

## BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 12<sup>th</sup> November 2013, 15:00-17:30

**VENUE:** Alconbury Enterprise Zone, Building 56, Alconbury Airfield, Huntingdon, PE28 4WX

Item	Brief description	Time allocated	Access/circulation prior to board meeting
1. Minutes and actions from previous board meetings	Minutes from board meeting 15 <sup>th</sup> October 2013	15:00 10 mins	Board Corporate Members
2. Update on progress by business area	Team and sub-group updates	15:10 30 mins	Board Corporate Members
3. Local Growth Strategy and European Funding Strategy	An update on progress with the European Fund and Local Growth Strategies (Adrian Cannard)	15:40 45 mins	Board Corporate Members
4. Governance & Finance	Verbal update on Board succession plans and a written financial update (Mark Reeve/ Grahame Nix)	16:25 20 mins	Board Corporate Members
5. Year of Exporting	An updated proposal for the Year of Exporting (Neil Darwin)	16:45 15 mins	Board Corporate Members
6. Growing Places Update	Update on Growing Places Funding activity and proposals for Round Two (Michael Barnes)	17:00 20 mins	Board
7. RGF Agri-tech Programme	An update on progress (Grahame Nix)	17:20 10 mins	Board
8. AOB		17:25	

**DATE OF NEXT BOARD MEETING:** 10<sup>th</sup> December 2013

## LEP Board Meeting

Minutes from the meeting held on  
15<sup>th</sup> October 2013 from 15.00 to 17.10

Held at Building 56, Alconbury Weald Enterprise Campus

### Members Present

Mark Reeve (MR)	Chairman
Grahame Nix (GN)	GCGP EP Chief Executive Officer
John Bridge (JB)	
ClIr Tim Bick (TB)	
Prof Mike Thorne (MT)	
ClIr Terry King (TK)	
Trevor Ellis (TE)	
Allan Arnott (AA)	
ClIr Jason Ablewhite (JA)	
ClIr Marco Cereste (MC)	
Dr Robert Swann (RS)	

### Apologies

ClIr Martin Curtis (MCu)
Prof Sir Richard Friend (RF)
Alex Plant (AP)

### Also in attendance

Michelle Crosse (MCR)	Executive Assistant - Minutes
Neil Darwin (ND)	Board Advisor

Adrian Cannard (AC)	Strategy & Planning Director
Laura Welham-Halstead (LWH)	Communications & Engagement Lead
Mark Cooper (MCo)	Skills and Business Growth Lead
Michael Barnes (MB)	Programme Manager
Cinar Altun (CA)	East of England LGA (Observer/Shadowing Cllr Cereste)

<b>1.</b>	<b>Minutes and actions from Previous Board Meetings</b>	
	<p>The minutes of the last Board meeting (9<sup>th</sup> September 2013) were agreed by the Board with no amendments.</p> <p><b>Actions</b></p> <p><b>Railway Champion</b> – Following discussions regarding the various transport briefs, Board agreed we should have a singular Transport Champion. The Board then discussed the importance of having a Board Champion for each priority area. GN to bring a written proposal regarding Board Champions in due course.</p> <p><b>Base Closures</b> – AC to keep a watching brief on Base Closures and their impact on housing and jobs. To be removed from Board Actions list.</p> <p><b>Communications &amp; Engagement Strategy</b> – LWH advised this will be completed by the end of the year, following on from the completion of the Local Growth Strategy.</p> <p><b>Enterprise Zone Inward Investment</b> – See Agenda Item 2, Appendix A.</p> <p><b>Temporary Board Size</b> – GN and MR agreed should be in a better position to report at November Board.</p> <p><b>Inward Investment Marketing</b> – Report for Board’s consideration at Agenda Item 5.</p>	<p>AC</p> <p>LWH</p> <p>GN/MR</p>

	<p><b>LA Contributions</b> – separate report to follow – small group has been put together to discuss issue before the next LEP Board Meeting. TK to update at next meeting.</p> <p><b>VSE job description</b> – Shared with Board by LWH and to be issued tomorrow (16<sup>th</sup> October 2013).</p> <p><b>SIIC</b> – Minutes shared in Board pack.</p> <p><b>Agri-Tech</b> – See Agenda Item 2. GN advised meeting last week, well attended and good event.</p> <p><b>Finance</b> – See Agenda Item 4.</p> <p><b>Governance</b> – See Agenda Item 4. Proxy still to be dealt with.</p> <p><b>Additional comment</b> – A clear Board position on the upgrading and tolling of the A14 was requested by the Board. LWH to provide standard comment. <i>Please see the statement below:</i></p> <p>“Almost every time we have spoken to local businesses one issue keeps being mentioned – the A14. As a business led organisation, the LEP has listened to the voices of our local businesses and made a commitment to fund up to £50 million. Our role as a LEP is to unblock key barriers to growth, and by making this firm commitment we are making a firm statement of intent and are responding to these calls from business. Whilst we would prefer to see an upgraded A14 without tolling, our focus has to be on the delivery of this much needed upgrade.”</p>	TK
2.	<b>Update on progress by business area</b>	
	<p><b>Communications and engagement</b> Written overview provided.</p> <p><b>Enterprise Zone</b> The Board discussed the report tabled by Urban&amp;Civic, and requested further information to be shared. U&amp;C to be invited to a future meeting to discuss the EZ further.</p> <p>The Board then debated the future of the Incubator Centre and its uses, including the internal resources potentially being provided for tenants. Board Members were keen to see innovative new</p>	GN

<p>companies supported by the Incubator Centre</p> <p>GN noted the feedback and updated the Board that there has been significant interest in space within the Incubator Centre. Should this Centre be a success U&amp;C could build another in the future.</p> <p>GN to speak to U&amp;C and report back to the Board.</p> <p>The Board also requested further information about the vision for the Enterprise Zone to enable them to 'sell' the development further. MR suggested a standalone session with U&amp;C in the future.</p> <p><b>Inward Investment and International Trade</b> A written report was provided.</p> <p><b>SUBGROUPS</b></p> <p><b>Skills Strategy Policy Committee</b> A written report was provided. MCo to deliver Skills Survey by the end of November.</p> <p><b>VSE</b> Written update provided.</p> <p><b>Banking</b> Written update provided.</p> <p><b>SIIC</b> The Board requested further clarity with regards to how SIIC was connected to the Board. After the information was provided it was agreed that RS should become Board Champion for Innovation – a role RS accepted.</p> <p><b>RGF Agri-Tech</b> Written update provided.</p> <p><b>International Update</b> GN updated the Board on progress with the Service Level Agreement (SLA) with the East of England Brussels Office.</p> <p>Sarah Murray, from the EoE Brussels Office, has offered to provide three LEPs with a tailored service to support their work, at a cost of £18,000 pa. Having spoken to the other LEPs, a contribution level of £10,000 pa was more likely to be agreed.</p>	<p>MCo</p>
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	<p>The Board were keen to find out more about what a reduced amount of funding could provide, as the full funding was required to get a new member of staff. The Board also asked if results based fee payments might be considered.</p> <p>GN to continue discussions with New Anglia and Hertfordshire LEPs to find a resolution.</p>	GN
<b>3.</b>	<b>Local Growth Strategy and European Funding Strategy</b>	
	<p>The Board were provided with an update on the European Funding Strategy which was submitted on 7<sup>th</sup> October 2013, and the Local Growth Strategy, which needs to be submitted before Christmas.</p> <p>The EU Funding Strategy, whilst submitted, remains a draft until finalised with Government at the end of January 2014. We are awaiting first feedback from Government on the Strategy, and also further information from DEFRA on the rural development element of the Strategy.</p> <p>Work to create the Local Growth Strategy is underway. AC explained that it was more than a Strategy, it was the chance to negotiate a Growth Deal with Government. A series of meetings and events with partners are taking place throughout October and November, with a LEP Summit planned for the 28<sup>th</sup> November.</p> <p>A further update will be provided to the November Board meeting, with an early draft ready for review, with a more refined draft to be reviewed by Board at the December meeting.</p> <p>GN updated the Board that at the recent LEP Chairs Conference it was confirmed that Greg Clark has been given responsibility for negotiating Growth Deals with LEPs.</p>	
<b>4.</b>	<b>Governance and Finance</b>	
	<p><i>4.1 Governance</i></p> <p>The Board agreed to allow MR and GN to make a decision about the appointment of a Company Secretary based on price.</p> <p>The Board agreed the Directors Appointment letters, subject to them being signed off by the Chair not the Chief Executive.</p>	MR/GN



	<p>reach and asked the Board to think of potential new members.</p> <p><b>Greater Cambridge</b></p> <p>It was noted that the Greater Cambridge sub-group ToRs had been requested and would be shared with Board once received.</p> <p>MC, TE, TK, MT and ND left the meeting at 17:00</p> <p><b>4.5 Finance Reports</b></p> <p>MR suggested meeting to be closed as only five members remained. Agenda items 4.5, 5, 6 and 7 to be carried forward to next meeting on 12<sup>th</sup> November 2013.</p>	
<b>5.</b>	<b>Year of Exporting 2014</b>	
	<p>GN went through paper in ND's absence. TK has agreed to lead the group working on the Year of Exporting. GN/MR to discuss the funding issue outside of the meeting.</p> <p>AA offered his support, due to extensive exporting knowledge.</p> <p>17.05 – TK left the meeting.</p>	
<b>6.</b>	<b>Growing Places Fund – Round Two</b>	
	To be carried forward to 12 <sup>th</sup> November 2013.	
<b>7.</b>	<b>Eastern England Agri-Tech Growth Initiative</b>	
	To be carried forward to 12 <sup>th</sup> November 2013.	
<b>8.</b>	<b>AOB/Close</b>	
	MR summarised by apologising for the high level of governance related paperwork within the Board pack, but noted that good progress had been made and issues had been resolved.	

The meeting closed at 17:10.

## SUMMARY OF AGREED ACTIONS AND PROGRESS TO DATE

Agenda item no.	Action	LEAD	ACTIONED Y/N? / STATUS
1	<b>Railway Champion</b> – GN met with Jonathan Denby of Greater Anglia.	GN	Yes
	<b>Communications &amp; Engagement Strategy</b> – To be presented at December Board Meeting.	LWH	Strategy development in progress
	<b>Temporary increase in Board Size</b> – GN to provide a verbal update.	GN	To be covered in Item 4
	<b>Inward Investment marketing</b> – GN, ND and LWH meeting to discuss next steps on 24 <sup>th</sup> September.	LWH	See report at Item 5
2	<b>Agri-Tech Bid</b>		
	Noting the paper provided, AP informed the Board that he has had further conversations with BIS regarding the process for RGF and Cambridgeshire County Council Finance about their role as the accountable body for the fund. AP and GN to conclude these matters and then bring back the proposed governance solution for the Board to consider.	GN & AP	See report at Item 7
5	<b>Governance</b>		
	September Meeting Action - They also agreed that a definition of what proxy meant and the process for getting a proxy for at a General Meeting relating to Item 6 should be agreed via a minute of a future meeting.	GN	Ongoing
6	<b>Funding</b>		

The issue of how local authority funding levels were set was raised. TK to provide a verbal update.

TK

**EU Support**

GN to speak to NewAnglia and Hertfordshire LEPs about funding EU support.

GN

In progress

**8**

**Recruitment**

Enterprise Lead job description to be drafted.

GN

In progress.

**9**

**Alconbury Enterprise Zone**

Urban&Civic to be invited to a future LEP Board meeting.

GN

In progress.

## **ITEM 2: PROGRESS IN CORE BUSINESS AREAS**

### **FOR INFORMATION AND DECISION**

**Board members are asked to note the progress in the following areas of core business and to raise any queries or points of clarification at the board meeting.**

### **RECRUITMENT**

1. Agri-Tech Project Manager – a job advertisement is currently live for the Agri-Tech Project Manager vacancy (15 months fixed term, funded by RGF).

### **COMMUNICATIONS AND ENGAGEMENT**

2. Over the past three weeks, the following communications and engagement activities have been undertaken, including:
  - Creating a first stage marketing strategy for the Eastern England Agri-Tech Initiative, including developing a new logo to support the project.
  - Stakeholder engagement work continued, including GN met with Harriet Fear from OneNucleus, AC met with Jonathan Denby from Greater Anglia, and LWH spoke at the Fens for the Future event.
  - Helping to promote a wide variety of business related events and successes, including free business workshops in South Cambridgeshire and the forthcoming Think Asia, Think Hong Kong event that John Bridge is speaking at.
  - Continuing to run our on-going social media activities and website updates.
  - Worked with No.10 press office to create a regionalised press release to highlight the positive GVA figures.
  - Continued work on the next round of consultation events required for both the European Funding and Local Growth Strategies, including the LEP Summit.
  - Launched the recruitment of a new VSE Board member and the fixed term Agri-Tech Project Manager job.
  - Completed design work on infographic to showcase LEP achievements to date.
3. These activities resulted in the LEP:
  - Gaining media coverage in a range of publications, including: The MJ, Peterborough Telegraph and the Haverhill Weekly News.
  - Continuing social media engagement via Twitter (1513 followers) and LinkedIn (416 members), including high profile retweets from the Cabinet Office.
4. Forward look - over the coming weeks, our communications and engagement activity will be focused on the following projects:
  - Work is underway to finalise the communications and engagement strategy for the LEP.

- LWH is working with ND and Laura Brewis from Opportunity Peterborough on plans to create a Year of Exporting for the LEP, and with partners to launch the Eastern England Agri-Tech initiative.
- Running the LEP Summit on 28<sup>th</sup> November at the Marriott Hotel in Huntingdon.

## **ENTERPRISE ZONE**

5. To follow after EZ Steering Group meeting on Friday.

## **GROWING PLACE FUND**

6. See item 6 on the agenda.

## **INWARD INVESTMENT AND INTERNATIONAL TRADE**

7. See item 5 for further information on the proposed Year of Exporting.

## **SUBGROUPS - SKILLS**

8. The LEP Skills Strategy focuses on three interconnected areas in order to drive business demand led skills provision. First, improving the economic awareness of our young people; second, increasing the number of businesses that plan and budget for training. The third area is the sum of the balanced equation of young people being aware of local businesses, sectors, the roles within them, and businesses becoming more focused on skills and training: better aligned publically funded training.

### **9. Update on Key Focus Areas in 2013/2014 Operational Plan**

#### **Local Skills Teams Project**

- Good progress being made and on target
- Sue Addison at Opportunity Peterborough is currently working up detailed planning
- Recruitment for team members due to start in late November/Early December
- On target to be operational by January 2014

#### **Enterprise Zone Skills Plan and Projects**

- Detailed planning nearing completion
- Task and Finish groups currently being put together

#### **LEP Wide Skills Survey**

- Macro Survey in circulation
- Work on identifying key business sectors by economic areas complete
- Detailed Labour Market Information being worked up by area
- Detailed micro-survey to be commissioned shortly
- On target to deliver results during late November with detailed analysis and reporting to follow

#### **Skills Strategy Group Remit**

- Next meeting of the Skills Policy Group set for 4 December
- Agenda items will include a peer review of skills projects for Local Growth Strategy

#### **Skills Strategy**

- Outline notes and information passed to Strategy Director to be worked in to the Local Growth Strategy
- Standalone version to be ready by end of November

### **SUBGROUPS – VSE AND SOCIAL ENTERPRISE**

10. The process to recruit a new VSE Board Member closes on Friday 15<sup>th</sup> November.
11. The final scoring of the VSE Prize Challenge finalists takes place on Thursday 21<sup>st</sup> November.

### **SUBGROUPS - BANKING**

12. The next Finance & Banking group meeting is scheduled to take place on 10<sup>th</sup> December. ND to provide an update at the December Board meeting.

### **SUBGROUPS - SIIC**

13. Nothing to report.

### **SUBGROUPS – GREATER CAMBRIDGE**

14. A verbal update will be provided at the meeting (the group met on 6<sup>th</sup> November).

### **RGF AGRITECH**

15. See item 7 on the agenda.

### **FINANCE UPDATE**

16. See item 4 on the agenda.

### **INTERNATIONAL UPDATE**

17. A verbal update will be provided by GN.

# ITEM 3: LOCAL GROWTH STRATEGY AND EUROPEAN FUNDING STRATEGY

## GROWTH DEAL / STRATEGIC ECONOMIC PLAN

### FOR DECISION

- 1. To agree a set of criteria and process for the prioritisation of the growth programme (Strategic Economic Plan)**

### MORE DETAIL ON THE POLICY AND PROCESS

1. Using a similar process to that used for the European Funding and Investment Strategy (ESIF) a call for proposals was issued through our networks and partners. This encourages the submission of potential projects to drive economic growth in the GCGP area, as a key input into the development of our Local Growth Strategy.
2. So far, over 150 proposals have been received. These are currently being combined with relevant proposals from the ESIF, proposals being negotiated through the Cambridge City Deal, and current products offered by GCGP. Not unexpectedly, the investment to deliver all these proposals in the short term is significant, and would pose a challenge as to what is likely to be released through the Single Local Growth Fund and City Deal. However, some of the proposals relate to longer term interventions and/or have the ability to attract significant private sector investment. Work is underway to sift the various proposals into three time periods (2015/16; up to 2020; up to 2030), their theme (transport, skills etc), and scale of investment required.
3. Further information is required for some of the projects around costs or outcomes.
4. The Board has made it clear that the Growth Deal is shaped by the Board's priorities, with an emphasis on demonstrable delivery in the short term. Proposals need to be assessed in that context. In order to enable a strong competitive bid to be made to Government we have to ensure that both the programme and individual projects are robust, maximise economic growth and leverage of other funding, and are evidenced. Set out in Appendix 1 is a proposed framework for the assessment of both projects and the programme as a whole.
5. Some types of proposals may be subject to specific types of appraisal (for example transport schemes over £5m will need to have a DfT compliant assessment). Whilst we have asked Government for clarification on the nature of assessment they require, we will continue to utilise appropriate assessment processes where there is enough information available.
6. Once the project proposals have passed a basic 'fit for purpose' test it is proposed that thematic projects ideas will be tested for robustness through the sub-group leads /stakeholders where appropriate, although timing is very tight. At the same

time, the proposals will be challenged against the evidence base and for deliverability.

7. Emerging projects that demonstrate potential will be drawn together with the evidence base work to shape an overall thematic programme on which views will be sought at the Growth Summit arranged for the 28<sup>th</sup> November.
8. A process needs to be put in place to enable Board oversight of any initial prioritisation, prior the draft Strategy coming to the Board on the 10<sup>th</sup> December. It is proposed that a small group (Chairman, two Board members, Chief Executive) meets to review the technical work and bring recommendations to the 10<sup>th</sup> December Board meeting.

## **APPENDIX 1**

### **Project / programme prioritisation criteria**

#### **Organising the projects**

Project proposals will be split into four categories: 2015-16; up to 2020; up to 2030; proposals not seeking direct financial investment (this last one will also subdivided across the time periods if relevant). List by Board priorities if appropriate.

Checked for linkages/overlaps with City Deal; ESIF; Other funding streams

Checked for cross-LEP interest

Checked to ensure we have current LEP products entered for extension (if appropriate)

Checked for views of GCGP sub-groups/leads/LTB if appropriate

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#### **Individual project assessment**

##### **Why do we need a project and what will it deliver**

1. How much will it deliver for economic growth / GVA increases / business rate uplift / job opportunities
2. Does the solution risk displacing economic growth / maintain dead weight?
3. How far does it address an identified (evidenced) barrier/opportunity for growth that relates to the Board's priorities?
4. Is the right solution to that identified problem, rather than a solution that happens to be worked up? Any other options?
5. Are there other benefits to the project?
6. Is the project scalable?

##### **How risky is the project**

1. How deliverable is the project: as a concept (risks to resources/timing/statutory approvals /other funding etc.)

2. How deliverable is the project: by the proposed delivery body (past record / offer)
3. What governance and/or technical resources are needed (within LEP / external to LEP) to facilitate delivery of that project if agreed
4. Is the project a competitive one – will it be accepted by a business-led Board; to wider stakeholders/LEP area; to Govt; to EU (if applicable)?
5. If joint-LEP proposal, is there support from the other LEP for the project?

#### Value for Money

1. What CBR does the project have?
2. Has a specific assessment procedure has been used/ought to be used?
3. What leverage of other funding (including local) does the project offer?
4. Can the project operate through a loan or other mechanism to recycle funding into the LEP area?
5. Is the Deal the lender of last resort?
6. Checked for State Aid complications?

#### Overall programme assessment

1. Have we got a suite of projects that enable us to deliver across our priorities?
2. Have we sufficiently balanced risk against high performance?
3. Have we prioritised sufficient projects that will deliver/draw down funding in 2015/16?
4. Have we prioritised projects that leverage significant private sector investment?
5. Have we articulated the link between the evidence base and the overall programme?
6. Have we got a suit of projects that reflect the different opportunities across the LEP area, reflecting local economic diversity?
7. Have we explored innovative means of financing?
8. Have we identified what capability the LEP needs to oversee the full delivery of the programme?
9. Whilst noting that the Single Pot is not ring-fenced, how does our programme spend relate to the thematic funding streams that were drawn upon to create the Single Pot?
10. How does the programme impact on the economy, society, and the environment?
11. Have we got / can get support for the overall programme?
12. Have we co-ordinated bids with neighbouring LEPs, where areas overlap?
13. Have we linked into relevant Government policy on growth?
14. Have we articulated how collaboration will work across partners?

#### Government Assessment Criteria

These are detailed in the Guidance Note of July 2013. These cover Ambition and Rationale for intervention; Value for money; Delivery and Risk. Relevant criteria have been incorporated into the above list. Other criteria that relate to the Growth Deal and not specifically to project or programme prioritisation will be considered when the Draft Growth Deal is discussed.

## **ITEM 4: GOVERNANCE AND FINANCE**

A verbal update will be provided on Board future planning.

The finance update will follow under separate cover.

## **ITEM 5: GCGP LEP – YEAR OF EXPORTING 2014**

### **SUMMARY: FOR INFORMATION**

1. This paper updates the Board on the next steps to take forward an element of the LEP's Inward Investment approach (agreed June 2013).

### **PROPOSAL**

2. That GCGP LEP conducts a campaign in 2014 to encourage greater volume of local businesses exporting. In doing so, this would help build a stronger support network for companies and where the LEP will be able to detect groups in the current provision.

### **MOVING FORWARD**

3. In order to move ahead, it is recommended that a small sub-group is established to devise an approach and set out a clear deliverable plan (to be brought to the LEP Board in due course). The sub group would be tasked with developing a programme to run during the course of 2014 and ensure a set of 'Smart' measures are set out to enable full evaluation of the work.

Examples of possible activities include:

- Opening conference/event to include presentations from successful exporting companies. Sessions to offer workshops to help companies interested in exporting / refine their ideas.
  - "Buddy" non-exporting companies with successful exporting companies to knowledge share.
  - Circulate regular newsletter to share progress updates and news (case studies).
  - Supported by PR to keep momentum.
4. The composition of the sub group would include:
    - LEP Board lead
    - Universities (preferably Business Schools)
    - UKTI
    - A representative from the Business representative organisations
    - An industry representative (eg Huntingdonshire Manufacturing Forum)
  5. The group would be established as a task and finish group.

### **EXISTING ACTIVITY**

6. There are a range of activities supporting Exporting underway in the GCGP area. Our work in this area will also be able to bring greater co-ordination and support any obvious gaps as we develop the proposal further.

### **FINANCE**

7. The Board will recall it approved an indicative budget of £20,000 within the previously agreed Inward Investment paper. Opportunities for leveraging money from other sources will also be explored by the sub group.