

REPORT TO: Cabinet

6 March 2019

LEAD CABINET MEMBER Leader of the Council

LEAD OFFICER: Joint Director of Planning and Economic Development

Brexit Advisory Group – Priorities for action

Purpose

1. To request that Cabinet agree the priorities for action from the Brexit Advisory Group.
2. This is not a key decision because it outlines priorities for action. These priorities will be explored further and worked up into detailed actions.

Recommendations

3. It is recommended that Cabinet:
 - (a) Approves the priorities for action agreed by the Brexit Advisory Group.
 - (b) Directs officers to develop the priorities into detailed actions to be agreed with the Leader of the Council and implemented during 2019 or to be incorporated into the Council's developing plan, as outlined in the Council's Business Plan, to support the South Cambridgeshire economy and local businesses.

Reasons for Recommendations

4. To allow officers to develop actions to support South Cambridgeshire's small businesses during the UK's exit from the EU by developing a range of tools that will help including:
 - the provision of information and advice;
 - promotion of the district as a place to work and do business;
 - ensuring that South Cambridgeshire's economic needs are recognised and funded;
 - supporting our agricultural businesses; and
 - continuing to manage the impact of Brexit on the Council.

Background

5. The Council Business Plan, approved at Full Council in February 2019 provides an explicit commitment to support business growth in the District through the development of a new plan to support the South Cambridgeshire economy and local businesses. This objective complements the earlier resolution of the Cabinet to establish the Brexit Advisory Group at its meeting held on 26 July 2018. The purpose of the Group is to review and report on the potential impacts of Brexit on South Cambridgeshire and to recommend actions to mitigate those impacts where relevant and appropriate.

6. The Terms of Reference of the Group (Appendix 1) were agreed by Cabinet on 3 October 2018. The remit of the Group is as follows.

The Group will seek to:

- Understand what Brexit would mean for the economies of Cambridge and South Cambridgeshire.
- Assess potential risks, challenges and opportunities for local businesses, key business sectors and the 'Cambridge' brand.
- Develop and recommend actions to address the risks to sustainable social and economic wellbeing identified by the Group.
- Identify the most effective methods of representing Cambridge and South Cambridgeshire's economic interests to the Combined Authority, UK Government and the EU during a Brexit process.
- Identify any other opportunities for ensuring that (a) the area's needs are reflected in developing local and national policy and (b) that local businesses benefit fully from any replacement funding schemes that the UK may develop/participate in post Brexit.
- Examine and make recommendations to plan and mitigate against the adverse affects of Brexit on South Cambridgeshire District Council and other local authorities in the Greater Cambridge area.
- Disseminate the outcomes of the Advisory Group to increase awareness and understanding.

7. The following members were nominated to serve on the Group:

South Cambridgeshire District Council

Councillor Geoff Harvey
Councillor Bridget Smith
Councillor Philip Allen
Councillor Ruth Betson
Councillor Martin Cahn
Councillor Nigel Cathcart
Councillor Sue Ellington
Councillor Peter Fane
Councillor Peter McDonald

Cambridge City Council

Councillor Rod Cantrill
Councillor Martin Smart
Councillor Anna Smith (replacing Councillor Lewis Herbert)

8. The Terms of Reference for Group provided the opportunity for substitutions and the co-option of non-members.
9. The first meeting of the Advisory Group was on 19 September. At this meeting the draft terms of reference were agreed.
10. A further three meetings were held between October and December 2018. They followed an agreed process whereby initial evidence gathering from businesses

would be developed into a series of priorities for action. These actions could then be developed alongside the aspirations of the Council to promote economic growth contained in the Leaders Statement to Council on 23 May 2018.

11. Each of the meetings is briefly summarised below.

24 October 2018

12. The second meeting was held jointly with a Federation of Small Businesses (FSB) #FSBConnect business networking meeting. In the first half of the meeting, the FSB and Cambridgeshire Chambers of Commerce presented feedback from their membership nationally on the potential impacts of EU exit and insight into what support businesses are likely to need during the Brexit process. In the second part of the meeting Councillors heard from individual local businesses on their perspectives, concerns and ideas. A summary of this workshop session can be found at Appendix 2.

28 November 2018

13. This meeting was focused on evidence gathering from representatives of some of Greater Cambridgeshire's key sectors; digital; life sciences and agriculture/food processing. CW (Cambridge Wireless) had surveyed their members prior to the meeting and Simon Mead and Bob Driver provided detailed feedback from digital businesses on areas including business confidence and investment, talent and retention and practical support. Tony Jones from One Nucleus told the group about the challenges that Life Sciences businesses face and the potential interventions that could help to support them. Hannah Padfield, representing the NFU, highlighted the additional uncertainties and complexities faced by agricultural and food processing businesses.

19 December

14. A facilitated workshop session was held with members to develop the evidence that they had heard from businesses into a number of priorities for action. The Group then classified them into key short, medium- and longer-term actions (see Appendix 3). Following the meeting, the priorities for action were worked up by officers and the chair of the Brexit Advisory Group into the four encompassing priorities outlined below.
15. There remains considerable uncertainty about the precise form of "Brexit" that may arise. However, many of the priorities for action apply whether there is a managed or "no deal" Brexit. Where this is not the case, a "no deal" Brexit scenario has been assumed. A number of the priority themes that emerged through the group's engagement echoed feedback from business groups to officers engaged in Economic Development related service delivery. If Brexit were not to take place, a number of the priorities would therefore remain relevant and, subject approval, officers would look to incorporate them into the emerging Economic Development Strategy.
16. A number of the priorities would also require South Cambridgeshire District Council to collaborate with external partners, including representative business agencies and public sector partners including Cambridge City Council and the Combined Authority. As part of the development of detailed actions, further discussions will need to take place with officers (and members) in partner agencies to understand the appetite and capability for joint working.

Priorities for action

Priority 1: Improving the flow of information and advice to business

Suggested areas of activity:

- (a) Developing an online resource drawing together practical information, advice and events that are available from different sources nationally and internationally. Include in this information from the Council's business facing teams where EU exit will have identified impacts on local rules and regulations.
- (b) Providing information and signposting, online and via a Brexit event for EU workers based in South Cambridgeshire to help them to understand their status within the UK as it develops over time.
- (c) Provide internal training and advice to all Council services to improve their ability to engage with and support businesses
- (d) Working with local business support agencies such as Cambridgeshire Chambers of Commerce and the Federation of Small Business (FSB) to consider the best way to deliver information and advice on Brexit to businesses. Activities under consideration could include seminars, webinars, networking, training and drop-in access on specific topics or general advice.
- (e) Developing a plan to increase the number of businesses that South Cambridgeshire District Council has contact details for to maximise awareness of and engagement with the council's economic development, and by extension Brexit, services. Examples could include greater use of the business rates mail-out and website to capture business interest.
- (f) Investigating innovative on-going methods of communication with businesses to maximise information flows and the take-up of services. This would consider how individuals and businesses engage with information, potentially moving beyond our current bi-monthly newsletter to more instant, and therefore accessible, messaging for example through the use of texts, apps and social media to communicate with businesses.

Reasoning

17. At the first evidence gathering Advisory Group meeting, a clear message from the FSB was that for small businesses, the provision of support to help them plan and adapt to regulatory change or disruption is of particular importance due to a lack of capacity and resource compared to their larger counterparts. For Cambridgeshire Chambers of Commerce the provision of certainty, precision and practical answers was key, with a role for local agencies in encouraging businesses to plan for Brexit, to engage with their suppliers and customers and, where possible, in the provision of local support and advocacy.
18. The emphasis on improving the flow of information and advice was reflected in the feedback from individual businesses during the business workshop where they indicated the following priority areas for business support:
 - Providing information: interpreting and disseminating the information provided by Government as Brexit evolves. Identifying the key areas that businesses need to address.

- Providing advice and support: to help businesses complete the forms required, particularly for importing and exporting, post Brexit.
- Making connections: supporting local businesses to generate new business and to establish new contracts.

19. Business support agencies such as the FSB and Chamber of Commerce have a wealth of expertise and a strong connection to their business membership. The district council can add value to their work, providing an additional trusted brand and widening their business reach. By partnering with these agencies to develop targeted Brexit related business support activities the council could provide local businesses with the help needed to navigate post Brexit uncertainty. In order to maximise the impact of this support, there is a need for the district council to further refine its existing communications activities.

Priority 2: Establish Greater Cambridge internationally as a great place to work and do business.

Suggested areas of activity:

- (a) Engage with business representatives in the city's key sectors and local government partners to understand the role that local government could have in enhancing and reinforcing the internationally recognisable story/profile of the area to help to attract foreign direct investment.
- (b) Working with partners to promote Greater Cambridge as an area that welcomes diversity and new migrants to spread a positive message about the area. By making existing migrants feel welcome and valued it is hoped that that existing workers and students would be more likely to stay and new workers would be drawn to come to the area.
- (c) Work with Department for International Trade (DIT) and local government partners to support local businesses to export and to collaborate within and outside the EU post Brexit.

Reasoning

20. Insightful discussions on the role of local government in strengthening the narrative around inward investment followed the presentations at the sector based evidence gathering session. There was general agreement that this role should address gaps in provision rather than duplicating the promotional work that is already taking place by business and the CPCA. In particular, there is a need to embed a strong message of Greater Cambridge's capability to support growth and investment and reinforce its status as an internationally important hub of innovative businesses with a supply of highly skilled labour and an attractive cultural and natural environment.

21. Strong views were expressed by some businesses regarding the availability of lower skilled workers following Brexit. The tight local labour market combined with a lack of 'affordable' housing for rent and for sale means that lower paid jobs, for example in the catering or care sectors, are not being sought by 'local people'. Equally the representatives of our key business sectors highlighted that the recruitment and retention of skilled, operational labour is already an area of concern for their membership. By working with the local community, businesses and partners to promote the message that Greater Cambridge is open, attractive and inclusive it is hoped that we can help to retain and build a sustainable skilled local workforce.

22. One of the main impacts of Brexit will be on the ability of businesses to trade in the EU and beyond. With a no deal Brexit, it is likely that general support will be required to help businesses to develop links internationally and more specific support to help them to complete appropriate paperwork.

Priority 3: Ensuring that the importance of Greater Cambridge to the national economy is recognised and that its funding needs are addressed

- (a) Engage with CPCA and Government and work with partners to understand and influence plans for the new funding regimes that will replace existing EU funding, for example, LEADER, ERDF, ESF and Horizon 2020.
- (b) Support the delivery of the GCP investment programme to improve infrastructure and the attractiveness of Greater Cambridge
- (c) Work with CPCA to ensure that the areas needs and opportunities are recognised in the Combined Authority's emerging strategies so that funding bids to support businesses in the area, for example, to the proposed Shared Prosperity Fund, have the opportunity to be successful.
- (d) Where there are opportunities for cross border partnerships and projects, either as existing programmes such as Interreg are maintained or new programmes are developed, consider opportunities to work together with other areas in the EU and beyond to learn from their work, to address common issues and to promote exchange, collaboration and innovation.

Reasoning

23. Whilst South Cambridgeshire District Council itself has not had extensive experience of bidding for EU funding, businesses in the area have benefited from the EU funded programmes and projects delivered by other agencies, for example the Greensands Ridge LEADER programme and the recently delivered NWES business support workshops and drop-ins. It is unclear currently to what extent national funding will replace EU funding and whether their geographic and topic focus will be similar to those they will replace. It is important the South Cambridgeshire puts itself in the best position to influence the direction of spend by, for example, emphasising the importance of Greater Cambridge to the national economy or partnering with other areas on transnational projects.

Priority 4: Supporting agricultural businesses

Ensure that services within the Council understand and are aligned to the evolving challenges facing the farming community as a result of the Agricultural Bill. Provide briefings to services and continued engagement with the NFU so that they can support the local agricultural community to adapt to a post Brexit Agricultural Policy

Reasoning

24. The Agricultural Bill is a high level legal framework allowing the UK to leave the Common Agricultural Policy (CAP) and establish a new domestic agricultural policy. Amongst other things it includes new financial assistance powers provided for purposes of environmental land management e.g. air, water, soil, habitats and biodiversity, flood management and public access. The resulting Act is likely to instigate a major change in focus for the farming community. Given this and the significant impact a no deal Brexit will have on the farming community, it is important

that the council monitors developments and works with organisations such as the NFU to understand where its activities can support affected businesses.

Priority 5: (continue to) Manage Brexit Impact upon Council

The Executive Management Team will keep under review the implications of Brexit on the Council's continued ability to offer services to its community and, where appropriate, contingency planning will take place to mitigate risks. The Council's risk register will be updated to reflect this and the risks will be kept under review once clarity on the deal is available.

Reasoning

25. It is the Council's responsibility to monitor, assess and, where appropriate, contingency plan for the potential impact of the UK's EU exit on the needs of the local population and the services that the council provides. Areas under consideration include border arrangements at the airports located in the area and food health planning and stockpiling. Emergency planning officers across public sector agencies are regularly meeting and the multi agency working at a county level is being fed into the Ministry for Housing, Communities and Local Government at a national level.

Implications

26. In the writing of this report, considering financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

27. The existing Economic Development service within the Council comprises 1.5 FTE equivalent and a budget of £35,000. As part of the Council's commitment to supporting business growth in the District, £250,000 has been set aside for Economic Development activities and is included in the budget elsewhere on the agenda, including supporting the Council's response to Brexit during 2019/20. As appropriate, some of this budget will be available to implement actions arising from the above priorities. The Council will also be looking for potential alternative sources of funding from the private and public sectors.

Legal

28. 3C Legal Services have been consulted in the preparation of this report.

Staffing

29. The Economic Development resource at the Council currently comprises 1.5 FTE. Delivery of the recommendations will give rise to staffing and resource implications. An allocation of £250K has been made in the 2019/20 budget year to support economic development. The priorities from the Brexit Advisory Group will inform the developing Economic Development strategy delivery of which will draw upon that allocation. Further details and costing will accompany the action plan detailed above.

Risk Management

30. The disruption caused by EU Exit will have the potential to impact negatively on the Council's income from business rates. The proposed priorities for actions will help to mitigate these impacts by helping enterprises to navigate EU exit; to take positive steps to develop their business model and more generally to promote South Cambridgeshire to businesses and workers.

Equality and Diversity

31. Individual EqlAs will be completed once the individual priorities for actions are developed into firmer detailed actions.

Consultation responses

32. Feedback from consultation with businesses can be found in appendices 3 and 4.

Effect on Corporate Priority Areas

Priority area – Growing local businesses and economies

33. The priorities for action contained in the report are the key means by which South Cambridgeshire District Council can support local businesses and economies to survive and grow during the Brexit process. In particular, the priorities for action support the two areas of focus: making it easy to do business in South Cambridgeshire (priorities 1 and 4); and promoting the area for visitors and investment (priorities 2 and 3).

Priority area – A modern and caring council

34. We will also support the focus on reducing costs and improving customer service by improving how we engage with businesses (priority 1) and managing the risks to the council of a “no deal” Brexit (priority 5).

Background Papers

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council’s website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

SCDC Business Plan adopted February 2019

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Appendix 1: Brexit Advisory Group Terms of Reference

Terms of Reference

The decision to establish a Brexit Advisory Group was taken at South Cambridgeshire District Council's Cabinet meeting on 26th July 2018. Cambridge City Council passed a motion in support of its involvement in the Group on 19th July 2018.

Remit

The group will seek to:

- Understand what Brexit would mean for the economies of Cambridge and South Cambridgeshire.
- Assess potential risks, challenges and opportunities for local businesses, key business sectors and the 'Cambridge' brand.
- Develop and recommend actions to address the risks to sustainable social and economic wellbeing identified by the Group.
- Identify the most effective methods of representing Cambridge and South Cambridgeshire's economic interests to the Combined Authority, UK Government and the EU during a Brexit process.
- Identify any other opportunities for ensuring that (a) the area's needs are reflected in developing local and national policy and (b) that local businesses benefit fully from any replacement funding schemes that the UK may develop/participate in post Brexit.
- Examine and make recommendations to plan and mitigate against the adverse affects of Brexit on South Cambridgeshire District Council and other local authorities in the Greater Cambridge area.
- Disseminate the outcomes of the Advisory Group to increase awareness and understanding.

Membership

The advisory group will comprise:

- Nine South Cambridgeshire Members (five Liberal Democrats; two Conservative and one Labour or Independent Member, together with the Leader of the Council).
- Three co-opted Members from Cambridge City Council.

Officers from the Planning team as appropriate – the Head of Planning and Economic Development, Strategy and Economy Manager and Economic Development Officer will be in attendance to advise the group.

The Executive may co-opt non-members of the Council on the recommendation of the Advisory Group.

Any Member who is unable to attend a particular meeting may appoint a substitute from the same political group. Substitutions must be notified to Democratic Services before the meeting starts.

The Advisory Group will elect a Chairman and optionally, Vice-Chairman at the first meeting.

Attendance at meetings

All members of the Council may attend and (with the agreement of the Chairman) speak at Advisory Group meetings. The Chairman may invite any other person or body to attend a meeting of the group to inform discussion on any matter within its terms of reference.

Specialists and representatives from local business will be invited to attend specific meetings to provide information on the potential implications of Brexit.

Meetings of the Advisory Group will not be open to members of the public.

Timescale

The Advisory Group will be time limited with meetings taking place during October/November/December 2018 to allow recommendations from the group to feed into the Councils' budget planning processes.

It is expected that there will be four meetings in total, each lasting for approximately 2 hours 30 mins. Additional meetings may be convened within the existing timescale, with the agreement of the Chairman, to facilitate completion of the work of the Advisory Group.

The continuation of the Group and its remit beyond the December timescale may be approved by Cabinet on the recommendation of the Chairman of the Advisory Group.

Authority and Purpose

The Group's purpose is to advise without any decision making powers. Any recommendations arising from the work of the Group will be referred by report to the Leader and Cabinet (South Cambridgeshire) and to their appropriate equivalents (Cambridge) on the issues that would be presented by Brexit and to make recommendations on any actions the councils can take to mitigate the impacts, such as lobbying or undertaking local projects.

Administration

The Group will be administered by the Greater Cambridge Shared Planning Service. Secretariat support will be provided by Democratic Services at South Cambridgeshire.

Notes of the meeting will be produced and sent to all members of the Advisory Group.

Appendix 2: 24 October Workshop Session summary of feedback

General

There was a mix of views on the potential impact of Brexit from the businesses that attended the workshop. Some were very concerned whilst others, who perhaps were less internationally focused, considered that it would not have a significant effect.

Below is a summary of the issues that were raised and potential solutions.

Workforce

A significant issue highlighted by the businesses was the availability of lower skilled workers following Brexit. The tight local labour market combined with a lack of 'affordable' housing for rent and for sale means that lower skilled jobs, for example in the catering or care sectors, are not being sought by 'local people'. It appears that restrictions on access to the UK following Brexit are likely to exacerbate this issue.

Business models

A number of businesses had already changed their business models due to changes in their markets and concerns over the availability of stock following Brexit.

However, several did not feel that there would be an impact on the demand for their products as, for example, they supplied to or bought from businesses outside the UK or their goods were high value added.

The overriding need to build resilience by developing good relationships with suppliers and buyers was highlighted by one table.

Uncertainty

A common theme across the tables was the impact on business of the uncertainty around what Brexit will look like. Difficulties included:

- The inability to make projections and plan;
- Postponement of decision making until things become clearer;
- Paralysis until funding decisions are made;
- Businesses' customers are more reticent to buy;
- New businesses might be put off doing business.

One business suggested that if there is a Brexit deal, there will be little immediate impact, whereas a 'no deal' Brexit is likely to cause chaos.

Importing/Exporting

The concerns of the businesses that imported or exported goods and services from the EU were around the uncertainty, complexity and costs of trading with EU countries after Brexit.

Regulatory differences were particularly highlighted as an area of concern. There was a desire for an even playing field with no change in standards but a concern that the UK would no longer have a seat at the EU table when regulations are agreed.

Opportunities

A number of opportunities were identified by attendees.

It was suggested that small businesses should be able to react more quickly to the changing environment and that some would be able to take advantage of any restrictions in supply. The potential to innovate to address any developing gaps in the market or in their own supply chain was highlighted.

The further devaluation of the pound was seen as a potential opportunity for exporters as was the chance to upskill the local population (but this will take time);

The role of the council

Feedback suggested that the councils could have a particular role in helping to develop the workforce and the skills needed by local businesses through:

- Setting an example and leading the way;
- Encouraging students and parents to value apprenticeships;
- Setting up 'Alternative' twinning arrangement with other high skilled areas such as India and other Commonwealth countries;
- Working with local schools.

They could also impact on the availability of labour through ensuring that there is a sufficient supply of affordable housing or by considering other options such as council tax holidays.

Potential business support opportunities

A range of options for supporting businesses locally were identified across the tables. They included the following roles:

- Providing information: interpreting and disseminating the information provided by Government as Brexit evolves. Identifying the key areas that businesses need to address.
- Providing advice and support: to help businesses complete the forms required post Brexit.
- Making connections: supporting local businesses to generate new business and to establish new contracts.

Other feedback via email:

Email 1: Concern that Brexit will not be completely implemented to reflect the "will of the people". "The 5th biggest economy in the world free at last to make its own decisions! How can that be anything other than an amazingly exciting opportunity?". "I don't know why you are wasting tax payers money on this – Brexit will put the Great back in Britain!"

Email 2: The councils do not need to get involved with local business and should instead concentrate on good government. The economy is doing well therefore whatever we are doing it's about right and we should continue it. That's not to say that everything is perfect but small adjustments are what is required rather than big changes.

Appendix 3: Workshop

Group 1

Immediate priorities	Longer term priorities
Labelling problems (Agriculture/Provision of Information)	Pressure to accept any proposed development (Life Sciences/Digital/Planning)
Fast track temporary approvals? (Agriculture/Planning)	Cambridge Roadshow? Need to boost international profile (Digital/Business support)
Cambs Chamber links (SMEs/Provision of Information)	Signpost role – visa problems for education staff/students (Other/Labour Supply)
Webinar information (SMEs/Business Support)	Replace ERDF Funding. Act as lobby 'buddy' (SMEs)
Government license information (SMEs/Exporting & Importing)	
Sudden increase in homelessness and universal credit claims? (Other/Planning)	
Connecting with Cambridgeshire Chambers of Commerce, FSB and others (SMEs)	

Group 2

Immediate priorities	Medium term priorities	Longer term priorities
Positive messages for workers (Life Sciences/Digital/Labour Supply)	Space for start-ups (Digital/Land & Premises)	Prompt (Life Sciences/Digital/Planning)
Existing support network (Agriculture/Labour Supply)	Brexit Survivors Group – topic specific, business association (Other/Provision of Information)	Twinning with EU and non EU partners (Other/Labour Supply)
Helping migrant workers feel valued. The specific Cambridge (and Uni) approach to migrants (Agriculture/Manufacturing/Labour Supply)	Housing – buy up (Other/Land & Premises)	Attractive environment for staff in international business to relocate (Other/Planning)
Open for business messages (Life Sciences/Digital/Business Support)	Offer training with partners (Other)	Promoting Camb lifestyle benefits at international events/conventions ("Green living") (Digital/Attracting Investment)
Drop in centre for Brexit advice (SMEs/Provision of Information)	Planning for Council implementation. CE level with central government. (Other/Planning)	Inward Investment Officer (Other/Attracting Investment)
No deal audits (Other/Provision of Information)	Start-up Hub using spare desk areas and free wifi. (SMEs/Business Support)	Interreg & twinning (with Heidelberg) (Other/Attracting Investment)
Online advice and support (Other/Provision of Information)	Support for business: (1) Business Planning, (2) Training, (3) Grants and support (Other/Business)	Promoting inward investment and foreign direct investment (Other/Attracting Investment)

	Support)	Investment)
Hot desking or drop in advice sessions – topics e.g. importing, funding etc. (Other/Provision of Information)	Brexit Survival/Survivors Group (Other/Business Support)	Local food fairs – aim to stimulate local procurement (Other/Procurement)
MTFS – prepare for rate loss (Other)	Marketing Greater Cambs. Role for CA, also Cambs Ahead. What of 2 local authorities? (Other/Exporting)	
Advice and mentoring (Other Business Support)	Replacing European Funding (ensuring Cambridge gets its share!) (Digital/Agriculture/Other)	
Making connections – self help forum (Other/Business Support)	Start-up hubs (SMEs/Infrastructure & Connectivity)	
Agriculture – Principally livestock affected (tariffs) and food and vegetables. Food processing – more jobs, more EU higher tariff levels (Agriculture)	Supply chain events – local procurement (Other/Procurement)	
Open for business – facilitating (Life Sciences/Digital/Attracting Investment)		
Facilitated networking (Life Sciences/Digital/Infrastructure & Connectivity)		
Offsetting local of business rates if employers move to EU (response to no deal) (Other/Other)		

* The information in brackets refers to the categories that each action was put in (within a matrix table) during the workshop