

BOARD AGENDA AND BOARD PAPERS

DATE AND TIME: 10th March 2014, 15:00-17:30

VENUE: Alconbury Enterprise Zone, The Incubator, Alconbury Airfield, Huntingdon, PE28 4WX

Item	Brief description	Time allocated	Access/circulation prior to board meeting
1. Minutes and actions from previous board meetings	Minutes from board meeting held on 12th February 2014	15:00 10 mins	Board & Corporate Members
2. Update on progress by business area	Team and sub-group updates (GN)	15:10 15 mins	Board & Corporate Members
3. Finance	Update on 2013/14 Core Funding Budget 2014/15 (Confidential Paper) (GN)	15:25 20 mins	Board Members
4. Local Growth Strategy and European Funding Strategy	An update will be provided on the feedback from the Ministerial Challenge Meeting and Final Submission of the SEP (AC)	15:45 30 mins	Board & Corporate Members
5. Enterprise Zone	Presentation by Urban&Civic (TL)	16:15 1 hour	Board
6. AOB		17:15	

DATE OF NEXT BOARD MEETING: 7th April 2014

SUMMARY OF AGREED ACTIONS AND PROGRESS TO DATE

Action no.	Action	LEAD	ACTIONED Y/N? / STATUS
1	Communications & Engagement Strategy A final version has been agreed and signed off by the Chair.	LWH	Y – Complete.
2	Urban&Civic presentation U&C will be presenting at this meeting.	GN	See Agenda Item 5.
3	Inward Investment – ND and GH to meet to discuss Inward Investment across the LEP area, including Think Cambridge.	ND/ GH	Y - Meeting on 6 th March. Verbal update in Agenda Item 2.
4	Local contributions – GN asked to draft letters to LA’s requesting confirmation of their 2014/15 financial contributions.	GN	Y - Letters sent.
5	Enterprise Manager role – GN to review Enterprise Manager role specification.	GN	Funding for role within Budget. GN currently reviewing job specification.
6	Recruitment – MR to resolve recruitment matters by March Board meeting.	MR	MR working with GN to finalise appointments.
7	Sub-groups review – MR and GN to carry out a review of sub-groups work.	MR/ GN	Ongoing – will link into the final award of the SEP.
8	Exporting Campaign – ND to bring back an updated plan to the Board.	ND	Y - See Agenda Item 2.
9	Budget – MR and GN to review Budget following feedback and bring final version back to March Board.	MR/ GN	Y - See Agenda Item 4.
10	BDUK Funding – AC to review BDUK funding when announcement made.	AC	Y - Verbal update at Board.
11	LA Leaders Committee – ND and GH to review wording of the LA Leaders Committee proposal and then work with	ND/ GH JB/ TK/ MT	ND & GH meeting on 6 th March to discuss.

JB, TK and MT to finalise.

12 **Corporate Membership** – GN to contact all LA Chief Executives to confirm individual processes for finalising and signing the LEP Members Agreement.

GN

Y - GN has written and sent letters.

LEP Board Meeting

Minutes from the meeting held on
12th February 2014 from 15.00 to 17.30

Held at Building 56, Alconbury Weald Enterprise Campus

Members Present

Mark Reeve (MR)	Chairman
Grahame Nix (GN)	Chief Executive
John Bridge (JB)	
ClIr Tim Bick (TB)	
ClIr Marco Cereste (MC)	
Allan Arnott (AA)	
Trevor Ellis (TE)	
ClIr Terry King (TK)	
ClIr Jason Ablewhite (JA)	
Claire Higgins (CH)	

Apologies

Prof Mike Thorne (MT)	
Robert Swann (RS)	
ClIr Martin Curtis (MCu)	
Prof Sir Richard Friend (RF)	

Also in attendance

Neil Darwin (ND)	Board Advisor
Graham Hughes (GH)	Board Advisor
Adrian Cannard (AC)	Strategy & Planning Director
Laura Welham-Halstead (LWH)	Communications & Engagement Lead
Pete Northover (PN)	BIS Local

1.	Minutes and actions from previous board meetings	
	<p>MR welcomed the Board and noted apologies from RF, MT, MCu and RS.</p> <p>The Board approved the minutes from the last meeting (10th December 2013) with no amendments.</p> <p>Actions Communications & Engagement Strategy LWH has integrated comments from the Board, and met with MR to</p>	

	<p>The Board discussed the importance of having a clear strategy and approach for inward investment, with the ideal position being one approach to FDI for the whole area even if there were two brands sitting underneath that.</p> <p>MC noted that different parts of the LEP area were at different stages along the FDI journey, but could work closely together to provide a joined up approach.</p> <p>ND and GH to work together to review the current work and consider the next steps before bringing back a report to a future LEP Board meeting, whilst noting the speed was important to ensure that the current vacuum wasn't filled with a variety of different, uncoordinated approaches.</p> <p>The discussion then moved on to a broader debate about sub-groups and their varying approaches and areas of focus. The Board agreed that all sub-groups needed clear lines of responsibility and linkage into the Board. MR noted that a sub-group review was due to take place.</p> <p>It was noted that the presentation on International Investment and Trade from Neil Darwin (at the August LEP Board Meeting) Had highlighted the maturity of OP and the work being done under the banner of Think Cambridge, with linkages into SIIC, to develop an offer for other parts of the LEP.</p>	ND/ GH
3.	Finance	
	<p>GN introduced the paper and talked the Board through the information and tables within the report.</p> <p>The Board noted that the previous year's accounts had been submitted on time, and that there was a schedule in place to finalise this year's accounts earlier.</p> <p>GN noted that whilst some funding sources were still unclear (in particular EU and SEP related funding), he had put together a budget based on the current known sources of funding from both Government and Local Authority contributions.</p> <p>TK updated the Board on Local Authority contributions. Having worked with TB and others they had agreed a logical and transparent approach to match funding from LAs across the LEP area.</p> <p>JA noted that he had believed that not all of the match funding had</p>	

	<p>to be cash, and some could be in kind. After some discussion the Board made it clear that LA contributions were cash contributions, but this did not prohibit the funding of LA staff for specific projects going forward.</p> <p>GN was asked by the Board to draft letters to each LA based on the agreed levels that had been shared with the Local Authority Leaders group.</p> <p>The Board then discussed the proposal to take on an Enterprise Manager, whose work could include some focus on the Enterprise Zone. GN noted that this was an action from a previous meeting (noted in the minutes of the October 2013 LEP Board meeting) to bring back a proposal when there was funding available in the budget.</p> <p>GN was asked to review the Enterprise Manager role following feedback provided by the Board, and look at how this could be worked up further.</p> <p>The permanent recruitment of members of staff who currently work as consultants was also raised. MR confirmed that a proper process was being followed and that it was within the Scheme of Delegation of the LEP because these were not senior roles. MR noted that he was working through feedback from the Nominations Committee and hoped to have this issue resolved by the March Board meeting. He also noted that this exercise would save money.</p> <p>The Board then discussed the importance of an annual Skills Survey and the need to include it within the 2014-15 Budget. GN explained the challenges of the budget, and offered a suggestion that the survey could be scheduled to proceed at the end of the financial year or beginning of the next with discussions outside of the meeting relating to when the work was invoiced.</p> <p>The Board agreed that the Survey should take place as planned in 2015, but that the overall costs of the work should be carefully reviewed to see if cost savings could be made and with timings of costs to be determined by funds available at that moment in time.</p> <p>GN then informed the Board that a Company Secretary would be taken on following a review of costs as the most cost effective way of delivering the service.</p> <p>The Board then went on to discuss other elements of the Budget report. MR and GN agreed to carry out a review of sub-groups work, including looking at any groups that could be needed to support the</p>	<p>GN</p> <p>GN</p> <p>MR</p> <p>MR/ GN</p>
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	<p>work of the Strategic Economic Plan (SEP) in the future.</p> <p>TK noted that the Year of Exporting work was progressing, but they were looking to change the brand to remove the ‘Year of’ element to provide the opportunity to extend the scheme beyond a year. ND noted that a high level meeting of international businesses was taking place in West Norfolk in May which could be the ideal opportunity to launch the Exporting campaign. ND to bring back an updated proposal to the Board.</p> <p>The consultant budget line was queried by the Board, with GN assuring the Board that the cost was based on previous annual costs and that it was all for short-term consultancy based support only. GN also noted that he would have to bring any significant consultant contracts back to the Board for approval which would provide the transparency required.</p> <p>MR proposed that the final Budget be brought back to the March Board meeting, with any other issues picked up in the intervening period.</p>	<p>ND</p> <p>MR/ GN</p>
4.	Local Growth Strategy and European Funding Strategy	
	<p>AC provided the Board with an update on progress to date. Informal feedback on the Strategic Economic Plan (SEP) had been received, with formal feedback due any day now. PN confirmed that the formal feedback letter has now been signed by all five Ministers and should be with the LEP imminently.</p> <p>AC has been meeting with key Government departments to discuss the SEP, and there will be an official Challenge meeting with Ministers later in the month.</p> <p>AC shared the feedback received to date, and the Board then discussed the next steps.</p> <p>TK noted that an announcement for £250m worth of BDUK funding was due, and that this should be integrated into the digital element of our strategy given the requirement for match funding. AC to evaluate the funding when details are released later this month and bring back findings to Board.</p> <p>The Board were keen that we continued to use our strong messaging relating to housing (that we understand the importance of housing to economic growth, but our local partners are delivering on this agenda without the need for LEP intervention) and ensure we have the relevant hooks within the strategy to allow LA’s to bid for housing relating funding. This was agreed.</p>	<p>AC</p>

	<p>MR also noted that they would be providing the Ministers with feedback at the Challenge meeting, as well as receiving it.</p> <p>Further feedback will be brought back to Board by AC.</p>	
5.	Governance	
	<p>MR explained that concerns had been voiced about the Leaders Committee Terms of Reference, in particular their potential powers of veto over LEP Board decisions.</p> <p>The LEP Board discussed the importance of being business-led and ensuring their autonomy, whilst acknowledging the need for and importance of LA engagement and accountability.</p> <p>5.05pm – MC left the meeting.</p> <p>It was agreed that ND and GH work together to review the wording of the proposal to make it clear that the LA Leaders Committee did not have final power of veto over LEP Board decisions. TK and JB to work with ND and GH to develop this, with input from MT as well.</p> <p>5.15pm – TB left the meeting.</p>	<p>ND/ GH + TK/ JB/ MT</p>
6.	Any other business	
	<p>Referring back to Item 2, JB raised the Greater Cambridge sub-group terms of reference.</p> <p>The Board discussed both the Terms of Reference and the group’s current linkages with the Board and wider LEP Strategy. The Board were concerned that unlike other sub-groups it did not link directly into the strategy however TK said it was important to be engaged with as many groups as possible including the representatives on the Greater Cambridge group.</p> <p>5.25pm – JA left the meeting.</p> <p>MR noted that there was an agreement to review all sub-groups and this would cover the Greater Cambridge group too.</p> <p>Annual return GN noted that the LEP’s Annual Return to Companies House was due, which included the need for all Local Authorities to sign up to the LEP’s Mem & Arts. It was suggested that GN contact all LA Chief Executives to confirm the individual processes to make this happen.</p>	<p>MR/ GN</p> <p>GN</p>

	<p>Other AA noted his apologies for the next meeting.</p> <p>The meeting closed at 17.33.</p>	
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ITEM 2: PROGRESS IN CORE BUSINESS AREAS

FOR INFORMATION

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

RECRUITMENT

The advertisement for the Business Board member is live and with a closing date of 31st March 2014. Please do pass this information on to any contacts you have that may be interested in applying. Further information can be found at www.yourlocalenterprisepartnership.co.uk/yourlep/recruitment.

COMMUNICATIONS AND ENGAGEMENT

Work on the LEP Communications & Engagement Strategy has now been finalised and signed off by the Chief Executive and Chairman. LWH will now work on more detailed individual action plans.

In addition to the central LEP marketing and engagement activities (which includes running the LEP's website & social media channels, the monthly e-newsletter, & PR), LWH is also working (with partners in many cases) to:

- Hold a House of Commons briefing event for local MPs on 8th April
- Lead and deliver the marketing of the Agri-Tech Grants programme
- Encourage applications for the LEP Board Vacancy
- Promote Round Two of Growing Places Funding
- Brand and deliver a marketing campaign for the Enterprise Zone Skills Strategy
- Brand and launch the LEP's Exporting campaign
- Communicate the LEP Skills Survey results
- Launch the LEP area Apprenticeship Strategy
- Support the delivery of the Local Skills Teams branding and marketing
- Further promoting Grants4Growth, including sourcing case study examples
- Support the marketing of Alconbury Enterprise Zone
- Organise media training for the LEP team
- Written to all MPs asking for their support and organised a briefing meeting on 8th April at the House of Commons
- Written to 12 key businesses asking for their support for the Strategic Economic Plan

Communications & engagement highlights:

Twitter Followers
+50 to 1657

LinkedIn Group
Members
+9 to 453

Reached **60** people via the EELGA
Conference thanks to Mark Reeve's
speech

MEDIA COVERAGE

Rutland Mercury, Peterborough Telegraph, BBC Radio Cambridgeshire, & Hunts Post.

RGF AGRI-TECH

Expressions of interest and requests for more information about the two funds (Growth Fund and R&D/Prototyping Fund) have been received from a number of businesses. So far one application has been received for support from the R&D Fund. Several other businesses are at various stages of completing applications for support from both funds.

Two bids for the Innovation Centre funding have been received, one for a Centre in Fenland and another in East Cambridgeshire. The bids are currently being appraised and will be submitted to Investment Panel and Delivery Board for scrutiny and decision on which one will be supported. Hopeful that decision will be made by end of March/early April which fits with the proposed start dates for both projects.

ENTERPRISE ZONE

There will be a presentation from Urban&Civic at Item 5.

GROWING PLACE FUND

Verbal update will be provided by GN, following the deadline for bids on 7th March.

INWARD INVESTMENT AND INTERNATIONAL TRADE

ND and GH will be discussing inward investment as a part of their meeting on 6th March. ND and GH to provide a verbal update on inward investment for the LEP and Think Cambridge.

ND continues to work on the Exporting campaign, including organising a launch event in conjunction with a multi-national business event taking place in King's Lynn in May. LWH working with ND to create an Exporting events calendar and further develop the initial brand concepts for the campaign.

SKILLS

Update on Key Focus Areas in 2013/2014 Operational Plan

1. Local Skills Teams Project

- Interviews currently taking place and should be complete by 10th March
- Following successful recruitment an official launch date will be announced
- LWH currently putting together a launch plan

2. Enterprise Zone Skills Plan and Projects

- Skills brand for the EZ being developed to bring all local skills work related to the EZ under one banner
- All work-streams moving forward

3. LEP Wide Skills Survey

- **Macro Survey** complete. Response numbers disappointing, but not unexpected; however several key businesses gave full responses. Highlights the lack of engagement with the LEP from the general business community.
- **Some key statistics** from the survey:
 1. 66% have trouble recruiting
 2. 78% gave 'low number of applicants with the required skills' as the reason for trouble recruiting
 3. Key basic skills (communication, team working etc...), plus English and maths are seen as areas most in need of improvement in our young people
 4. Business relevance of education and training provision are seen as needing the most improvement
 5. 44% of respondents currently have an apprentice with 24% planning to expand further
 6. 60% said a better pool of potential candidates would encourage them to recruit or expand their apprenticeships
 7. 95% believe that current careers advice is not good enough to allow young people to make informed decisions about career and learning options
- Micro-Survey complete. 340 twenty minute telephone interviews have been completed with over 3000 businesses contacted across key sectors. Businesses that declined to be surveyed have been asked why. No results available at time of writing; hope to produce short paper to be available at board
- Current training provision is being mapped by the SFA
- Complete skills data overview including survey results, Labour Market Information, and current provision to be completed by May.

4. Skills Strategy

- Two page skills & apprenticeship strategies are currently being finalised produced and will be available at board
- Consultation with Further Education providers currently being held in order to create a strategy for FE delivery of training aligned to the GCGP skills strategy

VSE AND SOCIAL ENTERPRISE

Mark Ereira-Guyer has met with new board member, Claire Higgins, to provide background on the work of the VSE sub-group to date and any emerging developments. The next sub-group meeting has been scheduled for 13th May at Alconbury and papers for this meeting will be created and circulated in due course.

With all of the projects for the LEP Prize Challenge Round 1 now underway, plans for Round 2 are being reviewed. Feedback on Round 1 projects will be brought to the LEP Board before Round 2 is officially launched. A target launch date of May is suggested to achieve an early 2015 launch of new projects.

A VSE event (***Opportunities for European Funding***) is to take place on February 28th, coordinated by NCVO in partnership with Big Society Funding CIC, Cambridge CVS and Peterborough CVS, with Michael Barnes delivering a presentation about EU funds. The event, which is being held in Ely, and has created a great deal of interest with all 75 delegate

places filled by mostly VSE CEOs and other senior managers. A waiting list now exists and we may need to run a further smaller session in the future. For event details, see: <http://europeanfundingnetwork.eu/events/ncvo-event-vcs-and-leps-in-east-of-england>

An e-bulletin to promote the EU event and update the VSE on other relevant matters was distributed to our mailing list in early February.

A four-page summary of the EU Strategy was produced highlighting key areas of relevance to the VSE. This was circulated along with the full draft EU strategy to relevant VSE CEOs and other senior managers in the LEP area.

Further work has been undertaken to reach out to VSE organisations in Peterborough, Rutland, West Norfolk and West Suffolk, with further projects and events planned in partnership with West Norfolk Voluntary and Peterborough CVS. In addition, we are seeking to link the recently established Peterborough VSE Consortium (made up of 17 organisations initially) with the LEP and its work.

SUBGROUPS - BANKING

Next meeting date to be set shortly.

SUBGROUPS - SKILLS STRATEGY

Next Policy Committee to be held on 6th March to discuss 2014 work plan, skills survey results and how we can use them.

SUBGROUPS - SIIC

The date of the next meeting is 28th April 2014.

SUBGROUPS – GREATER CAMBRIDGE

A verbal update will be provided at the Board meeting.

SUBGROUPS – VSE

The next formal VSE Sub Group meeting is scheduled for Tuesday 13th May.

ITEM 4: UPDATE ON EU FUNDING AND STRATEGIC ECONOMIC PLAN

SUMMARY FOR DECISION:

- 1) To note the feedback on our Final European Structural and Investment Fund strategy, feedback on the Challenge meeting on the Draft Strategic Economic Plan, and to agree the submission process of the Strategic Economic Plan.

MORE DETAIL ON THE POLICY AND PROCESS

- 2) We expect formal feedback from Government on our **European Structural and Investment Fund** (ESIF) bid by **14 March**. However, we are anticipating a “conditional approval”. This is a good result, as it means that our ESIF is not in special measures, although there is still further work to do. The overall tenor of our informal soundings is positive. We expect to be asked to address some issues with Herts LEP and New Anglia LEP, and it will be sensible to achieve shared solutions where there are common issues. We need to have completed all the required work by **30 April**.
- 3) Mark Reeve, Grahame Nix, and Adrian Cannard met with the Minister of State for Cities and Constitution Greg Clark, Lord Heseltine, and the Minister for Housing Kris Hopkins, in a Challenge meeting on the **Strategic Economic Plan (SEP)**. Ministers are undertaking these with all LEPs. Ours was postponed from January.
- 4) As expected the funding pot is oversubscribed. Ministers were aware of the local capability due to City Deal, which means there is goodwill and high expectations. However, this raises the bar in terms of demonstrating need for additional support in that area. SEP needs to (a) emphasise the “cannot afford to not invest in us” approach; Show leverage; Show Local Authorities contributions; Be transformational; Build on opportunities of City Deal; yet also (b) be very specific and demonstrate high value for money; Leverage in more private sector and local authority spend; Show impact on housing delivery; Can be small-scale schemes with big impacts, like a specific junction improvement here or there; Each project showing jobs/houses/hectares of employment delivered; Not too interested in GVA as a metric.
- 5) Ministers emphasised deliverability and ownership of that delivery. Kris Hopkins was very focused on the relationship of housing to the SEP; and what (houses) are going to be delivered 2015/16. (Not specific to our SEP) he was also concerned about ambitious public sector plans that had little prospect of delivery. Greg Clark said it would be a difficult sell to rest of Government if we don’t reference housing delivery...and enough housing. We explained that our authorities were ahead of the game in most places, with ambitious plans for growth either approved or being examined. The City Deal gives an example that the ambitious growth in the emerging plans will not be delivered to that level without the right interventions. Ministers were still pressing this point though.

- 6) Probably linked to the housing issue, Ministers were also probing on communications / selling the growth message to communities and businesses. This seemed at odds to their message around prioritising a few key projects and deliverables in 2015/16. They were interested in the extent to which Local Authorities were giving the LEP enough resources to allow key messages (growth aspirations) to penetrate local communities. They also wanted to know how we were engaging MPs. We explained that we are having meetings with MPs, and were arranging a Parliamentary reception with good sign-up from our MPs.
- 7) Some comments were made on specific topics. **Digital** – interested in this, but wanted to be sure that businesses were signed up and investing in it. **Transport** – be more specific about schemes (which we have been working on since the Draft SEP was submitted). East-West Rail -what amount is the local contribution? Recognised that we are going through a prioritisation exercise – make sure the schemes are linked to growth; liked that some money going into local sustainable transport – but again can we be clear on what it will deliver. Nothing in 15/16 without good process against Draft appraisals.
- 8) **Commercial Fund** – don't like programmes or funds without linkage to actual projects. Might be able to convince over the longer period. Expect to see private developers involved ready with proposals. Ministers not sure that Cambridge needs support on commercial property, look elsewhere. We highlighted back the messages around start-up space we were getting from across the LEP, including within Cambridge. **Skills** – Lord Heseltine: careers is a local authority responsibility not central Government, it's up to them to invest/change school governors etc. We offered a different opinion. Kris Hopkins: LEPs should be influencing LAs and change their approach to careers. We described our proposed Skills Team approach.
- 9) **Business support** – Lord Heseltine: single sign posting (whilst you have different business organisations such as Chambers, CBI, FSB, little chance), we should support businesses like Germany does; he thought our analysis of the problem is right but not convinced we are proposing a solution. **Alconbury Weald** – nothing specific to raise, Ministers impressed with the progress made and opportunities. Mark Reeve reinforced the need to invest in a LEP area that had demonstrated the capability to deliver growth that could have significant increases in its economic output, and had the right attitude.
- 10) Greg Clark specifically offered thanks to the private sector Board Members for their involvement in the LEP, given their work commitments. He also recognised the great work that was being done by the Board and Executive Team at the same time on the City Deal.
- 11) **Given the move away from the original guidance we are recasting our bid to draw out the specific projects that link into our strategic themes. The recent Local Authority Leaders Committee supported the six strategic themes in the Draft SEP. We are currently working with local authorities and businesses to try and quantify their local contributions to maximize our opportunities to draw down on the single pot. We do**

not see a need to vary the six strategic interventions, but recommend to the Board we add a chapter to the SEP explaining the inter-linkages with housing issues.

- 12) The deadline for submission of the Final SEP is the end of March 2014, which will need to be signed off by the Chairman. This starts a formal period of Government appraisal, with approval of an offer in July 2014.

ITEM 5: ENTERPRISE ZONE

SUMMARY: FOR INFORMATION

- 1) **Presentation delivered by Tim Leathes/Rebecca Britain from Urban&Civic.**

To be presented in conjunction with the Enterprise Zone Status Review.