

BOARD AGENDA AND BOARD PAPERS

DATE AND TIME: 13th August 2013, 15:00

**VENUE: Alconbury Enterprise Zone, Urban & Civic Limited, 137 North Gate,
Alconbury Airfield, Huntingdon, PE28 4WX**

Item	Brief description	Time allocated	Access/circulation prior to board meeting
1. Appointment of Interim Non-Exec Chair	Appointment of Interim Non-Exec Chair	15:00 5 mins	Board Corporate Members
2. Minutes from previous board meetings	Minutes from board meeting 9 th July	15:05 5 mins	Board Corporate Members
3. Update on progress by business area	Team update	15:10 30 minutes	Board Corporate Members
4. Local Growth Strategy, EU Funds	Update following the Issue of Guidance on both Growth Deals and EU Funding (Adrian Cannard)	15:40 20 mins	Board Corporate Members
5. International	Paper on Inward Investment and Export (Neil Darwin)	16:00 20 mins	Board Corporate Members
6. Agri-tech	Paper following the announcement of the successful bid under RGF 4 (Grahame Nix)	16:20 15 mins	Board Corporate Members
7. Governance and Admin	Update for the Board on a number of Governance and Administration issues (Grahame Nix)	16:35 15 mins	Board
8. AOB/Close		17:00	

DATE OF NEXT BOARD MEETING: 9th SEPTEMBER 2013

ITEM 2: MINUTES FROM BOARD MEETING 9TH JULY 2013

LEP BOARD MEETING

Minutes from the meeting held on

9th July 2013 from 15.00 to 17.00

At Alconbury Enterprise Zone

Board Members Present

Grahame Nix (GN)	Chairman
Mark Reeve (MR)	
John Bridge (JB)	
Cllr Tim Bick (TB)	
Trevor Ellis (TE)	
Dr Robert Swann (RS)	
Cllr Marco Cereste (MC)	
Prof Mike Thorne PhD (MT)	
Prof Sir Richard Friend FRS FREng (RF)	
Cllr Terry King (TK)	
Allan Arnott (AA)	
Cllr Martin Curtis (MCu)	

Apologies

Cllr Jason Ablewhite (JA)
Neil Darwin (ND) Board Advisor

Also in attendance

Alex Plant (AP)	Board Advisor
Glenn Athey (GA)	Interim Executive Director
Adrian Cannard (AC)	Strategy & Planning Director
Laura Welham-Halstead (LWH)	Communications and Engagement Lead
Mark Cooper (MCo)	Skills and Business Growth Lead
Michael Barnes (MB)	Programme Manager

1. Item 1 – Welcome & Minutes from the last meeting

Apologies were noted from JA and ND. Adrian Cannard was welcomed as the new Strategy & Planning Director.

The minutes from 20th May 2013 Board meeting and action notes from 5th June 2013 interim Board meeting were both agreed with no amendments.

GN

Working through actions arising from 20th May meeting, GN noted that he was yet to identify a Board member to become Rail Champion and he would follow this up.

AC

A paper regarding the potential impact of base closures and expansions was to be created by AC.

GN noted that the updated Operational Plan was now live on the LEP website:

U&C

<http://www.yourlocalenterprisepartnership.co.uk/yourlep/operational-plan/>

A paper copy of the Alconbury Weald Enterprise Campus enquiries list was provided to the Board. It was requested that this was updated with better colour coding to make it easier to identify the different stages each enquiry was at.

LWH

3.15pm – MC joined the meeting.

The Business Engagement Strategy is currently underway and being reviewed in the light of the new requirement to create a Local Growth Strategy. It will return to a future meeting.

2. Item 2 – Update on progress by business area

GN introduced the item.

i) Operational Plan – GN noted that the Operational Plan was now complete and that an Executive Summary had been created by LWH (a copy of which was shown to the Board).

ii) Recruitment – The Board discussed and agreed the proposal from the Nominations Committee that GN should be appointed as Chief Executive

MR

on a full-time basis. MR would discuss the details of the offer with GN after the meeting. GN thanked the Board.

iii) Communications & Engagement – LWH provided the Board with an overview of Communications and Engagement activity to date.

The Board then discussed a forthcoming event taking place at Alconbury EZ and the need to raise the profile of the development as much as possible. LWH confirmed she was working closely with HDC, U&C and Government to finalise plans and get ministerial attendance.

The Board also requested a one pager on key achievements of the LEP to date. LWH to provide at next Board meeting.

LWH

iv) Enterprise Zone – GN provided the Board with a verbal update of progress onsite to date, including the announcement of funding for the Southern Access Road in the Spending Review (subject to due diligence).

A new marketing plan was due for submission to CLG within the next few weeks, focussing on advanced manufacturing, R&D and low carbon businesses.

Further discussions relating to the enquiries sheet took place. Board members requested a breakdown of where enquiries had come from (e.g. locally, UK-wide or internal).

The Board also requested that a review of Inward Investment work being carried out by the Welsh and Scottish Governments would be useful. Ben Hooson (HDC) to action.

BH

v) Skills – MCo introduced the paper and updated the Board on progress towards the launch of the new Local Skills Team/s. Local Authority engagement to date had been good, and MCo was positive about launching a strong scheme.

Work that MCo had undertaken with the Young Chambers had been presented to Lord Heseltine recently as an example of best practice.

MCo

The SFA have created a locality report to cover key statistics for the GCGP area. MCo to carry out further analysis on the statistics to share with the Board in the future. AA noted that this data was produced specifically for our LEP area, and we should encourage more public

sector organisations to do the same.

The Board then discussed the issue of people aged 25 and over who are looking to retrain, including current initiatives available, campaigns that were currently running and also the need for the LEP to meet the employment needs of the lower skilled workforce as well as higher skilled workforce within our area.

The Board also discussed the importance of remaining focused on driving the economy forward in our local area as a key priority. GN and AA noted that the Skills Strategy had been agreed and was being actioned, but MCo would collate and review skills data.

vi) Growing Places Funding – MB introduced the paper, noting that Haverhill Research Park was due to repay their loan ahead schedule and that building work was almost complete.

MB

MB is now looking ahead to future projects, and met with MR to discuss the next phase, which will be more sharply focused on businesses. MB is starting to sound out businesses about the types of projects and systems they could require funding for.

MB

MB to bring back a proposal to a future Board meeting.

vii) Business Engagement – GN informed the Board that the first meeting of the Business Representative Groups would take place on 29th July to increase business engagement.

3. Item 3 – Spending Review

GA introduced the paper. The Government has allocated £2bn towards the Single Growth Pot for 2015/16, which must be spent in year.

The EU Funding allocation for the GCGP LEP area is €75.5m (ESF and ERDF).

Government had not yet issued further guidance, which is due out before the summer recess. LEPs have been offered Technical Assistance funding for programme development and delivery.

Cambridgeshire and Peterborough Local Authorities have offered the

Joint Strategic Planning Unit (JSPU) to support the creation of the Local Growth Strategy. The Board were asked if they were happy to part-fund this work up to a value of £50,000 (subject to a detailed specification being agreed and phased payments).

As the JSPU would expand their work to cover the whole of the LEP area, and would act to underpin existing work, not create a new strategy above it, the Board agreed to this funding.

4. Item 4 – Board size

GN introduced the paper which proposed an increase in the size of the LEP Board.

GN noted that Lynn Morgan had stood down from the Board, and the Board officially thanked LM for her work. The Board also noted and agreed that it was important for the new VSE representative to have a keen focus on social enterprise.

MT left the meeting at 5pm. MC and RF left at 5.05pm.

GN then moved on to a proposal to introduce more corporate representatives onto the LEP Board. The Board discussed the proposal, and the important of ensuring the Board had a diverse mix of representatives, including a mixture of men and women, as well as geographic spread.

The Board agreed that there could be a temporary increase in Board size, as outlined in the paper, but a date would be set when the Board would return to its original size. This would be to cover periods of transition when Board Members would naturally rotate. Exact dates of the rotation of Board Members and terms of office would need to be pinned down.

GN

The Board then discussed the proposal that the LEP Chief Executive should become a member of the Board. The Board debated how this had worked in similar organisations previously and in the private sector. It was then agreed that the Chief Executive would become a member of the Board.

5. Item 7 – London Stansted Cambridge Consortium (LSCC)

GN and JB attended the LSCC conference recently, and the LSCC were keen to engage with the LEP further. The LSCC also agreed to expand its cover to Peterborough via the Enterprise Zone.

JB has volunteered to be the LEP representative on the LSCC Board. The Board agreed this proposal and JB will now provide updates to the Board in the future. JB

JB left the meeting at 5.25pm.

6. Item 5 – A14 contribution

GN explained to the Board that New Anglia LEP had contributed £500,000 towards the upgrading of the A14 on the condition that the LEP would be happy to fund, in principle work towards either A47 or A14 in Suffolk (subject to LEP Board agreement as and when a detailed scheme was put forward).

MCu noted that Cambridgeshire County Council had made a similar commitment to Norfolk County Council.

The Board then debated the relative merits of each scheme, and agreed that GN should contact New Anglia LEP Chair – Andy Wood – to confirm that in principle the Board was supportive of such projects that bring an economic benefit to the GCGP LEP area as well.

7. Item 6 – City Deal

AP provided a verbal update on progress with the Greater Cambridge City Deal. The team had recently met with Ministers to discuss the proposal and received positive feedback. The aim was to complete the deal in the Autumn.

The Board welcomed the progress to date and noted the importance of the City Deal having a positive impact on the whole of the LEP area.

AOB

Paper copies of the Mem and Arts were provided to Board members at

the meeting with proposed changes marked. Board members requested further time to review the changes, and GN agreed to take all of the changes, and any new ones, away and bring an updated version to the next Board meeting. GN

GN then noted that GA was standing down as Interim Executive Director as of next week, and thanked GA for his hard work. The Board expressed
8. their thanks for all of the work GA had done.

TE noted his apologies for the next Board meeting.

PN noted that RGF announcements were due to be made next week.

RS noted that consultant, Paul May, had offered the LEP some free time. GN
The Board welcomed this offer and GN is to follow up.

The meeting then closed at 5.45pm.

SUMMARY OF AGREED ACTIONS AND PROGRESS TO DATE

9 JULY BOARD MEETING

Agenda item no.	Action	LEAD	ACTIONED Y/N? / STATUS
1	GN will be speaking to other Board members about becoming the rail lead.	GN	In progress
	GA to create an interim paper about base closures/ expansions before adding it onto a future agenda.	GA	In progress
	Update to the EZ Enquiries list to improve colour differentiation and the inclusion of where enquiries are coming from	U&C	Revised copy Included in the pack
	Business Engagement Strategy.	LWH	On Going
2	Mark Reeve to discuss details of CEO Offer after the meeting.	MR	Complete
	Laura Halstead to provide a one pager on the achievements of the LEP to date.	LWH	Copy included in the Board pack
	Review of inward investment work being carried out by Welsh and Scottish Government.	BH	On going
	Mark Cooper to carry out review of SFA locality report.	MCo	October Board Meeting
	Mark Cooper to review and analyse skills data related to over 25's.	MCo	MCo has contacted Marco Cereste and Neil Darwin to understand the issue in more detail
	Michael Barnes to provide proposal for next round of GPF funding.	MB	September Board Meeting
4	Timing for the temporary increase in Board size and the timing for rotation of Board Members to be tied down.	GN	Following the recent change of roles GN and MR to meet to discuss
5	John Bridge to update Board on issues arising from LSCC Board Meetings.	JB	Ongoing – Remove from action list

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|----------|--|--------------|---|
| 7 | No further input received on revised MEM and ARTS from the Board.
Meeting with the solicitors.

Follow up with Paul May who has offered support to the LEP. | GN

GN | Meeting arranged with Solicitors 15 th August

GN has made contact with Paul and meeting arranged for 9 th August 2013. |
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ITEM 3: PROGRESS IN CORE BUSINESS AREAS

RECRUITMENT / HR AND OPERATIONAL ROLES/SERVICES

Grahame Nix now transitioned into the Chief Executive role. Laura Welham-Halstead is preparing a press release and letter to stakeholders covering Grahame and Adrian Cannard's appointments and the appointment of a Chair, which will be issued shortly.

TRANSPORT

A verbal update on plans for the A14 will be provided at the meeting following a meeting with the Highways Agency on 30th July 2013.

COMMUNICATIONS AND ENGAGEMENT

Over the past three weeks, the following communications and engagement activities have been undertaken, including:

- PR announcements regarding the Comprehensive Spending Review, Agri-Tech funding bid success and funding for the Southern Link Road at Alconbury Enterprise Zone.
- Stakeholder engagement work, including Grahame attending a number of events including the MLEI (Cambridgeshire County Council led energy project) breakfast briefing, the British Chambers event at Madingley Hall and attending a reception with the Prime Minister and Rt Hon Eric Pickles MP at Number 10.
- Helping to promote a wide variety of business related events and successes, including Peterborough's 'Ready to Switch for business' campaign, South Cambridgeshire District Council's business support workshops and StartUp Britain visiting Cambridge.
- Continuing to run our on-going social media activities.
- Starting work on the consultation events required for both the European Funding and Growth Strategy work (first European Funding events due to take place w/c 26th August).

These activities resulted in the LEP:

- Gaining media coverage in a range of publications, including: Peterborough Telegraph, EADT, BBC Radio Cambridgeshire, Hunts Post, BBC Online, Business Weekly, Cambridge Business Media (CaBuMe) and the Cambridge News.
- Continuing social media engagement via Twitter (1381 followers with good levels of engagement) and LinkedIn (400 members).

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

- The announcement of the LEP Local Skills Team/s – once the areas have been finalised
- The announcement of the new LEP Team Structure, including organising in-depth features with key publications with the new Chief Executive
- Creating a communications and engagement strategy to support the European Funding Strategy and Local Growth Strategy work
- Creating a communications and engagement strategy to support the Operations Plan.

ENTERPRISE ZONE

Due diligence on the Infrastructure Fund Southern Access Road is in hand. Documentation has been submitted and approval is targeted for end August.

The enquiry list has been updated and amended to pick up issues raised at the last meeting and is attached.

GCGP are supporting Urban and Civic's application for large advertising boards to be placed adjacent to the A1.

A Summary of Enterprise Zone Market Activity and Enquiries was provided.

SKILLS

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

1. Local Skills Teams Project

- Foundation work still in progress
- All four Authorities are now engaged: Rutland, Peterborough, Fenland, and King's Lynn & West Norfolk
- Adding value meeting with Norfolk and Suffolk County Councils and New Anglia Skills Leads held
- On track to target complete project running by January 2014.

2. Enterprise Zone Skills Plan and Projects

- Work progressing well through the partnership with Urban & Civic taking the lead role on administration.

3. LEP Wide Skills Survey

- Expect to be out to tender by end of August
- Completion expected early November

4. Skills Strategy Group Remit

- Membership now in place for Policy Committee (See Appendix A)
- First meeting on 4 September with quarterly meetings thereafter
- Whole group meeting to be held in mid-November with bi-annual meetings thereafter.

5. Skills Strategy

- Written publishable strategy by end of August.

Other Items of Interest

- Mark Cooper attended the Peterborough Skills Fair on 18 July. A very impressive event that we should support and help build on for 2014. (See Appendix B)
- Ixion is contract managing the ESF Skills Support for the Workforce Project across the GCGPEP area. This is a £2.1 million fund for the next three years designed to up-skill the current workforce where they do not have level 1 or 2 qualifications. The project is designed to work closely with the LEP and should be a pathfinder for future EU funded skills activity.

Final Comments

- Guidance is being sought from BIS regarding the items in government's response to Heseltine. In particular those items that are not part of the Single Funding Pot of which there are a considerable number, all of which have a bearing on our the operation of our Skills Strategy. We will need to be prepared for this in addition to managing the design of our growth strategy, the management of the EU funding process, and the Single Funding Pot.

Appendix A: Membership of the Skills Strategy Group Policy Committee

Business	Duncan	Allan	Michell Instruments
LEP	Allan	Arnott	GCGPEP
Business	Sean	Brown	Marshall Aerospace
Provider	Anne	Constantine	Cambridge Regional College
LEP	Mark	Cooper	GCGPEP
Business	Iain	Crighton	Crightons
LEP	Neil	Darwin	Opportunity Peterborough
Provider	Nigel	Donohue	WATA
Business	Gillian	Doughty	RPC Containers Ltd
Business	Jaqui	Fairfax	Commercial Utility Brokers (UK)
Business	David	Foster	Foster Property Maintenance Limited
ALSB	Lynsi	Hayward-Smith	Cambridgeshire County Council (CCC)
Provider	Angela	Joyce	Peterborough Regional College
BusGr	Michael	Mealing	Federation of Small Businesses (FSB)
BusGr	Gill	Prangnell	Cambridgeshire Chambers of Commerce

Appendix B: Opportunity Peterborough Press Release

Peterborough career fair overwhelming success

Hundreds of businesses turned out yesterday in the glorious sunshine to make a Peterborough career fair the biggest and most successful the city has ever hosted. The all-day event, which was organised by the Peterborough Skills Service, was held on the city's embankment in huge marquee tents and featured live music.

Thousands of young people from across Peterborough and the surrounding area attended the fair to explore their career options and hundreds of employers were on hand to provide guidance on careers in their industry, with most running interactive activities to engage the young people.

Activities were wide ranging and inventive. They included a car crash crime scene set up by a forensic scientist, a 30' suspension bridge to showcase engineering design, and even a sports car built by mechanical students at RN Motors, Tops Academy. Colleges, universities and training providers showcased their extensive range of courses and apprenticeships, and employers also provided a CV bootcamp and Dragon's Den style challenge.

Sue Addison from Peterborough Skills Service was delighted with how the event went, she said: "We've received great feedback from schools, employers and young people alike. The event was intended to showcase the broad range of career options available to the young people of Peterborough, and it did just that.

"Our young people need to have the best possible information before they can make informed choices for their future, so we're extremely grateful to each and every business and organisation that played their part in making this event so successful."

GROWING PLACES FUND

Verbal update to be provided at the meeting by Michael Barnes.

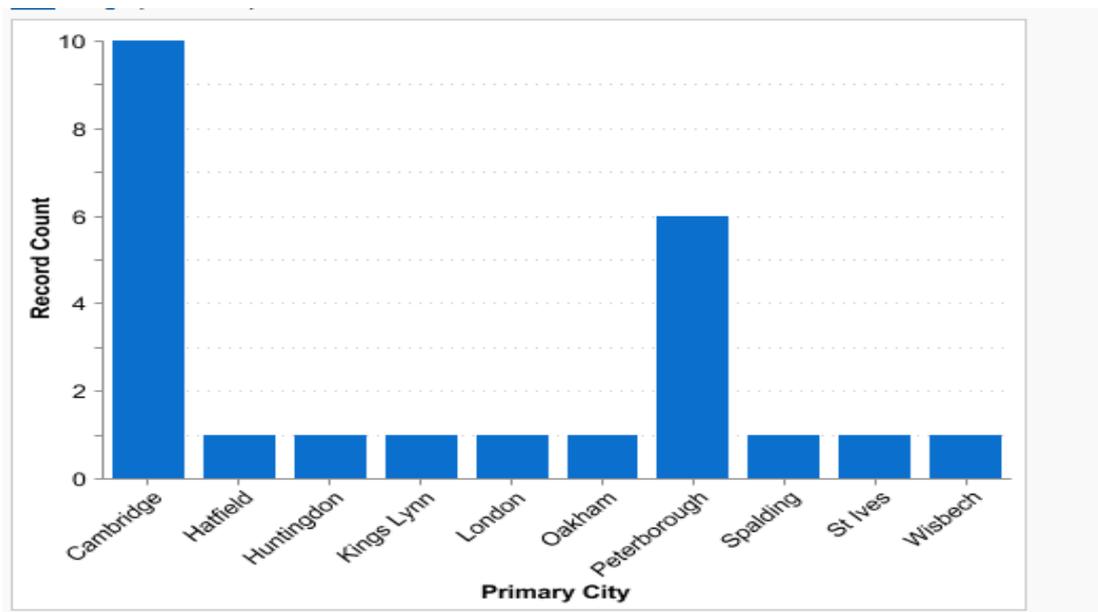
INWARD INVESTMENT AND INTERNATIONAL TRADE

A Paper is presented at Item 4 of the Agenda

SUBGROUPS – VSE

Prize Challenge

1. 24 completed proposals have been received from the Voluntary and Social Enterprise sector, and these are now being assessed by the Cambridgeshire Community Foundation ready for presentation to the initial judging panel on 3rd September.
2. From a short-list of 15 proposals Big Society Funding CIC will be providing additional business planning help in September/October, for final presentation to the Prize judging panel and selection of 10 proposals to be awarded a £30,000 LEP Prize Challenge each.



N.B – Those areas shown as outside our area do meet our criteria.

EU Funding

1. A VSE sub-group meeting was held on 12th July to explore what VSE organisations can contribute to devising and delivering the LEP's EU funding strategy, particularly in relation to skills, employment (and related social inclusion) initiatives.

2. Michael Barnes, LEP Programme Manager, outlined the programme and dealt with queries from sub-group members.
3. It was agreed that a workshop style meeting should take place in mid-September to be facilitated by Big Society Funding CIC, which would seek to further identify concrete consortium-style EU funding bids.

GRANTS FOR GROWTH

Kurt Scheepers has been busy marketing the Grants4Growth programme to ensure as many businesses within the LEP area can access funding as possible.

The highlights to date include:

- Grants worth £76,150 approved for the LEP area
- Private investment of £76,946.50 leveraged in as a result
- Average grant percentage awarded: 10%
- 29 jobs created
- 24 jobs safeguarded
- 43 leads and 28 face to face visits.

Case studies will be created as soon as the first projects start to draw down their funding.

BUSINESS ENGAGEMENT – BUSINESS REPRESENTATIVE FORUM

PURPOSE

Purpose of the meeting was to discuss with business representative bodies how they wanted to engage with the objectives of the LEP, and vice versa. In particular, how we respond to the task of producing a Growth Strategy and a linked European Funding Programme, as part of a competitive bid process for funding.

The meeting was attended by representatives from the Chambers of Commerce, One Nucleus, HMA, CLA, NFU, Cambridge Cleantech, Intellect, FSB, ICAEW, IoD. Support was also offered by Cambridge Network, EEF and CBI who were unavailable to attend the meeting.

A presentation was given on both the specific funding opportunities that the LEP had successfully brought to the area, its key tasks, and the requirement to produce a Growth Strategy and EU Funding Framework.

The main discussion explored the role that the representative bodies could play. There was general agreement that they wanted to work with the LEP as a conduit of information and informing the views of their members.

The following issues were highlighted by business representatives as current amongst their members:

- Broadband
- Energy pricing and supply
- Water as constraint/risk on business growth
- Access to finance
- Skills / succession planning
- Regulation / red tape
- Infrastructure and housing
- Fragmentation of business support

ACTIONS

GCGP to produce simple briefing notes on the Growth Strategy / EU Funding Framework and why they are important to businesses.

Business Representatives to arrange specific sector based workshops to help develop/inform the Growth Strategy – did not support a generalist event, at least not until more detail was worked up

GCGP to arrange two workshops on the EU Funding Framework

Chris Parkhouse offered his experience (specifically in managing Business Link contract) if a business support project was being contemplated

John Bridge offered the experience of the work the Chamber was doing for Huntingdonshire and South Cambridgeshire

GCGP to consider engagement with London and Oxford on shared strengths and promotion to an international audience

GCGP to look at the range of individual issues with representatives to identify those on which the LEP might have traction

Business Representative groups to provide GCGP with the broad geographic spread of their membership, and the number of businesses represented – this would help the LEP in its evidence base when lobbying.

Another meeting to be arranged for late September.

LOCAL TRANSPORT BOARD (LTB)

The latest LTB Meeting took place on 17th July 2013.

Nine proposed schemes had been taken forward from previous meetings. Following application of the assessment process including independent review the following six schemes were approved by the LTB Board as its priority schemes.

- A142 Ely Southern Bypass
- Bourges Boulevard – Peterborough
- A47/a15 Junction 20
- A605 Kings Dyke
- Soham Station
- VMS/ITS Improvements Peterborough

Since the previous meeting the Government had advised that the initial £21m identified for the GCGP area had been reduced to £14m. All areas have had their budgets reduced by the same proportion. The cost of these schemes significantly exceed that sum and the relevant scheme sponsors will look at opportunities to identify other funding and value engineering opportunities.

The Department of Transport (DfT) has written to LTBs to advise that future funding will now be routed through LEPs via the Single Pot for delivery against the Growth Deal. However where priorities have been agreed via the LTB process it is expected that they will receive the allocated funding via LEPs.

LTB's were established initially with a fairly heavy governance structure. Given the change of funding route there is the potential to look at how the LTB is structured and how it fits into the LEPs governance structure going forward. Advice will be sort from DfT on how much flexibility LEPs have to vary the way the LTB operate.

LEP ACHIEVEMENTS TO DATE

FUNDING SECURED

- £16.1m worth of Growing Places Funding (GPF) secured & committed to projects in our area, which will lever in £26m of public and private funding and unlock a total of 12,500 jobs.
- £6.7m of GPF due to be reinvested over the next two years.
- Securing an Enterprise Zone at Alconbury which will deliver 8,000 new jobs.
- £100,000 of Skills Funding Agency (SFA) won for Alconbury Enterprise Zone.
- £4.6m of Local Infrastructure Funding for the Southern Access Road at Alconbury Enterprise Zone (a bid led by LEP part-funded staff Huntingdonshire District Council and Urban & Civic).

- £3.2m for an innovative Agri-Tech project for our area and beyond.
- £48,000 of Capacity Funding and £200,500 of Start Up Funding to get the LEP up and running.
- £76,150 of Grants4Growth funding allocated to our area, which brought in an additional £76,946.50 of private funding.
- Grants4Growth Funding has created 24 jobs and safeguarded a further 24 since March 2013.

COMMITMENTS MADE

- £50m towards the early upgrading of the A14 – the single largest local contribution.
- £1m towards the Voluntary and Social Enterprise ‘LEP Prize Challenge Fund’.
- Local Skills Teams across the North of the LEP area (Rutland, Peterborough, Fenland and West Norfolk) to be in place within the next six months with £650,000 funding.

PROJECTS UNDERWAY& DELIVERED

- Five clear priorities established for the LEP, an Operational Plan and Skills Strategy in place.
- Two Summits held to gain feedback from key stakeholders, which have gone on to shape the work we do.
- GPF recipient, Haverhill Business Park, about to open on schedule.
- Fellow GPF recipient, Future Business Centre, Cambridge, well underway.
- An innovative LEP Prize Challenge Fund for VSE to bid into to support cutting edge projects to help 1,000 disadvantaged people become job ready and get 250 people back into work.
- The LEP continues to support the development of the Greater Cambridge City Deal bid, which has already successfully made it past the first round of shortlisting.
- Worked with partners to deliver a rail blue print for the East to Government.

- A number of active sub-groups created, including the Skills Strategy Group, Science Innovation and Industry Group, Greater Cambridge Group and Banking Group.
- Providing businesses with direct access to banks and financial experts in advance of them applying for funding – the first event was a success and more are now planned.
- Creation of an innovative visioning tool for the LEP area, to showcase complex data in an easy to understand format.
- Work to create a compelling European Funding Strategy & Local Growth Strategy underway.
- Comprehensive Skills Survey underway and a Skills Strategy Partnership established for Alconbury Enterprise Zone.

ITEM 4: LOCAL GROWTH STRATEGY AND EU FUNDING

FOR INFORMATION AND DECISION

1. To note the publication of guidance on Growth Deals and EU Funding
2. To note the process for developing a draft Strategic Economic Plan and EU Investment Plan
3. To agree to host a Growth Summit in the Autumn

MORE DETAIL ON THE POLICY AND PROCESS

4. Guidance on Growth Deals, and separately on European Structural and Investment Funds Strategies, was issued at the end of July to LEPs¹. It reflects the 25th June Government briefing that was reported to the last Board meeting.
5. The guidance sets out how the Government intends to negotiate a Growth Deal with the LEP, through which the LEP can seek freedoms, flexibilities and influence over resources; and a share of the new Local Growth Fund to target our identified growth priorities. This negotiation will be on the basis of a “Strategic Economic Plan” (previously referred to as a Local Growth Strategy) produced by the LEP. Government intends to conclude the Greater Cambridge City Deal during 2013, so this will be an integral part of the Strategic Economic Plan.
6. Strategic Economic Plans are seen by Government as an evolution of existing Growth Plans (in our case the Growth Prospectus, and Operational Plan 13/14) that will set out the common agenda for delivering strong economic growth. They will need to be “ambitious multi-year plans” that demonstrate how partners will put economic development at the heart of their activities. However, activities for the Local Growth Fund need to show how they will achieve outcomes during 2015/2016 (and spent within that period).
7. Strategic Economic Plans need to be evidence-based, and set out our priorities in the context of not just the Local Growth Fund but the full range of funding interventions and public/private investments. Initial funding for the 2015/16 period is drawn from local authority transport funding, Further Education capital spend, Govt match funding to European Social Fund, and local authorities New Homes Bonus. About half of £2bn national funding will be competitively allocated (the rest has a variety of allocation mechanisms,

¹ Guidance is located here: <https://www.gov.uk/government/publications/growth-deals-initial-guidance-for-local-enterprise-partnerships>

- including opt-in to national programmes). Although this funding is not ring-fenced, Government expects projects to strongly reflect the themes of housing, transport and skills (because these are seen nationally as key drivers of local growth).
8. Although not prescribing a way of working, Government expect the LEP to demonstrate that: it has the governance structures to deliver collective decisions from all local authority leaders (various models are suggested); arrangements for joint decision-making for overlapping boundaries; strong relationship with business community. Government is prepared to cede to the LEP the ability to redirect Local Growth Funding without recourse to Ministers if those conditions can be met, along with evidence that local authorities are deploying resources to support the Strategic Economic Plan and evidence of joint working/pooling resources on key functions (such as housing or transport).
 9. Alongside this, the LEP has responsibility for drawing up an investment plan for circa £68m of European Structural and Investment Funds for the period 2014-2020.
 10. Government will work with the LEP to co-design more detail and add to the guidance in September. Guidance and an indicative allocation for one of the EU Funds (covering rural development) is still to be published. A report on progress on the Strategic Economic Plan has to be made by 7th October, and a draft EU Funding Plan submitted at the same time. A draft of the Strategic Economic Plan has to be submitted by December 2013. The longer-term timetable remains as reported at the last meeting.
 11. The EU Funding Plan has to conform to a variety of criteria, both in terms of the themes for investment, and its preparation (such as impacts on sustainable development and equality). Appropriate and proportionate mechanisms will be put into place to ensure compliance with these bidding rules.
 12. Work on the two Plans is being progressed together, with a wide engagement strategy in place. A key aspiration is to maintain the Board's desired focus on clear, priority objectives that deliver strong economic growth. Preliminary meetings have been held with representatives of businesses, public sector and voluntary/social enterprise sectors, and with individual partners. Business representatives recommended that business engagement at this stage should be targeted, rather than using generic events, so we are arranging specific events through existing sector groups. We are similarly using relevant groupings to cover public sector, social and environmental interests. Both Plans require us to consider linkages beyond the LEP into

other LEP areas and discussions have been arranged on that basis (plus we need to ensure coordination as regards those areas that are in two LEP geographies).

13. Given the more detailed requirements of the EU Plan process (and the need to have a draft by 7th October) two engagement events have been planned in late August to draw together a wide range of stakeholders to work on project ideas.
14. The next Board meeting in September will have a substantive item on the Agenda to enable it to discuss and agree the key emerging priorities of the Plans, based on an evolution of our current Operational Plan, the evidence base and initial feedback from stakeholders. The actual sign off of the draft EU Funding Plan will need to be taken by the Chairman as the deadline falls before the subsequent Board Meeting in October. Subsequent to the October deadline it is proposed that a Growth Summit be arranged to bring together participants in the Strategic Economic Plan process, feeding into sign-off by the Board for the December deadline.

ITEM 5: INTERNATIONAL INVESTMENT AND INTERNATIONAL TRADE

This paper sets out a way forward for Inward Investment and International Trade in the Greater Cambridge Greater Peterborough LEP area. The paper has been developed in consultation with key partners, including local authorities, UKTI, Cambridge Network, and business groups.

It should be recognised that at present we have a range of practices in operation across Greater Cambridge Greater Peterborough from a proactive, strong approach through to, frankly, areas where no activity is taken. The question around International Trade appears to be simpler to deal with than Inward Investment.

The paper sets out recommendations and a roadmap in separate but related ‘action plans’ for both Inward Investment and International Trade. While both are related issues, there are distinct activities required to improve performance across Greater Cambridge Greater Peterborough.

1. The value of Inward Investment

The UK and Greater Cambridge Greater Peterborough area has seen considerable inward investment for a sustained period of time. The recent announcement around Astra Zeneca again reveals Cambridge’s global pull; Peterborough continues to attract significant volume of jobs via inward investment while other key centres such as King’s Lynn (Palm Paper) and Fenland (Partner Logistics Coldstore) have attracted large scale investment in recent years. However, despite these successes, these investments are increasingly rare. The examples given do reveal that we can expect odd large scale activity, but generally the inward investment market is principally dominated by mid-sized companies (by employee number). Simply by our geographic location, let alone our economic strengths we can expect to continue to see continued inward investment. The unknown quantum remains whether a more proactive approach could lead to even greater levels of investment.

We have a range of approaches in operation across Greater Cambridge Greater Peterborough. The table on the following page sets out the current provision of inward investment services.

	<u>Web Presence</u>	<u>Support Service</u>	<u>Agency Relationship</u>	<u>UKTI Relationship</u>	<u>Materials</u>
Fenland	Independent	√	n/a	√	?
King's Lynn	X	√	n/a	√	?
Cambridgeshire	Independent	√	n/a	√	?
Rutland	Dedicated to Oakham Enterprise Park	√	n/a	n/a	?
Huntingdonshire	√ for Enterprise Zone	√	√	√	√
Peterborough	√	√	√	√	√

In essence, services are available across the area albeit with varying levels of support and depth of knowledge. It is recognised that Peterborough has the most comprehensive offer available to businesses, with the Enterprise Zone clearly growing in importance.

With LEP support we can look to grow our approach and increase our share of inward investment returns.

How are we currently doing?

The area has mixed fortune at present; certain areas are seeing an increase in the number of jobs/companies attracted. Others are faring less well. There is a lack of meaningful measurements demonstrating our collective competitiveness. A measure provided by UKTI (Annex A) reveals that Greater Cambridge Greater Peterborough has seen a reduction (49 to 28) in enquiries between calendar years 2012 and 13. Caution should be noted that UKTI only see a fraction of enquiries with many coming directly through web searches or supply chain contacts. However, taken as a proxy we clearly have some work to do to raise our profile, not least working with UKTI to ensure they deliver support to the Greater Cambridge Greater Peterborough area.

Our relationship with UKTI

Greater Cambridge Greater Peterborough signed a Memorandum of Understanding with UKTI in September 2011. This set out core principles of working together and identified single points of contact to ensure speedy handling of information and co-ordination of local responses to enquiries. This has worked to some extent, although UKTI have made comment that having two communication routes (Cambridgeshire County Council and Opportunity Peterborough) is making relationships cumbersome.

Looking strategically at UKTI's support it is clear that we can perform better as an area. Equally we need to help shape the UKTI offer, thereby ensuring that Greater Cambridge Greater Peterborough has sufficient visibility to potential investors.

Having spent time setting out current levels of activity and support available, the following section of this report makes recommendations on how we can improve performance and return from inward investment as a LEP area.

TABLE 1: Inward Investment: Action Plan

<u>Issue</u>	<u>Current Position</u>	<u>Activities Proposed</u>	<u>Resource Implication</u>	<u>Outcome Expected</u>
<p>Ensure that the area has excellent visibility and is equipped to secure new investment</p>	<ul style="list-style-type: none"> • Inward Investment is seen as a priority across majority of the LEP areas. • Individual localities use their own mechanisms to attract inward investment enquiries. • The effectiveness of current approaches varies across the area. • Enquiries arrive in many different forms, via different local authority departments, Chamber of Commerce etc and in future via the LEP. 	<ul style="list-style-type: none"> • Maintain current individual approaches, but supplement with LEP web based presence. Broad agreement that we need to play to our strengths through local 'brands', whereas a single LEP wide brand would be seen as limiting to a number of locations. • Specifically develop a Greater Cambridge presence, via the 'Think Cambridge' brand. • Optimise approaches with Local authorities to ensure appropriate visibility. • Use the LEP website to promote key messages and individual priorities, key sectors and news. LEP will also need to produce supporting publicity material for enquiries via this route. Ensure websites and associated material is high quality and business orientated. 	<ul style="list-style-type: none"> • Resource driven by local authority parties. Broad levels of coverage. LEP/LA's to have further conversation about resource need to optimise offer. • Cambridge Network via SIIC tasked with bringing forward a co-ordinated approach that brings partners together in Greater Cambridge. • Likely impact on LEP Core Team of 2 hours a week, principally ensuring the website is up to date. • Each area responsible for updating their material. 	<p>Proactive, visible approaches across the LEP area</p> <p>LEP provides additional gateway for enquiries.</p> <p>LEP website promotes the area, and routes enquiries into local areas.</p>

<u>Issue</u>	<u>Current Position</u>	<u>Activities Proposed</u>	<u>Resource Implication</u>	<u>Outcome Expected</u>
Ensure that 'back office' systems and structures enable business to have simple, effective and valued conversations with the area	<ul style="list-style-type: none"> • Each area has different approaches from relatively straightforward via OP in Peterborough through to a complicated set of relationships in Cambridge. 	<ul style="list-style-type: none"> • Think Cambridge provides a route to draw together all interested parties in the Greater Cambridge area. This will bring about opportunities to streamline activities and 'routes for market' over coming months. • Through the regular 'Intelligence meetings' information will be provided that ensure the LEP Board can see progress/issues facing this activity. • Encourage partners outside Greater Cambridge to assess potential to join up back office services and streamline activities, the objective being to make the journey easier for business. 	<ul style="list-style-type: none"> • Main resource will be staff time to bring around coalescence in Greater Cambridge. Work is already in train. GCGP has previously contribute £10k to this work • Staff time from both local partners and LEP Core team will also be necessary for the regular meetings and in reviewing options for sharing beyond Greater Cambridge. 	Streamlined systems and easily navigable set of relationships from any prospective businesses looking to relocate into the GCGP area.
Enhance our relationship with UK Trade and Investment (UKTI)	<ul style="list-style-type: none"> • Each area working in isolation and using variable data. • Sporadic working with UKTI and limited visibility for much of Greater Cambridge Greater Peterborough area. • Account management varies across the area, from none to proactive 	<ul style="list-style-type: none"> • Regular meetings of inward investment facing staff to share intelligence (e.g. nature/stage of enquiries and UKTI data) – commence quarterly basis. • With UKTI, develop new materials to target overseas Embassy posts to ensure advocacy/understanding and visibility of GCGP overseas. 	<ul style="list-style-type: none"> • Staff time. • New materials to cover existing gaps - £15k plus staff time to develop. 	<p>Enhanced capacity through shared understanding.</p> <p>Better understanding of what is available across the LEP area.</p> <p>Inevitably heightened competition between the local areas within the LEP.</p>

		<ul style="list-style-type: none"> • Build case study profiles of successful relocations and include in web/marketing collateral. • Build account management systems more robustly across the area to help join up conversations with UKTI and to spot synergies and opportunities. 	<ul style="list-style-type: none"> • Case studies will require staff time from partners and third party to deliver high quality product – c£10k • Undertake review in Autumn 2013 with partners and return to LEP Board with proposal in December 2013 	<p>High quality Case Studies can be used as ‘real time’ evidence of the benefits of GCGP. Ability to use these with UKTI, TSB and others.</p> <p>Account management will provide a better understanding of existing business opportunities/threats and help raise profile of the LEP</p>
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Generating more from International Trade

As an area Greater Cambridge Greater Peterborough is well located and is home to a range of international traders, however, evidence from UKTI suggests that SMEs tend not to get involved in exporting in perhaps the volume they should. As with the Inward Investment strand, consultative sessions have been undertaken, not least with UKTI's Trade arm. In some services this is an easier 'win' than inward investment and a clear measurable Action Plan which Greater Cambridge Greater Peterborough with/through its partners can deliver.

The following recommendations for the programme to drive International Trade are set out in Table 2 on the following page.

TABLE 2: International Trade: Action Plan

<u>Issue</u>	<u>Current Position</u>	<u>Activities Proposed</u>	<u>Resource Implication</u>	<u>Outcome Expected</u>
<p>Better use and sharing of data</p>	<ul style="list-style-type: none"> • We have found that there is a plethora of data relating to exports that is not shared, or necessarily known about. 	<p>With UKTI:</p> <ul style="list-style-type: none"> • Share details of Trade Missions to enable LEP/local area promotions and direct connection with businesses. • Develop joint Case Studies demonstrating success/ease of activity from companies in GCGP. • Use GCGP Inward Investment literature to target UKTI overseas posts in Embassy's. • Building knowledge of the GCGP offer and detail of exporting companies/opportunities. <p>Within GCGP: Develop a directory of 'exporting' services, pooling details from all partners e.g. UKTI, Business Representative Organisations, Manufacturing Advisory Service, Growth Accelerator.</p> <ul style="list-style-type: none"> • Develop a diary of events – Trade Missions, Networking Events, Training and promote via the LEP website 	<ul style="list-style-type: none"> • Will require GCGP lead and marketing support. • Support required from Local Authority partners. • Marketing budget of £20k to develop literature/case studies/website (upgrade of GCGP website). <ul style="list-style-type: none"> • Investment of time in pulling directory together. <ul style="list-style-type: none"> • Ongoing – 1 hour a week to update website. 	<ul style="list-style-type: none"> • Greater awareness of exporting opportunities by company. • Ease of finding details support packages available from UKTI. • GCGP becomes and maintains high profile visibility with UKTI Trade Services. <ul style="list-style-type: none"> • Accessible information available to businesses. <ul style="list-style-type: none"> • Increase in number of companies pursuing export agenda

<u>Issue</u>	<u>Current Position</u>	<u>Activities Proposed</u>	<u>Resource Implication</u>	<u>Outcome Expected</u>
Raise Awareness of Exporting Opportunities to Businesses	<ul style="list-style-type: none"> • A range of activities already take place in GCGP with limited marketing and availability. 	<p>'Year of Exporting 2014'.</p> <ul style="list-style-type: none"> • A GCGP led campaign to promote exporting in 2014. This will bring delivery partners closer together and enable us to have a closer dialogue with businesses. • Clearly to run with this we will need to resolve other issues in the near term. 	<ul style="list-style-type: none"> • Time commitment from LEP Core Team and Partners. • Marketing Campaign £20k to ensure effective promotion. 	<ul style="list-style-type: none"> • Raised awareness of exporting opportunities. • Increase in volume export activity (measured by Chamber of Commerce documentation).

ITEM 6: AGRI-TECH GROWTH INITIATIVE

FOR INFORMATION

Note the announcement concerning the £3.2m award in principle under RGF 4 of the bid led by Greater Cambridge Greater Peterborough Enterprise Partnership for the Agri-tech Growth Initiative.

Note that this is joint bid with New Anglia LEP.

Note that the award was £1.2m less than targeted and that it will be necessary to review and adjust the delivery plan.

Note that we have met with BIS and that a process of due diligence, negotiation and contract agreement has now been initiated

Note that the bid showed both GCGP and New Anglia contributing £100,000 to this initiative

PROPOSAL VISION

This proposal marries the array of existing world class capabilities in crop and food research, technology, engineering and manufacturing between Cambridge and Norwich, with grade one agricultural land and production capabilities in north Cambridgeshire, Peterborough, Norfolk, the Fens and parts of Suffolk.

It will aim to boost growth through the development, application and commercialisation of new technology in the food and agriculture industry, through new market and supply chain development, and through essential skills development. It will establish a new cluster that puts the UK at the forefront of global challenges facing the food and agriculture sector, yield long term market advantage, create new jobs, new investment and economic growth.

Early conceptual development for the initiative has already taken place, with discussions held and support secured from leading individuals in key institutions that will make up the cluster. Talks have also been held with private and public sector representatives and with political leaders who have also leant their support.

TARGETS

To create and safeguard over 500 jobs, create 25 new businesses and up to £30bn of net GVA.

KEY OBJECTIVES

- Improving agricultural production efficiencies
- Solutions to global food security
- Increased business engagement and commercialisation
- Increased export activity
- Establishing a fully networked, highly skilled, technology-aware agricultural sector promoting best practices among the national farming community
- International collaborations and sustainable international development.

WHAT THE PROGRAMME WOULD DELIVER

- New jobs, increased productivity, new industrial specialism, new products and processes, and

increased international competitiveness and exporting

- New skills and capabilities, delivered and acquired locally
- Raised profile and reputation of Eastern England as a global agri-tech leader, with industry champions
- An area for open innovation and a prototyping zone for the food supply chain
- Provide advisory and financial support to support SME growth within the food cluster and supply chain
- An agri-tech centre, based in the fens, as the focal point for the translation of research concepts into application in the agricultural and food sectors
- Provide the impetus for an active industry-led network that links companies, universities and research institutions, service providers and trade associations.

SUPPORTED ACTIVITIES

- Capital grants scheme - for capital investments that enhance business and jobs growth, new market entry and product/service development - grant worth 25% of any investment up to a grant value of £150k
- Revenue grants scheme for projects that can deliver business or market growth, where bank or other finance has been difficult to raise - low interest rates, grant finance available for up to 25% or £150,000 of the value of a project or investment
- Specialist skills fund - to address niche skills shortages that are holding back supply chain opportunities for growth SMEs -
- maximum of 25% of training costs covered for specialist skills up to a maximum of £10,000
- Advisory service for growth, innovation and referral and to other sources of support
- Co-investment fund for technology and innovation ventures - linking research institutes to companies - grants for 50% of the cost of R&D projects (grant value from £50k to £250k).

PLANNING

BIS have issued a draft offer letter which was reviewed at a meeting on Friday 2nd August at Alconbury, A fleshed out of letter will be forwarded from BIS shortly. The offer from BIS is £1.4m less than the bid therefore it will be necessary to review both priorities and programme delivery commitments.

GCGP as lead organisation requires to put in place a programme office, and Cambridgeshire County Council will act as the accountable body. Given his knowledge in the initial relationships Alex Plant has offered to act as Programme Director. George Bennett who has worked on a number of our GPF funding allocation has been retained to provide support to develop the necessary documentation.

A Programme delivery Board is required to be established which will include GCGP and 7 other programme partners.

This initiative picks up an a number of strands that have been articulated in the National Agri Tech Strategy that was launched on 29th July and there is potential for this initiative to secure the future success of this sector in our area and presents an opportunity to access a significant amount of funding. A number of people associated with the development of the National Strategy are listed as supporters of our bid.

TIMESCALES

The following backstop timescales have been advised by BIS but in respect of getting the programme up and running, it is intended to run ahead of these.

- Conditional Contract 15th September
- Scope Due Diligence 15th November
(Note that as CCC is the accountable body DD will be significantly reduced)
- Final Terms and Conditions agreed 15th January
- Prospectus Finalised and delivery partners contracted Q4 2013
- Initial Grant awards and Network Established Q1 2014
- Full implementation of all grant programmes. Q2 2014
- Programme end Q1 2015