

## BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 29<sup>th</sup> June 2015, 15.00 - 17.00

**VENUE:** THE GROVE ROOM, GRANTA CENTRE, GRANTA PARK, GREAT ABINGTON, CAMBRIDGE CB21 6AL

Item	Brief description	Time allocated
1. Welcome and Introductions	From Chairman, Mark Reeve	15.00 5 mins
2. Chief Executive Update	Verbal update by Neil Darwin	15.05 10 mins
3. Enterprise Zone – Opportunities and Next Steps	Verbal update by Adam Breeze	15.15 20 mins
4. Becoming a Leading LEP	Discussion item for ALL	15.35 25 mins
5. GCGP Position on Devolution	Discussion item for ALL	16.00 25 mins
6. Cambridge Manifesto	Presentation by Jane Paterson-Todd CEO of Cambridge Ahead	16.25 15 mins
7. Developing GCGP's Housing Proposition	Update by Neil Darwin	16.40 10 mins
8. Agri-Tech Growth Deal Project Update	Update by Adrian Cannard	16.50 10 mins
9. Minutes from Board Meeting held on 26 <sup>th</sup> May 2015	Minutes attached	17:00 5 mins
10. AOB		17.05 5 mins

**DATE OF NEXT FULL BOARD MEETING: 15:00 on 28<sup>th</sup> July 2015**

## **ITEM 4: Becoming a leading Local Enterprise Partnership**

### **OVERVIEW**

This paper sets out proposals that would help build the foundations to elevate the Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP) into a recognised national leader amongst the Local Enterprise Partnership (LEP) community. The paper makes recommendations concerning a number of issues including Governance, structure and resources.

### **RECOMMENDATIONS**

GCGP Board is asked to:

- Support the recommendation to build a strong set of ‘products’ to secure a single vision at the earliest opportunity across the entire GCGP area and its constituent members
- Support proposals to change the Board and its immediate supporting structures through geographic Sub-groups and authorise the Executive to draft amendments to the company’s Articles and Memorandum of Association (as set out in Annex A)
- Note the Terms of Reference set out for sub-groups as detailed in the Background Papers
- Support the inclusion of South Holland district into the GCGP LEP area
- Agree to changes in resource level within GCGP’s Executive (a structure chart will be circulated at the Board meeting)
- Support recommendations to tie the Sub-groups closer to the Board in Section IV.

### **BACKGROUND**

GCGP, like the majority of the LEP movement, has been operating for four years. During that time we have seen little formal guidance from central government and as a result a range of models are now operating amongst the 39 LEPs. With the appointment of Greg Clarke as Secretary of State for Communities and Local Government, we can expect this non-formulaic approach to continue. An example being the seeming formal split of the South East LEP into singular Kent and Essex LEPs in the immediate days following the General Election.

In terms of performance, GCGP seems to sit in mid-table when compared to others. We do however have the advantage of a broadly high performing economy, although that is not necessarily felt across the wider GCGP area. From analysis of Growth Deal settlements, it is clear that there is a skew to perceived high performing LEPs even after taking account of economic and geographical factors, a local example would be New Anglia achieving a £200m settlement compared to GCGPs £105m.

### **HOW HAS GCGP PERFORMED?**

GCGP is able to demonstrate positive work around a number of areas such as the Growing Places Fund and Skills work, but have been unable to convert this into a strong national presence. Against us is the fact that we have not been able to successfully demonstrate that we have a single, joined up narrative which is brought into by all stakeholders. We have not been able to demonstrate the business cases and campaigns that position the key ‘asks’ effectively.

## HOW DO STAKEHOLDERS VIEW GCGP?

With a broad range of stakeholders it is fair to say that GCGP has a differing reputation within sectors, with Local Authorities and various contact points in Government. It is clear that some view GCGP as a threat and others incorrectly seeing the LEP simply as a 'bank'. We have received comments that we 'don't understand parts of our area', whereas others comment that we are making a positive difference. We have been told that we are 'too urban centric', 'don't give time to sub regional discussions', or 'reflect the key drivers of the economy'. We have also been told that the 'LEP is too big', even though our geography recognises the economic footprints surrounding both Cambridge and Peterborough. What is evident is that the LEP is unlikely to be universally popular, and perhaps we should not seek to be. There is undoubtedly a healthy tension between some of our statutory partners and the views of business where the LEP sits squarely in the middle, juggling business expectations against other stakeholders' priorities.

## GOVERNMENT EXPECTATION OF LEPS AND THE DEVOLUTION DEBATE

The result of the General Election has provided a clear direction of travel for LEPS, albeit there is limited policy in place, or seemingly planned. The role LEPS play enjoyed cross party support during the General Election and are now seen as having a role in the devolution agenda. GCGP has an opportunity to use this devolution debate to outline a framework that will help deliver the ambitious economic agenda we have across the area by using its powerful combination of private sector influence and public sector assurance. The government is clear that it will not impose a model, and that it is up to local areas to decide what is most appropriate; albeit the adoption of an Elected Mayor remains a key requirement of any Deal. It is also clear that devolved powers would not be to a LEP but in most cases to a strong, local, inclusive arrangement between all stakeholders. The strength of this arrangement will be an essential pre-requisite to any further devolution of powers to any city or city regions. It is clear that Ministers expect LEPS to be closely involved in devolution discussions in order to shape economic development and growth strategies and plan future delivery mechanisms.

## POSITIONING GCGP INTO THE FUTURE

If GCGP is to achieve the ambition of being a leading LEP there are a number of core issues that need addressing in the short term. These are addressed below:

### **i) An agenda shared by all**

Over recent months work has focused on developing core packages that seek to tackle the main blockages that impact upon the economic productivity of our area. Namely;

- A 30 year plan detailing key infrastructure required across the area
- A Skills strategy to develop a business led approach
- Work commencing on supporting Housing growth

These core elements will provide GCGP with a clearly articulated plan for the economy that resonate with the aspirations of local stakeholders and clearly link to key policy drivers in Government. The most important ingredient is however, the joined-up nature of our communication with Government. It will be imperative that

across the area we stand together with a single voice. This stitching has not been apparent in our previous communications with Government to date. The most visible result of this lack of cohesive being the financial return through Growth Deal 1. This singularly has been the biggest issue that we all collectively need to rectify going forward.

## **ii) An improved form of governance**

To date GCGP has operated a relatively ad hoc approach to sub groups. A number currently meet sporadically, others have stated they do not see a link, or feel they have a clear mandate via the GCGP Board. There is also an imbalance as a Greater Cambridge sub group exists whereas no equivalent operates in the north of the LEP area. In line with the LEP Board's request to identify mechanisms to improve the LEPs operation a revised governance model is recommended. This is set out in Annex A. The proposal seeks to strengthen the Board, not least reflecting the requirements from Government, but also based on evidenced best practice in operation around the Country such as Tees Valley, Enterprise M3 and West of England LEPs.

## **iii) Establishing two geographic sub-groups**

The new proposal sets out that the Board will be supported by two geographic sub groups representing the economic footprints of Greater Cambridge and Greater Peterborough. The sub groups will be business-led and bring together all constituent local authorities in each sub-region, alongside business leaders and key stakeholders. The sub groups will be manageable in size, but determined locally in partnership with the LEP. An existing model partly operates around Greater Cambridge (although on a reduced geography). The sub groups will be chaired by a member of the private sector. From within the local authorities in each sub group a Leader will be identified (via the existing Election mechanism). Both the private sector chair and the Leader will hold the position on the main GCGP Board. The geographic sub groups will be tasked with;

1. Identifying and evidencing 30 year priorities for the sub region
2. Prioritising the investment requirements before presenting to the GCGP Board
3. Developing an evidence base for Skills requirements amongst the business community
4. Identifying areas where the GCGP 'Signpost' Growth Hub can support local businesses
5. Identify, develop and where necessary convene partnerships to develop European projects
6. Providing GCGP Board with economic data and intelligence that informs LEP decision making

It is proposed that the two sub groups are coordinated by the GCGP Executive supported by the Board Advisors. Proposed Terms of Reference for the two groups are detailed in the supporting Board papers at Appendix D.

## **iv) Evolving the Board**

Through the development of the geographic sub groups the GCGP Board will be able to take a more strategic role. The establishment of two fully functioning geographic sub groups would enable the Board to evolve further. The proposed structure for the GCGP Board is as follows;

*Proposal*

5 Business leaders  
2 Local Authority – 1 from each sub group  
2 Higher Education  
1 VSE  
1 Further Education – drawn from FE Sub group  
**Total: 11**

*Current*

7 Business leaders  
5 Local Authority  
1 VSE  
1 Education  
**14**

The establishment of the two geographic sub groups will enable enhanced coordination of the political representation on the GCGP Board and ensures that the Board focuses on the key economic issues that face the area. The proposal fits with other exemplars that exist across the country including the Enterprise M3 LEP, West of England LEP. Both highly regarded LEPS which operate in a similar manner.

By transferring into a slightly smaller Board, GCGP will be able to demonstrate strong business leadership that Government anticipates LEPs will deliver. There are also recommendations that remove ‘inconsistencies’ that GCGP accommodated during its formation. For example, the Board should reflect the interests of both Higher Education institutions rather than one. Equally the Board should also reflect the interests of Further Education. Both Higher and Further Education play a significant role in supporting economic growth, not least in an area able to boast the University of Cambridge and the country’s ‘Entrepreneurial University of the Year’ in Anglia Ruskin University. With the rapid change and challenges being experienced by Further Education, it would be appropriate to seek a voice from the sector to help support GCGP’s development. There is no change proposed to the Voluntary Sector representation.

It is recommended that Board members serve for a four year period and have the option to extend a further 2 years at the completion of the first term. It is also proposed that the existing Leader’s Committee remains and meets on a 4-monthly basis, this will offer a forum through which all Local Authorities can develop thinking and review the LEPs activities.

**v) Welcoming South Holland into the GCGP area**

During its formation GCGP sought to build a partnership based on the economic footprints of its two cities. In early discussions there was strong support from colleagues in South Holland to join GCGP as a part of the Greater Peterborough sub region, in similar vein to others that joined as members of the Greater Cambridge area. The rationale for South Holland joining GCGP is strong. It is very well connected to the economies of Peterborough, Fenland and King’s Lynn West Norfolk. The economy is principally agricultural and manufacturing based, centred on Spalding. The area has assets such as the National Centre for Food Manufacturing at Holbeach which would be able to provide additional support to our own Agri-Tech initiative.

South Holland is also proposing to stay within the Lincolnshire LEP as well as joining GCGP, in effect operating as a ‘shared area’. South Holland would operationally form part of the Greater Peterborough sub group and work closely with its neighbours and the LEP. There is no expectation that the position on ‘shared areas’ will change in the short term. It is worth noting that South Holland was listed as a partner to the GCGP original proposal submitted to Government, although that initially fell away due to other pressures. Unbeknown to the

GCGP Executive, South Holland have already taken the decision to join GCGP through its internal structures and would be ready to join subject to Board decision.

**vi) Resourcing the LEP effectively**

There are a range of models in operation across the LEP Network. The picture around resources is no less diverse. There are LEPs that possess significantly bigger teams, such as Liverpool, based within Company structures identical to GCGP, others operate with a team of 2/3 but draw on specialist staff within local authority partners, Lincolnshire, for example operate this model. There appears to be no drive from Government to establish a single formula and in essence it is down to each LEP to make its own arrangements.

Since taking over as Chief Executive it is clear that GCGP occupies a very busy space. GCGP covers a sizable geography, working with a diverse business community, with a very strong set of stakeholders such as Universities, Colleges, UKTI, and Whitehall officials. The demands on time are considerable and it is clear that GCGP is operating with one of the smaller teams, and without any ability to draw on partner's resources to bolster our capacity. It is also worth noting that many of our local authorities operate with small Economic Development teams, meaning more direct referrals into GCGP.

Having worked with the Executive team for around a year now it is clear that there is evidence of knowledgeable and dedicated staff. Having brought more focus to our work has been helpful in breaking down silos that existed before and in understanding how we can become more effective. It was very evident that the silo operation existed due to the sheer volume of activities the team were trying to undertake, the result being work undertaken in isolation. It has become apparent that we do however still possess gaps in skills and experience if we are to become a Leading LEP. The main skills missing within the current team are around Inward Investment, Project Management (in sufficient quantity) and understanding of Innovation. These gaps do not require significant numbers of posts to address, based on the revised Team Structure (to be circulated) we would require 4 additional posts. It is also worth noting that advice has been received from BIS that other LEPs have used some of their Growth Deal funding or Growing Places fund to deliver additional funds to support capacity. The advice recommends that we confirm any revised position with our Accountable Body; in GCGP's case Cambridgeshire County Council.

GCGP since inception has operated a series of loose, ad hoc sub groups. Most have been driven by individual initiatives and requirements. Most have reflected that they feel limited connection or understanding of the LEP Board, resulting in a number meeting in isolation or pursuing their own agenda. The sub groups in operation currently include;

- Investment Committee
- Science Innovation and Industry Committee
- Voluntary, Community and Social Enterprise
- Banking
- Strategic Solutions Group
- Skills Strategy Group (which is supported by a Further Education Leaders group)
- Enterprise Zone Steering Group
- Agri-Tech Programme Delivery Board

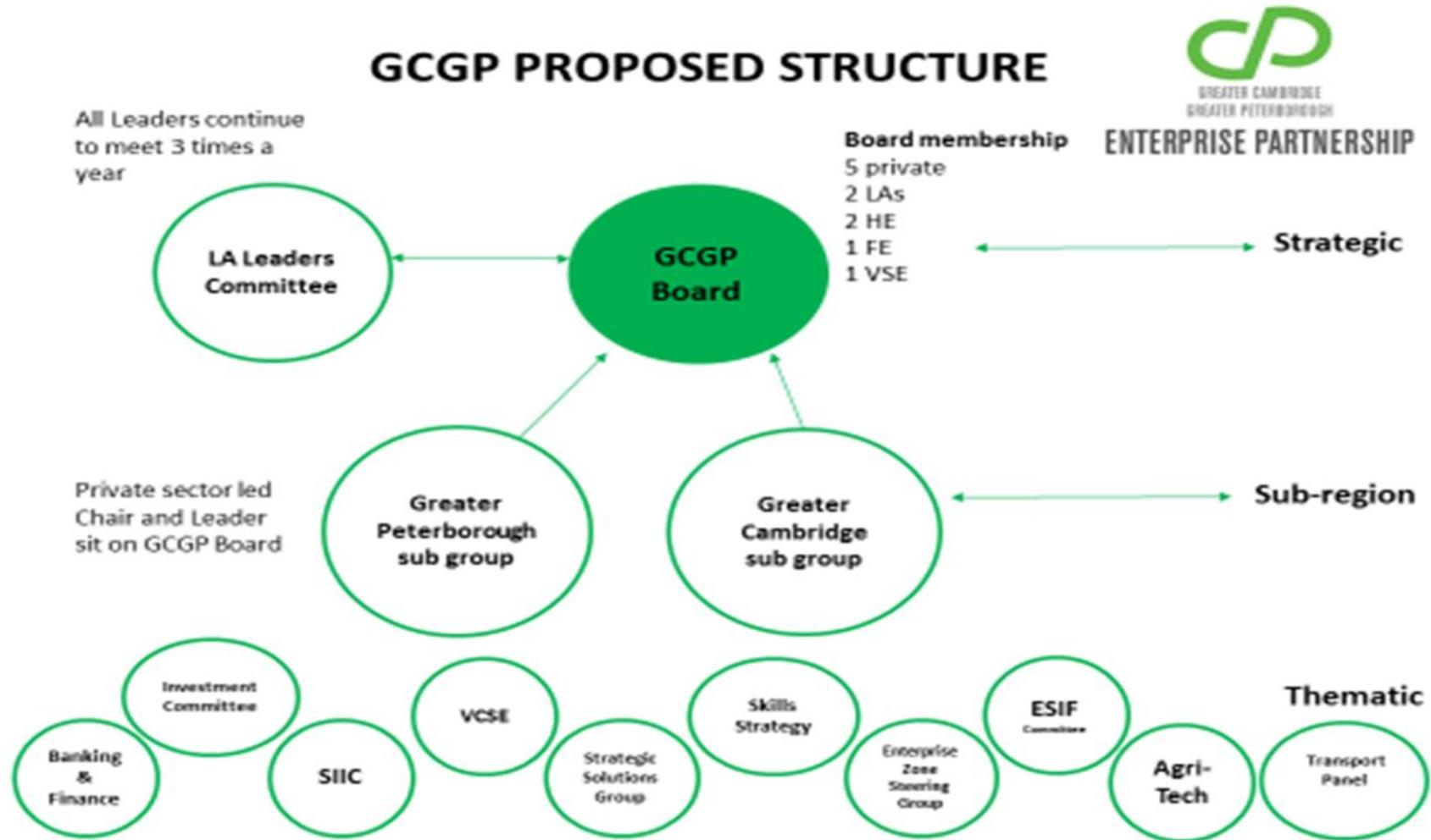
- ESIF committee
- Transport Panel (former Shadow LTB)

Going forward we need to ensure there is direct connection between the GCGP Board and each sub group. It is therefore recommended that each sub group presents to the main Board twice a year, where possible is chaired by a GCGP Board member, and submits an annual workplan for agreement with the Board at the beginning of each financial year. This process will seek to draw the partnership closer together rather than seek to build bureaucracy.

## **FINAL REMARKS**

GCGP can perform as a leading LEP. We have the assets and credentials within the area, and without question we have one of the best economies in the country. We are not without significant issues, not least around housing, infrastructure and skills. It is however clear, that LEPs that cannot provide a singular narrative to Government and effectively prioritise its financial 'asks' will not perform well in financial terms. Work is needed to be undertaken to develop all aspects of GCGP, it is hoped that Board will accept these recommendations and help underpin GCGPs improvement.

## GCGP PROPOSED STRUCTURE



## ITEM 5: GCGP Position on Devolution

### DECISION REQUIRED:

1. The Board is requested to support the proposed statement from GCGP on devolution.

### BACKGROUND

The debate around potential devolution in the UK has heightened over recent months and renewed with more vigour after the General Election. Nationally we have seen deals approved for Manchester, Leeds and Sheffield have approved 'devolution deals'. Further deals are now being discussed around the country. At best, deals require the establishment of Combined Authorities and agreement to have an Elected Mayor. There are no rules concerning the size and structure of Combined Authorities. As a result, deals have different conditions; for example Manchester has accepted an Elected Mayor within its deal, whereas Leeds a deal without accepting an Elected Mayor, although committing to work towards one. More locally, we are aware a proposed devolution proposition was submitted by Cambridgeshire for consideration in the 2014 Autumn Statement. One ask requested a change to LEP geography to reflect the Cambridgeshire boundary. The LEP was not aware of this ask at the time.

More locally, our constituent Local Authorities have been meeting in their County units to discuss possible routes to devolution. The LEP has not been invited to be a present at these meetings. However, various updates are willingly provided by Local Authority colleagues, who also comment the LEP should ideally be involved in such conversations.

### GCGP POSITION

It is clear that there is expectation that Cambridgeshire will receive a devolution deal. The LEP would wish to be part of any future discussions in order to deliver the best possible deal for the area. The LEP's position also recognises:

- I. that a strong LEP supports any Devolution ask made by its local authority partners, and that GCGP seeks to be closely involved in the development of any future deal.
- II. that LEPs were set up on 'economic footprints', rather than local authority boundaries, with the clear intention to be business led. The Government has made no policy change with the respect to 'shared areas' and through discussions with Ministers, this is unlikely to change. There is no dependency on the LEP reflecting Local Authority boundaries and in most cases infrastructure nor business thinking follow boundaries. It will not be obstructive or difficult to continue with GCGP operating in a manner that does not match local authority boundaries.
- III. GCGP understands that the Cambridgeshire area is looking to establish one or two Combined Authority(s). In this instance the LEP will be in position to add value to either configuration. It is acknowledged that Local Authorities will only be able to join one Combined Authority by statute. The LEP will be able to provide a broader forum to support economic growth, including those parts of the

area that sit outside the Cambridgeshire Combined Authority(s) GCGP will be particularly seeking a devolution deal as follows:

- a) Skills: GCGP will work with Government and Combined Authority(s) to deliver an integrated skills and training programme, driven by the needs of the economy and led by the private sector, giving local businesses the skilled workforce they need to grow.
  - b) GCGP will have devolved responsibilities in relation to adult skills funding and provision. The LEP and Combined Authority(s) will build on GCGP's existing relationship with the Skills Funding Agency, to develop a new venture which will be responsible for recommissioning provision so that a new, forward looking system is in place by 2017.
  - c) Transport: GCGP will work with Government and Combined Authority(s) to explore options to give the area more control over the delivery of local transport schemes, particularly in preparation for the A14 improvements. GCGP will enjoy improved liaison with Highways Agency and Network Rail, ensuring that investment decisions are properly informed of local economic priorities.
  - d) Housing: GCGP will work with Government and local Combined Authority(s) to increase house building and work with the Homes and Communities Agency to influence asset disposals in a way that supports the local economy.
  - e) Employment: GCGP will work closely with the Department for Work and Pensions (DWP) to ensure their work joins up with the local skills and training offer. GCGP seeks consulting with DWP about the possibility of joint commissioning for the next phase of the Work Programme beginning in 2017.
  - f) Business support: GCGP seeks more local discretion to meet the needs of local businesses through its Growth Hub. GCGP aims to align national and local business support through the LEP's Growth Hub, so that businesses get a joined up service which meets their needs.
- IV. GCGP also seeks to support Local Authorities by offering to deliver economic development services. This will provide more joined up, efficient, more effective services, providing more than the existing capacity available in the majority of the LEP area. It is recognised that with forecast cuts coming out of the Emergency Budget on 8<sup>th</sup> July it will become increasingly difficult for local authorities to deliver discretionary services such as economic development. GCGP is also aware of conversations to potentially set up Combined Authority(s) within the area, potentially with economic development team(s) in addition to the LEP. This approach seemingly promotes duplication and confusion, rather than achieving an optimal service delivery model in line with Central Government objectives.

## ITEM 7: Developing the GCGP Housing Proposition

### DECISION REQUIRED

1. The Board is asked to support the development of a housing theme within GCGPs wider role of supporting economic growth.

### BACKGROUND

The General Election saw Housing move up the political agenda. Across the country there are huge housing pressures – most notably the ability for people to buy their first home, locally this is mirrored with Greater Cambridge experiencing the lower quartile price to income ratio is 15.7. This figure is 8.4 in Greater Peterborough.

Provision of good quality homes affordable to local people (to rent or buy) is an issue affecting the entire LEP area presenting itself in different forms in each location e.g. rural housing and market towns. The LEP needs to develop an understanding of these issues. We have significant growth opportunities through new settlements e.g. Alconbury Weald and Northstowe and are already delivery a large number of new homes e.g. Peterborough saw over 1300 homes built in 2014/15.

The new government have given a commitment to ‘build more homes that people can afford’. This is focused on the private market, they pledge to build 200,000 new starter homes for first time buyers, using brownfield land to unlock homes, fund additional housing zones and deliver more garden cities and towns.

The attached appendix- Housing the Real Picture gives a high level summary of the current issues for the GCGP area.

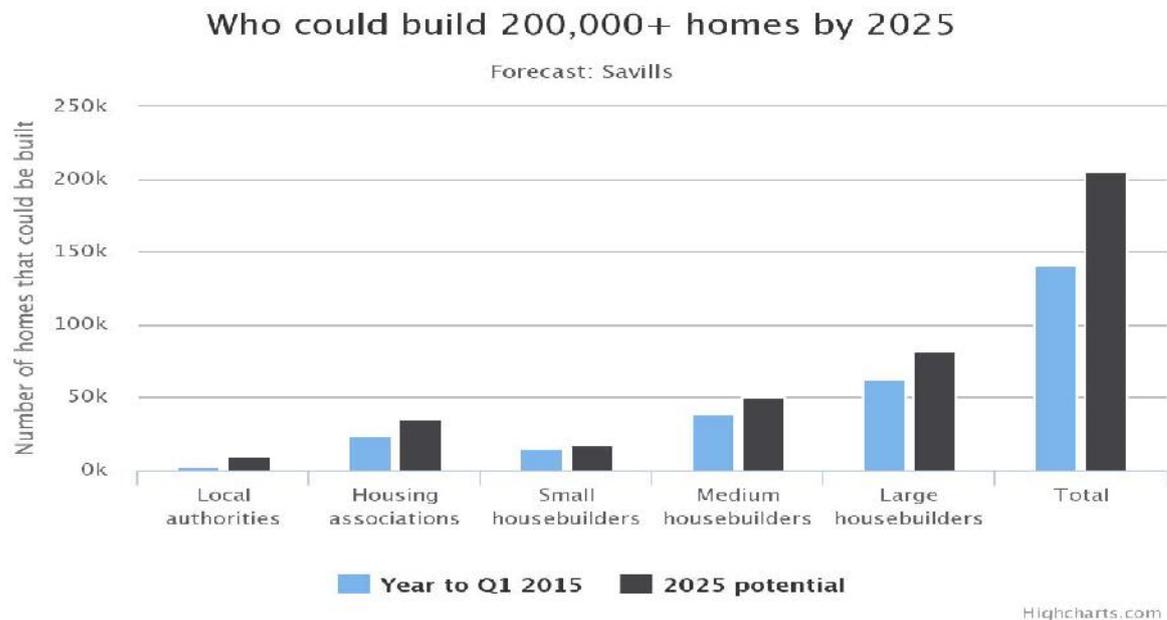
GCGPs focus is on helping to drive forward sustainable economic growth in our area, Housing growth is intrinsically key to achieving this economic growth and should be seen as part of the local infrastructure requirement not merely an output of investment.

### Why should the LEP be interested in housing?

Within the paper presented to Board in May on GCGPs 100 day strategy there is a headline priority to address the current housing concerns by speeding up the delivery of planned homes. This paper is the first stage in identifying some of the key issues.

For homes to be delivered certain conditions need to be prevalent for development to happen as listed below. Where there is failure in any of these areas the homes will either not get built or there will be significant delays in the delivery. The LEP has a role to play in creating the right environment for homes to be built by supporting those directly involved in the delivery across the public and private sector and looking for opportunity for collaboration and achieving more from finite public sector resources. The LEP has the potential to be the linchpin in bringing issues together and unblocking potential opportunities.

- **People to deliver the homes** - Housebuilders, Housing Associations and Local Authorities. Anecdotally the sector have confirmed to the LEP that there is a lack of skilled workers currently available. The graph below shows nationally the split of who is building homes and the capacity of each of these. Within these large and medium house builders have the greatest proportion of growth, however with such a visible growth agenda in Southern England there is a need to ensure they choose the GCGP area to develop in.



Houses cannot be built without people and construction is a particularly labour-intensive industry. To increase the supply there needs to be more skilled workers or a change in the product to ease labour constraints.

- **Funding** - private and/or public.  
Currently house builders are able to secure private bank financing relatively easily. Institutional Investment for private rent is beginning to emerge. Savills report that the SME market for finance is also easing. Public funding for housing is limited, this is controlled through the Homes and Communities Agency they have 20 pots of funding focused on affordable housing, support for first time buyers and infrastructure funding.
- **Infrastructure** – to support the housing growth.  
Currently the LEP Growth Deal infrastructure projects have housing as an output. There is a potential to have a more joined up approach to this to ensure a timely delivery of both infrastructure and homes.
- **Available land** - space in locations suitable for future growth as part of existing settlements or planned new settlements. The need for local authorities to have strong 5 year land supply and clear process for land owners/developers to bring sites forward. For sites to be delivered residential values above existing use.
- **Planning system that works** - all authorities need to have a clear position in strategic plan terms setting out where planned development should take place. Alongside this a robust system to assess viability and proposals outside of this strategy. In terms of processing of planning applications Authorities should meet their statutory time frames for decisions to ensure this process doesn't delay the delivery of homes.
- **Demand** - people to buy and rent the homes along with jobs locally that provide work at incomes relative to their housing costs, this means a mix of house types and tenures are required- addressing local businesses need.

### **Is there an opportunity for the LEP to influence/make an impact?**

We are at early stage of engaging with the housing sector and identifying potential roles for GCGP.

We have identified there are 3 key streams to achieving growth aspirations.

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.

### **What has happened across GCGP of late?**

- We have held a round table event from some key people from the private sector to examine the issues and hear ideas of how the delivery numbers can be achieved. We need to understand the private sector in our area- their drivers/issues.
- South Cambridgeshire and Cambridge City through the City Deal are setting up a Housing Delivery Agency. There is the potential to use this to increase supply and provide additional affordable housing on land owned by the two Authorities and Cambridgeshire County Council. In addition there is the potential for the Agency to expand its role and work with businesses and the University to deliver homes for their workers.
- We have requested the HCA provide details of all allocations in the GCGP area. We need to ensure our area is getting its share of investment. We need to understand and ensure the best use of public sector assets and investment in our area to ensure opportunities are maximised. We need to know where the publically owned land is in our area and work with the relevant owners to bring sites forward for delivery.

### **Next steps**

- Develop a set of housing Asks through the engagement of those working in the sector to flow into work streams.
- Identify where the conditions for housing development are not functioning and look at the action required to address this.
- Work with the HCA to look at how we can have opportunities to join up investment models.
- We need to ensure we engage with businesses to understand the housing need of their current and future workforce. There is also potential to consider a work/home offer particularly through the Cambridge Housing Development Agency.
- Ensuring we are on message with key partners and that we demonstrate to government that we are supporting their agenda detailing the barriers to growth and what is needed to deliver more.
- Support the introduction of new players to the local market, particularly those offering something different e.g. institutional investment for private rent, off site manufacture.
- We need to link up our existing work streams on skills and infrastructure with the housing sector.
- We need to ensure we are not just a talking shop but able to make a difference to delivery on the ground.

## ITEM 9: Minutes of Previous Meeting

### MINUTES OF A MEETING OF GREATER CAMBRIDGE AND GREATER PETERBOROUGH ENTERPRISE PARTNERSHIP HELD AT ALCONBURY WEALD ON TUESDAY 26<sup>TH</sup> MAY 2015 FROM 15.00 TO 17.00

Present: Mark Reeve (Chairman)  
 Cllr Jason Ablewhite  
 John Bridge  
 Cllr Steve Count  
 David Gill  
 Terry King  
 Claire Higgins  
 Mark Read  
 Cllr James Waters

In attendance:

Neil Darwin – Chief Executive  
 Adrian Cannard – Director of Strategy  
 Bob Menzies – Board Advisor  
 Steve Bowyer – Board Advisor  
 Pete Northover - BIS  
 John Holdich – Peterborough City Council observer (for Minute No 2015/51)  
 Michael Barnes - European Manager (for Minute No 2015/49)  
 Paul Kitson – Homes and Communities Agency  
 Simon Payne – Director of Environment, Cambridge City Council (for Minute No 2015/48)  
 Michael Tolond – Company Secretary

MINUTE NO.		ACTION
2015/45	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Trevor Ellis, Prof Mike Thorne and Prof Ian White. The Chairman recorded the thanks of the Board and the Company for Marco Cereste’s service as a Director of GCGP.</p>	
2015/46	<p><b>CHIEF EXECUTIVE’S UPDATE</b></p> <p>Neil Darwin reported that following the election of the new Government, it was expected to be ‘business as usual’ for LEPs and noted that a new Labour MP had been elected in Cambridge. GCGP would continue to work with local MPs wherever possible and a White Paper on LEPs was expected before the summer recess in Parliament.</p> <p>A paper entitled ‘Becoming a Premier League LEP’ would be submitted to the June Board.</p>	

	<p>In respect of the Enterprise Zone, discussions had been held with the successful consultancy who had been awarded the contract and a paper would be prepared for the June Board.</p> <p>Mark Reeve reported that a meeting had been held with Urban and Civic to discuss issues relating to the Enterprise Zone and further issues would be raised with them once the consultancy report was available.</p>	
2015/47	<p><b>GCGP 100 DAYS STRATEGY</b></p> <p>Neil Darwin introduced the GCGP strategy for the first 100 days of the new Government and presented the headline priorities for 2015-2020 as follows: to ensure all businesses across GCGP have access to high quality digital connectivity; to further develop business led skills approach to ensure that the business community plan for and can access skills when required to drive economic growth; improve productivity by tackling congestion at key routes; electrification of railway lines and enhancing local lines; address current housing concerns by speeding up the delivery of 21,000 new homes and 20,000 new jobs between 2015 and 2021.</p> <p>Using these headlines GCGP would seek to work with its stakeholders to ensure that evidence and business cases were readily available to support conversations with funding bodies and Government. GCGP would want to see the A14 improvements delivered by 2019, the Enterprise Zone at Alconbury Weald matured by 2018, the Greater Cambridge City Deal adding value to business growth for Cambridge and the Ely Bypass delivered by 2019.</p> <p>Cllr Jason Ablewhite asked that development of RAF Wyton be added to the headline priorities.</p> <p>Cllr Terry King asked if a further intervention could be made with the Highways Agency on traffic congestion around the A47/A1 Wansford intersection and it was agreed that appropriate representations would be made.</p> <p>Cllr Steve Count asked if specific reference could be made within the LEP priorities to introducing direct rail connection between Wisbech, March and Cambridge.</p> <p>Cllr James Waters asked if references to the A14/A11 link road and usage of the Mildenhall air base could be added to the LEP priorities.</p> <p>The Board supported the strategy as amended which would be developed with the Strategy Group and direct approaches would be made to local MPs with strategy details and a consistent message.</p>	ND
2015/48	<p><b>DEVELOPING SMART CITY SOLUTIONS</b></p> <p>Simon Payne presented Cambridge City's proposals on transport and infrastructure in the city and surrounding areas. These included discussions at various workshops focusing on intelligent mobility projects and a test bed for specific projects within the city. Specific issues were identified as more efficient use of transport capacity, ease of</p>	

	<p>movement, ability of citizens to influence transport provision and enabling more choice for citizens that could positively influence lifestyle and behaviour.</p> <p>Directors indicated their views on transport issues affecting Cambridge and the surrounding areas and the need for transport issues to be removed from the political arena for the benefit of businesses and the local population.</p> <p>The LEP would continue to work directly with Cambridge City Council on all local transport and infrastructure issues.</p>	
2015/49	<p><b>HOMES AND COMMUNITIES AGENCY – NORTHSTOWE</b></p> <p>Paul Kitson of the Homes and Communities Agency, the Government’s agency for social housing and affordable homes provision, presented an update on Northstowe. It was envisaged that 10,000 homes would be built at the Northstowe location with significant community infrastructure including early provision of schools.</p> <p>First residents were due in 2016 and Treasury support had been indicated for Phase 2 and a full economic development strategy had been developed. This included a new kind of enterprise community, an incubator of talent and new ideas with education anchored in the town centre, a champion of clean technologies and a collaborative and flexible business environment.</p> <p>Directors raised specific issues on broadband connectivity for local Chief Executive. It was confirmed that a Community Development Officer and staff would be appointed once development had started.</p> <p>A further update on Northstowe would be provided at a future meeting in late 2015 or early 2016.</p>	<b>ND</b>
2015/51	<p><b>EUROPEAN PROGRAMME OVERVIEW</b></p> <p>Michael Barnes presented an overview of the EU programme including the range of additional funding available to the GCGP area and the scope of opportunities to support the business and stakeholder communities. The broad range of European Funding opportunities would be built into communications and dealings with businesses and significant opportunities were available to generate smart, sustainable and inclusive business growth as well as international partnership opportunities.</p> <p>The European Regional Development Fund facilitators had generated a strong pipeline comprising more than 40 projects across the GCGP area. A range of community based initiatives would be available across the GCGP rural areas and there would be a substantial funding programme for innovation and research, Horizon 2020, aimed at SMEs as well as research institutions.</p>	
2015/52	<p><b>NATIONAL INSTITUTE FOR FOOD SECURITY</b></p> <p>Neil Darwin presented a proposal for supporting the development of a National Institute of Food Security in Epping Forest. The request was for a £5000 contribution towards a £30,000 study and the link to GCGP was from Uttlesford’s participation in the group of local authorities working on the proposal.</p> <p>The Board declined to support this proposal.</p>	

2015/53	<p><b>APPROVAL OF MINUTES</b></p> <p>The minutes of the meeting held on 28<sup>th</sup> April 2015 were approved subject to the addition of Cllr Terry King to the list of attendees.</p>	
2015/54	<p><b>MATTERS ARISING</b></p> <p>1. <u>A14 Improvement Programme</u> Neil Darwin reported on discussions with Peterborough City Council and Cambridge City Council on their participation and commitment to the programme and confirmed that these discussions were still continuing. It was agreed that the full support of the LEP for the programme would be made evident to all Councils and stakeholders. Directors expressed their concern on the lack of support from Cambridge City Council for the A14 improvement programme.</p> <p>2. <u>Growth Deal Update</u> Neil Darwin reported that details would be circulated to Directors of Growth Deal projects and a meeting would be held in early June with Network Rail on funding issues relating to level crossings in the LEP area.</p>	<b>ND/AC</b>
2015/	<p><b>DATE OF NEXT MEETING</b></p> <p>The date of the next meeting was fixed for Monday 29<sup>th</sup> June 2015 at 3pm at TWI, Granta Park, Great Abington, Cambridge.</p>	