

BOARD AGENDA AND BOARD PAPERS

DATE AND TIME: 7th March 2017, 15.00 – 17.30

VENUE: THE CLUB BUILDING, ALCONBURY WEALD ENTERPRISE CAMPUS,
ALCONBURY, CAMBS PE28 4WX

Item	Brief description	Time	Access/circulation prior to board meeting
1. Welcome and Introductions	From Chairman, Mark Reeve	15.00 5 mins	
2. Declarations of Interest	Board Members are asked to confirm any personal interest in the items set out in this agenda		Board & Corporate Members
3. GCGP Governance, Delegations and AF Update	To note Assurance Framework progress Verbal update	15.05 10 mins	Board & Corporate Members
4. Strategic Economic Plan Update	To provide an overview of progress on the new SEP Paper by Adrian Cannard	15.15 15 mins	Board & Corporate Members
5. Growth Deal Update i) Ely Area Improvements ii) GPF Project	To consider investment proposals for Ely Area Improvements and a GPF project Papers by Adrian Cannard	15.30 30 mins	Board & Corporate Members
6. Strengthening Inward Investment Support across GCGP	Proposal to develop a globally focused, Inward Investment programme across GCGP ITEM HELD UNTIL NEXT BOARD MEETING	16.00 20 mins	Board & Corporate Members
7. Science Innovation Audit Update	To note progress and agree contribution to support the SIA Paper by Neil Darwin	16.20 10 mins	Board & Corporate Members
8. Agri-Tech Extension Approval and Support Initiative	Proposal for investing in key Agri-sector initiatives Paper by Neil Darwin	16.30 20 mins	Board & Corporate Members
9. University of Peterborough Phase 1 Funding	To approve recommendation to fund Phase 1 of the UcP Paper by Neil Darwin	16.50 20 mins	Board & Corporate Members
10. Local Authority Contributions	To agree Local Authority financial contributions to support GCGP's core budget Paper by Neil Darwin	17.10 10 mins	Board & Corporate Members
11. Minutes from Extraordinary Board Meeting held 21/2/17	To agree Minutes	17.20 5 mins	Board & Corporate Members
12. AOB		17.25 5 mins	Board & Corporate Members

DATE OF NEXT MEETING: 15:00 on Tuesday 25 April 2017

**VENUE: THE CLUB BUILDING, ALCONBURY WEALD ENTERPRISE CAMPUS, ALCONBURY,
CAMBS PE28 4WX**

Item 4: Strategic Economic Plan Refresh – Engagement Strategy

1. Summary

Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP) is refreshing the Strategic Economic Plan (produced in 2013). Building on existing work, this is gathering together a world-class evidence base to underpin a strategy to drive sustainable economic growth to the benefit of the area and UK plc. This will inform both GCGP, its constituent partners and other stakeholders on interventions to support economic growth. Building a world-class evidence base and updated understanding of the different components of the GCGP area economy will also enable partners to influence Government and private investors to optimise investment into the GCGP area.

LDA Design were appointed in November 2016 as lead consultants in a consortium also involving the University of Cambridge (Dept. of Land Economy, Centre for Business Research and Dept of Architecture). LDA Design are working under an accelerated timetable to identify draft issues to take to the GCGP Board in March 2017. As well as providing an evidence-led input to Government's Industrial Strategy, this timetable also feeds into early thinking of the Cambridgeshire and Peterborough Combined Authority on economic priorities. The work will be a key input into a non-statutory spatial plan that is a commitment of the Combined Authority deal.

The core of the commission is to establish a robust 'world-class' evidence base of how the GCGP economy operates and challenges/opportunities of the future. Early work already recognises the diverse nature of our economic profile.

The outputs of the study are to:

- a) Synthesise available current reports and data to present an updated economic profile of GCGP economy, including its comparative economic performance and growth potential;
- b) Develop a number of potential economic growth scenarios, including a baseline projection using standard Treasury assumptions, including identification of potential interventions to achieve or accelerate growth within these scenarios;
- c) Develop an initial think piece on potential approaches to developing a more proactive, place-based industrial strategy for Greater Cambridge Greater Peterborough area;
- d) Work with GCGP and its key stakeholders to translate headline priorities into workable and deliverable interventions and investments, aligned to the work previously undertaken in relation to devolution and to local and national priorities; and
- e) Engage with local authority partners to understand their economic growth strategies and how they align to and underpin GCGP's strategic ambitions.

The outcome of the consultant's work is not in itself the final Strategic Economic Plan – this will be developed by testing the economic scenarios and interventions with businesses, social and environmental stakeholders, including opportunities for public consultation. It is envisaged that the Strategic Economic Plan will be finalised in July 2017. The stages of development are set out in this document.

The refresh of the SEP is being co-ordinated with other GCGP work on skills (the Area Review of Skills) and innovation (Science and Innovation Audit for the East of England).

2. Overview of updated process

Stage 1: Evidence gathering (Nov – Jan 2017)

- Synthesise available reports and data
- Undertake primary research into medium sized companies to map clusters
- Outcome of *Emsi* skills data analysis and GCGP job vacancy monitoring
- Consultants to undertake conversations with officers of each Local Authority
- Briefings to Shadow Combined Authority and Cambridge City Deal Board
- Present an emerging narrative of “place”

OUTPUT: Draft narrative and data suite

Stage 2: Sense-check (Feb-March 2017)

- Test the emerging narrative of place with stakeholders
- Sense check the conclusions of the data analysis
- Ensure stakeholders are comfortable with the approach and project outcomes
- Meetings with Local Authorities to test local aspirations/understanding of key barriers to delivery

OUTPUT: Initial Report

Stage 3: Vision and scenario testing (March – April 2017)

- Test policy scenarios for driving growth
- Identify key delivery factors
- Statement of shared vision
- Propose objectives for prioritising investments

OUTPUT: Final Consultant Report (March) and Draft SEP (April)

Stage 4: Full consultation on Vision, scenarios and objectives (April-June 2017)

- Range of public and targeted consultation on Draft SEP

OUTPUT: Revised Draft SEP to GCGP Board July 2017

Stage 5: Develop sector/place-based implementation plans (July-Oct 2017)

- For the identified objectives, develop sector/place-based interventions (aligning where possible with other interventions and funding streams to avoid overlap)
- Use sector plans to ‘commission’ outcomes from Local Growth Fund

OUTPUT: Sector and place-based strategies Nov 2017

3. Next steps

The refresh is coming to the end of Stage 1. A clear message from stakeholders has been a desire to get more directly involved. A balance has to be struck at the early stages between the consultants assembling the core data/narrative and servicing initial consultations (given the geographic and sectoral scope of the GCGP area). The consultation elements increase as each stage comes forward. However, some additional engagement with stakeholders is proposed to help address this issue.

End Feb – Two half-day workshops (facilitated by LDA Design):

As Stage 2 sets out above, this will be to sense-check the emerging narrative and data analysis. Each workshop will be facilitated by the consultants. Some authorities may wish to attend both, where their area looks to both economies. It is assumed that the Combined Authority will already be represented by officers in a ‘dual-hat’ role, but if not then they would be direct invited.

- A. Northern/Greater Peterborough economic area:
 - i. Local authorities
 - ii. Selected Business Sector leads
 - iii. Opportunity Peterborough
- B. Southern/Greater Cambridge economic area:
 - i. Local authorities
 - ii. Selected Business Sector leads
 - iii. Greater Cambridge City Deal officers

As Stage 2 sets out above, this will be to sense-check the emerging narrative and data analysis. Each workshop will be facilitated by the consultants. Some authorities may wish to attend both, where their area looks to both economies. It is assumed that the Combined Authority will already be represented by officers in a ‘dual-hat’ role, but if not then they would be direct invited.

March 7th – Presentation to GCGP Leaders Group / GCGP Board on draft narrative

March – Individual conversations with local authority and key stakeholders (facilitated by GCGP)

GCGP officers will offer additional individual conversations with local authorities and key stakeholders during March to understand local priorities and growth ambitions, key barriers to delivery and political context. This will also ensure that issues of local economic specialisms can be drawn out. For the local authority meetings it is proposed these include Economic Development Portfolio Holders. Key stakeholders will include Business Representative Organisations, Utilities providers, Cambridge Ahead, Defra Network, Housing sector.

Stage 3: March – Two half-day workshops (facilitated by LDA Design): (organised as above)

Stage 3 will involve these follow-up workshops to consider the shared vision, key delivery factors and policy scenarios.

The consultants would provide their final report by end of March.

April – GCGP Board meeting 25th April to approve consultation on draft SEP

GCGP Board will consider the final report and approve consultation on a draft Strategic Economic Plan.

Stage 4: 26th April – 21st June Strategic Economic Plan consultation (8 weeks)

- A. Press and media campaign
- B. 'North' and 'South' workshops
- C. Sector workshops
- D. GCGP Leaders Group
- E. Growth Summit - major conference

At this Stage the draft Strategic Economic Plan would go through a public consultation process, covering business, social and environmental interests. The election for the Mayor of the Combined Authority takes place within this period, on 4th May 2017.

July – GCGP Board meeting 18th July approves Strategic Economic Plan

Stage 5: Mid-July to October – sectoral implementation plans

This stage will take the priorities and vision from the Strategic Economic Plan for sectors and places, and develop implementation plans. These will set the framework for prioritising specific interventions, and guiding any 'Calls' for projects that the GCGP Board may want to commission in the autumn of 2017.

November – GCGP Board meeting 7th November approves Sectoral Implementation Plans

Further work will be done to establish the most effective process for developing Sectoral Implementation Plans, learning from the Science and Innovation Audit process and the Skills Area Review.

4. Relationship with other strategies

Development of the Strategic Economic Plan will be driven by significant stakeholder engagement. It will also take into account/have an influence on the development of the Government's Industrial Strategy, ongoing progress with Local Plans, utility providers strategies, the Greater Cambridge City Deal, and the Combined Authority. The consultation on the Strategic Economic Plan will be undertaken at the early stages of the Combined Authority's Mayor entering office, and will provide part of the evidential building block for the Combined Authority's Non-statutory Spatial Plan.

Item 5: Growth Deal Update

Recommendation

- i) That the Board notes progress with Growth Deal.

1. Introduction

This report provides an update on GCGP's Growth Deal. At the Board's December 2016 meeting it was agreed that unspent funds would be carried forward to support delivery in 2017/18.

2. Growth Programmes - Progress to Date

On the 2nd February 2017 Communities Secretary Sajid Javid announced the award of an additional £37.6 million for the Greater Cambridge Greater Peterborough area to help create jobs, support businesses and encourage growth. This is the third (and probably final) allocation from the national Local Growth Fund to Local Enterprise Partnerships for the period to 2021. The total award could see 8,000 jobs created, 2,000 homes built and attract £29 million extra investment over the next five years.

This Growth Deal award of £37.6 million comes on the back of a strong Devolution Deal for Cambridgeshire and Peterborough; funding for work on East-West Rail worth £110 million; and an additional £27 million to support study work for the Oxford to Cambridge Expressway. This continued investment in our LEP area is critical to unlock key barriers to growth, delivering infrastructure upgrades and new housing that are vital to the economic success of both our area and UK Plc as a whole.

The initial ask from GCGP was for £70m to fund broad 'themes', which included themes on transport infrastructure and facilitating housing delivery. The Board will have to consider what themes it wants to support, and the scale of allocation from the £37.6m it wishes to see against each theme. The Board have agreed that they will be informed by the Strategic Economic Plan refresh (ongoing) in making those decisions. This likely to be the September Board meeting. It also agreed that GCGP should move towards a 'commissioning model' to address issues. This timescale does fit with the profiling of the additional money, as the majority of the £37.6m is likely to be made available to GCGP only for the end of the Local Growth Fund period (2020/2021).

Government is yet to confirm the annual profile of the additional allocation (so it is not included on the table shown overleaf).

A further report identifying GCGP's performance when compared to other LEPs will be tabled at the Board meeting on 25 April.

The total amount of Growth Deal allocated to GCGP is now £146m for capital growth projects over the six financial years from 2015 to 2021. The first year of Growth Deal was 2015/16 and £21.1m.

Outturn spend was £9.9m. With the agreement of Government, £11.2m was carried forward via a ‘capital swap’ arrangement with the Accountable Body.

Table: Current forecast outturn of Growth Deals 1 & 2



As reported to the last meeting, GCGP has been working closely with partners on the profile of major growth schemes to both to minimise slippage and to avoid serious over-commitment in 2017/18. Since the last meeting the Ely Southern Bypass has passed its last funding hurdle, with the Department of Transport approving the release of £22m of GCGP’s Growth Deal funding towards the scheme. DfT has also approved changes to the funding profile, releasing £4.68m of retained grant this financial year and £11.32m in 2017/18. As the 2016/17 programme was already broadly balanced this creates an additional carry forward of circa £4m into 2017/18. 2017/18 therefore remains over-programmed by approximately £3m as reported to the December meeting. Given the risks and experience of delivery of the major infrastructure schemes an element of over-programming is considered prudent to enable a better spend outcome to be achieved. This does present a risk if all schemes were to deliver to profile. However, in that event then the Board is able to authorise available Growing Places Fund to balance the cashflow until Local Growth Fund resources become available.

A separate report to the Board covers progress on the Agri-Tech Growth Fund Programme.

Item 5i: Ely Area Improvements

Recommendation

The Board is asked to:

- i) agree a grant of £3.3m to support the Ely Area Improvement GRIP work, subject to a Business Cost Ratio clause and agreement of project governance.”

1. Purpose

This report provides the Board with an update on the Ely Area Rail Improvements project and seeks a recommendation of support based on advice of the Local Transport Panel.

2. Background

The GCGP Board in November 2016 support a technical and financial case set out by Network Rail to progress feasibility work on the Ely Area scheme. The Board also agreed to authorise the GCGP Chair working with the Shadow Combined Authority to accelerate funding to deliver the next stages of project development (GRIP 3 and 4). For the core project a cost of £8.8m was identified. The Board proposed a contribution of £3.3m from GCGP.

GCGP’s expression of support and subsequently discussions has enabled Network Rail to secure £2.2m of funding from its Strategic Freight Network fund. New Anglia LEP will be taking a report to its March cycle of meetings to match the £3.3m.

Discussions have also been started with the Shadow Combined Authority about additional match funding to bring forward feasibility work on Soham Dualling and Soham Station. The Combined Authority is not yet in a position to agree how it will deploy it’s £20m per annum of infrastructure grant. The election for the Mayor take place on the 4th May. As regards the new station, a bid has been submitted to government under its New Stations Fund.

GCGP’s Local Transport Panel considered the Strategic Outline Business at its meeting on the 27th February 2017 and has recommended to the Board that it agree a grant of £3.3m to support the Ely Area Improvement GRIP work, subject to a Business Cost Ratio clause and agreement of project governance

The GCGP Board received a comprehensive presentation from Network Rail on the proposed work on the Ely Area at its November 16 meeting. Please refer to the presentation attached as a separate item for further detail.

3. Strategic Outline Business Case

The Interim Strategic Outline Business Case and Network Rail’s budget and governance proposals were reported to the Local Transport Panel. This set out the scope of the project, and if funded would take

the Ely Area project through to stage GRIP4 of Network Rail's project approval system (i.e. to Single Option Development). This would put the scheme in prime contention to draw down funding from the next round of capital funding for the rail system (CP6 2019 onwards).

At this stage it is not possible to robustly establish the BCR of the project as that is the purpose of the GRIP2 stage, which looks at the range of feasible options. However, earlier work on the Felixstowe to Nuneaton Rail Project identified a high/very high BCR for a collection of improvements that included Ely Area. To comply with our Assurance Framework it would be appropriate to include a clause that requires a suitable BCR to be identified from the GRIP2 stage before proceeding to the GRIP3 stage (the same approach being used on Wisbech to March Rail).

Currently the Ely Area Improvements are being progressed by GCGP, Network Rail and other partners, coming together under the auspices of the Ely Area Taskforce to debate and tackle issues. King's Lynn & West Norfolk District Council are applying to New Anglia LEP as the 'project promoter' to draw down LEP funding into the project. GCGP Executive team are currently exploring the project governance with KL&WN Council to ensure if this arrangement would also suits our needs.

The Panel's Independent Advisor has previously assessed the project as part of the pipeline of potential projects. We have asked them to review the latest interim Strategic Outline Business Case, and Network Rail budget and governance proposal. Any comments will be reported to the meeting.

4. Conclusion

The Board is asked to recommend support for the Ely Area Improvement GRIP work, with the appropriate caveats.

COMMERCIALLY SENSITIVE

**Item 5ii: Growth Funds - Centre for Advanced Knowledge Engineering
Downham Market, Kings Lynn and West Norfolk**

Item 7: Progress on the Science & Innovation Audit (SIA)

Recommendation

The Board is asked to:

- i) note progress of the Science and Innovation Audit (SIA) awarded by Government to the 'East' comprising 4 LEPS, led by GCGP and support the request for £200k to support delivery of the Audit and enable quick wins in the programme to be brought forward.

1. Background

SIAs are a 'deep-dive' survey of innovation of current or potential global impact across both private and public sectors. Our regional consortium covers the geography of GCGP, New Anglia, Herts LEPS and the Essex part of South East LEP. Partners include all HEIs and many businesses of all sizes.

The objective is to better inform HMG, to allow them to better allocate any future structural funds from across Government and to assist DIT (and the LEPS themselves) in attracting FDI. These objectives fit our SEP. The Government has also put the onus upon each region's consortium to self-fund SIA activity.

The SIA activities also provide a useful catalyst to stimulate collaboration within and between our key sectors that we would wish to see occur e.g.

- SMEs' improved access to larger companies' supply chains.
- SMEs' enhanced awareness of each other's skills, facilities and capacities.
- SMEs' enhanced awareness of technologies / innovations that they were unaware of, or had not realised the potential benefit to their bottom line of.
- Enhanced University / FE / Business relations, raising awareness of the available/potential supply of expertise / facilities; more accurate scoping of market need (thus generating intelligent demand).

2. Progress since the announcement:

Technopolis Group, the BEIS- funded Data Contractor, has provided initial guidance and a limited initial data set and has extremely thinly spread research support (about five days per SIA theme!)

GCGP's Science Innovation and Industry Committee (SIIC) has an SIA Working Group with oversight of the SIA and is acting on behalf of all four equivalent bodies in the 4 partner LEPS. A Steering Group led by the GCGP Head of Innovation with the other three mandated LEP representatives and the four Theme Leads is driving the process, and a major workshop for all the themes has been held with some 275 participants.

3. What is in place and future activity:

Each Audit is led by a respected leader in their respective sector:

- Life Science: Dr. Martino Picardo, Stevenage Bioscience Catalyst
- Agri-Tech: Dr Andrew Spencer, Rothamsted Research
- Advanced Materials & Manufacturing: Peter Oakley, TWI
- ICT: Jonathan Legh-Smith, BT

Each lead organisation has introduced their own self-funded resource to project manage their theme: Liaison with Sub-Theme Leader. Academic and Industry Partners and Technopolis.

4. Outline of where GCGP Investment is needed at this stage:

Herts LEP has some unutilised capacity within their existing retainer contract with SQW and have used this on a shared cost basis with the other three LEPs. This presented several advantages:

- a much-needed rapid start without procurement delays, working with a known Director
- SQW had worked with several Wave 1 SIAs on their processes and reports.
- SQW has rapidly produced an SIA Toolkit that has now been deployed and is of great use
- The cost of this work was undertaken under the Chair's mandate due to pressure of time.

A contingency fund is needed as the initial phase of the SIA expected to identify either gaps in the evidence base or areas of considerable advantage to our report that may need rapid action to fill. The reason investment is needed is that there is no funding for SIA consortia by BEIS.

5. What outcomes will investment deliver?

- a) SQW scoping document and planning framework (completed)
- b) A professionally produced SIA Summary Report and Annexes that will pass muster alongside – indeed excel in comparison to – the other 7 'Wave 2' SIA Reports that BEIS plans to publish in June/July. (The Wave 1 SIA Reports were very professionally produced).
- c) The ability to fund, or contribute to the funding of, SIA progress meetings.
- d) A Contingency for unscheduled costs, to be individually agreed with the LEP Chief Executive.

6. Next steps: What is the shape of the SIA and the impact additional funds will have?

The Board has strong input to the SIA process as their Sub-Committee SIIC has oversight. The SIIC has selected a number of 'SIA Champions' chosen from the SIIC to assist the process in an SIA Working Group. Professor Nigel Slater has now stepped down from the LEP Board, upon taking a two-year sabbatical from the University of Cambridge, but remains SIIC Chair until succeeded, which gives continuity.

The role of the SIA Steering Group which meets monthly is to monitor progress and receive regular reports from the Audit Leads. A special meeting on cross-over themes will be on 17/3. The role of SQW, through Herts LEP contract will be to edit and shape the final SIA Report, working in partnership with the SIA Steering Group, and to ensure that inter-sector opportunities are highlighted.

The impact of the additional funds will be to improve the chances of regional 'asks' developed now or in the future from the strong evidence base to be submitted as annexes to the SIA being adopted by central or local government in the future, and to further strengthen our FDI appeal.

At an area level, the SIA data will support attracting FDI and assisting particular value/supply chains. The SIA collaboration will help embed effective networking and joint venture creation within/between key sectors, as long as it is supported by the meaningful levels of innovative support outlined in the preceding paper.

Item 8: Supporting the Food and Drink (Agri-Tech) Sector

Recommendation

The Board is asked to:

- ii) Support the development of a GCGP 'Food and Drink' Strategy to help position future conversations with Government regarding the sector and present a coherent and engaging plan to the Food and Drink Industry
- iii) Agree to extend the existing Agri-Tech Growth Programme to support another £1.55m of projects in the GCGP area into 2017/18;
- iv) Support the delivery of the GLAA programme by providing funding to support the implementation of a Slavery Act Strategy & training for between up to 60 businesses initially up to the value of £150,000 in total.
- v) Support the delivery of a GCGP dedicated Food Skills programme in partnership with the National Skills Academy for Food and Drink, cost £150,000 per annum

1. Introduction

The Food and Drink industry (also referred to locally as 'Agri-Tech') is a key sector across the GCGP economy. The sector is valued at some £8bn GVA per annum. The attached illustrative schematic at Annex 1, shows some of the food supply chain organizations operating across the GCGP area. Our area possesses some of the highest yielding agricultural land and outside of the health sector, is the largest employer of labour. The sector continues to face significant challenges. The key ones being contract volatility, stemming from the massive structural change taking place in grocery retail, the unknown impact of Brexit, labour and the introduction of the living wage, as well as the need for greater technological integration and investment to support yield and productivity improvement.

The sector has a strong presence across GCGP, of late DEFRA have been in discussion with the Executive to discuss the potential of a national productivity pilot in both GCGP and Greater Lincolnshire LEP areas. This approach is timely and would help build upon existing work in both areas. More information will be shared at a forthcoming meeting of the GCGP Board, once potential outcomes are clearer.

GCGP's Agri-Tech Growth Programme is funded through the Growth Deal. Spend to date and forecast of the project pipeline suggests that the Programme will soon be fully allocated. The Board included an extension of the Programme as part of our Growth Deal Round 3 bidding. This report seeks an increase in the current programme allocation to support delivery in 2017/18 and avoid any interruption in the scheme pending decisions on Growth Deal Round 3.

2. The need for a clear Food and Drink Strategy

While GCGP conducts a significant amount of work with the Food/Agri community and are in discussion with DEFRA regarding the sector, we need to develop a clear strategy to assist our further support to the sector. We have seen in recent weeks where additional support is required, yet business engagement is most under-developed to drive a breadth of work to support the wider sector. GCGP's approach is recognised nationally as a successful intervention to support the sector. However, we need to develop a strategy to establish how GCGP and its stakeholders can further assist the Food and Drink Sector in the future. With the new focus from Defra it will be important for GCGP to set out a clear

direction how it will work with and support the sector. Most importantly it will be valuable in being able to shape and describe the Strategy in partnership with the Sector itself. Work has begun to engage the sector through the Agri-Tech Grant scheme and consultation to discuss the value of a sector training centre (the detail is set out in Section 4).

It is therefore recommended that GCGP develops a Strategy to formally set out an approach to support the Sector.

3. Agri-Tech Programme - Progress to Date

The Agri-Tech Programme provides support to Agri-Tech businesses investing in R&D or business growth. It covers both the GCGP and New Anglia LEP geographies. It is a joint programme, managed by GCGP with support from the sector itself. It evolved from a successful Regional Growth Fund programme and has proved to be both attractive to businesses and delivered key outcomes of jobs, private sector investment and research. Commitment from the private sector is key, as the intervention rate is 50% for R&D projects and 25% for the Growth projects. Latest figures (end Feb 2017):

- 64 projects approved, 43 completed to date
- Creation of the AgriGate Research Hub (located in Soham, East Cams)
- Grants totalling almost £5m awarded, leveraging over £10m of private investment
- 469 jobs (63 new, 406 protected)

GCGP allocated £1.55m under Growth Deal into the programme, with an additional £1m from NALEP. As of Feb 2017, circa £485k remains to be allocated. There are already projects currently being appraised which exceed the value of the remaining amount, with another £5m in the pipeline. Without prejudging the view of the Agri-Tech Board on individual project decisions it is apparent that we are rapidly reaching the stage when the Programme as currently funded will be unable to make approvals on projects.

Extension of the Programme was referenced in the Growth Deal 3. As we have only recently received formal confirmation of GD3 (without an annual breakdown) it is recommended that the Board extend the Agri-Tech Programme (in the GCGP area) by allocating a reserve of £1.55m. This would broadly extend the scheme for another 12-18 months and prevent an unnecessary and potentially damaging pause to the scheme. This would utilise existing Growth Deal funding, although the expectation is that a longer-term decision on extending the scheme to 2021 would be made this year following the discussion by Board on Growth Deal 3 allocation.

GCGP is in discussion with New Anglia LEP to consider a similar extension of their funding and further discussion is underway with Greater Lincolnshire LEP to see whether we can extend the programme into their LEP geography. These positions will be better understood once each LEP has assessed its individual Growth Deal 3 settlements from Government.

4. Building upon the Food and Drink Sectors priorities

During 2014 GCGP held a competition to identify a local Agri-Tech facility, the Agrigate Hub in Soham won the competitive process and has been operational now for eighteen months. The only other applicant was the CATIE skills centre proposal promoted jointly by Produce World and Fenland District

Council. While the proposal wasn't selected the LEP gave a commitment to support a proposal valued at £500k to support the Food and Drink sector.

Over the course of 2016 GCGP has been consulting with companies to establish what the key issues facing the sector are. GCGP has been well supported through this process by Produce World and Fenland District Council. This phase culminated with a focused Workshop at the Boathouse in Wisbech in February 16. Through this approach we consulted around 50 companies in the Food and Drink sector directly and a further 50 indirectly through other avenues. Through these conversation it has become apparent is that is no call for a separate Training Centre, with the business community clearly confirming this position. Furthermore, this view is now supported by Produce World we were one of the original proposers of the Training centre concept. Many companies concluded that they have space within their existing facilities to accommodate training and that would not necessarily seek to use a new facility. Subject to this view, it has become apparent that Companies are facing two major issues at present, these being;

- Tackling Modern Slavery and vulnerable workers addressing the presence of unscrupulous criminal gangs operating outside of the law that supply labour to the sector. Enabling employers to be more vigilant to ensure they are compliant with the Slavery Act
- The lack of new entrants looking at the food sector as a viable career

Responding to these concerns, GCGP has been in discussion with two national bodies to develop support that can assist in addressing these two issues. The Executive have therefore been working with the Fresh Produce Consortium to build on an existing trial to address gang issues in the sector. Based on discussions led by the Consortium, the vast majority of companies in the Fresh Produce sub-sector would be interested in utilising the direct training that can be offered.

The second issue of attracting new entrants has been discussed with the National Skills Academy for Food and Drink (NSAFD). Between GCGP and NSAFD a new programme has been devised to encourage young people to look at working in the sector differently. Elements of this programme are operational around the country; however, this is an opportunity to implement a sector shaped programme within the GCGP area.

5. Tackling modern slavery and supporting Vulnerable workers

The Modern Slavery Act will give law enforcement the tools to fight modern slavery, ensure perpetrators can receive suitably severe punishments for these appalling crimes and enhance support and protection for victims. It received Royal Assent on Thursday 26 March 2015. It has a relevance to all employers but those most vulnerable are those that have a heavy reliance on external organizations that supply staff, because employers bear a responsibility to ensure their workforce are not being exploited (not just those directly on their payroll). The Food and Drink sector is particularly vulnerable because of its reliance on migrant & seasonal workers and the regular use of gang masters or third party organizations that supply staff. The act specifically:

- consolidates and simplifies existing offences around human trafficking and sex slavery into a single act
- ensures that perpetrators receive suitably severe punishments for modern slavery crimes (including life sentences)

- requires businesses over a certain size to disclose each year what action they have taken to ensure there is no modern slavery in their business or supply chains

Employers in the Food and Drink sector are required to produce a strategy in response to the Slavery Act 2015. Many businesses have asked for help to develop this and almost all need to raise awareness of the legislation and train staff to spot the signs of illegal activity and act quickly to ensure that infringements of the act are notified to the police. One of the common tactics of illegal gangs is to reduce the contact between employers and staff employed by agencies or gang masters. Workers with limited or no English are particularly vulnerable; communication barriers make it easier for gangs to prevent workers from raising the alarm. It is anticipated that some employers might want to review their use of third party staff agencies and gang masters. However, the challenge will be their inability to communicate directly with workers to assist this. We therefore, anticipate a need to provide support to tackle language barriers.

The proposal therefore is to offer funding to support up to 60 businesses initially (total value of £150,000) in the sector to develop their strategy to ensure they are compliant with the Slavery Act 2015. They can use the funding to support staff training that tackles awareness for the Slavery Act and tackles language barriers in the workplace.

The training package available has been developed by the offered by Gangmasters and Labour Abuse Authority (GLAA) with the University of Derby, our local connection to this programme is the locally based Fresh Produce Consortium. The programme seeks to train industry staff to recognise vulnerability in workers within supply chains and take appropriate action before they may find themselves abused for their labour. Many workers in the food supply chain are already vulnerable or in/close to or being in personal crisis due to several factors that would fall short of action required by statutory authorities.

These vulnerabilities include shared and overcrowded accommodation, unfamiliar surroundings, none or very little English speaking, detachment and isolation from family and friends, third party holding travel documents hence movements controlled, real or perceived coercion and control by a third party.

The training is aimed at supply chain staff including compliance managers, contract managers, technical and field managers, labour coordinators, recruitment managers, ethical auditors and any HR, training, or other managers with responsibility for the recruitment an placement or workers.

The training is based on that received by GLAA inspectors and uses real life examples of GLAA inspections and cases studies. It also utilises the expertise of the University of Derby's International Policing and Justice Institute who are recognized as leaders around investigative interviewing and carries formal accreditation.

The programme does not seek to place the responsibility for tackling labour exploitation on individuals within a business. It aims to support them through increased knowledge and awareness of non-compliance which can often be a pre-cursor to more serious forms of abuse.

6. Developing a Skills hub to attract new entrants into the Food and Drink Sector

Following consultation with the Food and Drink sector and the clear message that a major concern was the accessibility of staff, particularly in terms of encouraging young people to realise the breadth of careers and specialisms that exist across the sector; not least the sector is a high growth – high tech operation. Our conversations have resulted in a partnership with the National Skills Academy for Food and Drink. Utilising support they have tested elsewhere in the country a programme to make this connection has been devised. We therefore propose to develop a Food and Drink Virtual ‘Skills Hub’ to support the sector. The hub would;

- Ensure businesses are more proactive in promoting themselves to young people, in order to generate a healthy supply of young people to the sector (particularly in light of Brexit there is a need to consider different solutions to the demand for labour)
- Understand their individual skills needs (conduct training needs analysis with 200 businesses)
- Help businesses to understand skills landscape (including the Apprenticeships levy)
- Provide information to young people about opportunities in the sector, utilising the National Academy ‘Tasty Careers’ material to attract attention
- Review the existing offer and develop new curriculum pathways/apprenticeship standards (ensuring the offer at PRC’s Food Manufacturing Centre and the offer at UCP is complimentary to the existing offer and meets the needs of the sector)
- Engage businesses in the sector effectively with schools via The Skills Service and participate at events such as the carers fair and jobs fairs

The Skills Hub would be led by GCGP in partnership with the NSAFD and supported by;

- PRC (Food Manufacturing centre)
- UCP
- The Skills Service/Form the Future
- Other partners and providers as appropriate

This would be a two-year project running from March 2017- June 2017. The geographical focus would include the whole LEP area but with a significant focus on South Lincolnshire and Fenland. The Skills Hub partners would meet once a month to review progress and plan activity. This would be reported to the GCGP Board. The programme would be £150k per annum over an initial 2-year period.

Both programmes are operated with national organisations, other benefits of these programmes are increased engagement in the Food and Drink sector. Aligning this delivery with an overarching strategy for the sector will enable GCGP and its partners to significantly increase visibility with the sector.

Appendix 1 - Range of food supply chain organisations in GCGP area



Item 9: University of Peterborough Development

Recommendation

The Board is asked to:

- i) confirm its commitment to the University of Peterborough and by way of a contingency, agree in principle to fund the first year of phase 2 (total cost of £964,584), subject to the new Cambridgeshire and Peterborough Combined Authority agreeing their involvement in the project going forward. Covering the next phase will enable continue discussion with the Combined Authority and finalise the longer-term funding plan and maintain the momentum of the project.

1. Background

On 26 January 2016, this Board agreed to support work to develop a University of Peterborough by investing in Taught Degree Awarding Powers (TDAP) and initial project work. Phase 1 comprises of two strands of activity:

- **Delivery of TDAP by granting £600,000**, contracted through the University Centre Peterborough (UCP) Board, over a period of three years. (The contract runs from 1st August 2016 to 30th April 2019)
- **Establishment of a Project Team Leader by granting £120,000** through the HE Stakeholder Group over a period of 13 months. (The contract runs from 1st August 2016 to 31st August 2017)

A Higher Education Steering Group has been put in place to provide leadership and governance to this project. GCGP, Peterborough City Council, Peterborough Regional College and Anglia Ruskin University are key members of this group. The Steering Group has developed an outline of the funding required to support phase 2 of this project (Appendix 1). It is intended that this paper be formally presented to the Combined Authority (CA) meeting on 20th March. There are 4 potential outcomes of the discussion at that meeting;

- The CA agree to fund phase 2 in its entirety
- The CA agree to fund part of the costs but not the full £6.5M requested
- The CA defer the decision
- The CA refuse to fund phase 2

The Board is asked to consider how it might respond to these potential outcomes. In addition, we expect there to be a discussion about how the CA wishes to make the funding flow to UCP. We anticipate that the LEP might be called upon to contract this activity either on the understanding that any funds we release would be reimbursed by the CA or that we extend the current contract and cover the 6-12 months to allow the CA systems and process to be put in place. The remainder of phase 2 activity could then be migrated to the CA.

The Board is asked to note the following points;

- If the CA fail to make funding available our investment for phase 1 will be devalued.
- If the CA delay or defer their decision this will have a negative impact on delivery of the project. Current staff might not be retained given the funding for their contracts ends in July 2017. The plans to submit the application for TDAP to the Higher Education Funding Council will be disrupted. Much of the next phase relies on the recruitment and development of academics being appointed and delays in this might not be easy to recover from. The project requires an independent chair to take this forward successfully but recruitment cannot begin until the next phase of funding is agreed.
- The University for Peterborough features in our Growth Deal 3 narrative but is also the only significant skills commitment in the Devolution Deal; other commitments are largely administrative in nature.
- Funding from the private sector at this stage is not feasible as Phase 2 includes the detailed scoping of the vision, funding models and physical space and resources required and marketing activity to generate the all-important learner numbers, required to TDAP and independence as a University.
- Of the £6.5M only £2.9M is expected to be capital. The bulk of funding required for the first year is revenue (£814K of the £964k)

APPENDIX 1- Paper to go to the Combined Authority meeting 20 March 2017 UNIVERSITY OF PETERBOROUGH PROJECT UPDATE

1.0 AIM

1.1 This paper makes the case for the Phase 2 funding necessary to establish the University of Peterborough.

2.0 BACKGROUND

2.1 The GCGPEP (Greater Cambridge Greater Peterborough Enterprise Partnership) Board Meeting on 26 January 2016 agreed in principle to support work to develop a University of Peterborough by investing in Taught Degree Awarding Powers (TDAP) and initial project work, subject to a satisfactory business case. The project will quickly become self-sustaining once TDAP is awarded and will involve major decision points requiring combined investment to provide step changes in capacity and new buildings.

2.2 Universities are seen, as strong economic catalysts. Just as castles provided the source of strength for medieval towns, and factories provided prosperity in the industrial age, universities are the source of strength in the knowledge-based economy of the twenty-first century'. – Lord Dearing 2002 ⁽¹⁾

GCGPEP has funded Phase 1 which comprises of two strands of activity:

- **Delivery of TDAP by granting £600,000**, contracted through the University Centre Peterborough Board, over three years. (The contract runs 1st August 2016 to 30th April 2019)
- **Establishment of a Project Team Leader by granting £120,000** through the HE Stakeholder Group over a period of 13 months. (The contract runs 1st August 2016 to 31st August 2017)

3.0 VISION AND BENEFITS

3.1 By 2035, Peterborough will have a thriving, independent, campus-based university with an undergraduate population of 12,500 students. The University will be a powerhouse for economic and intellectual growth, outward-looking but rooted in the ingenuity and diversity of its people.

3.2 Universities are an integral part of the skills and innovation supply chain to business and other employers. This supply chain is not, however, a simple linear supplier-purchaser transaction; it is not the acquisition of a single product or service. This supply chain is multi-dimensional, it has to be sustainable, and it has to have quality, strength and resilience. These attributes can only be secured through close collaboration, partnership and understanding between employers, universities and the wider community in order to ensure economic prosperity. A thriving knowledge economy depends on universities in three critical ways: the application and exploitation of research capability; the enterprise and entrepreneurial culture that is developed amongst its students; and the applicability of the knowledge and skills of all its graduates.

3.3 The University of Peterborough will enhance widening participation and education progression, skills enhancement and economic performance. At its heart the University will be built on local students

from across East Anglia with a significant portion coming from in and around Peterborough and Cambridgeshire. The University will work proactively with employers and others to ensure the academic curriculum addresses skills gaps and is delivered in a way that meets student and employer needs. To enhance aspirations and support social mobility the University will collaborate in a constructive and positive way with academies, schools and colleagues across all six council areas from Peterborough and North Fenland to South Cambridgeshire and West Huntingdonshire to East Cambridgeshire. It needs to be remembered that “If you always do what you’ve always done, you’ll always get what you’ve always got.” (Attributed to Henry Ford amongst others). What is being proposed will move the project strategically forward in a value added and timely manner.

3.4 The initial Businesses Case demonstrated how investment to establish a University of Peterborough would fundamentally change the economy in the 2 northern LEP area from ‘Replicator’ to ‘Innovator’ by tackling a significant barrier to high end inward investment (the skills gap). This would unlock the economic potential of Peterborough and beyond, attract high GVA new business, deliver World Class education to a global market and support existing businesses that need higher skills levels to grow. It would reverse the Peterborough ‘brain drain’ and drive growth into every aspect of the economy by creating a ‘knowledge market’ (as opposed to a ‘labour market’) that requires support industries. The type of impact which would be achieved is demonstrated by;

- The University of Lincoln is worth up to £250 million annually to the Greater Lincoln area economy, supporting over 3,000 jobs. In the last 10 years, its Sparkhouse business incubation centre has enabled more than 230 start-ups to find their feet, creating almost 400 jobs ⁽²⁾.
- Since January 2011, Teesside University has worked with over 1,000 organisations, supporting over 650 companies on European Regional Development Fund (ERDF) programmes and creating over 550 jobs. Over the past decade 430 new businesses have been created through the University’s pioneering graduate enterprise and Digital City Innovation (DCI) initiatives. A recent report showed DCI was contributing £20 million a year to Gross Value Added in the North East ⁽²⁾.

4.0 POSITION TO DATE

4.1 The Taught Degree Awarding Powers (TDAP) Project has the overriding aim to achieve Taught Degree Awarding Powers for the University Centre Peterborough by May 2019. The application for TDAP involves an initial informal meeting with Quality Assurance Agency (QAA)/ Higher Education Funding Council for England (HEFCE) to outline the institutions intention to apply for these powers which it is planned for June 2017. If successful, this will be followed by a formal application for detailed scrutiny to commence which should be in July/August 2017. This is presupposing the latest approach published by the Government for the attainment of degree awarding powers does not derail this timetable.

4.2 GCGP agreed to fund phase 1 and the development of a University for Peterborough was identified in the Devolution deal signed last year. Although cost estimates have been generated (based on research for similar developments) detailed costings cannot yet be produced nor can the extent of any private investment.

4.3 In terms of oversight of the project, the HE Steering Group (formerly HE Stakeholders Group) is part of the LEP structure. The Combined Authority has representation on that HE Steering Group.

5.0 PROPOSAL

5.1 There has clearly been a need to push the project forward (app 2 Project Plan) and it is important that, notwithstanding the LEP leading on the funding support to date, that the Shadow Combined Authority appreciate the commitment that the CA has made to this exciting project and makes appropriate provision in its longer term financial planning for appropriate funding. Given the timing of the establishment of the CA and the pipeline of money coming from government, it seems prudent at this stage for the LEP to remain as the primary funding agency.

(2) Encouraging a British Invention Revolution: Sir Andrew Witty's Review of Universities and Growth - October 2013

will involve a number of parallel, overlapping and sequential stages to ensure it is successfully established. This will mean on occasions that investment will be required before the results of some of the previous work are known. The movement from Phase 1 to Phase 2 is such a stage. The majority of this funding, [REDACTED] is being sought for:

- Development of the curriculum, academic offer, staff expertise and numbers, learning resources and equipment, and IT infrastructure and Virtual Learning Environment - [REDACTED]
- Securing and refurbishment of interim building space - [REDACTED]
- Student accommodation and amenities to enhance the student experience - [REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

In light of the fact that the Combined Authority is not in a position to contract at this stage it is recommended that the LEP contracts this activity on behalf of the Combined Authority and manages the contract monitoring (supported by the HE Steering Group formerly the HE Stakeholder Group).

6.0 PHASE 2 FORECAST

6.1 Creating the University of Peterborough which will champion higher education across schools/academies/colleges in Peterborough and Cambridgeshire through supporting curriculum development, progression aspirations and assisting performance that will enhance the economy and skills base. This will cost at least [REDACTED] to create a minimum of four bespoke facility buildings, an administrative centre and general student amenities which may not include student accommodation and sports facilities. These are judged to be the minimum required for a university of the target size. Inevitably there will be some opportunity for private finance to be involved, particularly around student accommodation.

- 6.2** The capital cost of creating the University will naturally depend on the selected site and the buildings to be erected. Buildings commissioned for universities need to support the work undertaken within them and provide opportunities for individual and group work, contemplation and socialising at their heart to facilitate a positive student experience. Increasingly space has to be flexible enough to support different modes of learning or facilities. Underlying all of this the buildings created should be a physical representation of the academic and social ideals of the University of Peterborough.
- 6.3** The growth in undergraduate student numbers will drive the rate of the establishment of the University estate and fundamentally influence the financial model for the creation of the University and its operation. A clear manifestation of this is, amongst other things, the requirement to create and successfully implement an engagement, marketing, outreach and widening participation strategy, develop the curriculum to meet student and employer needs, acquire new buildings, maintain and enhance the student experience and recruit new staff. We are creating an enhanced supportive environment where dreams are realised and futures are built but it cannot be assumed students will simply be attracted as a result without a significant amount of effort and expenditure on widening participation, marketing, outreach and recruitment. This is, therefore, a crucial element of the overall financial expenditure which will need to be incurred in conjunction with other significant costs.
- 6.4** Naturally there will be a time delay in the recruitment of undergraduates as a suitable widening participation, engagement and marketing strategy is developed and implemented. The development of the curriculum, acquisition of space, enhancement of the student experience and recruitment of staff also needs to be undertaken in anticipation of recruiting the sought number of undergraduates. The creation of a suitable curriculum will be based on skills needs, robust data analysis, student choice and career progression requirements. Limiting the commitment to funding to the end of the year will adversely affect the ability to attract suitable staff and develop and deliver the planned activities. It may also provide the opportunity for other higher education providers from outside of the County to strengthen their recruitment of students who may never return to work in the locality.
- 6.5** Three year degrees have been extremely robust through a period of increasing fees and loans. The picking of courses and modes of learning may well need to start to reflect newer lifestyles which may mean the requirement for much more online content delivered where and when it is wanted. This could be a description of some of the new degree apprenticeships mixing work, life and study at a different pace. The educational landscape could be changed radically by shorter two year degrees, enhanced blended delivery, more block delivery of courses and the rising awareness of the new degree apprenticeships. The mode and manner of the delivery of degrees are key elements in ensuring student and employer needs are met. They will impact on the staff and facilities required and the financial model for the University but these changes provide an opportunity for the University of Peterborough to be a leader not a follower in the way a curriculum is developed and delivered to the benefit of students and employers.
- 6.6** The forecast set out in Appendix 1 is based on a number of assumptions:
- Payment of a peppercorn rent for any interim buildings in the city centre

- The infrastructure and resource will need to be available before students arrive hence timelines given
- Capital funding will be required for Phase 3 to create the required buildings and potentially purchase the site prior to the end of the Phase 2 funding
- Further revenue funding will be required for Phase 3 to support the operational activity while the student numbers continue to grow
- At this point research capabilities, will need to be considered to help attract academics, enhance post graduate offer and employer investment
- VAT costs will need to be calculated and added where not recoverable.

7.0 NEXT STEPS:

The Devolution deal sets out a commitment on behalf of the CA to support the development of a University for Peterborough. As the project develops it is expected that some private investment will be attracted. At this stage neither the exact costs of the project nor the private investment contribution is known because there are too many variables; the expected total costs of a minimum of [REDACTED] is projected based on other similar projects. Phase 2 will ensure that this project creates the foundations of a robust viable university which in turn will enable the full financial plan to be developed and the overall masterplan to be produced. It is suggested that regular 6 monthly reports be presented to give assurance on timescales and key milestones.

Appendix 1 - University of Peterborough Phase 2 Funding Requested

COMMERCIALY CONFIDENTIAL ITEM

ITEM 10: GCGP CORE FUNDING 2017/18

1. DECISION REQUIRED:

This proposal is brought to the Board to approve the contributions from Local Authority partners required by Government in order for CLG to release the matched amount of £250,000 for GCGP's core costs.

- a) Agree to seek a total contribution of £250,000 from Local authority partners – as has been the request for the previous 4 years.

2. 2017/18 Overview

The Government is continuing to place further pressure on LEPS to find local matched contributions to demonstrate local commitment and leadership. The ability to demonstrate these two elements are now key to Government's further investment in LEPS. A clear message through the last Growth Deal process was around the ability of the LEP area to 'pull together' and share a common agenda. GCGP has taken steps to improve its relationship with Local Authority partners, with greater clarity being formed around individual and collective aspirations.

3. 2017/18 Proposal

This is likely to be the fifth year GCGP has been asked to demonstrate matched funding from local authorities. Prior to taking the proposal to Leaders, the GCGP board is asked to consider appropriate mechanisms and approach. The broad proposal for 2017/18 replicates that in previous years, to that end, the existing framework is presented. The parameters within the framework uses population as the main determinant of the first figure (See table 1) with appropriate adjustments for shared district areas and finally a flat rate fee added. The result of these variables secures a total contribution of £250K, the figure GCGP requires to match a Government contribution of £250K (see table 1)

TABLE 1

STEP ONE

Flat Rate contributions @ £7,500 per participating council: 15 x £7,500 = £112,500

Leaves £137,500 to allocate

STEP TWO

	Actual Population	Adjusted Population*	Percentage of whole	Share of £137,500	Adjusted Share**	Add Flat Rate	Total Contribution
Rutland	37369	37369	3.1%	£4,227	£4,227	£7,500	£11,727
Peterborough	183631	183631	15.1%	£20,771	£20,771	£7,500	£28,271
Cambridgeshire	621210	621210	51.1%	£70,266	£35,132.81	£7,500	£42,633
Uttlesford	79443	39722	3.3%	£4,493	£4,493	£7,500	£11,993
North Herts	127114	63557	5.2%	£7,189	£7,189	£7,500	£14,689
Borough of King's Lynn & West Norfolk	147451	73726	6.1%	£8,339	£8,339	£7,500	£15,839
Forest Heath	59748	29874	2.5%	£3,379	£3,379	£7,500	£10,879
St Edmundsbury	111008	55504	4.6%	£6,278	£6,278	£7,500	£13,778
South Holland	88270	44135	3.6%	£4,992	£4,992	£7,500	£12,492
South Kesteven	133788	66894	5.5%	£7,566	£7,566	£7,500	£15,066
TOTAL	1589032	1215621					£177,367

STEP THREE

Cambridgeshire Second Tier

	Actual Population	Percentage of whole	Share of £35,133	Add Flat Rate	Total Contribution
Cambridge City	123867	19.94%	£7,005	£7,500	£14,505
East Cambs	83818	13.49%	£4,740	£7,500	£12,240
Fenland	95262	15.33%	£5,388	£7,500	£12,888
Huntingdonshire	169508	27.29%	£9,587	£7,500	£17,087
South Cambs	148755	23.95%	£8,413	£7,500	£15,913
TOTAL	621210				£72,633

TOTAL OF CONTRIBUTIONS

£250,000

* Reduces Two-footer populations by 50% (represented by more than one LEP)

*** Reduces Cambridgeshire by 50% for subsequent allocation to districts/city*

Item 11: Minutes from Extraordinary Board Meeting held on 21 February 2017

**MINUTES OF AN EXTRAORDINARY MEETING OF THE DIRECTORS OF GREATER CAMBRIDGE
GREATER PETERBOROUGH ON TUESDAY 21ST FEBRUARY 2017 AT ALCONBURY WEALD**

Present: Mark Reeve (Chair)
Peter Abel
John Bridge
Cllr Steve Count
Steve Elsom
Claire Higgins
Cllr John Holdich
Cllr Robin Howe
Mark Read
Cllr James Waters

In attendance: Neil Darwin – Chief Executive GCGP
Laura Welham-Halstead – GCGP
Michael Tolond – Company Secretary
Paul Sayles - GCGP
Pete Northover – BIS
Alex Francis - GCGP

MINUTE NO.		ACTION
2017/11	<p>APOLOGIES FOR ABSENCE Apologies for absence were received from Trevor Ellis, Terry Elphick, David Gill and Professor Iain Martin. Written representations had been received from Terry Elphick, David Gill and Professor Iain Martin.</p>	
2017/12	<p>DECLARATIONS OF INTEREST There were none declared.</p>	
2017/13	<p>ASSURANCE FRAMEWORK Mark Reeve introduced the Assurance Framework Review. The Chair confirmed that Government had communicated to all LEPS that the Framework would need to be agreed and signed off by 28th February, failure to do so would see a delay in payment of future Growth Deal funds.</p>	

	<p>The Assurance Framework is one of the key governance documents for the LEP required sign-off by the LEP's Accountable Body on an annual basis. Cllr Count stated that insufficient time had been allocated by the LEP to ensure a full appraisal of the Assurance Framework before the February 28th deadline. Mark Reeve stated that the LEP Executive considered the document was compliant and could be approved by the Board subject to any further additional amendments at a later date.</p> <p>On the basis that the County Council Accountable Body S151 Officer had confirmed that the Framework was compliant, the submission would be made to DCLG within the deadline date.</p> <p>The Framework itself would be subject to a detailed further review, this would be supported by a formal Governance Review. Cllr Holdich offered support from Kim Sawyer who would work directly with the Executive team alongside the Governance Review. Any key issues for further review and decision by the Board would be submitted to the Board at its April meeting.</p> <p>The Board approved the revised GCGP Assurance Framework to confirm compliance with revised Government guidance to LEPs by 28th February.</p> <p>It was agreed that the Board would retain the decision-making authority for investments within its Growth Deal allocation with exception of the Agri-Tech initiative which would continue to be delegated to the Agri-Tech Programme Board.</p> <p>The GCGP's Governance and Assurance would continue to be reviewed during 2017 including areas of improvement identified as part of the Assurance Framework review. It was also agreed that a number of Directors would be designated as 'SME Ambassadors' in line with the Government's request for this community. Board members identified were Steve Elsom, Mark Read, John Bridge and David Gill.</p> <p>The Board confirmed its support for the ambition of the Cambridgeshire and Peterborough Combined Authority to seek better alignment of decision-making and investment processes with the Growth Deal and City Deal.</p> <p>Three Directors had forwarded written submissions and confirmed their support for approval of the Assurance Framework, the identification of an 'SME Champion' but did not support the recommendation to change GCGP's boundaries to match the newly formed combined Authority.</p>	<p>ND</p>
<p>2017/14</p>	<p>GCGP WORKING WITH THE CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY</p> <p>Directors discussed the future working arrangements between GCGP and the new Combined Authority particularly in respect of key expenditure and allocation of resources.</p>	

	<p>Cllr Howe as Shadow Leader of the Combined Authority considered that the LEP should retain its decision-making powers in financial and commercial issues rather than key strategic, transport and infrastructure matters within its shared economic geography.</p> <p>Cllr Count stated that there was a need for increased clarity of the various roles of the Combined Authority and the LEP in relation to the allocation of government funds and their complementary roles.</p> <p>In the light of these discussions it was agreed that the issue of the LEP's economic geography limits would be discussed at a future Board meeting.</p> <p>The respective roles of the Combined Authority and the LEP in economic development would also need to be firmly established and agreed.</p> <p>The LEP would also need to retain its autonomy in order to reflect the needs of the private sector.</p>	ND
2017/15	<p>GCGP GOVERNANCE REVIEW</p> <p>Laura Welham-Halstead presented the proposal to take forward the GCGP Governance Review and outlined the brief that was given to 3 local legal firms. In the light of the conflicts of interest declared by two of the law firms contacted by the LEP, only one of the 3 firms could be used.</p> <p>It was agreed after due discussion that Taylor Vinters would be commissioned to carry out the Governance Review which would also include a review of the Assurance Framework. The comments of absent Directors were noted.</p>	ND
2017/16	<p>APPROVAL OF MINUTES</p> <p>The minutes of the meeting held on 17th January 2017 were approved. The various matters arising would be reviewed at the next meeting.</p>	
2017/17	<p>ANY OTHER BUSINESS</p> <ol style="list-style-type: none"> 1. <u>Director Interests</u> Cllr Holdich recorded the Board's thanks to Laura Welham-Halstead for her considerable efforts involved in identifying Director interests. 2. <u>Contact with local MPs</u> Mark Reeve reported on recent contact and future meetings with MPs Steve Barclay and Stewart Jackson. 	
2017/18	<p>DATE OF NEXT MEETING</p> <p>The date of the next meeting was fixed for Tuesday 7th March 2017 at 3pm at Alconbury Weald Enterprise Campus.</p>	