countries are doing it.	Research into inward investment marketing activity in other areas has been undertaken by Swansea Officers, which is informing the development of key messages and a suitable marketing approach for Swansea.	Subject to SBCR Board approval of creating a regional Inward Investment proposal and support network, a review of good practice is likely to be conducted to inform development proposals.	6 Months	Steve Marshall
7.	It develops measures that will monitor success and that these are monitored on a regional and on a Swansea basis.	An indicative performance measure on the number of inward investments secured has been submitted to the SBCR Board as part of a wider matrix.	Performance measures are developed further as systems and activity increases for agreed inward investment proposals.	6 Months	Steve Marshall
8.	Successes in Swansea and the region are marketed therefore raising the profile of Swansea (and the region) to both people locally and more widely.	The use of case studies and success stories is already a widely used promotional tool employed by the Council	Publicity is generated on any inward investment secured.	On securing inward investment; review within 12 Months	Steve Marshall
9.	It develops user friendly policies and practices which are welcoming and quick to respond to investor queries.	Policies and practices continue to be discussed as the City Region develops across a broad range of subject matter	Quality standards should be created to ensure effective responses to Inward Investment enquiries.	12 Months	Steve Marshall
10.	Take active steps to make better use of social and digital media by developing a digital media strategy around business and investment issues	Both the Council and now the City Region has used social media extensively to promote events, news and views. This will continue to increase as the City Region concept and organisation develops.	Subject to SBCR Board discussions on brand, communications and marketing and subject to securing resources, development proposals should include provision of social media activity as part of marketing	6 Months	Steve Marshall

			approach.		
11.	The concept of developing a portfolio of offerings be investigated.	This portfolio is already being developed both regionally and in Swansea. It will form a cornerstone of the promotion of the city region and response to enquiries.	Subject to SBCR Board discussions on brand, communications and marketing and subject to securing resources, marketing materials should identify capacity and facilities that will attract potential investors.	12 Months	Steve Marshall
12.	It develops a tool that can be used to keep in touch with the business community locally now that the Business Forum has ceased.	The Council has reactivated the Swansea Economic Regeneration Partnership (SERP) to look at economic and regeneration matters in Swansea. There is also a link with the City Region and this local partnership has a substantial business representation provided by the South Wales Chamber of Commerce, the Business Improvement District and the Regional Business Forum (a successor to the former Business Forum.).	Subject to SBCR Board approval of creating a regional Inward Investment proposal and support network, inward investment proposals should include proposals to recruit business leaders across the region to act as Ambassadors for the City Region and actively support inward investment enquiries and visits.	6 Months	Steve Marshall