

## BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 15<sup>th</sup> October 2013, 15:00

**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 9 <sup>th</sup> September 2013	15:00 10 mins	Board Corporate Members
2. Update on progress by business area	Team and sub-group updates	15:10 15 mins	Board Corporate Members
3. Local Growth Strategy and European Funding Strategy	A verbal update on progress with the European Fund and Local Growth Strategies (Adrian Cannard)	15:25 15 mins	Board Corporate Members
4. Governance & Finance	An update on work relating to Governance of the LEP, including Terms of Reference for LEP sub-groups, LEP team job roles, Directors appointment letters and finance update (Grahame Nix)	15:40 30 mins	Board Corporate Members
5. Year of Exporting	An updated proposal for the Year of Exporting (Neil Darwin)	16:10 15 mins	Board Corporate Members
6. Growing Places Update	Update on Growing Places Funding activity and proposals for Round Two (Michael Barnes)	16:25 20 mins	Board
7. RGF Agri-tech Programme	An update on progress (Grahame Nix)	16:45 10 mins	Board
8. AOB/Close		16:55	

**DATE OF NEXT BOARD MEETING:** 12<sup>th</sup> November 2013

## LEP Board Meeting

Minutes from the meeting held on 9<sup>th</sup> September 2013 from 15.00 to 17.30

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)	
Prof Mike Thorne PhD (MT)	
Cllr Terry King (TK)	
Allan Arnott (AA)	
Cllr Jason Ablewhite (JA)	
Cllr Marco Cereste (MC)	
Prof Sir Richard Friend (RF)	
Trevor Ellis (TE)	

### Apologies

Cllr Tim Bick (TB)
Cllr Martin Curtis (MCu)
Dr Robert Swann (RS)

### Also in attendance

Alex Plant (AP)	Board Advisor
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
Peter Northover (PN)	BIS Local
Ian Parker (IP)	Highways Agency (until Item 3 only)
Mike Evans (ME)	Highways Agency (until Item 3 only)

1.	<b>Minutes from the previous Board meeting</b>	
	<p>No amendments were made; therefore the minutes were officially signed off by the Board and MR.</p> <p><b>Actions</b></p> <p><b>Rail Champion role</b> – GN is seeking to organise a meeting with Jonathan Denby as soon as diary dates will allow, and will include JB in this meeting.</p> <p><b>Base closure report</b> – Action on-going for AC to produce a report on base closures and expansion opportunities.</p> <p><b>Enterprise Zone report</b> – GN confirmed that the term depot related to existing use on site, not new proposed use. Action complete.</p> <p><b>Board size</b> – A proposal is to be brought to the next Board meeting by MR and GN.</p> <p><b>Inward Investment report</b> – To be brought to the next LEP Board meeting by Ben Hooson.</p> <p><b>Inward Investment marketing</b> – GN, ND and LWH meeting to discuss next steps on 24<sup>th</sup> September.</p> <p><b>Agri-Tech bid</b> – GN and AP to organise a meeting to catch up on governance. Detail covered under Item 2 of this agenda.</p> <p><b>Accounts</b> – GN has collated the financial data and included a report under Item 2. Action complete.</p> <p><b>LA Funding</b> – MR chaired the LA Leaders meeting on 4<sup>th</sup> September. LWH to circulate the minutes to all Board members.</p> <p><b>Board Member job specification</b> – Action on-going.</p>	<p>GN</p> <p>AC</p> <p>MR &amp; GN</p> <p>Ben Hooson</p> <p>GN/ AP</p> <p>LWH</p>
2.	<b>Update on progress by business area</b>	
	<p><b>Communications and engagement</b></p> <p>In addition to the paper, LWH noted that GN had been heavily involved in A14 consultation launch publicity that day.</p> <p><b>Enterprise Zone</b></p> <p>The due diligence documentation for funding for the Southern</p>	

<p>Access Road is now complete. The documentation is with the HCA who will pass it on to DCLG for approval. There could be further opportunities for funding that are being looked into by Helen Donnellan at Huntingdonshire District Council.</p> <p>An Agent’s Day is being held on site on 20<sup>th</sup> September and marketing work is being brought forward by U&amp;C.</p> <p>Two new potential tenants are in discussions with U&amp;C regarding moving onto the site. Both fall within priority sectors.</p> <p><b>Skills Strategy Policy Committee</b></p> <p>As set out in the Operational Plan, Section 3: Skills, the Skills Strategy Group remit has been widened to include a small business led policy committee. The committee met for the first time on 4 September, and will now meet quarterly.</p> <p>The group are actively working on behalf of the LEP on policy matters. Including: involvement in the government consultation on apprenticeship funding, and governance of the ESF project for work-based learning being delivered through Ixion Holdings Ltd.</p> <p><b>VSE sub-group</b></p> <p>LWH updated the Board on shortlisting of bids for the Prize Challenge Fund. 12 bids have been shortlisted to receive support to develop a more detailed business plan.</p> <p><b>SIIC</b></p> <p>The SIIC group are next meeting on 17<sup>th</sup> September. GN to confirm which Board member will be responsible for formally reporting back to the Board.</p> <p><b>General</b></p> <p>GN noted that he was putting together a pack of all Terms of References for LEP sub-groups for the Board.</p> <p><b>Agri-Tech Bid</b></p> <p>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</p>	<p>GN</p> <p>AP &amp; GN</p>
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	<p>the Board to consider.</p> <p>AP noted that there could be additional match funding available, but this is to be confirmed.</p> <p><b>Finance update</b></p> <p>GN updated the Board on progress to move funds across to the new LEP bank account, and said that management accounts would be available for the next Board meeting and then updated each month from thereon in.</p>	GN
<b>3.</b>	<b>A14 presentation by the Highways Agency</b>	
	<p>Ian Parker (Programme Manager) and Mike Evans (Stakeholder Manager) from the Highways Agency provided the Board with a presentation outlining the detail of the A14 consultation, including proposed route and tolling.</p> <p>The new scheme will run from Ellington to Milton, with a tolled element from Ellington to Swavesey and additional capacity on the A1 from the new A14 junction to Alconbury. The scheme will cost in the region of £1.5bn and cover 25 miles.</p> <p>Following the presentation, the Board had a detailed discussion with the Highways Agency representatives on a range of issues, including: the proposed junction changes and closures, the impact on local traffic, the consultation process, the delivery timeline and if it were possible to move it forward any faster, how the consultation process could target strategic road users as well as local ones, the potential disruption the scheme could cause, the modelling (to check the road was future proofed) and the proposed system for collecting tolls.</p> <p>The Highways Agency representatives said they would take the feedback away with them, including a query about smart data usage.</p>	
<b>4.</b>	<b>Local Growth Strategy and European Funding Strategy</b>	
	<p>AC provided a short presentation to the Board updating them on the work that has been undertaken to date.</p> <p>The Board then had a discussion about the target job creation and business figures and how these related to the strategies that are being created at the moment.</p>	

	<p>TK left the meeting at 4.40pm.</p> <p>The Board requested to see a draft copy of the strategy in three weeks' time, leaving the final sign off with the Chair of the Board.</p> <p>GN noted the significant resources being used to create the European Funding Strategy, and that he is talking to the Local Authorities about providing additional support for the Local Growth Strategy process. Once resourcing was agreed a full programme will be developed and shared with the Board.</p>	<p>AC</p> <p>GN</p>
<b>5.</b>	<b>Governance</b>	
	<p>GN introduced the paper, confirming that the updated Members Agreement must be physically signed by all LEP Board Members (which does not include GN) and all 13 Local Authorities.</p> <p>The Board discussed the proposed changes and requested that the wording in 10.1 regarding the appointment of a new Chair clarified that if the Chair was elected from their number that it must be a private sector representative.</p> <p>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.</p> <p>With these amendments JA proposed to support the revised versions of both the Mem &amp; Arts and Members Agreement subjects to the issues just raised being taken on-board. TE seconded the proposal. The motion was passed.</p>	<p>GN</p> <p>GN</p>
<b>6.</b>	<b>Growing Places Funding (GPF) Update</b>	
	<p>MB introduced the paper and highlighted two key issues with the first round of GPF projects.</p> <p>Haverhill Research Park was due to be the first project to repay, but has now requested an extension due to water and gas mains not being connected to the site. MB is awaiting further clarification on the timescale of the delay.</p> <p>The Board had a discussion about the implications and were keen to see repayment made as soon as possible.</p> <p>JA left the meeting at 4.55pm.</p>	

	<p>A small number of projects proposed by Cambridgeshire County Council have failed to claim to date. Some project claims have been submitted without the appropriate documentation and others have not claimed at all.</p> <p>MR noted the Board’s disappointment that the process we went through to identify GPF projects started in the Leaders Office at Cambridgeshire County Council, and that these projects were selected on their ability to deliver quickly.</p> <p>The Board discussed the options available to them and MB was asked to resolve the issue before the end of the month.</p> <p>MB also noted that he will be bringing forward a paper about Round 2 GPF to the next Board meeting.</p>	<p>MB</p> <p>MB</p>
<p><b>7.</b></p>	<p><b>AOB</b></p>	
	<p>No other business was raised.</p>	

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 offered to cover this role, and the Board agreed. GN to work closely with JB as airport champion.	GN	In progress. Meeting with Jonathan Denby of Greater Anglia arranged for 24 <sup>th</sup> October 2013
	<b>Base closures</b> – AC to bring back a paper to a future Board meeting.	AC	In progress
	<b>Business Engagement Strategy</b> – LWH is working with businesses on EU Funding Strategy workshops. Full strategy to follow.	LWH	Strategy development in progress
	<b>Enterprise Zone Inward Investment report</b> – Ben Hooson is putting together a report for the Board on examples of Inward Investment from Scotland and Wales that might be helpful for the Alconbury EZ.	BH	Action Complete. Attached at Appendix A
	<b>Temporary increase in Board Size</b> – GN stated that due to change of roles, GN/MR would meet to discuss what is required for the additional roles.	GA	Ongoing – Due to holidays MR and GN are yet to meet
	<b>Inward Investment marketing</b> – GN, ND and LWH meeting to discuss next steps on 24 <sup>th</sup> September.		See report at Item 5
	<b>Agri-Tech bid</b> – GN and AP to organise a meeting to catch up on governance. Detail covered under Item 2 of this agenda.		Action Complete
	<b>LA Funding</b> – MR chaired the LA Leaders meeting on 4 <sup>th</sup> September. LWH to circulate the minutes to all Board members.	LWH	Action complete
	<b>Board Member job specification</b> – Job Specification has been sent to Nominations Committee for approval.		

**SIIC**

The SIIC group are next meeting on 17<sup>th</sup> September. GN to confirm which Board member will be responsible for formally reporting back to the Board.

GN

Minutes of last meeting attached at Item 2 Appendix B.

**Agri-Tech Bid**

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 &amp; AP

See report at Item 7

**Finance update**

GN updated the Board on progress to move funds across to the new LEP bank account, and said that management accounts would be available for the next Board meeting and then updated each month from thereon in.

GN

Action Complete. See Item 4.4

**Governance**

August Meeting Action - ND, GN and LWH to work together to move forward the action plan, and report back to Board in the future.

ND/GN/LWH

Action complete. See Item 5.

September Meeting Action - The Board discussed the proposed changes and requested that the wording in 10.1 regarding the appointment of a new Chair clarified that if the Chair was elected from their number that it must be a private sector representative.

GN

Action Complete. See Item 4.1

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	Growing Places Fund GN and AP will keep the Board up-to-date with the due diligence process and further progress on this project.	GN/AP	Ongoing. Verbal Update to be provided under Item 3
7	August Action - GN introduced the paper on Governance and Admin. JB confirmed that the LEP has a Company Secretary in place, and the Board requested GN speak to him about future provision of services.	GN	Action complete. Meeting held on 2 <sup>nd</sup> October 2013. See Item 4.1.
	The issue of how local authority funding levels were set was raised. The Board agreed that this was an issue for the Leaders Meeting to debate on 4 <sup>th</sup> September.	GN	On agenda for 4 <sup>th</sup> September meeting
8	VSE Member job spec and advertisement would be put together to recruit a new Board Member.	LWH	Job description with Nominations Committee.

## **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. Board are requested to make decision on the East of England Brussels Office.**

### **OPERATIONAL PLAN**

1. Nothing to report.

### **RECRUITMENT / HR AND OPERATIONAL ROLES/SERVICES**

2. Nothing to report.

### **COMMUNICATIONS AND ENGAGEMENT**

3. Over the past four weeks, the following communications and engagement activities have been undertaken, including:
  - The LEP had a stand at the Cambs B2B Exhibition, and made good links with potential Grants4Growth recipients.
  - A PR announcement regarding the A14 consultation was made, which included comments from GN and gained significant media interest.
  - Stakeholder engagement work, including: AC and MB have met with a wide range of partners relating to the EU Funding Strategy, LWH met with Emma Drake from the HCA to discuss major developments and communications messaging, and GN met with St Eds BC, Big Lottery Funding and New Anglia LEP in Newmarket.
  - Helped to promote a wide variety of business related events and successes, including the U&C Agents Day, forthcoming UKTI events, and a Lloyds Banking Sustainable Business event.
  - Continued to run our on-going social media activities.
  - Started work on the next round of consultation events required for both the European Funding and Local Growth Strategies, including the LEP Summit.

These activities resulted in the LEP:

- Gaining media coverage in a range of publications, including: BBC Radio Cambridgeshire, Cambridge News, Hunts Post, BBC Radio Suffolk, Peterborough Telegraph and BBC Look East.
- Continuing social media engagement via Twitter (1455 followers with high levels of engagement this month) and LinkedIn (410 members), with a peak of engagement around the A14 announcement.
- The LEP team had new photographs taken for PR and marketing purposes.

Forward look - over the coming weeks, our communications and engagement activity will be focused on the following projects:

- Work is underway to create a communications and engagement strategy for the LEP
- Design work has commenced on a short marketing document outlining the LEPs key achievements to date
- LWH is working with ND and Laura Brewis from Opportunity Peterborough on plans to create a Year of Exporting for the LEP (see later Board paper)

- Finalising plans for partner events throughout October and November to support the work of the Local Growth Strategy and sending out invites to the LEP Summit, which is taking place on Thursday 28<sup>th</sup> November

## **ENTERPRISE ZONE**

### **4. New Tenants**

Two new tenants have been welcomed to the Enterprise Zone. Mole Solutions are piloting a low carbon freight project involving underground transportation. The company has benefitted from funding from the TSB and its activities could lead to further job creation and manufacturing on site.

An announcement on a second R&D based company is imminent.

### **5. Enquiries**

General enquiries continue to be received for the site through a number of sources. An updated enquires list will be tabled at the meeting.

### **6. Development Progress**

The building of the Incubator continues to plan with glazing making it watertight in the next couple of weeks. The building and new entrance will be completed and landscaped by the end of the year.

### **7. Funding**

An announcement from Homes & Communities Agency is still awaited with regard to the recent Local Infrastructure Fund (LIF) Bid for the Southern Access route. A Due Diligence process is being carried out.

An Expression of Interest for a second tranche of LIF has been submitted to DCLG built around the extension of the Incubator Centre to provide additional micro incubation space.

The Bidding Guidance for the Building Foundations for Growth: Enterprise Zone Capital Grant Fund has recently been issued by DCLG. The document is currently being reviewed with the expectation of a bid being submitted. Closing date for submission is 18<sup>th</sup> November

### **8. Agent's Day**

A successful and well attended Agent's Day was held in September highlighting the Incubator Centre to both local and London based commercial agents. This was part of the overall marketing campaign for the site.

### **9. EZ Project Officers Network**

Alconbury will host a visit from Government partners and colleagues from across the country's Enterprise Zones on 16 October to share good practice.

### **10. Skills and Jobs**

The latest return to government about EZ progress reported £6m of investment in local companies to deliver early investment and business support to the development, as well as the creation of 80 jobs so far for businesses within the Campus. This is in addition to the 152 construction jobs through the early infrastructure and building on site, and 10 in the planning and design process.

The Campus is awaiting formal handover and announcement that it is likely to become the first private sector development to be awarded National Skills Academy for Construction status. This should be confirmed later this month.

11. **Alconbury Enterprise Campus Tenant's newsletter**

A tenant's newsletter for both existing and new businesses was issued in September, updating tenants on recent and upcoming site developments, and introducing local support agencies.

## **GROWING PLACES FUND**

12. A report is provided at Item 6 of the agenda.

## **INWARD INVESTMENT AND INTERNATIONAL TRADE**

13. GN and LWH met with ND and Laura Brewis from Opportunity Peterborough on 24<sup>th</sup> September to discuss the actions plans and Year of Exporting. See Item 5 for further information.

14. A paper from Ben Hooson of Huntingdonshire District Council is detailed at Appendix A.

## **SUBGROUPS - SKILLS**

15. 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.

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

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

Opportunity Peterborough coordinating the Project and providing planning resource;  
All four LAs agreed the proposal from Mark Cooper for OP to proceed in conjunction with GCGP;  
On target to be operational by January 2014 with some aspects in late 2013.

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

Agreement with HDC to co-fund a coordinating officer through the SFA fund. Julie Drummond will work full-time on the project. 50% on HDC agreed objectives and 50% on coordinating the project.

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

Project underway;  
Work on identifying key business sectors by economic areas 75% complete;  
New 'Labour Insight' tool proving to be extremely valuable in identifying current skills shortages;  
Detailed micro-survey to be commissioned shortly;  
On target to deliver results during November.

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

First Skills Strategy Policy Committee meeting held on 4 September, quarterly meetings will now follow: next meeting, first week of December;  
Terms of Reference agreed;  
Group response to the Governments consultation on apprenticeship funding drafted and submitted;  
Group is keen to keep the issue of 'Information, Advice, and Guidance' live despite the recent Ofsted Thematic Review;  
Lynsi Hayward-Smith has offered her PA as secretariat to the group.

### **Skills Strategy**

Written version in progress, currently writing notes up.

16. Terms of Reference are detailed within Item 4.

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

17. Terms of Reference are detailed within Item 4.

### **18. LEP Prize Challenge**

- A. Workshops were delivered to over 70 VSE organisations across the LEP area with additional organisations making telephone enquiries and receiving information about the opportunity.
- B. 24 proposals were received by Cambridgeshire Community Foundation (CCF) by the deadline of 31<sup>st</sup> July and the standard generally was good.
- C. The Selection Panel was made up of CCF panel members with Laura Welham-Halstead providing LEP oversight. Big Society Funding (BSF), who had taken a development role prior to submission of applications, abstained being on the Panel to avoid any conflicts of interest.
- D. The Panel score applications and decided that 12 of them were far superior to others and that only these 12 should be shortlisted; although there were a number of other proposals that will be encouraged to come back with a stronger bid next year.
- E. BSF are currently providing support to the 12 short-listed organisations to present a detailed delivery plan and a short film to a final selection panel at the end of October, after which up to 10 applications will be selected.
- F. Grahame Nix, Mark Reeve, Allan Arnott, and Laura-Welham-Halstead will join CCF Panel members to make those decisions.
- G. Awards will then be made during November/December with the prize winners launching their one year pilots in early 2014.

### **19. European Funding Meeting**

- A. Two VSE sub-group meetings have been held (July 12<sup>th</sup> and Sep 17<sup>th</sup>) to explore what VSE organisations can contribute to developing and delivering the LEP's EU funding strategy, particularly in relation to skills and employment initiatives and social inclusion.
- B. Michael Barnes provided excellent support to BSF to deliver these with good attendance of around 35 organisations across the two sessions.
- C. As expected, the potential opportunities appear very attractive to VSE organisations who believe they can contribute effectively to meeting EU funding programme objectives.

- D. A package of support to enable VSE organisations to improve their capacity to effectively bid for and deliver successful projects in line with LEP and EU funding objectives has recently been proposed by BSF for consideration by the LEP.

## **SUBGROUPS - BANKING**

20. Nothing to report. Terms of Reference are detailed within Item 4.

## **SUBGROUPS - SIIC**

21. The Science Innovation and Industry Council met on 17<sup>th</sup> September 2013. The minutes of this meeting are attached as Appendix C. Terms of Reference are detailed within Item 4.

## **RGF AGRITECH**

22. See Item 7 of these papers for an update.

## **FINANCE UPDATE**

23. See Item 4 of these papers for an update.

## **INTERNATIONAL UPDATE**

### **24. SERVICE LEVEL AGREEMENT WITH EAST OF ENGLAND BRUSSELS OFFICE**

#### **SUMMARY: FOR DECISION**

**Board approval is sought to sign a Service Level Agreement with the East of England Brussels Office at a cost of £18,000 per year in support of our role in delivering the 2014-20 European Structural and Investment Funds in the GCGP area.**

#### **RECOMMENDATION:**

Approval is granted.

#### **BACKGROUND:**

The executive has discussed and agreed in principle that the LEP would benefit from the provision of dedicated expertise and facilities to supporting us with our growing responsibilities in relation to the 2014-20 EU funding programme in our area.

Details of the service to be provided would be set out in a Service Level Agreement (SLA) to be signed by both parties. The Board has previously discussed the issue, but there is no record of its approval and the matter is therefore raised for decision by the Board.

Negotiation with the Brussels Office has resulted in a reduction in the cost of the service to be provided from £20,000 to £18,000 per annum. We understand that both Hertfordshire and New Anglia LEPs intend to commit to similar SLAs.

The Brussels Office has a wealth of experience and expertise, with excellent contacts at all levels within the European Commission, the Parliament and the Council as well as in the UK Permanent Representation. Dedicated staff will be recruited to form part of a package of support provided for the LEP.

Brussels Office support will give us access to contacts, data and intelligence and will identify opportunities for raising our profile and provide opportunities for our partners and businesses, e.g. by showcasing their and our work at key European events.

Such an arrangement would provide GCGP with an important competitive advantage in promoting our capability, ambition and priorities for investing EU funds in our area and in playing an increasingly key role in programme and project implementation. Help to establish a relationship which we will need to draw on and develop over the lifetime of the programme.

## ITEM 2: APPENDIX A

### Inward Investment in Wales & Scotland – Possible Lessons

#### Context

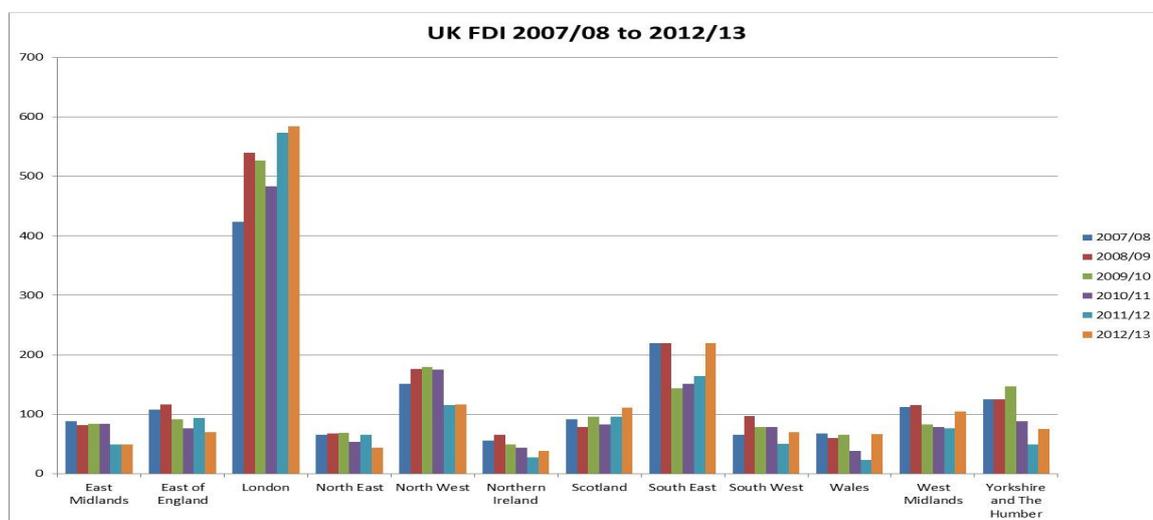
The latest UKTI inward investment annual report (2012-13) indicates an 11% rise in investment projects in the UK as a whole with Wales in particular and to a lesser extent Scotland, leading the rise in the number of projects.

Equally a recent Ernst and Young (June 2013) survey further highlighted the success of the two countries. Scotland the top performing region outside of London, securing 11 percent of all FDI projects, whilst the Welsh performance was described as "sparkling".

Whilst these are indeed impressive headline figures, for Wales they must be set against a backdrop of significant decline in recent years. Only last year, a study by the Cardiff Business School highlighted Wales as lagging behind almost every other part of the UK in terms of attracting foreign companies. Equally it is interesting to note that almost half of all the Scottish projects in the E&Y report were follow on investment from existing companies.

#### Current Position

#### FDI into the UK 2007/08 to 2012/13 - Analysis of FDI Projects by UK Region



Source: UKTI

#### Possible reasons for this success

Several key factors common to both countries appear to be behind their perceived attractiveness to investors; namely a seamless integrated approach, one point of access, an international presence and available funding. The absence of the first three was a key message identified in the aforementioned Cardiff Business School study; all subsequently targeted by the Welsh Government.

Both countries offer a coordinated package through a single point of contact including inward investor support, a full offer of international business services /overseas trade and a comprehensive aftercare programme. Equally both identify a close working partnership relationship with UKTI.

Many of the services are not unique but by way of example the Scottish Development International services includes:

### **Export and overseas trade support**

- Preparing to export
- Market research
- Visiting potential markets
- Setting up operations
- In-market support
- Finding international business opportunities
- Networking support
- Boosting your export skills and knowledge

### **Initial support for investment**

- Access to specialist expertise
- General business and sector-specific advice
- Market information
- Financial assistance
- Information on moving to Scotland

Employer resources

### **Inward investment aftercare**

- Business development support
- Marketing and market research assistance
- PR services
- Investment advice
- Specialised training

A significant advantage for the devolved assemblies is their ability to have an international presence and both have undertaken substantial activity in that area recently. SDI has open six new offices in key locations over the past 12 months – including Hyderabad, Calgary, Shenzhen and Rio de Janeiro. Equally the Welsh Government's drive to sell Wales abroad is demonstrated by its extensive programme of 44 trade missions and exhibition for 2013-14 covering Russia, Japan, Norway, Germany, Qatar, Istanbul and Shanghai. Additionally they have opened a London office.

Another area of difference is the funding capability. The Welsh in particular highlight the potential for accessing 10-50% of a company's capital expenditure and associated revenue through non-repayable finance.

Much of the assistance and support offered in Wales and Scotland is not too dissimilar to that in England however, the key difference would appear to be the single point of contact and integrated approach of delivery.

As a final point, reflecting on the findings of the recent Municipal Journal Guide to the best English local authority areas for investment and business might be a useful exercise. The study built up an accurate picture of the attractiveness of England's regions to investors and Milton Keynes came out top of the league table for both local authority area and city/town. Further information is available via <http://www.localfutures.com/InwardInvestment.aspx>

## ITEM 2: APPENDIX B

### Science Innovation and Industry (SIIC) MEETING

Minutes from the meeting held on  
Tuesday 17<sup>th</sup> September 2013 from 4.30pm  
at Jesus College, Cambridge

#### Group Members Present

Prof Ian White (IW)	Chairman
Claire Ruskin (CR)	Cambridge Network/ PA Consulting
David Gill (DG)	St Johns Innovation Centre
Dr Robert Swann (RS)	Entrepreneur
Ian Sandison (IS)	Consultant and Cambridge BID
Michael Evans (ME)	Green-Tide Turbines
Ian Anderson (IA)	Bespak
Cllr Tim Bick (TB)	Cambridge City Council
Dr Ken Woodberry (KW)	Microsoft
Prof Sir Mike Gregory (MG)	Institute for Manufacturing
Cllr Martin Curtis (MC)	Cambridgeshire County Council
Terry Holloway (TH)	Marshall of Cambridge
Prof Derek Jones (DJ)	Babraham Bioscience
Peter Oakley (PO)	TWI

#### Apologies

Warren East (WE)	ARM
Prof Peter Williamson (CLG)	Judge Business School Communities & Local Government
Julian Huppert MP (JH)	Member of Parliament for Cambridge
Cllr Marco Cereste (MC)	Peterborough City Council
Peter Schofield (PS)	HM Treasury

#### Also in attendance

Grahame Nix (GN)	Greater Cambridge Greater Peterborough LEP
Alex Plant (AP)	LEP Board Advisor
Adrian Cannard (AC)	Greater Cambridge Greater Peterborough LEP
Laura Welham-Halstead (LWH)	LEP Communications and Engagement Lead (Minutes)

1.	<b>Welcome</b> IW thanked the group for attending, and welcomed Cllr Curtis, Prof Derek Jones and Peter Oakley to the meeting.	
2.	<b>Approval of the Minutes of the meeting of 15<sup>th</sup> April 2013</b> IW asked the group if they had any feedback on the minutes of the last meeting. Members agreed that the minutes were a fair representation of the meeting at the time. Therefore the minutes were agreed.	
3.	<b>Matters Arising</b>	

	<p>Looking through the matters arising:</p> <ul style="list-style-type: none"> <li>• Skills – This is an on-going activity and an update will be brought to a future meeting.</li> <li>• Peterborough – Mike Gregory is holding a ‘Make it Here’ event in Peterborough and will therefore canvas for additional members at the event and via his contacts.</li> </ul>	
<p>4.</p>	<p><b>Item 5 – Life after Lord Heseltine: LEP Local Growth Strategy, EU Funding and Single Pot</b></p> <p>Adrian Cannard (AC) provided the group with an update on the LEP Local Growth Strategy and EU Funding Strategy (see attached presentation).</p> <p>Following the presentation the group had a detailed discussion about the two strategies, including:</p> <ul style="list-style-type: none"> <li>- New Homes Bonus – MC noted that there was massive pressure on Government to reverse their decision to put a large proportion of New Homes Bonus into the Single Growth Pot.</li> <li>- Opt-ins – AC acknowledged that at this stage the LEP had not been provided with detailed information about what the opt-in’s would mean specifically for the area. DG offered to talk to AC further about the Growth Accelerator and MG offered to talk to AC further about MAS. Overall the group were receptive to the opportunity to localise previously national schemes, should this be on offer via the opt-in process, and were mindful of the fact that further clarification from the various organisations involved was required by the LEP, and until then tentatively opting-in.</li> <li>- Access to finance – the group discussed the challenges associated with accessing funding, particularly grants from organisations like the TSB. A large amount of work was required upfront with no guaranteed results, which made it difficult for emerging and expanding businesses to develop further.</li> </ul> <p>AC welcomed all of the feedback from the group, and noted that the deadline for the first draft of the EU Funding Strategy was 7<sup>th</sup> October, but that discussions would continue with Government after that point. Funding would then be allocated for the 2014 to 2020 period. The Local Growth Strategy draft was due for submission on 19<sup>th</sup> December, with funding allocations given from April 2015 to March 2016.</p> <p>The group then discussed the importance of creating a strong innovation strategy for the LEP area, particularly as the funding would need to be spent in year. The concept of creating an innovation fund was discussed, GN asked SIIC to help scope the proposal. The group agreed to support this work. GN to send an invite to individuals to set up a smaller meeting in the near future.</p> <p>As a part of the Local Growth Strategy development, the LEP plans to create a longer-term innovation and growth strategy. AP noted that the Single Growth Pot was a competitive funding process against 38 other LEPs, and that our LEP area stands out because of its strengths in innovation and commercialisation (including our connections with the members of the SIIC group), with Agri-Tech as the next wave of innovation.</p> <p>Expanding the concept of an innovation fund further, the group debated the opportunity to create a one-stop-shop for funding to make it easier for innovators to connect with all different types of funding opportunities, from TSB grants to commercial loans and angel investment. The importance of</p>	<p>DG MG</p> <p>GN</p>

<p>rationalising the documentation that accompanies these funds and opportunities was also noted as important.</p> <p>The former DTi Smart Awards were noted as a good example of a straightforward application process. The group were keen to find out what the evaluation of the Smart Awards showed. GN noted that any evidence would be most welcome for the LEP's work.</p> <p>IW summarised that a fund to help businesses to get going and to support SMEs was supported by the group, coupled with a mechanism for giving advice on funding.</p> <p>Looking at the broader innovation strategy, IW reported back on the Standing Committee pre-meeting conference call where the group identified eight areas of strategic intent within the field of Science, Innovation and Industry looking at those with growth potential as well as national and international significance:</p> <ol style="list-style-type: none"> <li>1. Agri-Tech</li> <li>2. Internet of things</li> <li>3. Mobile e.g. communications</li> <li>4. Stem cell</li> <li>5. Manufacturing (process)</li> <li>6. CleanTech</li> <li>7. Synthetic Biology</li> <li>8. Behavioural change (including creative industries)</li> </ol> <p>The group discussed the list provided, noting the importance of software (which was felt to be covered at least in part by point 8) as well as semi-conductors, education and materials science.</p> <p>PO noted that it was important to identify and agree topic areas, whilst ensuring any work was underpinned by the key message that our area's USP is innovation and specifically our innovation capability.</p> <p>IW welcomed the feedback, and explained the thought process behind focusing on a smaller number of key strengths was to help with our messaging and pitch to Government on a range of fronts, not least the Local Growth Strategy. For example, the LEP area currently doesn't have a Catapult or National Centre, so we should focus on where we could achieve this ambition.</p> <p>The group then discussed the additional support and infrastructure required to deliver continued innovation, including early stage support, focusing on untapped potential in areas such as Fenland and pockets of Peterborough, the need to work with our internationally competitive business consultancy firms, the need for suitable facilities and early funding, finding appropriately skilled staff, and the need for match funding.</p> <p>GN informed the group that Ian Covey from TSB had offered to attend a future SIIC meeting, which was welcomed by IW and the group. GN to organise, with the potential to run an hour session in advance of the main SIIC meeting.</p> <p>6.15pm – KW left the meeting.</p> <p>In conclusion, GN noted that he would contact members of the group to organise a smaller innovation strategy meeting. DG offered to support work on funding mechanisms and ME offered to support work around innovation.</p>	<p>GN</p> <p>GN DG ME</p>
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<p><b>5.</b></p>	<p><b>Item 6 – Updates on outcomes from December meeting</b></p> <p><b>6a. Update on the Bank for Innovation – the new 3i</b>          DG informed the group that he had met with BIS yesterday and that work to develop the concept continues behind the scenes.          IW noted the work and thanked DG and AP for their continued efforts.</p> <p><b>6b. ‘Think Cambridge’ and Inward Investment Activities</b>          CR has met with UKTI to further convince them of the importance of the Cambridge story. CR is also leading a bid for Cambridge to become the European Capital for Innovation.</p> <p><b>6c. Update on the ‘Make it Here’ campaign and supply chain discussions</b>          MG updated the group on progress with the ‘Make it Here’ campaign. The first event had attracted a diverse group of delegates with 70 people in attendance. The next event is due to take place in Peterborough, with a further event scheduled to take place at Alconbury Enterprise Zone in early 2014.</p> <p><b>6d. Regional Characteristics Project</b>          MG informed the group that following on from Peter Williamson’s talk about ‘characteristics’ they have identified a student to look at this, in particular with regards to Alconbury Enterprise Zone. This is exploratory work at this stage, and the findings will be brought back to SIIC, CR and Alconbury in approximately a month’s time.</p>	
<p><b>6.</b></p>	<p><b>Item 8 – Update on EAHSN</b>          The EAHSN met with Michael Barnes (LEP) and Sarah Murray (East of England EU Office) to discuss proposals for the draft European Funding Strategy.</p> <p>IS then provided a paper covering the latest work of the EASHN (see attached). He noted that there are eight new SBRI calls open and HSN is now up and running (worth £3.5m pa for projects).</p> <p>At 6.35pm IW then thanked the group for their attendance and participation, and moved the group through to dinner.</p>	
<p><b>7.</b></p>	<p><b>Item 4 – LEP Update</b>          GN provided SIIC with an update of recent LEP activities including:</p> <ul style="list-style-type: none"> <li>• AgriTech bid success – The LEP and partners, including Cambridgeshire County Council, have secured £3.2m of funding to support the development of the AgriTech sector from Cambridge to Norwich, via Fenland and beyond. GN noted that our ambition was to become the AgriTech Centre for the UK and internationally.</li> <li>• Grants4Growth – The EU Funded scheme to provide SMEs with grant funding to become more environmentally friendly is proving a great success.</li> <li>• Business Reps Group – A Business Representatives Group has been formed to help bolster engagement with business.</li> <li>• Change in Chair – GN informed the group that he is now Chief Executive of the LEP, and Mark Reeve has become Chair.</li> <li>• Skills Survey – Mark Cooper from the LEP is working hard to launch a Skills Survey for the LEP area, and two Local Skills Teams in the North of the LEP area.</li> <li>• Growing Places Funding (GPF) – The LEP will shortly launch a call for projects to bid for second round GPF (circa. £5.4m) following the</li> </ul>	

	<p>successful completion of its first projects.</p> <ul style="list-style-type: none"> <li>• Prize Challenge – A £1m LEP Prize Challenge Fund has been launched. VSE organisations can bid to receive funding for innovation projects to get people job ready and into work. Project shortlisting has taken place and a decision is due in December.</li> <li>• Key achievements to date – LWH to share the key achievements to date document with SIIC members.</li> </ul>	LWH
8.	<p><b>Item 6e. Progress on the Greater Cambridge City Deal</b></p> <p>AP provided a verbal update to the Board on progress with the Greater Cambridge City Deal, explaining that it has the most potential to revolutionise the Greater Cambridge area and how economic development is delivered.</p> <p>The City Deal would deliver a joined up approach to the delivery of economic development related services, with a single governance structure managed by a Board with representatives from Cambridgeshire County Council, South Cambridgeshire District Council, Cambridge City Council, the LEP and the Pro Vice Chancellor of the University of Cambridge.</p> <p>Negotiations are on-going with Government, with the proposal presented to a panel of Ministers, chaired by Greg Clarke, recently.</p> <p>The team are now dealing with the issues raised at the presentation and they expect a visit from Greg Clarke within the month.</p> <p>SIIC were asked to provide their support to the bid.</p> <p><b>The meeting then closed.</b></p>	

## **ITEM 3: LOCAL GROWTH STRATEGY AND EUROPEAN FUNDING STRATEGY**

Verbal update to be provided to the Board by Adrian Cannard. The European Funding Strategy has now been submitted to Government and a copy can be found [here](#).

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

### **4.1. Governance**

**Summary: for update and decision**

- 1. An update is provided on progress with GCGP's Mem and Arts and the tidying up of the records held at Companies House.**
- 2. Draft copies of Directors Letters of Appointment are attached for approval**

#### **Background**

3. At the Board Meeting 9<sup>th</sup> September 2013 the Board approved the revised Mem and Arts and Members Frame Work Agreement subject to some minor amendments. These have been produced.
4. It will be necessary to submit these to the Board for formal approval once the Register of Directors at Companies House has been completed.
5. GN met with Michael Tolland, who originally set the company up as Company Secretary, who has identified that in addition to these documents there is a set of Articles of Association registered for the company. He has agreed to review the Mem and Arts against these Articles and tidy up the directors listings at Companies House which he will complete prior to our November meeting.
6. Should we wish to employ Michael as a company secretary on an on-going basis his fees would amount to £5,400 per year. Whilst there is no legal requirement to have a company secretary some of what we currently put through Taylor Vinters could be covered by Michael Tolland.
7. It is normal practice for Directors on joining a company to be issued with a Letter of Appointment, which briefly sets out their role and responsibilities. To date GCGP has not done this and therefore two draft documents are attached one for existing directors and one for new directors. The Board are invited to comment on and approve these.

## **DIRECTOR LETTER OF APPOINTMENT**

[Address]

[Date]

Dear [Name]

**Greater Cambridge Greater Peterborough Enterprise Partnership (“GCGPEP”)  
Registered company number 07553554  
Appointment as Director**

I am delighted to confirm our wish to appoint you as a Director of GCGPEP and to confirm the terms of your appointment as set out below. In accordance with the company’s governing documents, you will also become a Member of the GCGPEP.

The terms of your appointment as a Director are as follows:

### **1 APPOINTMENT**

1.1 Ratification of your appointment will be by resolution of the existing board of Directors, and will take effect from the date on which the resolution is passed. Your appointment to the board shall be for an initial period of three years (although to accommodate succession planning and the balance of the Board the term of office may be amended by agreement of both you and the Board).

### **2 REMUNERATION AND EXPENSES**

2.1 As a social enterprise, the role of Directors of GCGPEP is non-remunerated except in relation to the Chair and the Chief Executive.

2.2 You will be entitled to reimbursement of all reasonable out-of-pocket expenses you incur in connection with your role as a Director of GCGPEP.

### **3 ROLES AND RESPONSIBILITIES**

3.1 Your role as Director is to further the objects of GCGPEP - to assist, promote, encourage, develop, lead and deliver sustainable economic growth of the GCGPEP Region.

3.2 Directors are statutory officers of the company and required to comply with the provisions of the Companies Act 2006 in the performance of their duties. Directors shall also be responsible for the management of the company’s business in accordance with GCGPEP’s governing documents and in a manner consistent with the Seven Nolan Principles of Public Life.

- 3.3 You may be asked to take responsibility for championing a particular strategic area within the GCGPEP's objects. The focus of your role and its remit shall be set out in advance. In furtherance of your strategic area, it is anticipated that in addition to your commitments to the Board you shall also participate in and be responsible for the relevant sub-committees, focus groups or other such advisory structures that are already, or shall be, put in place.
- 3.4 Directors are required to keep updated the company's Register of Interests. This is in addition to declaring any conflicts of interest at Board meetings, including setting out the nature and extent of any interest in accordance with company's governing documents.
- 3.5 Your role as a Director is contingent upon the adequate performance of your roles and responsibilities. Failure to do so may result in your appointment being terminated before the expiry of the initial term, as set out in the company's governing documents.

#### **4 CONFIDENTIAL INFORMATION**

- 4.1 In the course of your appointment you will have access to information about GCGPEP which may be confidential or commercially sensitive.
- 4.2 In accepting appointment to the Board, you agree that you will not, other than in the proper performance of your duties, either during the term of your appointment or at any time after its termination, disclose, cause or permit any unauthorised disclosure of any such confidential information, save where such information becomes available to the public generally, or to the extent it is required to be disclosed to a court or regulatory body.

I hope the above terms are clear and please let me know if you require any further clarification. Otherwise, please will you sign and return a copy of this letter in the enclosed pre-paid envelope as confirmation of your acceptance, and retain one copy for your own records.

I very much look forward to welcoming you to the Board shortly.

With kind regards

Yours sincerely

Grahame Nix

Chief Executive

I consent to act as a Director of the GCGPEP in accordance with my appointment.

I understand the aims and objectives of GCGPEP, support its purposes and confirm that I will act in its best interests. I will undertake all duties in good faith and act with all reasonable skill, care and diligence.

I shall act within the powers of the company (as set out in its governing documents) and only exercise those powers to achieve the purpose for which they were originally granted.

I shall declare all conflicts of interest that may arise, and I have set out any existing interests in the table below.

Name of organisation/ committee	Nature of interest	Nature of organisation/ committee's activity	How long have you had this interest/date appointed?

Signed: .....

[NAME]

Date:

**DIRECTOR LETTER OF APPOINTMENT - RETROSPECTIVE**

[Address]

[Date]

Dear [Name]

Greater Cambridge Greater Peterborough Enterprise Partnership (“GCGPEP”)  
Registered company number 07553554  
Appointment as Director

Following your appointment as a Director of GCGPEP I wish to confirm the terms of your appointment as set out below. As you are aware, in accordance with the company’s governing documents, you are also a Member of the GCGPEP.

The terms of your appointment as a Director are as follows:

**1 APPOINTMENT**

1.1 Your appointment to the board shall be for an initial period of three years from the date on which you were appointed, which was [INSERT DATE] (although to accommodate succession planning and the balance of the Board the term of office may be amended by agreement of both you and the Board).

**2 REMUNERATION AND EXPENSES**

2.1 As a social enterprise, the role of Directors of GCGPEP is non-remunerated except in relation to the Chair and the Chief Executive.

2.2 You will be entitled to reimbursement of all reasonable out-of-pocket expenses you incur in connection with your role as a Director of GCGPEP.

**3 ROLES AND RESPONSIBILITIES**

3.1 Your role as Director is to further the objects of GCGPEP - to assist, promote, encourage, develop, lead and deliver sustainable economic growth of the GCGPEP Region.

3.2 Directors are statutory officers of the company and required to comply with the provisions of the Companies Act 2006 in the performance of their duties. Directors shall also be responsible for the management of the company’s business in accordance with GCGPEP’s governing documents and in a manner consistent with the Seven Nolan Principles of Public Life.

- 3.3 You may be asked to take responsibility for championing a particular strategic area within the GCGPEP's objects. In furtherance of your strategic area, it is anticipated that in addition to your commitments to the Board you shall also participate in and be responsible for the relevant sub-committees, focus groups or other such advisory structures that are already, or shall be, put in place.
- 3.4 Directors are required to keep updated the company's Register of Interests. This is in addition to declaring any conflicts of interest at Board meetings, including setting out the nature and extent of any interest in accordance with company's governing documents.
- 3.5 Your role as a Director is contingent upon the adequate performance of your roles and responsibilities. Failure to do so may result in your appointment being terminated before the expiry of the initial term, as set out in the company's governing documents.

#### **4 CONFIDENTIAL INFORMATION**

- 4.1 In the course of your appointment you will have access to information about GCGPEP which may be confidential or commercially sensitive.
- 4.2 In accepting appointment to the Board, you agree that you will not, other than in the proper performance of your duties, either during the term of your appointment or at any time after its termination, disclose, cause or permit any unauthorised disclosure of any such confidential information, save where such information becomes available to the public generally, or to the extent it is required to be disclosed to a court or regulatory body.

Please sign and return a copy of this letter in the enclosed pre-paid envelope as confirmation of your acceptance, and retain one copy for your own records.

Yours sincerely

Grahame Nix  
Chief Executive

I consent to act as a director of the GCGPEP in accordance with my appointment.

I understand the aims and objectives of GCGPEP, support its purposes and confirm that I will act in its best interests. I will undertake all duties in good faith and act with all reasonable skill, care and diligence.



GREATER CAMBRIDGE  
GREATER PETERBOROUGH

## ENTERPRISE PARTNERSHIP

I shall act within the powers of the company (as set out in its governing documents) and only exercise those powers to achieve the purpose for which they were originally granted.

I shall declare all conflicts of interest that may arise, and I have set out any existing interests in the table below.

Name of organisation/ committee	Nature of interest	Nature of organisation/ committee's activity	How long have you had this interest/date appointed?

Signed: .....

[NAME]

Date:

## 4.2. CORPORATE GOVERNANCE AND SCHEME OF DELEGATION FOR DECISION

### Summary: for decision

- **Board members are required to approve and endorse the final scheme of delegation (detailed in APPENDIX 4A)**

### Background

- The Greater Cambridge Greater Peterborough Enterprise Partnership has been established as a non-profit private limited company (Company No. 07553554). As such, corporate governance and accountability is the direct responsibility of the company directors – i.e. the board members
- The scheme of delegation empowers either individual board members or officers to undertake responsibilities and duties on the company's behalf.
- Staff were originally contracted to Cambridgeshire County Council to act on behalf of Greater Cambridge Greater Peterborough Enterprise Partnership, but as they are now being transferred across to be employed directly by the Enterprise Partnership, it is appropriate to set out a scheme of delegation which states the roles of board members, sub-committees and officers with regard to the operations and business of Greater Cambridge Greater Peterborough Enterprise Partnership Limited.

### Proposed scheme of delegation

- The full proposed scheme of delegation is outlined in Appendix 4A.
- The Board may also choose to appoint a Vice-Chair who has similar authority to the Chair – this allows essential business to be conducted in the event that the Chair is unavailable and therefore the delegation responsibilities are included.

### Board positions and officers

- The following named board members and officers are pertinent to this scheme of delegation

#### **Board members**

Chair: Mark Reeve

Vice-Chair: Vacant

#### **Officer positions**

Chief Executive: Grahame Nix

Communications and Engagement Lead (CEL): Laura Welham-Halstead (contracted consultant)

### Changes to the scheme of delegation

- Officer delegation can be immediately suspended or withdrawn upon the direction of the Chair or Vice Chair
- Board member delegation can be suspended upon the direction of a majority Board decision
- Any changes to the scheme of delegation must be approved by the Board

## Other specific items to note

- The proposed scheme of delegation requires that the hitherto defined 'Investment Subgroup' be renamed the 'Investment Sub-committee' in order to define it as a sub-committee of the Board, and to allocate to it suitable delegated powers and responsibilities therein. It is proposed that previous decisions and recommendations to the board from the Investment Subgroup be upheld and that the role and membership of the previous 'Investment Subgroup' is continued into the 'Investment Sub-committee.'
- The proposed scheme of delegation recognises that a Nominations Sub-committee has been established.

## APPENDIX 4A: DELEGATION OF FUNCTIONS

<b>POLICY: Vision, mission, values, strategy, business/operational plan, budgeting, performance monitoring</b>					
<b>Issue</b>	<b>Board of Directors</b>	<b>Individual Director/Chair</b>	<b>Staff</b>	<b>Sub-Committee</b>	<b>Reference</b>
<b>Strategy</b>	Responsible for determining and reviewing the vision, mission, values and strategy  Responsible for approving strategy and action plan		CEO responsible for provision of strategy and action plan for board approval		
<b>Business Plan / Budget</b>	Board approves final budget	Chair or Vice Chair approve and finalise proposed budget	CEO responsible for providing proposed plan budget		
<b>Monitoring</b>	Vice Chair approves final performance monitoring reports for submission to the Board		CEO responsible for drafting performance monitoring reports		
<b>PROGRAMMES AND FUNDING ALLOCATIONS: Overarching programmes and funding allocations for a suite of activities, financial vehicles and calls for proposals</b>					
<b>Issue</b>	<b>Board of Directors</b>	<b>Individual Director/Chair</b>	<b>Staff</b>	<b>Sub-Committee</b>	<b>Reference</b>
Funding programme design and allocation	Board approval required			Investment Sub-committee brings approved proposals to the board for final decision	Strategy
In-programme funding awards over £100,000	Board approval required				Board-approved programme budget and terms of reference
In-programme funding awards between £25,000 and £100,000				Investment Sub-committee can approve	Board-approved programme budget and terms of reference
<b>PROGRAMMES AND FUNDING ALLOCATIONS: Overarching programmes and funding allocations for a suite of activities, financial</b>					

<b>vehicles and calls for proposals (C'td)</b>					
In-programme funding awards between £10,000 and £25,000		Chair or Vice-Chair approval	CEO approval		Board-approved programme budget and terms of reference
In-programme funding awards under £10,000			CEO approval		Board-approved programme budget and terms of reference
<b>GENERAL: day to day business</b>					
<b>Issue</b>	<b>Board of Directors</b>	<b>Individual Director/Chair</b>	<b>Staff</b>	<b>Sub-Committee</b>	<b>Reference</b>
Day to day business			Authority delegated to CEO		
Urgent matters	Receives reports of all Chairman's actions	Chairman's action, with support of at least two other board members			
Insurance			Delegated to CEO to approve policy and terms		
Legal assistance (up to individual contract value of £25,000)			Delegated to CEO to approve contractual terms		
Accountants (up to individual contract value of £25,000)			Delegated to CEO to approve contractual terms		
Bank Account		Chair and Vice Chair to approve of any closing or opening of bank accounts	Delegated to CEO and CEL to open/close bank accounts		
Leasing or rental agreements relating to office accommodation	Board approval required for contractual commitments exceeding £50,000 or exceeding 5 years in length	Chair or Vice Chair approval for contractual commitments between £10,000 and £50,000	Delegated to CEO for up to total of £10,000 contractual commitments		Business Plan/ Budget
<b>ASSET/EQUITY OWNERSHIP AND INVESTMENTS</b>					
<b>Issue</b>	<b>Board of Directors</b>	<b>Individual Director/Chair</b>	<b>Staff</b>	<b>Sub-Committee</b>	<b>Reference</b>
Purchase or sale of assets, land, buildings, other equity	Board approval required				
<b>HUMAN RESOURCES</b>					
<b>Issue</b>	<b>Board of Directors</b>	<b>Individual Director/Chair</b>	<b>Staff</b>	<b>Sub-Committee</b>	<b>Reference</b>
Staff management		Chair responsible on behalf of board, for day to day management of CEO	All staff, contractors, and contracted consultants accountable to CEO or Strategic Planning Director, as determined		Job descriptions Contractual terms
<b>HUMAN RESOURCES (CTD.)</b>					

Issue	Board of Directors	Individual Director/Chair	Staff	Sub-Committee	Reference
Recruitment, selection, employment/interim /consultancy contracts	Final approval of recommendations brought forward by the Nominations Committee		CEO responsible for recruitment and contracting with staff, consultants in consultation with Chair (or in absence of Chair, Vice-Chair)	Nominations Sub-committee responsible for recruitment process and nominations to Board for final approval of senior staff and Directors.	Business/ operational plan
Extension of employment/interim /consultancy contracts for staff-related activities	Board approval needed for contract extensions in excess of 6 months/ £30,000	Chair or Vice-Chair approve contract extensions for 6 months or less for contract value of up to £30,000	CEO can approve contract extensions for 3 months or less worth a contract value of up to £15,000		Business/ operational plan and Budget
Disciplinary action / dismissals / contract termination		Chair handles actions involving CEO	CEO authorised to handle disciplinary actions for all other staff/ interims/ contractors, subject to informing Chair in advance of any action		
Pay awards (outwith of existing HR remuneration budget)	Board approval required	Chair or Vice-Chair to consider pay review and make recommendation to the full Board			Budget

#### FINANCE

Issue	Board of Directors	Individual Director/Chair	Staff	Sub-Committee	Reference
Annual report and accounts	Board to approve				
Prior authorised expenditure for day-to-day business: Cheques/BACs signatures/authorisation		Payments over £25,000 authorised by one officer or one board member, plus either Chair or Vice-Chair	Payments under £500 authorised by any staff member  Payments between £500 and £25,000 authorised by CEO		
Bank accounts	Board approval required for setting up / closing down bank accounts	Chair, Vice-Chair can set up bank accounts and authorise transactions	CEO, CEL can set up bank accounts and authorise transactions		
Accounts, HMRC, Audits, Companies House	Board members accountable as company directors		CEO responsible for ensuring timely submission of accounts, audits; and compliance with Companies House and HMRC requirements		

#### PROCUREMENT AND EXPENDITURE

Issue	Board of Directors	Individual Director/Chair	Staff	Sub-Committee	Reference
Contracts (for activities with prior approval in a business/operational plan or programme)	Board members to approve all contracts over a value of £50,000	Chair or Vice-Chair to approve contracts with value of £25,000-50,000	CEO to approve contracts with a value under £25,000		Annual Budget Approved Programmes
Contracts (for activities without prior approval in a business/operational plan or programme)	Board members to approve all contracts over a value over £25,000	Chair or Vice-Chair to approve contracts with value of £5,000-25,000	CEO to approve contracts with a value under £5,000		Annual Budget Approved Programmes
Expenditure (for activities with prior approval as a contract or within business/operational plan or programme)		For individual payments in excess of £25,000 - approval needed from two of the following Vice Chair, Chair or CEO	For individual payments below £25,000 approval needed from CEO and one other core team/staff member		
Expenditure for emergency issues only that are without any prior approvals		Individual payments in excess of £500 – approval needed from two of the following Vice Chair, Chair or CEO	Individual payments under £500 – approval needed from two of the following CEO, one other core team/staff member		All emergency payments must be logged and presented with regular financial reporting
Contract overspend or variance	Board approval for overspend or variance in excess of 20% or £10,000	Chair or Vice Chair can approve overspend or variance of 10% up to a maximum of £10,000 above initial contract value	CEO can approve overspend or variance of 10% up to a maximum of £5,000 above initial contract value		Annual Budget Approved Programmes All variances must be logged and presented with regular financial reporting
Expenses		Chair or Vice Chair to authorise CEO expenses or those incurred by Board Members	CEO can approve staff and contracted consultants' expenses plus Chairs expenses		

### **4.3 Role and Responsibilities.**

**Summary: for information and discussion**

- 1. Board members have requested to see a breakdown of responsibilities between the role of Chair and CEO**
- 2. The Board has also requested to see a brief breakdown of the responsibilities of members of the team**

#### **Background**

3. The Greater Cambridge Greater Peterborough Enterprise Partnership has recently recruited a Chief Executive and appointed a Non-Executive Interim Chair. As part of this, some of the responsibilities previously carried out by the Chair have been placed with the Chief Executive. The breakdown below is largely taken from the job specifications used in the recruitment process but has been developed in discussion between the Chair and Chief Executive.
4. The roles and responsibilities of key members of staff plus those of contractor and Local Authority provided leads are detailed below. These are based on job description used to recruit staff and area leads. However it should be noted that as the team is small all staff take on activities and responsibilities outside of these job descriptions and this flexibility is vital to the LEPs ability to support its remit.
5. It should be noted that as Government changes the remit for LEPs, in particular the changes associated with growth Deals and EU Funding it is likely that these roles and responsibilities will need to be reviewed. We await clarification particularly around what management roles LEPs will have for the delivery of programmes awarded as part of these Deals.

#### **Breakdown of Responsibility between the Chair and Chief Executive**

6. Chair
  - a. Chair the Board and general meetings of the Enterprise Partnership and lead on matters relating to Board and company constitution, articles of association, meetings, papers and management;
  - b. Liaise with and instruct the executive team through the Chief Executive on Board administration and Board matters;
  - c. Provide oversight and actions necessary to ensure that the Enterprise Partnership is operating within its articles of association and stated purpose and ensure appropriate use of funds and resources;
  - d. Provide input and Work with the Chief Executive to ensure the development of the Enterprise Partnership's strategy and action plan;
  - e. Develop a focused role for the Enterprise Partnership including but not limited to the design and composition of a new permanent team structure;
  - f. Provide leadership of Board and on Board structure and recruitment of Directors;
  - g. Undertake any responsibilities and activities associated with the corporate scheme of delegation;
  - h. Provide representation within the business and policy community on matters concerning, of interest, or relating to the Enterprise Partnership;

- i. Provide leadership, advocacy and input on major priorities for the Enterprise Partnership and represent the Enterprise Partnership at a senior level, meeting with and influencing key stakeholders;
- j. Ensure that the Board has effective decision-making processes and applies sufficient challenge to major proposals;
- k. Develop productive working relationships with all Executive Directors and the Chief Executive;
- l. Promote a culture of mutual respect, openness and debate by facilitating the effective contribution of non-executive directors in particular and ensuring constructive relations between executive and non-executive directors;

## 7. Chief Executive

- a. To lead, in conjunction with the Board, the development of GCGP's Strategy;
- b. To lead and oversee the implementation of GCGP's long and short term plans in accordance with its strategy;
- c. To ensure GCGP is appropriately organised and staffed and to have the authority to hire and terminate staff as necessary in accordance with the scheme of delegation to enable it to achieve the approved strategy;
- d. To ensure effective internal controls and management information systems are in place;
- e. To ensure that the GCGP has appropriate systems to enable it to conduct its activities both lawfully and ethically;
- f. To ensure that the Company maintains high standards of corporate citizenship and social responsibility wherever it does business;
- g. To act as a liaison between management and the Chair and Board;
- h. Provide leadership of the executive team and others contracted or provided in support of the team. Identify resource plans and build and develop the core team;
- i. To ensure that the Directors are properly informed and that sufficient information is provided to the Board to enable the Directors to form appropriate judgments;
- j. In concert with the Chair develop Board agendas;
- k. Assure the organisation its strategy, programmes and plans are consistently presented in a strong, positive image to relevant stakeholders;
- l. Provide principle contact with Government, Local Authorities, the Business Community and its representative organisations, education and skills providers and other stakeholders to promote GCGP and to maintain constructive relationships;
- m. Ensure the financial stability of GCGP maintaining appropriate accounting information and reporting;
- n. Respond to press and media enquiries (with support from the Communications Lead), hold workshops, public speaking and presentations on funding issues;
- o. Undertake any responsibilities and activities associated with the corporate scheme of delegation;
- p. Oversee programmes undertaken by GCGP ensuring that the necessary visibility and information is provided;

- q. To abide by specific internally established control systems and authorities, to lead by personal example and encourage all employees;
- r. to conduct their activities in accordance with all applicable laws and the Company's standards and policies;
- s. To sit on committees of the Board and GCGP where appropriate or as determined by the Board.

### **Breakdown the roles and responsibilities of Key Staff and Activity Leads**

#### **8. Strategy and Planning Director**

- a. Lead and coordinate development and delivery of the Local Growth Strategy and European Funding Strategy / Priorities Statement;
- b. Lead specification and management of delivery of evidence base and analysis to support Local Growth Strategy and European Funding Strategy;
- c. Coordinate Bid Development for these and other bids such as RGF to ensure the LEP presents compelling winning submissions;
- d. Work with public and private partners, lead engagement with other relevant bodies (such as businesses and business representative organisations, educational institutions, research organisations, non-profit organisations, trade associations, etc);
- e. Respond to press and media enquiries, hold workshops, public speaking and presentations related to main tasks and work of GCGPEP;
- f. Deputise for CEO as and when required;
- g. Lead on aspects of corporate management as determined by CEO.

#### **9. Programme Manager**

- a. To develop and effectively manage funding programmes, including sourcing new bids and providing expert advice;
- b. Develop and manage GCGPEP's funding programmes, appraisal criteria and systems, and calls for bids;
- c. Manage the Growing Places Fund, including active engagement with, and advice to, fund applicants;
- d. Develop approaches to setting up new programme funds, including brokering co-financing arrangements;
- e. Appraise funding bids and monitor funding awards and applicants;
- f. Advise board committees and members on funding decisions and awards;
- g. Advise the team and board members on technical and legal aspects of funding arrangements as required;
- h. Engage with, and lead funding arrangements partnership working regarding other funding sources such as European Funding and Central Government Funding;
- i. Lead engagement with businesses, business representative organisations, education and skills providers, local and central government and other bodies regarding funding;

- j. Respond to press and media enquiries (with support from the Communications Lead), hold workshops, public speaking and presentations on funding issues;
- k. Liaison with accountable bodies who hold and disburse funds on behalf of GCGPEP (local government organisations).

#### 10. Executive Assistant

- a. To provide high level PA and administrative support for the CEO, Director of Planning and Strategy and LEP team;
- b. Handle general telephone and email enquiries to the organisation and direct to other team members and organisations or respond as appropriate;
- c. Liaise with the Chair and Executive Director to organise and schedule meetings, appointments, and carry out proactive diary management;
- d. Manage and coordinate all correspondence to and from the organisation;
- e. Undertake routine financial transactions, such as seeking approval for expenditure items and raising and paying invoices;
- f. Provide administrative support to other members of the team as necessary;
- g. Organise team and board meetings;
- h. Organise and book travel arrangements, tickets and hotels as required by the team;
- i. Organise and make arrangements for purchasing of office and IT equipment as required;
- j. Provide routine support to update information on the organisation's website;
- k. Filing and keeping the organisations records in good order and up to date;
- l. Minuting meetings and conference calls as required;
- m. Developing office and administrative procedures for the LEP, including standard email responses, online filing systems, and holiday planners;
- n. Responsible for the Health and Safety compliance for the office.

#### 11. Skills Lead (Contracted Service Full Time)

- a. To provide the principle interface on skills issues and to lead the delivery of the skills strategy as laid out in the Operations Plan;
- b. Develop the approvals and delivery plans for the local skills team pilots and making them operational by January 2014;
- c. Develop and deliver the area wide skills survey including the management of the tender process;
- d. To act as the lead officer for the skills strategy sub group;
- e. Work with the Director of Planning and Strategy to support strategy development and build the evidence base for the Strategic Growth Plans;
- f. Liaise with national and local organisations and bodies to ensure the coordination and communication of the LEPs skills agenda;

- g. Provide skills advice and input as required on initiatives in the LEP area such as the City Deal;
- h. Work with the Enterprise Zone Lead to develop and Deliver the Enterprise Zone skills Strategy;
- i. Attend as necessary skills meetings and events in support of the LEPs Skills agenda.

#### 12. Communications Lead (Contracted Service Part Time)

- a. To provide overall coordination of the LEPs Communications with Stakeholders and the media and additionally to provide strategic communications and engagement advice;
- b. Managing communications engagement with the Board, stakeholders and wider partners;
- c. Handling and responding to correspondence and telephone calls;
- d. Updating and further developing the website ([www.yourlocalenterprisepartnership.co.uk](http://www.yourlocalenterprisepartnership.co.uk));
- e. Providing an effective PR service that presents the LEP in a positive light;
- f. Creating and implementing a PR and engagement strategy to raise awareness of, and engagement with, the LEP;
- g. Ensure that the priorities, activities and decisions of the LEP are communicated with the appropriate level of transparency;
- h. Providing ad hoc administrative and committee support including organising meetings, events and co-ordinating in-kind support from other organisations;
- i. Developing existing (and potentially new) social media channels including Twitter and LinkedIn;
- j. Project management of functions and events;
- k. Supporting public affairs work; and providing strategic business support and challenge;
- l. Provide support to the development of business systems and processes for the effective administration of the LEP.

#### 13. Enterprise Zone Lead (Local Authority Support Part Time)

- a. To provide co-ordination of all activities related to the Enterprise Zone at Alconbury;
- b. Coordinate and support the Enterprise Zone Steering Committee;
- c. Engage with all stakeholders to promote the Enterprise Zone;
- d. Identify, develop and support business cases to secure funding for the Enterprise Zone;
- e. Work with Government agencies to promote the Enterprise Zone;
- f. Provide linkage between the LEP, Local Authorities and Urban&Civic;
- g. Work with the Communications Lead and others to ensure publicity material that reflects the aims and ambitions of the Enterprise Zone;
- h. Ensure coordination with the local planning authorities.

## **4.4. Sub-Groups Terms of Reference**

**Summary: For Information**

### **Banking and Finance Sub Group Terms of Reference**

#### **Purpose**

To provide a forum through which the Greater Cambridge Greater Peterborough LEP, Banking and Finance organisations and Business representative organisations can share information and devise joint initiatives to support local business growth and support the LEP to deliver its core strategy.

#### **Membership**

Membership is open to representatives from Banks and Finance organisations. The group will be chaired by a LEP Board member. There is no restriction on the number of members. Members can join whilst in employment with a bank or finance organisation.

#### **Accountability**

The Banking and Finance Sub Group will report its progress and activities to the LEP Board. Reports will be made on a quarterly basis.

#### **Review**

The Group will review its aims and objectives and Terms of Reference on an annual basis.

#### **Working Methods**

The Sub Group will at each meeting review:

- information sharing
- areas of mutual interest
- areas where joint solutions could assist local business
- Banking policy and its implementation at LEP level
- Specific areas of activity which the LEP Board have identified as being of concern to the finance community

Any need for sub groups will be discussed and agreed by the group and confirmed to the LEP Board.

#### **Meetings**

There will be three meetings a year of the formal Sub Group, typically held at the LEP's offices at Alconbury.

The Sub Group will be chaired by an agreed LEP Board member, with Secretariat being provided by Opportunity Peterborough.

Meeting papers will be circulated no later than a week before each meeting date.

Non-members of the group will be invited as issues arise with prior discussion with the sub group Chair.

### **Sharing of Information**

Where information is shared this will be done on a confidential basis and a clear understanding that commercially sensitive matters are fully recognised as such within the sub group.

### **Members**

- John Bridge (Chair) Cambridgeshire Chambers of Commerce/ LEP Board Member
- Neil Darwin, Opportunity Peterborough/ LEP Board Advisor
- Paul Shadbolt, Lloyds Bank
- Dickon Sandbach, Moore Stephens
- Gareth Bowen, HSBC
- Mark Suthern, Barclays Bank
- Steve Branney, RBS
- Simon Moore, Clydesdale Bank
- Mark Coppen, Nat West
- Richard Glinn, Foundation East
- Julian Turner, Handelsbanken
- Hugh Nicholls, Hegarty Solicitors
- Stuart Ager, FSE Group
- Grahame Nix, Chief Executive of the LEP

### **Science Innovation and Industry Council (SIIC) Terms of Reference**

The Council will provide leadership in the field of Innovation with in the LEP. In particular, it will give priority to the following activities:

- The development of a Science, Innovation and Industry Strategy for the GCGP LEP.
- The development of an expert knowledge-base within the LEP and tracking on local economic performance.
- The identification of key activities for encouraging growth, which deserve LEP endorsement, for example, by direct commissioning or promotion as LEP endorsed activities.
- The provision of advice on related GCGP LEP activities concerning Infrastructure and Skills from an innovation perspective.
- The promotion of the LEP businesses to major national and international bodies concerned with the innovation agenda, in particular, leveraging the status and special role that the UK Government has given to LEPs.

### **Members**

- Prof Ian White (Chair)
- Julian Huppert MP
- Robert Swann – LEP Board Members
- David Gill – St John’s Innovation Centre
- Michael Evans – Green Tide

- Ian Sandison – MedTech Rep and Cambridge BID
- Peter Schofield – HM Treasury
- Warren East
- Ken Woodberry – Microsoft Cambridge Research Lab
- Cllr Martin Curtis – Cambridgeshire County Council Leader/ LEP Board Member
- Cllr Marco Cereste – Peterborough City Council/ LEP Board Member
- Ian Anderson – Bepak
- Mike Gregory – IfM
- Terry Holloway – Marshall
- Claire Ruskin – Cambridge Network
- Peter Williamson – Judge Business School
- Grahame Nix – Chief Executive of the LEP
- Alex Plant – Cambridgeshire County Council/ LEP Board Advisor
- Cllr Tim Bick – Cambridge City Council/ LEP Board Member
- Sally Standley – Eastern Academic Health Science Network
- Peter Oakley – TWI
- Derek Jones – Babraham Research Institute

## **Skills Strategy Group Terms of Reference**

### **The Role of the Skills Strategy Group**

The group will play an important role in guiding skills policy and strategy for the Greater Cambridge Greater Peterborough Enterprise Partnership (GCGPEP) Board. It will do this by being a business-led voice that should have strong opinions experienced based on the skills agenda that can be fed back to into the GCGPEP Board and Skills Strategy Policy Committee, a sub-committee of the Skills Strategy Group.

### **Governance**

The group will have direct links to the LEP Board in four ways: first, via its Chair who will be a serving LEP Board member; second, through the LEP Skills Lead, who performs a leadership role for the group; third, through the reporting mechanisms of the LEP Board Papers; finally, through the group's ability to put forward policy papers via its policy committee through to the LEP Board.

The group will link its activities through to the wider Skills Strategy Policy Committee and GCGPEP Board on a bi-annual basis at its regular meeting. The group will have the opportunity to table agenda points for inclusion in good time for them to be included in meetings. All papers will be made available on the LEP website following the meeting and when agreed minutes are finalised.

The group should be made up of, broadly, two-thirds business members to one-third public sector members.

A quorum of the group should be the Chair or the LEP Skills Lead plus a minimum of nine others, the majority being from the business community. A non-quorate meeting can still have discussion and express their viewpoint but their decisions will only be advisory.

The group will meet on a bi-annual basis from November 2013 at Alconbury Weald Enterprise Campus or another suitable venue.

## **Objectives**

1. Provide a clear lead on skills policy and strategy
2. Give a clear skills 'voice' on behalf of businesses and other stakeholders
3. Take part in 'task and finish' activities as agreed
4. Propose initiatives and projects to the Policy Committee, LEP team, and Board

## **Membership**

The group will be made up of:

- Chair, a current LEP Board member from the business community
- LEP Skills Lead
- A Current LEP Board Advisor
- Business members with the objective of covering key sectors and LEP geography
- Representatives of business membership groups
- Further Education College representatives covering the five major colleges in the LEP area and other key deliverers into the area
- Representatives from private training providers with a substantial delivery into the LEP area
- Representatives from the Adult Learning and Skills sector
- Key government stakeholders
- Key local economic development professionals

There is no set maximum size for the group; from time to time it will grow to accommodate specific requirements and tasks.

## **Skills Strategy Group Policy Committee Terms of Reference**

### **The Role of the Skills Strategy Group Policy Committee**

The Committee will play an important role in guiding skills policy and strategy for the Greater Cambridge Greater Peterborough Enterprise Partnership Board. It will do this by listening to the views of the Skills Strategy Group, their peers and networks, and appropriate LEP team members in order to formulate policy directions and initiatives. The Committee also has a role in the governance of LEP skills projects.

### **Governance**

The Committee will have direct links to the LEP Board in four ways: first, via its Chair who will be a serving LEP Board member; second, through the LEP Skills Lead, who performs a leadership role for the Committee; third,

through the reporting mechanisms of the LEP Board Papers; finally, through the Committee's ability to put forward policy papers for approval by the LEP Board.

The Committee will link its activities back to the wider Skills Strategy Group on a bi-annual basis at its regular meeting. The wider group will have the opportunity to table agenda points for inclusion in good time for them to be included in the Committee meeting if space allows. All papers will be made available on the LEP website following the meeting and when agreed minutes are finalised.

A quorum of the committee should be the Chair or the LEP Skills Lead plus a minimum of five others the majority being from the business community. A non-quorate meeting can still have discussion and express their viewpoint but their decisions will be advisory on and not be binding on the Policy Committee or the LEP

The Committee will meet on a quarterly basis from September 2013 at Alconbury Weald Enterprise Campus.

### **Objectives**

1. Provide a clear lead on skills policy and strategy
2. Give a clear skills 'voice' on behalf of businesses and other stakeholders
3. Be part of the governance of LEP skills projects where needed
4. Propose initiatives and projects to the LEP Team and Board

### **Membership**

The group will be made up of:

- Chair, a current LEP Board member from the business community
- LEP Skills Lead
- A Current LEP Board Advisor
- Six current business members
- Two representatives of business membership groups
- Two Further Education College representatives
- One representative from a private training provider
- One representative from the Adult Learning and Skills sector

## **Voluntary & Social Enterprise (VSE) Sub Group Terms of Reference**

### **Background**

The GCGP LEP, like all other LEPs established, has a clear and unambiguous focus on driving forward sustainable economic growth – with local business, education providers, the VSE sector and the public sector working together to achieve this; in its business plan and submission to Government to establish the LEP this focus is further elaborated.

Following its recognition of the value it attaches to the VSE sector (and how it addresses several priority areas of thematic focus: Skills, Employment & Worklessness; and attracting inward investment and

funding into LEP localities), and following VSE consultation across the LEP area, a decision was made to set up the VSE subgroup of the GCGP LEP in 2011.

#### **Aims of the VSE sub-group are:**

- To facilitate creative engagement between VSE organisations and the GCGP LEP, in the common furtherance of joint economic and social development objectives.
- To ensure that the GCGP LEP is cognisant of the value the VSE adds to the economic and social capital of the LEP area (and civil society generally), and the opportunities for the LEP to work collaboratively with the sector.
- To ensure that the VSE sector in the LEP area contributes to its fullest potential to support the achievement of the GCGP LEP's goals; and as set out in the Growth Prospectus and subsequent Operational Plan.
- Big Society Funding CIC (BSF) has been commissioned by the GCGP LEP to build the sub-group's membership and to provide secretariat support to it.
- The group has sought to attract, and by default has attracted, the key VSE 'drivers and can-do' leaders drawn from their fields of expertise working in the social enterprise and economic development domain, and this policy will remain.
- However, the group is self-selecting and open to all VSE organisations within the GCGP LEP area and membership is open to any not-for-profit or social enterprise organisation that wishes to join.
- Meetings are held quarterly in locations throughout the LEP area – attendance of these by sub-group members is optional with no quorum in place to ensure fluidity and creativity.
- Sub-group meeting dates and times are organised by BSF and agreed at least 4 weeks prior to meetings being held.
- Fixed dates are not in place to ensure the greatest levels of opportunism for the group exists within these fast-moving times.
- The Agenda and Papers for meetings are circulated at least 1 week prior to Meetings are chaired by the LEP VSE Board Member (To be Appointed).
- Short Minutes including Actions are produced by BSF and circulated to members within 2 weeks of meetings being held.
- Quarterly e-bulletins containing relevant news about the local VSE sector are also produced provided by BSF for sub-group members.

#### **Issues that should be considered by the sub-group**

- The opportunities presented by the strategic economic development work and actions of the GCGP LEP, including EU funding strategies and emerging programmes.
- Financial challenges exacerbated by economic recession and public spending retrenchment; the Government's 'Big Society' policy and funding agendas.
- How, in the context of limited capacity and resources, the LEP may be able to help complement and maximise the potential offered up by the economic and social contribution of the VSE sector e.g. the LEP Prize Challenge.

- How, in the context of limited capacity and resources, the VSE may be able to help complement and maximise the potential offered up by the economic and social contribution of the LEP, and identify social enterprise and innovation opportunities.
- Funding opportunities outside of the LEP's funds that can assist in achieving LEP and VSE economic and social objectives e.g via Lottery Distributor bodies and other one-off Government funding initiatives (Social Action Fund).
- How the VSE sub-group can work on a cross-cutting basis with other sub-groups such as Skills, and respond creatively to further LEP policy and action areas.

## 4.5. Financial Reports

### Summary: for information

1. A financial summary sheet is attached which identifies the position in relation to the LEPs core funding to date for FY 2013/14.

### Background

2. The LEP has for some time relied on Cambridgeshire County Council to run its bank accounts. The LEP now has its own bank arrangement with Lloyds for Core Funding. The position is not yet fully tidied up but we have now enough clarity to provide the attached Financial Report.
3. The report which identifies the position from the start of this financial year once finalised will form the basis for budgeting assumptions for year 2014/15.

### Ongoing activity

4. Accruals. It should be noted that the accruals line is significant and reflects monies that are committed or likely to be committed over this financial year. We are working to clarify exactly when and if these monies will be drawn down.
5. **Please note:** The accruals figure on the 'balance sheet' element of the management accounts below includes PAYE accruals for September and a notional pension allocation in addition to the list of accruals outlined above and within the 'expenditure' accruals line within the table below.

Activity	Value
JSPU	£50,000
Local Transport Board	£90,000
EZ Support to Hunts	£40,000
East of England EU Office	£18,000
Accrued Salaries, Pensions and HMRC	£50,000
RGF Agri-tech	£100,000
Misc Contingency	£30,000

6. It can be seen from the spreadsheet that with our current monthly expenditure run rate that there is little capacity or additional spend on resource or activity. We are undertaking a review of costs to determine where savings might be made to allow us some flexibility. However, it would be sensible to assume that our ability to apply resource outside of skills with the Growth Deal will be limited.
7. In addition to the core funding there is a requirement to introduce standard financial reporting against our project funds GPF and RGF Agri-tech. The bank accounts for these are still held by Cambridgeshire County

Council as the accountable body but failure to manage these correctly would have a reputational impact on GCGP.

8. A meeting has been arranged with Ian Smith Head of Finance and Performance - Cambridgeshire County Council to discuss the production of these reports.

## **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**

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.