

BOARD AGENDA AND BOARD PAPERS

DATE AND TIME: 27TH OCTOBER 2015, 15.00 - 17.00

VENUE: THE INCUBATOR, 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. Chief Executive Update	Verbal update Update by Neil Darwin	15.05 15 mins	Board & Corporate Members
3. Cambridgeshire Devolution proposals	To consider and agree GCGP position on proposals Paper prepared by Local authorities Update by Mark Reeve/Neil Darwin	15.20 30 mins	Board & Corporate Members
4. Skills development a) Advancing the Area Review b) Career Ready programme	To agree GCGP's approach to the FE Area Review and Career Ready Programme Papers by Mark Cooper	15.50 25 mins	Board & Corporate Members
5. Growth Deal Round 3 principles	To agree outline framework in advance of potential Round 3 process Paper by Adrian Cannard	16.15 15 mins	Board Members
6. Delivering Government Housing Provisions in the GCGP Area	To agree GCGP approach to support Housing delivery Paper by Claire Higgins/Neil Darwin	16.30 15 mins	Board & Corporate Members
7. VentureFest East	To agree GCGP contribution to VentureFest East Paper by Laura Welham-Halstead	16.45 10 mins	Board & Corporate Members
8. Minutes from Board Meeting held on 29 th June 2015	To agree Minutes	16.55 5 mins	Board & Corporate Members
9. AOB		17.00 5 mins	

DATE OF NEXT MEETING: 15:00 on Tuesday 1st December 2015

VENUE: THE INCUBATOR, ALCONBURY WEALD ENTERPRISE CAMPUS

ITEM 3: CAMBRIDGESHIRE DEVOLUTION PROPOSALS

FOR INFORMATION

This paper has been drafted by Cambridgeshire County Council and submitted to the Cambridgeshire Leaders and Chief Officers Group for discussion, on Wednesday 21st October 2015.

HOUSING, PLANNING, DEVELOPMENT AND INFRASTRUCTURE

1. THE PROBLEM

- 1.1 The housing market in Cambridgeshire and Peterborough is not working to deliver the supply of housing at the pace and price our economy and community needs. This places serious constraints on the area's potential for economic growth. Affordability and viability of housing are also serious constraints on labour mobility for the area's businesses as well as to the provision of public service infrastructure.
- 1.2 The underlying cause of the market failure is a vicious circle. Despite allocations for over 95,000 new homes, land values and house prices are inflated by the control of supply. Landowners and developers therefore secure better returns by holding onto land and rationing housing supply rather than selling into the current market. This manifests itself in different ways across the area. The rationing of build is a key factor in and around Cambridge, whereas the prospect of bigger returns in the Cambridge areas means developers are reluctant to develop in lower value allocated growth areas like Fenland. In addition the transport infrastructure is not keeping pace with growth, and the planning system introduces unnecessary delays and bureaucracy which get in the way of implementing agreed plans.

2. OUR AMBITION

- 2.1 Our ambition is to:
 - accelerate the delivery of our existing commitments so that by 2020 an additional 5,000 houses have been built.
 - by accelerating delivery of existing plans, creating the capacity for additional supply of up to 20,000 new homes by 2035.
 - build the additional infrastructure necessary to open up housing markets and job opportunities across the region.
 - to reduce the gap between average house prices and average salaries.

3. OUR SOLUTION

- 3.1 We want to tackle supply and affordability by supporting the housing market in a number of ways for the benefit of residents and businesses, so that those that live and work in the area are more able to afford to buy or rent housing within a reasonable commuting time to their place of employment, are able to access job opportunities, and have a greater housing choice. We want to do this by making strategic interventions in the housing market to help unlock supply, by being better able to develop the infrastructure that supports development, by supporting innovative construction methods, by helping smaller builders enter the market and by developing right to build.
- 3.2 Many of these strategic interventions can be made in part by Councils under their existing powers, but other powers need to be devolved to Councils from Government. This proposal addresses four areas for action and under each heading we set out first the radical steps that Councils are prepared to take

and secondly what powers we need from Government in addition to address the problem. These areas are as follows:-

- Freeing up the supply of land and housing to meet demand
- Creating the transport and infrastructure that will better connect our towns, cities and rural areas to increase growth and spread prosperity
- Simplifying the planning process
- Affordability and access to finance

4. FREEING UP THE SUPPLY OF LAND AND HOUSING TO MEET DEMAND

4.1 We want to make strategic interventions that will increase the financial incentives to develop and build now rather than holding on for bigger returns later.

1.2 Proposals within existing powers:

To bring together key functions across Cambridgeshire and Peterborough into new strategic Housing Boards to oversee housing supply in accordance with plans, to manage delivery of authority owned housing sites, to manage the rolling infrastructure fund, and to manage interventions to make the market work more effectively. In particular Councils will draw on the following interventions depending on circumstance:

- Promote greater competition among developers – for example using planning powers to insist on multiple developers on substantial sites to create competition on pace of supply, and to allow smaller developers an entry into the market
- Release authority owned land at lower than market rates to affect land values. The rates would need to be set to reflect the longer term economic benefit to authorities of faster housebuilding to offset the reduced capital receipt
- Retain ownership of the land and contract with developers on the basis of rates of build rather than allowing them to ration supply
- Create new Joint Venture Companies with the private sector to develop authority owned sites, and acquire new sites, as a short-to-medium term vehicle to change the incentives in the housing market and to accelerate delivery of housing. JVCOs would be able to borrow at lower rates, and look for a lower rate of return, and wouldn't need (for example) bonds for infrastructure such as schools. We would also use the JVCOs to support the use of new and cheaper construction techniques.
- Create a rolling site specific infrastructure fund to encourage rapid development of sites, with the investment repaid through an equity stake mechanism in the development value of the site.

4.3 Additional powers from Government:

Set out below are the powers and measures (financial or otherwise) to assist Councils in providing the incentives to landowners to develop land on which planning approvals have been given. The powers are as follows:-

- The power to impose an annual financial levy on landowners where allocated land is not developed within a set time period and similarly where planning permissions are not implemented within a set time period of being granted. This levy would be paid into the rolling infrastructure fund discussed in the next section to open up housing supply in areas with weaker transport links or other infrastructural barriers, and would be set at a rate that rebalances the incentive between developing now and holding on for higher returns later

- The ability to withdraw approvals if land is not developed within a set time period, for example 2 years, with punitive fees for resubmissions/extensions of time
- The power to take control of compulsorily purchase land allocated in a Local Plan at existing use value where this has not come forward within a set time period
- Setting rates for land value – when developers/owners of approved development land are refusing to develop allocated or approved land we should be able to intervene and purchase the land at a lower price.
- Appropriate exemptions from state aid.
- That Government passes all redundant public sector held land (MOD, HCA health etc.) to be managed by Cambridgeshire and Peterborough authorities so that the whole public sector estate can be used to accelerate delivery, influence land values and provide market incentives. We will use these strategic land assets to plan and deliver new garden towns and villages

5. INVESTING IN INFRASTRUCTURE TO SUPPORT THE DELIVERY OF GROWTH

5.1 Improving our infrastructure is vital to unlocking sites for housing and new investment and set out below are each Council's commitment to this and the additional powers/measures required from Government.

5.2 Proposals within existing powers

Creating a single infrastructure and growth plan for the whole area supported by a single infrastructure fund into which all transport, housing and other infrastructure budgets are paid. This would be supported by a rolling infrastructure fund which we would pump prime through borrowing and then would complement with income from any deal on business rates or other measures to give us a share in the proceeds of growth, and from revenue from a levy on undeveloped approvals. This fund would support infrastructure developments to open up housing markets and areas for business development that it would not be reasonable to expect developers to wholly fund.

5.3 Additional powers from Government:

- To supplement our single infrastructure plan, we need all central government budgets for infrastructure in Cambridgeshire and Peterborough pooled and devolved to us with at least five years funding certainty, with flexibility about how it is spent so that maximum value can be extracted in terms of sequencing development and leveraging in private finance
- To speed up development we would ask for freedom from DfT scheme appraisal to allow decisions to be taken locally and quickly – we would provide assurances to DfT that we were applying appropriate appraisal methodologies
- We require other agencies to work with us so we need a new 'duty to co-operate' imposed on the Highways Agency, Network Rail and other national infrastructure providers to take full account of local infrastructure plans in setting national strategies along the lines of DEFRA's "Network Offer". Providers such as Network Rail should also be open to joint investment deals in, for example, new stations, the return from which is shared between national and local Government.
- We want Treasury to exercise its discretion and agree preferential PWLB rates with us and give us certainty that the approach to calculating PWLB rates will not alter in the future
- To help us commit to the borrowing needed to support growth we need greater certainty and clarity on Minimum Revenue Provision. Where a loan will be recovered it should not be necessary for us to make provision in our revenue budgets to cover that loan.

6. SIMPLIFYING THE PLANNING PROCESS

6.1 The hurdles required to secure a robust strategic planning framework from which local plans are derived coupled with the complex planning approvals process means that development can take a considerable amount of time to be delivered.

6.2 Proposals within existing powers

- We will bring together our strategic planning functions to create a single strategic land use plan for Cambridgeshire and Peterborough. This will set out our short and long term growth ambitions and set the context for individual or collective council local plans.
- Our planning services will be combined into new shared services. This will create a consistent approach to supporting economic growth with common practices and policies, making it easier for developers and investors.

6.3 Additional powers from Government

- To speed up the review of our local plans and allow us to allocate more land for growth we ask that the figure for objectively assessed housing need across the area as a whole should be considered once by the Planning Inspectorate, rather than reviewed in full at each individual local plan examination. This will provide a clear and single growth target and save time and cost.
- We are committed to and are delivering high levels of growth but ask that the need to demonstrate a 5 year housing land supply should not apply for the first 5 years after a new local plan is adopted. This would stop resources being diverted from delivering planned growth and give communities and developers more confidence in the planning system.

7. AFFORDABILITY AND ACCESS TO FINANCE

7.1 While our strategy focuses on making the market itself work better to allow supply to meet demand and for market prices to become more affordable, this will take time and we do face significant short term pressures which mean we need to secure a supply of housing for rent and purchase at sub-market rates.

7.2 Proposals within existing powers:

- To work with local providers of finance to ensure that the cost of finance for shared ownership and other innovative forms of tenure (Rent Plus, for example) is on a level playing field with products for outright purchase.

7.3 Additional powers from Government

- Under the Greater Cambridge City Deal it was demonstrated that a licenced exception to relax the cap of South Cambs District Council and Cambridge City Council borrowing capacity would over time input approximately 20% new money into the system to deliver affordable housing. This remains an ask of Government although now the ask would need to be understood and balanced in the context of the impact of the proposed mandatory sale of local authority housing. Nevertheless, relaxation of the borrowing cap say in tranches of say £10 to £15m would make an impact particularly if related to the next bullet point.
- Relaxation of the rules on reinvestment of Right to Buy (RTB) receipts – The need to complete new housing using RTB receipts within three years is a significant constraint. It requires careful planning

to use uncommitted resources including borrowing 'head room' to match fund RTB receipts. The irony of the situation is that with say, a relaxation of the RTB reinvestment period to five years and a gradual increase in out borrowing headroom over the ten year period cited in the City Deal we would be able to optimise the use of all of our funding opportunities and guarantee the delivery of more affordable housing.

- Alignment of Home and Communities Agency (HCA) priorities. At present the HCA negotiates the allocation of grant for new affordable housing with individual Registered Providers (housing associations) irrespective of the area within which the new housing is delivered. If the growth of Cambridge and Peterborough is to be successful, the priorities of the HCA have to align with those of Cambridge and Peterborough.
- HCA funding streams to be bought together into a single geographical block and then spending priorities agreed with authorities for a five year plan with the possibility of increased flexibility in response to market conditions. This would reduce the bureaucratic overhead associated with multiple funding streams, and would allow HCA and authorities to work together on a jointly agreed strategic plan for investment.

SKILLS, EDUCATION, ASPIRATION, AND EMPLOYMENT

1. The Problem

- 1.1 Greater Cambridge Greater Peterborough Enterprise Partnership, Peterborough City Council, Cambridgeshire County Council and its districts working together, led by GCGPEP¹, to create a skills system focused on the needs of businesses, and key worker employers, that will substantially grow the economy.
- 1.2 Skills provision in Cambridgeshire and Peterborough is not working to deliver the right mix of skilled labour for rapidly growing businesses. Whilst individual skills provision can be high quality, it remains essentially driven by learner preferences/outcomes and is not sufficiently market responsive.
- 1.3 This is made more challenging by fast moving business sectors, many growing through innovation into new products and services. Low average unemployment mean businesses are particularly reliant on the skills sector to retrain or bring people back into the labour market. Contrary to wider perceptions, Cambridgeshire and Peterborough area has significant concentrations of deprivation, and low aspirations in parts of the area ask as a disincentive to learners taking up upskilling opportunities.
- 1.4 A ready supply of the right skills are critical if Cambridgeshire and Peterborough are to grow to their full potential. High value-added, high productivity sectors depend on the right skills to grow; and those without the right skills are not well-placed to share in the prosperity or route out of poverty that growth brings.

2. THE SOLUTION

- 2.1 Led by the LEP, we are developing a local approach to skills which:
 - Starts early by improving educational attainment and aspiration in schools
 - Improving the achievement of disadvantaged groups so that gaps in performance across the region close

¹ GCGPEP means the Greater Cambridge Greater Peterborough Enterprise Partnership

- Ensures young people are able to make informed choices about further and higher education so that they can capitalise on the business employment opportunities available to them, and help fill skills gaps from within the local population.
- Ensures skills provision is driven by the demands of business, and is able to respond flexibly to rapidly changing skills needs through a mixed economy of provision
- Offers clear “skills ladders”, with routes to and through high quality apprenticeship programmes into skilled and in-demand occupations
- Ensures that adult and community skills programmes provide a route through to employment for the vulnerable and excluded

2.2 Our asks and offers are grouped under four headings:

- Skills (19+)
- Skills (16-18)
- Education and Aspiration (pre-16)
- Employment

3. Skills (19+)

3.1 Ask:

- The Government clearly wishes to devolve the 19+ Adult Skills Budget to local areas. Starting in the academic year 2016-2017, and completely in operation by 2017-18, this budget will be fully devolved as part of Greater Cambridge and Greater Peterborough Devolution Deal.
- For the year 2016-2017 GCGP² will agree a mix and balance of provision with individual providers on a block funding basis utilising the existing knowledge, and working with, local SFA teams. Replacing the current payment by qualifications model, 19+ providers will receive their funding as a single allocation. This will be based on evidence of need in the local economy with clear quality and outcome measures.
- From 2017-2018 funding will be devolved fully to GCGP. Individual agreements will be put in place with providers on an up to three-year basis and include non-accredited training. GCGP will be responsible for allocations and outcomes, data collection and reporting to government subject to any statutory requirements. A funding formula will be agreed with government that takes into account labour market, demographic, and educational factors.
- The Apprenticeship Age Grant for 16/24 year olds should be fully devolved to GCGP by April 2016. Instead of a blanket approach to apprenticeships this funding will be used to target specific sectors that need support. The funding will be used for a combination of incentive grants and marketing work to really drive the apprenticeship agenda in key occupations.

4. Skills (16-18)

4.1 Ask:

- Government commits to a clear timescale around an Area Review of post-16 education and training for the GCGPEP area with agreed recommendations by end of March 2016. The outcomes of the review will form a vital part of the principles of the devolution process. The Review should be co-chaired by the Chairman of GCGPEP alongside the Regional FE Commissioner. Recommendations will be focused on General FE and Sixth Form Colleges, however, the Regional Schools Commissioner and the relevant local authorities will consider any specific issues arising from the reviews for school sixth form provision.
- OFSTED Inspectors must use GCGPEPs Labour Market Information to ensure that 16-18 providers are clearly showing progression routes into local economic priorities, and that quality is ‘business tested’. Without this scoring highly no provider should be able to achieve an outstanding grading. Remedial action, furthermore, should be a part of any inspections outcomes. These criteria should apply to all post 16 providers of education and training, including school sixth-forms.

² GCGP means the proposed devolution area of Greater Cambridge and Greater Peterborough

4.2 Offer:

4.3 GCGP will:

- Work with its colleges and providers to design curricula that meets the needs of the local economy and is sensitive to the needs of its population. Building on vanguard work with Peterborough Regional College and assisted by The Association of Colleges in the Eastern Region, GCGP will produce a set of Labour Market Information that meets the needs of providers. On an individual basis, furthermore, GCGP will work with its key providers to individually design curricula to: One, meet the local Labour Market needs, and two, ensure that those in need of help to move towards, or access employment.
- Ensure that mainstream provision is not only aligned to Labour Market needs but will also provide clear progression routes to apprenticeships, higher education, or sustainable employment.
- Build on its current FE Leaders Group and Operational Providers Group to ensure that the expert voice of training is a clear part of the process of designing quality, economy focused provision.
- Ensure that the voice of business is driving provision. There will be a standing agenda item on the GCGP Business Forum, localised LMI data will be collected and analysed alongside national material, and the GCGP Signpost2Grow initiative will provide a clear route to skills business support.
- Utilise ESF funding to drive business culture of training to support the continuing development agenda. Working with key experts, use ESF TA to create a project to understand and prepare for future skills provision.

5. Attainment and Aspiration (pre-16)

5.1 Offer:

- Use its existing Skills Service, whilst bolstering its strategic direction using the Careers Enterprise Company funding and utilising the offer from the National Careers Service, to drive aspiration and awareness in schools in order that young people are fully aware of their local economies and the opportunities within them. A clear emphasis on apprenticeships and STEM related industries and subjects will be at the core of the Skills Service in order to drive the highly technical and manufacturing economies of Cambridge and Peterborough.
- Provide schools with detailed, localised LMI to ensure that this forms a central part in the delivery of careers advice in schools.
- We will support school improvement across the region, with a particular focus in closing the gap between pupils from disadvantaged backgrounds and areas and their peers.

5.2: Ask:

- To take over the role of the Regional Schools Commissioner so that we can drive up attainment in the area and encourage schools to raise aspiration and help their students make informed choices

6. Employment – asks and offers

6.1 GCGP will work with DWP to co-design the future employment support, from April 2017, for harder-to-help claimants, many of whom are currently referred to the Work Programme and Work Choice.

6.2 The respective roles of DWP and GCGP in the co-design will include:

- DWP sets the funding envelope, GCGP can top up if they wish to, but are not required to.

- GCGP will set out how they will join up local public services in order to improve outcomes for this group, particularly how they will work with the Clinical Commissioning Groups/third sector to enable timely health-based support.
 - DWP set the high-level performance framework and will ensure the support appropriately reflects labour market issues. The primary outcomes will be to reduce unemployment and move people into sustained employment. GCGP will have flexibility to determine specific local outcomes that reflect local labour market priorities, these outcomes should be complementary to the ultimate employment outcome (for example in-work wage progression). In determining the local outcome(s) GCGP should work with DWP to take account of the labour market evidence base and articulate how the additional outcome(s) will fit within the wider strategic and economic context and deliver value for money.
 - Before delivery commences, DWP and GCGP will set out an agreement covering the respective roles of each party in the delivery and monitoring of the support, including a mechanism by which each party can raise and resolve any concern that arise.
- 6.3 In addition, in the event employment support for this group is delivered through a contracted-out programme, GCGP will co-commission the programme with DWP. the respective roles of DWP and GCGP will include:
- DWP sets the contracting arrangements, including contract package areas, but should consider any proposals from GCGP on contract package area geography.
 - GCGP will be involved in tender evaluation.
 - Providers will be solely accountable to DWP, but DWP and GCGP's above-mentioned agreement will include a mechanism by which GCGP can escalate to DWP any concerns about provider performance/breaching local agreements and require DWP to take formal contract action where appropriate.
- 6.4 In the event that alternative delivery mechanisms are put in place, comparable arrangements will be put in place.
- 6.5 GCGP will develop a business case for an innovative pilot to support those who are hardest to help. The business case should set out the evidence to support the proposed pilot, cost and benefits and robust evaluation plans, to enable the proposal to be taken forward as part of the delivery of this agreement, subject to Ministerial approval

ITEM 4: SKILLS DEVELOPMENT

4A. AREA REVIEWS OF FURTHER EDUCATION & SIXTH FORM COLLEGES

DECISION REQUIRED

1. **The Board is requested to approve a proactive approach to Area Reviews, led by GCGP, but working with stakeholders, to ensure the GCGP gets positive outcomes to support economic growth.**

BACKGROUND

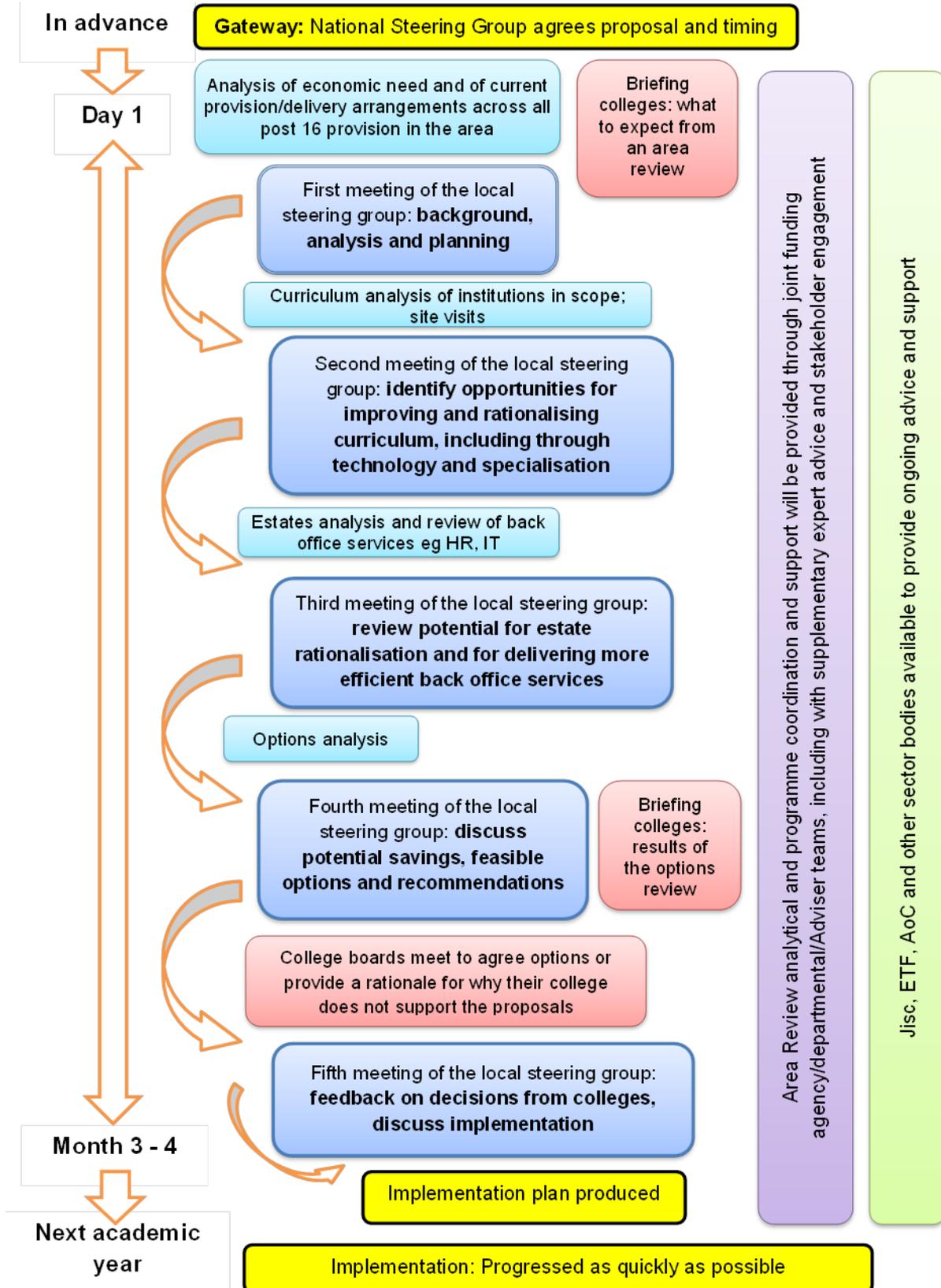
2. Driving up productivity in England is a government priority. Government believes that by developing a professional and technical education system which provides a high quality route to employment the productivity issue can be addressed. Area Reviews are a direct response to this and will achieve several other objectives around financial security, specialisation, removing duplication, a focus on apprenticeships and routes to them, and strengthening localised working and leadership in the context of funding devolution.
3. The first wave of Area Reviews, following pilots based on areas with significant financial issues, are now underway with several other areas beginning shortly. Government has stated that Area Reviews should be complete in all areas by March 2017; GCGP board have requested a proactive approach and, in line with guidance, GCGP will request a review as early as possible with a target date for completion of April 2016.
4. The scope of the reviews will be an economic geography that fits well with its training provision. It should include all FE and Sixth Form colleges; other providers (including HE) can request to take part in the review but those with a budget over £6 million should consider participation in light of likely funding changes. Sixth Forms attached to schools will not directly take part in the formal review process; however, consideration of their effect on the wider sector will be taken into account via an evidence based approach.
5. A local Steering Group will be set up as part of the formal process. This group will consist of: college governors, Local Enterprise Partnerships, Local Authorities, and other relevant stakeholders. In the case of GCGP it should be chaired by the local FE or Sixth Form Commissioner. Areas with a devolution deal can be led by the combined authority.
6. College governors are key to the success of this process. A set of recommendations will be delivered to colleges; governors will be responsible for decision making and driving any changes in their institutions.
7. See the attached chart for the high-level Area Review Process.

PROPOSAL

8. GCGP will act in proactive manner to secure and early Area Review with the aim of completion by April 2016. This will include working at national & local level with BIS & SFA and the National Steering Committee, developing a strong case for our economic geography, the development of an evidence base to complement the standard offer, local preparation work with partners to ensure that GCGP business-led training objectives are met and the equalities skills agenda is a fundamental part of the review.
9. Building upon the curriculum planning work already carried out with Peterborough Regional College. GCGP will work with the GCGP FE Leaders Forum and the Association of Colleges in the Eastern region to develop a set of data that supports a streamlined approach to curriculum planning in our area.
10. GCGP will explore possibility of the iMET Centre at Alconbury (Tech/Voc centre being funded through Growth Deal) becoming the vanguard for the government desire to create network of Institutes of Technology as part of the Area Review Process.

11. GCGP intends to show real leadership in the local context as well as, once again, proving its credentials as a leading LEP nationally.

THE AREA REVIEW PROCESS



ITEM 4B: CAREER READY PROPOSAL

DECISION REQUIRED

1. The Board is asked to agree a grant of £20,000 per annum over a period of four years (£60,000 total) as its contribution to a project of £240,000 to support young people aged 16-19 with little family background of higher education or professional careers the confidence, skills, and networks to achieve their potential.

BACKGROUND

2. Over the past decade Career Ready has championed the importance of STEM as a career choice for young people. One third of our centres are STEM centres. 252 students graduated from a STEM Career Ready programme in 2015 (35% female). We work with key STEM partners such as Cogent, Tomorrow's Engineers, STEMNET and Headstart to help position STEM industries as a career destination of first choice. This, together with our long standing employer supporter Astra Zeneca's decision to establish a new Global headquarters and R&D Centre in Cambridge, has provided us with a launch pad to implement our vision of having the first English area-wide STEM Career Ready solution that is demand led and responsive to the needs of the regional economy.

PROPOSAL

3. This proposal is for co-funding towards the cost of a GCGP Career Ready Regional Manager and associated project costs to deliver a **Cambridge Pathfinder building on existing presence** (*Appendix 1*) in 2015/2016 and a GCGP-wide Career Ready STEM programme during 2016-2019. The Cambridge Pathfinder will be a developmental year. The Regional Manager will spend 3 days a week on the Pathfinder and 2 days building the capacity for the GCGP-wide programme starting September 2016.
4. The GCGP-wide Career Ready STEM programme will run for 3 academic years from Sept 2016. Its objectives support the GCGP ambition of removing skills barriers to continued growth. We will help young people develop:
 - a. Aspiration and ambition to progress to a career in a STEM industry
 - b. Knowledge and understanding of the pathways to a career in a STEM industry
 - c. Skills, attitudes and behaviours to support career progression
5. All activities support a growing economy and fit with City Deal Skills Service objectives as all students will benefit from enhanced, employer-led information, advice, guidance and mentoring. The GCGP Career Ready Regional Manager will work closely with the GC City Deal Skills Service to ensure significant benefits are realised for young people, schools, colleges and employers. With raised aspirations, skills and awareness of the STEM jobs market, students will be empowered to realise their STEM career goals and will become a highly motivated, local talent pipeline for STEM businesses to access.

PROJECT COSTS		Nov15– Mar16	Apr16– Mar17	Apr17– Mar18	Apr18– Mar19	Total
GCGP Career Ready Regional Manager (salary and on-costs)		£20,000	£40,000	£40,000	£40,000	£140,000
Project Costs (recruitment costs (15/16), expenses, travel costs (students and staff), marketing, promotional activities, mobile phone costs, event costs, IT, printing, postage, venue costs)		£30,000	£10,000	£10,000	£10,000	£60,000
Monitoring, evaluation, senior management support		£10,000	£10,000	£10,000	£10,000	£40,000
		£60,000	£60,000	£60,000	£60,000	£240,000
INCOME BREAKDOWN						
AstraZeneca	£80,000 (£20,000 per annum) <i>CONFIRMED</i>					
ARM Holdings	£80,000 (£20,000 per annum) <i>PROPOSAL SUBMITTED, DISCUSSIONS TAKING PLACE</i>					
GCGP LEP	£80,000 (£20,000 per annum) <i>THIS PROPOSAL</i>					
In Kind Volunteer time	Volunteering hours = 11,549 (minimum) Value = £577,450 (minimum)					

6. For a more detailed paper please see the section in the Board Background Information Pack.

ITEM 6: DELIVERING GOVERNMENT HOUSING PROVISIONS IN THE GCGP AREA

DECISION REQUIRED

1. The Board is asked to agree an approach to support Housing Delivery.

2. BACKGROUND

This paper gives a high level view of key issues currently affecting housing supply in the GCGP area and next steps for this work stream.

Office for National Statistics data show across England 124,520 homes were built in 2014/15. This area contributed 4,700 to this (3.7% of total). 80% of the delivery in our area was by the private sector, 20% by Housing Associations and Local Authorities.

At the June Board meeting members supported a greater role for the LEP in the delivery of new housing focusing on three key streams:

1. Getting new homes built in the right place at the right time to support the economic growth.
2. Providing Housing that is affordable to people working in the GCGP area
3. Forward looking construction industry with a skilled workforce to deliver.

These three areas remain of key significance to our geography and that of the wider South East. At national government level there have been some recent significant step changes focused on achieving more housing for sale. Key changes to note:

- a target of 1 million new homes to be delivered by 2020
- the introduction of a starter homes programme
- an enforced 1% reduction in rent for social housing tenants over the next four years (impacting on landlord income)
- The introduction of the voluntary right to buy for housing association tenants which whilst deemed fiscally neutral is likely to be funded by the sale of high value properties in stock holding local authorities such as Cambridge City and South Cambs.

These impacts do not detract from the three key delivery streams which remain strong and relevant, however will impact on our partners delivering housing in our area. There is a clear need for more housing, the overall 1m target has not yet been regionalised but whichever way this is viewed it is a seismic shift in delivery expectations from the current 125,000 delivered per annum nationally. The introduction of the starter homes programme has the potential to meet an unmet need for those who cannot afford to buy, homes under £250,000 will be sold at 80% of market value, although in many cases this will be at the expense of other affordable housing products. The rent reductions and right to buy affecting our Local Authority and Housing Association partners mean their business models will change, potentially reducing number of affordable homes they can build and an increased level of market housing to cross subsidise their affordable housing delivery.

Through sound engagement with the sector the LEP now has a strong understanding of the current issues. Housing is now a top priority for government. We are a growth area housing supply as it is key for our economic success. We need to better connect our infrastructure asks with actual housing supply. Through a future growth deal it is expected that supporting housing supply will be key, we therefore have an opportunity to exploit this and challenge the industry to respond to an opportunity to address our key streams.

At a national level there is an emerging role for LEPS in the housing field. As a growth area GCGP has an exciting opportunity to take the lead on this and identify innovative solutions to meet local issues supporting a national

priority. Some LEPs now have a Board member with a specific housing lead, it is proposed that Claire Higgins takes this role for GCGP.

There is also an opportunity to work with other LEPS, for example, SE LEP are keen to work with GCGP jointly through the LEP network on the evolution of our role in this area, politically this will be key in strengthening the case for LEP's playing a key strategic role in improving housing delivery.

We held a positive round table session at the National Housing Conference in June, with key people in the sector. It is proposed to repeat this locally in December bringing together a selection of partners from the industry (private and public sector) working across the LEP area, with an ask for ideas/proposals to address the three streams and for a debate and discussion around these. We can then work with partners to develop proposals that can deliver, exploiting existing opportunities for funding through private sector borrowing and existing CLG/HCA programmes, looking at what others are doing e.g. London and Manchester, as well as considering the role of housing as part of growth deal or other LEP funding streams.

A further update will be provided in January following the round table session.

ITEM 7: VENTUREFEST EAST

DECISION REQUIRED

1. **Board is asked to take a decision on a Commitment of £10,000 from the LEP's core budget to help deliver VentureFest East in May 2016**

2. BACKGROUND

The first VentureFest was held in Oxford in 1999 to address a market failure that involved those with ideas needing investment who were failing to find those with money seeking great new innovations as investment opportunities. Ever since then, events have been held across the UK to bridge this gap, but none have been held in the East to date.

Working with Dr Soraya Jones from St John's Innovation Centre, GCGP has helped to develop a proposal to the Knowledge Transfer Network and Innovate UK to secure £40,000 of funding to help kickstart the event. This funding has now been confirmed.

To be held at Newmarket Racecourse on Tuesday 24th May 2016, VentureFest East will be a jointly organised event between GCGP LEP, St Johns Innovation Centre, and New Anglia LEP, with support from Cambridge Wireless. We aim to attract between 300 and 400 delegates to the event, and have already secured prominent speakers including Herman Hauser, Charles Cotton, Dr David Cleevely, and Angel Investor of the Year, Peter Cowley.

Within the programme there will be four track sessions, run by One Nucleus, Cambridge Network, Agri Tech East and Games Eden to showcase the very best in innovation from across our area.

3. NEXT STEPS

We are seeking a commitment of £10,000 from the LEP's core budget towards the event, this is in addition to £10,000 provided by the Signpost 2 Grow budget.

New Anglia LEP have committed to secure £20,000 towards the cost of the event in addition to the £40,000 from Innovate UK. We are actively seeking corporate sponsors as well with our first, Taylor Vinters, already signed up.

ITEM 8: Minutes of Previous Meeting

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS OF GREATER CAMBRIDGE AND GREATER PETERBOROUGH ENTERPRISE PARTNERSHIP HELD IN ELY ON TUESDAY 29TH SEPTEMBER 2015

Present: Mark Reeve (Chairman)
Cllr Jason Ablewhite
John Bridge
Trevor Ellis
David Gill
Cllr Terry King
Mark Read
Cllr James Waters

In attendance: Neil Darwin – Chief Executive
Steve Bowyer – Board Advisor
Adrian Cannard – Director of Strategy
Mark Cooper - GCGP
John McGill – Director, London Stansted Cambridge Consortium – for Minute 2015/81
Stephen King – Deputy Director, London Stansted Cambridge Consortium – for Minute 2015/81

Cllr John Holdich – observer for Peterborough City Council
Andrew Limb – observer for Cambridge City Council
Graham Hughes – Board Advisor
Prof Sir Mike Gregory – observer for Cambridge University
Michael Tolond – Company Secretary
Laura Welham-Halstead – Head of Communications and Connectivity
Tanya Sheridan – observer for Cambridgeshire County Council

MINUTE NO.		ACTION
2015/77	<p>APOLOGIES FOR ABSENCE Apologies for absence were received from Cllr Steve Count, Claire Higgins, Prof Ian White and Prof Michael Thorne.</p>	
2015/78	<p>CHIEF EXECUTIVE'S UPDATE Neil Darwin reported that the LEP had submitted a proposal to the Government's 'Enterprise Zone: Wave 2' programme entitled 'Cambridge Compass'. The early informal indications were that the Government would favour sites in rural areas. It was expected that the Government's position would be detailed in the Autumn Statement. Neil Darwin reported that a paper would be presented to the October meeting on Further Education and the impact of Area Based Reviews. Neil Darwin reported that he had had discussions with Terry King on rural broadband provision and a paper would be submitted to a future Board meeting covering the various rural areas within the LEP geography. Detailed conversations had taken place, with Innovate UK and as significant funds were invested by them in the LEP area further discussions would be held to increase their investment. The outcome would be reported to the Board in due course.</p>	<p>ND/TK ND</p>

	Neil Darwin reported that South Kesteven District Council had contacted the LEP with a view to them joining the LEP area. A paper would be prepared to agree to their joining the LEP area.	ND
2015/79	<p>ALCONBURY WEALD STUDY</p> <p>Neil Darwin presented the summary of the report by Breeze Inward Investment for GCGP and the following key recommendations:</p> <ul style="list-style-type: none"> a) Proposition Development – to create clear propositions for Manufacturing and Office projects including detailed independent workforce catchment data b) Intermediary Targeting Plan – to engage with key inward investment intermediaries c) Investor Targeting Support – once the propositions have been developed to initiate a concerted campaign to target potential occupiers d) Partner Programme – a programme of actions and activities to make partners more aware of the Alconbury propositions <p>Clr Jason Ablewhite and David Gill supported the proposal that fixed timelines be formulated to progress the recommendations. It was agreed that the timelines and outcomes would be confirmed with Urban and Civic and that the Breeze report would be circulated to Board members.</p>	ND
2015/80	<p>BECOMING A LEADING LEP</p> <p>Neil Darwin presented the measures that would help elevate GCGP into a recognised national leader amongst the Local Enterprise Partnerships. These included positioning GCGP into the future by having an agenda shared by all, an improved form of governance by establishing two geographic sub groups and evolution of the Board structure.</p> <p>The Board would be supported by two geographic Sub-Groups representing the economic footprints of Greater Cambridge and Greater Peterborough which would be business-led. The new proposition on Board membership would result in a slightly increased Board which would better reflect the interests of the LEP area.</p> <p>The recommendations were agreed and further decisions would be required on the constitution of the Sub-Groups. The Local Authority members of the company would be asked to agree amongst themselves who their representative Directors would be.</p>	
2015/81	<p>LONDON STANSTED CAMBRIDGE CONSORTIUM OVERVIEW</p> <p>John McGill and Dr Stephen King on behalf of the LSCC presented the background to the LSCC, the need for the LSCC Growth Commission and the return on investment. The LSCC was seeking a contribution of £20,000 from each of the LEPs in the Eastern Region towards the overall budget for the commission of £200,000. The majority of this budget would be delivered via sponsorship from the private sector.</p> <p>Directors shared their views on the relevance of the LSCC to the LEP area and asked the LSCC Directors for their views on this matter.</p> <p>It was agreed that while the LEP would continue to co-operate with the LSCC to ensure influence on their agenda, no financial contribution would be made to the Commission.</p>	
2015/82	<p>CITY DEAL UPDATE</p> <p>Andrew Limb presented the update on the Greater Cambridge City Deal and outlined the basis of City Deal proposition particularly the science and research basis of much of Cambridge’s business activity.</p> <p>The proposition was also significantly underpinned by the critical issues of housing and transport infrastructure. The City Deal would provide an investment package for jobs</p>	

	<p>and houses with up to £500m made available for transport infrastructure payable in 3 tranches.</p> <p>The Board was focusing on transport infrastructure improvement, providing more homes for affordable rent, tackling skills shortage and supporting economic growth. Directors shared their views on the various transport and infrastructure issues and expressed their concern on delays in achieving solutions. It was agreed that the LEP would continue to seek full voting rights on the City Deal Executive Board rather than attending on an observer basis.</p>	ND/JB
2015/84	<p>INTERNET OF THINGS – BID UPDATE</p> <p>Neil Darwin reported that two bids had been submitted, one from Cambridgeshire and one from Peterborough for IOT funding and the outline summary of the bids was presented. The LEP was a full partner in the Peterborough bid but not to the same extent with the Cambridgeshire bid. Government had indicated that the LEP could sign two bid submissions recognising that the bids were part of a competitive process. Concern was expressed that the LEP had not been part of the Cambridgeshire bid and that its bid would also involve other LEPs as part of its consortium. It was agreed that the Board would support both bids, notwithstanding that the meeting was not quorate at this stage of the meeting.</p>	
2015/85	<p>GCGP SKILLS DEVELOPMENT</p> <p>Mark Cooper presented the proposal to utilise funding secured as part of the Government’s Careers Enterprise Company Project to deliver support across the GCGP geography. This would build an integrated model that utilised existing skills activity to create a strategy and delivery based approach to the aspiration agenda. A business plan would be prepared taking account of the experience developed during the Local Skills Team project in the north of the GCGP area, the revised Skills Service model now in part of the Greater Cambridge City Deal and the deliverables that form the LEC project. This would be submitted with financial projections at the November Board. It was agreed to support the proposition with specific issues relating to skills and apprenticeships.</p> <p>Terry Jones, Principal of Peterborough Regional College, presented the Curriculum Development and Planning process for Peterborough Regional College which would involve the LEP with particular reference to skills and training requirements. The Board congratulated the LEP executive team on their work with the College on skills issues and the provision of high quality training.</p>	ND
2015/86	<p>GOVERNANCE REVIEW</p> <p>It was agreed in the absence of a quorum of Directors that a written resolution would be prepared for circulation to Directors to seek approval of the Board for Director re-appointments.</p>	MT/ND
2015/86	<p>APPROVAL OF MINUTES</p> <p>The minutes of the meeting held on 29th July 2015 were approved and the various matters were noted as having been actioned.</p>	
2015/88	<p>ANY OTHER BUSINESS</p> <p>1. <u>Board decisions</u></p> <p>The various decisions that the Board was unable to take during the meeting due to the absence of a quorum would be tabled at the start of the October meeting.</p>	
2015/89	DATE OF NEXT MEETING	

	The date of the next meeting was fixed for Tuesday 27 th October 2015 at 3pm at Alconbury Weald.	
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