

BOARD AGENDA AND BOARD PAPERS

DATE AND TIME: 28th April 2015, 15.00 - 17.00

VENUE: Cross Keys Homes, Shrewsbury Avenue, Woodston, Peterborough
PE2 7BZ

Item	Brief description	Time allocated	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 10 mins	Board & Corporate Members
3. GCGP Business Plans 2015/16	Paper Attached Update by Neil Darwin	15.15 25 mins	Board & Corporate Members
4. Skills Update	Paper attached Update by Mark Cooper, Skills Lead	15.40 20 mins	Board & Corporate Members
5. Growth Deal Projects Update	Verbal update Update by Neil Darwin	16.00 10 mins	Board & Corporate Members
6. Investment Committee Update	Paper Attached Update by Neil Darwin	16.10 10 mins	Board Members
7. Enterprise Zone Update	Verbal Update Update by Neil Darwin	16.20 20 mins	Board & Corporate Members
8. HS2 ESIF Supply Chain	Paper attached Update by Neil Darwin	16.40 15 mins	Board & Corporate Members
9. VCSE Strategy	Paper Attached Update by Laura Welham-Halstead	16.55 15 mins	Board & Corporate Members
10. Minutes from Board Meeting held on 30 th March 2015		17.10 5 mins	
11. AOB		17.15 5 mins	

DATE OF NEXT FULL BOARD MEETING: 15:00 on 26th May 2015

(To take place at Alconbury Weald)

ITEM 3: GCGP Business Plans 2015/16

FOR DECISION

- 1. The Board is asked to approve the 2015/16 Business Plan**
- 2. Greater Cambridge Greater Peterborough Enterprise Partnership Business Plan**

Greater Cambridge Greater Peterborough Enterprise Partnership (GCGPEP) is one of the country's 39 Local Enterprise Partnerships. GCGPEP covers 13 local authority areas operating around the two cities of Cambridge and Peterborough.

Local Enterprise Partnerships (LEPs) are responsible for driving economic growth across their areas. LEPs are the Government's main point of contact for economic growth and have responsibility for coordinating plans, such as the Growth Deals and European Plans.

The GCGPEP economy is one of the most productive in the UK. Both Cities are strong economic performers, with Cambridge providing a global presence due to the role the University of Cambridge plays. Peterborough possesses a very dynamic business community with growing strength in a number of fast growing sectors. Both Cities are supported by strong towns that provide further dynamism. The area is not without issues, with some underperforming economies based within the GCGPEP area.

GCGPEP has operated for four years. The partnership was one of the first approved by the Coalition Government in 2010. Since the formation of GCGPEP the partnership has been focused on securing funding from Government. This business plan seeks to draw together a broader based plan which enables GCGPEP to proactively develop business cases to secure Government funds, but also to increase Enterprise activity which deepens the partnership's understanding of business need across the LEP area.

The role of this Business Plan is to set out the strategic direction of the partnership and set out the operational activities the Executive will drive forward during 2015/16.

3. The External Environment

2015/16 is a critical year for LEPs and particularly GCGP. The General Election result could enforce a range of changes upon Local Enterprise Partnerships. There is a lot of conjecture at present around the scope and structure of LEPs from the major parties.

At local level there is significant focus on 'devolution' although at present there is currently no agreed proposal. GCGP is however drawn into these debates as the constituent local authority partners seek to address significant cuts to their budgets.

Despite these distractions GCGP needs to build on its recent work and deliver strong support to the business community across the area.

The local business environment entering 2015/16 is somewhat stronger. While not universal, the economy is seeing clear growth in a number of sectors across GCGP. Business is reporting strong results, although a number report strategic blockages that inhibit future growth. Much of which it will be dependent on GCGP to tackle with its stakeholders.

4. The role of GCGP EP

The role of GCGPEP is to:

- provide strategic leadership and develop a long term vision related to GCGP's economy, providing strategic insight on the challenges and opportunities facing the area;
- oversee a strategy that details key investment priorities that currently block economic growth and set out the business case for investment in GCGP;
- champion GCGP's economic vision and promote bold solutions;
- lead and co-ordinate GCGP's interests from business, public and third sector networks and organisations to drive forward economic growth;
- share knowledge, practice and intelligence in GCGP as well as across the national LEP Network to help decision-making;
- represent the business voice of GCGP, locally, nationally and internationally;
- hold others to account in partnership working to achieve agreed objectives.

5. The strengths of the GCGP area

- One of UK's and Europe's key assets, successfully competing on the international stage, with a strong presence of European and global businesses and world-class university offer - driving a world leading research and development community – source of growth industries now and of the future;
- Global expertise in cutting edge research and advanced manufacturing, e.g. bio-tech, life sciences, clean-tech;
- Across the Higher Education academic disciplines, we are within the global top 10 for all but two, and within the global top 3 for half of all disciplines. We are a leading global exporter of education 'products,' e.g. through Cambridge University Press and Cambridge Assessment;
- A leader in Agri-Tech, underpinned by the highest concentration of best quality farmland in the UK, and globally recognised equine sciences;
- Significantly important import/export trade, particularly food, engineering goods, and Intellectual Property/digital products, and related logistics and distribution networks;
- Strategically important infrastructure giving access to Europe and rest of the world (London Stansted and Cambridge Airports; TEN-T route linking the Midlands through to the East Coast ports; connectivity to London);
- High quality of life - a key determinant in international business expansion/ investment
- Concentration of highly skilled and adaptable labour force;
- Fastest growing part of the UK over the last decade - track record of unrivalled growth generated from our two cities Cambridge and Peterborough;
- The potential to build an economy that embraces other areas, M11 Corridor, A11 Corridor, Cambridge London Oxford triangle.

6. GCGP's vision

The LEP's vision is to develop our internationally competitive, nationally significant economy bringing together the diverse strengths of our area.

Delivering on our goal is based on a pragmatic approach to resolving the critical barriers to, and meeting the opportunities for, economic growth through business and jobs creation in our area; combined with our views on how the LEP is best placed to add significant value. The *modus operandi* of the LEP is to:

- **Collaborate** – with businesses, social enterprises, the voluntary sector, and the public sector to deliver sustainable economic growth
- **Create** – new jobs and the right conditions for enterprise growth including support for existing and innovative funding opportunities and initiatives
- **Champion** – the commercialisation of our knowledge base to achieve further growth in our key industries, and support our people to gain the skills required by employers

7. GCGP priorities in 2015/16

GCGP has identified four Strategic Objectives, each of which will be driven by a sub-group, chaired by a Business Board member and which will report directly to the LEP Board.

- **Objective 1: Infrastructure fit for an economically vital high growth area**

Ensure that GCGP has a clear strategy that demonstrates an understanding of infrastructure blockages and be able to articulate the case for investment to funding bodies.

- **Objective 2: Remove Skills barriers that inhibit business growth**

Skills and Workforce Planning, strengthening the relationship between education and business while increasing employability building upon our Skills Service model.

- **Objective 3: Signpost quality advice and funding opportunities to business**

Using our Growth Hub alongside the support available within our business communities GCGP's businesses will be able to access quality advice and have access to funding opportunities.

- **Objective 4: Supporting GCGP's Key Sectors**

In order to drive forward economic growth and enhance GCGP's competitive edge, the LEP will primarily focus on supporting the following sectors:

- Aerospace and Defence
- Cleantech
- Agri-tech
- Creative and Digital
- Life sciences

These are not exclusive sectors as we will work with the market to develop new and emerging opportunities that add to GCGP's economy.

8. GCGP Work Plan Overview 2015-16

This section provides an overview of the areas of operation GCGP will take forward in 2015/16:

GCGP Theme Area: INFRASTRUCTURE						
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones	Timescales
GROWTH DEAL	Implementing £109.1m programme of investment 2015-2021	Significant and measurable impact on economic growth, skills training and strategic infrastructure delivery.	Application of Assurance framework and diligence needs resourced. majority of this to funded from Growth Deal to Accountable agreement). nb. Individual appraisal can £2,000+ each.	Director of Strategy and Planning GPF Manager	Sign-off of Assurance Framework Draw down of forward funded projects Projects completed Assurance Process Start on site (see also Agri-tech Grant)	Quarter 1 Quarter 1 Quarters 1-3 (depends on project) Quarters 2-3
STRATEGIC INFRASTRUCTURE - To include Housing	Assembling the strategic infrastructure requirements to support economic growth	Prospectus that enable GCGP to clearly and robustly articulate to Government the priority investments and the economic returns for doing so.	On the assumption that each Local Authority can identify local priorities, and public agencies their priorities, then costs are for independent economic	Director of Strategy and Planning (Strategic enabling); LA's Senior Sponsor Group; Joint Strategic Planning Unit; Cambridgeshire Insight; East of England Forecasting Model	Return and analysis of LA local prospectus with priority interventions Economic appraisal GCGP prospectus	Quarter 2 (due to elections) Quarter 2 Quarter 3

GCGP Theme Area: INFRASTRUCTURE						
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones	Timescales
CITY DEAL	Meeting our governance responsibilities as one of the five core signatories to the City Deal	Successful delivery of £100m of investments over 5 years, with significant economic and housing growth	Mostly funded via City Deal, apart from staff time on governance and £50,000 skills contribution (to be confirmed).	Chief Executive; Director of Strategy and Planning; Comms and Marketing team	City Deal to agree economic trigger points with Govt City Deal Board to recruit central team Transport scheme development Skills Service covers City Deal area	Quarter 1 Quarter 1 Q 1-4 Q1
GROWING PLACES FUND	To deploy GCGP loan funds to benefit economic growth	A rolling fund of investments, plus resources to support early stage feasibility work	Staff resources. State aid legal advice. Legal contracts by Accountable	Growing Places Manager	Redefined scheme Deployed funds	Q1 Q2-4

GCGP Theme Area: MARKETING AND COMMUNICATIONS						
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones	Timescales
Signpost2Grow	Helping businesses to grow by connecting them to funding & support	Business will access more support/ funding & be able to grow	£300,000 (from BIS) Pending decision on VAT.	Three S2G staff plus oversight from LWH	May – Launch website Sept – All pilots live	2015-2020 (if ERDF secured)
Business engagement with core sector businesses	Targeted engagement with core sector businesses to develop strategic plans via meetings, networking & sector dinners	Better sector insight and buy-in to sector development plans. A stronger case for sector investment by inward investors & Government	£12,000	ND, AC, & LWH	June – Mapping complete July – March – Engagement	2015/16 – ramping up 2016> - Maintenance

GCGP Theme Area: MARKETING AND COMMUNICATIONS						
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones	Timescales
Get Exporting	Raising the awareness of support available for exporting via digital channels & events	An increase in exports from the GCGP area	£10,000	LWH, LB	May – Video launch June – Feb – Events run via Signpost2Grow	May 2015 to Feb 2016
Funding pipeline development	Engaging with businesses that may benefit from LEP funding, & creating a targeted marketing brochure	A stronger pipeline of private sector projects to fund via GPF, ESIF and other funds	£5,000	LWH, LB, CF	June – Funds confirmed July – Marketing brochure launched	2015/16 2016 – Review
Digital engagement	Regular digital engagement via e-newsletters and social media channels	Greater awareness of LEP work and increased engagement	£2,500	LWH, LB	Monthly e-newsletters	2015/16
#100InnovativeDays	Raise the areas profile via 'Defining the Future' banner using social media, and final printed product	Awareness of GCGP strengthens. Inward Investment profile	£6,000	LWH, LB	Sept 2015 - Launch	Sept to Nov 2015
Annual review	Creating a printed and digital Annual Review of the LEP's achievements	Direct engagement with businesses and key stakeholders, leading to a better understanding of LEP successes	£6,000	LWH, LB, AC	April 2015 – Draft to Board May 2015 – Launch	Covering 2014-15 financial year
Back 2 the Floor	Increased awareness of apprenticeships & business engagement	Direct business engagement. Increased update of apprenticeships	£3,500 (will seek SFA financial support)	LWH, LB, MCo	March 2016 – Apprenticeship Week	Nov 2015 to April 2016
Website review & interactive achievement map	Full content review of the LEP website and the creation of an interactive map	Increased visitors to the website, improved SEO and greater awareness of LEP work with key stakeholders	£10,000	LWH, LB	April – Tender for work May/ June – Development	Ongoing (updates to be managed in-house)

GCGP Theme Area: MARKETING AND COMMUNICATIONS						
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones	Timescales
	highlighting LEP successes to date				July - Launch	
Events	Profile raising for the LEP & its projects by exhibiting at key B2B events	Direct business engagement. Promotion of key LEP funds and activities (inc Signpost2Grow)	£6,000	LWH, LB		2015/16
PR	Seeking ongoing positive PR opportunities to raise the profile of the LEP	Ongoing, positive media coverage for the LEP, with a focus on core elements of the business plan	£1,500	LWH, LB	Ongoing	Ongoing

GCGP Theme Area: SKILLS					
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones
Policy	Continued strategy development	Refresh of existing in line with LEP direction	Core	Comm's Team Strategy Team Admin' Team	06/15: New strategy document ready
	National & local policy development & influence	Utilisation of national policy levers and funding to support GCGP strategy Influence policy makers Ensure GCGP strategy is at the heart of local action	Core	Comm's Team Strategy Team Admin' Team	04/15: Policy paper for board 05/15: Direction according to election result
Product	Ensure product range is fit for purpose, in continuous development, and supports GCGP strategic aims	Data suite is complete and user friendly Skills capital is defined, budgeted, and designed to strategy	Core £9,000 for LMI tool £30,000 for data suit development	Comm's Team Strategy Team Admin' Team	04/15: 2014 LMI published 09/15: Launch updated data suite

GCGP Theme Area: SKILLS					
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones
		<p>ESF - Skills Funding Agency (SFA) projects are innovative & business-led</p> <p>Our partners provide outstanding quality apprenticeships aligned to sector priorities</p> <p>Key SFA/EFA training is aligned to sector priorities</p>	Possible ESIF Technical assistance to match against research		<p>01/16: SFA ESF project delivering</p> <p>03/16: Apprenticeship Week Back2theFloor</p> <p>03/16: Clear provider prospectus for SFA funding</p>
Development	Create & maintain a network of development routes that allow GCGP to reach a large, but defined, customer base	Target customers are aware of, and using, GCGP products	<p>Signpost2Grow</p> <p>Possible ESIF Technical Assistance to match against development activities</p>	Comm's Team Strategy Team Admin' Team ESIF Team	<p>11/15: LMI data being used in target schools</p> <p>12/15: ESIF TA in place</p>
Programme Direction	Ensure GCGP led skills programmes are successful; that strategic vision is consistent and is carried through to delivery	<p>The Skills Service Pilot gains funding for continuity & expansion</p> <p>European Social Funding is business-led on the ground</p> <p>Current Skills Capital projects meet their targets and outcomes</p>	<p>Core</p> <p>Possible ESIF Technical Assistance to match against engagement activities</p>	Comm's Team Strategy Team Admin' Team ESIF Team Financial Team	<p>08/15: Consistent reporting from The Skills Service</p> <p>09/15: PRC Capital project delivering</p>

GCGP Theme Area: EUROPEAN STRUCTURAL AND INVESTMENT FUNDING 2014-20						
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones	Timescales
ERDF Technical Assistance	TA application Pipeline development Call management Promotion and marketing Capacity building Data and intelligence	Pipeline developed and maintained Calls launched and publicised Partnership capacity enhanced Evidence of need	£x ERDF TA match	0.2 x Programme Manager 3 x ERDF Facilitator	March call launched June/July call	Oct 15 – Sept 18
ERDF Strategic Compliance	MA liaison ESIF Committee management ESIF Strategy update Growth Hub alignment	Project selection and delivery aligned with other workstreams and strategic aims	Core	0.2 x Programme Manager	Monthly MA meetings Quarterly ESIF Committee meetings	1 st call March 2015 2 nd call June/July 2015
ESF Technical Assistance	TA application Project specification development Call management Promotion and marketing Capacity building Data and intelligence	Specifications developed and issued Opportunities publicised VCSE partnership capacity enhanced - Evidence of need	£x ESF TA match	0.1 x Programme Manager 0.2x Skills Lead 1 x ESF Facilitator	DWP tender launched SFA tender launched Big Lottery June call launched	Oct 15 – Sept 18

GCGP Theme Area: EUROPEAN STRUCTURAL AND INVESTMENT FUNDING 2014-20						
Activity	What are we doing?	What is the anticipated result?	Level of funding required	Staff input required	Key Milestones	Timescales
ESF Strategic Compliance	MA liaison Opt-in relationships ESIF Committee management ESIF Strategy update	Programme delivery aligned with other workstreams and strategic aims	Core	0.15 x Programme Manager ? x Skills Lead	Quarterly ESIF Committee meetings	DWP tender March 2015 SFA tender May/June 2015 Big Lottery 1 st call June 2015 Big Lottery 2nd call Sept 2015
EAFRD Strategic Compliance	Call management MA liaison ESIF Committee management ESIF Strategy update	Project selection and delivery aligned with Agri-Tech and other workstreams and strategic aims	Core	0.1 x Programme Manager	Quarterly ESIF Committee meetings	1 st call June 2015
Development of GCGP international profile including transnational partnerships	Open Days seminars Brussels Office joint-working	Engagement in transnational projects	Core	0.15 x Programme Manager Team/Brussels Office support	Seminar delivered at Open Days	SLA agreed April 2015 Open Days Oct 2015
CLLD support	Strategic alignment		To be confirmed	To be confirmed	Expression of Interest	Unknown

GCGP Theme Area: FOOD AND DRINK- EASTERN AGRI-TECH GROWTH INITIATIVE						
Activity	What are we doing?	What is the anticipated result?	Level of funding required *	Staff input required	Key Milestones	Timescales
Generate leads and project applications; achieve job targets.	Promotion and marketing; Assisting businesses in developing their applications;	Increased awareness about the scheme. Attracting more enquiries/applications	£1,550,000 (Growth Deal) + unspent RGF grant from 2014/15 scheme; up to £1.2m	1x Programme Manager.	Ongoing; 40 applications from SMEs approved plus the funding of the new	Scheme runs to 31 March 2016.

GCGP Theme Area: FOOD AND DRINK- EASTERN AGRI-TECH GROWTH INITIATIVE						
Activity	What are we doing?	What is the anticipated result?	Level of funding required *	Staff input required	Key Milestones	Timescales
	<p>working with key private sector intermediaries, local authorities in targeting businesses.</p> <p>Looking for inward investment and export development opportunities.</p> <p>Review current processes including Appraisal</p>	<p>More completed Pre-Qualification Questionnaires.</p> <p>New jobs created/protected</p> <p>Spotting opportunities for alignment with other initiatives/schemes and between businesses.</p> <p>Signposting to UKTI.</p>	sanctioned by Government.	External staff resource to perform appraisal, payment and monitoring functions, currently provided by CCC & NCC.	AgriGate Research Hub at Soham. Grant totalling just over £4m awarded.	(Monitoring required to 2018)
Produce & submit quarterly claim to DCLG.	<p>Completing Claim Form; Monitoring Report and Finance & Employment spreadsheet and getting sign off from CCC's Strategic Finance Manager (CCC is Accountable Body and Paying Authority).</p> <p>Regular liaison with DCLG.</p>	<p>All documentation is correct with accurate financial forecasting and accepted by DCLG</p> <p>Payment from DCLG to CCC.</p>	N/A	Programme Manager time	<p>15 May: Deadline for Quarterly Claim to DCLG.</p> <p>15 August Deadline for Quarterly Claim to DCLG.</p> <p>15 November Deadline for Quarterly Claim to DCLG.</p> <p>15 February 2016 Deadline for Final Claim to DCLG.</p>	
Programme Governance	Preparing agenda and accompanying papers; briefing applicants on their presentations; supporting both the Chair in running the	<p>Meetings run smoothly.</p> <p>Decisions taken about the applications.</p>	N/A	Programme Manager time	Monthly meetings.	

GCGP Theme Area: FOOD AND DRINK- EASTERN AGRI-TECH GROWTH INITIATIVE						
Activity	What are we doing?	What is the anticipated result?	Level of funding required *	Staff input required	Key Milestones	Timescales
	meetings and the Board in reaching decisions;	Grant Offer Letters to successful applicants are issued by CCC promptly.				
Payment of Claims to Businesses.	Helping businesses complete claims where necessary. Checking to ensure claims are correct and ready for payment by CCC.	Claims are correct and paid promptly by CCC.	N/A	Programme Manager time	Ongoing but ensuring that claims are received in line with businesses' expenditure profiles.	

Footnotes:

*Largely cost neutral for the LEP as ML's salary and associated Employer's NI contributions are reimbursed from Programme Delivery Costs

+ GCGP Chair Chairs the Eastern Agri-Tech Programme Delivery Board

For the Growth Deal funding element, outcome of discussion with NALEP about its contribution will determine whether we continue with a joint LEP programme or just solely focussed on GCGP area

9. Budget 2014/15

This section sets out the proposed budget for 2014/15.

GCGP Core Income 2015/16			
Income		£	Comments
BIS Core		250,000	
Local Authority contribution		250,000	
	TOTAL:	500,000	
Projects			
Growth Hub		300,000	Subject to confirmation with BIS and decision on VAT
Enterprise Zone receipts		70,000	Subject to confirmation with HDC
Agri-Tech Programme Management		50,000	
ERDF Programme Management		25,000	Subject to In Year activity
Events Management		5,000	
	TOTAL:	450,000	
	TOTAL INCOME	950,000	

GCGP Expenditure 204/15			
		£	
Core Staff including on-costs (7 core + Chair)		445,000	
Rent		1	
Landlines & broadband		3,520	
Travel and Subsistence		10,500	
Mobile phones and Electrical devices (inc insurance)		3,086	
Insurance		3,604	
IT support		11,844	
Printer lease and costs		2,369	
Company Secretary		4,500	
Accountancy support, audit and payroll charges		11,200	
HR support		1,814	
MailChimp (for enewsletter)		576	
Website hosting		1,140	
Office supplies		720	
		£499,874	
	INCOME 2014/15	£775,004	
	EXPENDITURE 2014/15	£775,004	
	RESERVES B/F 2014/15	475,245	

10. Risk Register 2015/16

To ensure that GCGP optimises delivery, the following risks have been identified:

A) STRATEGIC RISKS

Risk	Risk Description	Likelihood (L) 1 = low 5 = high	Severity (S) 1 = low 5 = high	Risk rating (L x S)	Impact on GCGP	Mitigation
Lack of buy in/support from Stakeholders	GCGP left isolated by stakeholders or held back by lack of partnership working	3	5	15	GCGP would need to consider delivering aspects of the operation that make a profit, or ultimately cease operation. GCGP's reserve is being protected to cover any future wind down costs.	Regular review by Audit Committee
Change of Policy from incoming Government	A new Government may chance course away from LEPs; or develop a new strategy away from current core business	3	3	9	Impact could be subtle shift in policy through to the possible wind-up of LEPs	Maintain dialogue with BIS as sponsoring department to ensure GCGP can act quickly to any proposals.
Staff turnover/capacity	Uncertainty over longer term funding may lead to key staff leaving.	2	5	10	Key activities would have to be cancelled or curtailed severely impacting on achievement of deliverables.	Ensure that staff are communicated with effectively at all times

B) OPERATIONAL RISKS

Risk	Risk Description	Likelihood (L) 1 = low 5 = high	Severity (S) 1 = low 5 = high	Risk rating (L x S)	Impact on Workstream	Mitigation
Growth hub	Inability to secure buy in from stakeholders to make our 'eco systems' work effectively.	2	5	10	Key activities will have to be scaled back.	Simply run a reactive web site signposting nationally available business support
Skills	In sufficient buy in from stakeholder community for GCGP Skills Strategy	2	5	10	Potentially significantly reduced activity and consequently impact.	Stronger integration of GCGP thinking with stakeholders
ESIF	Inability to have key project approved by the Managing Authority	2	5	10	With Government acting as Managing Authority for the ESIF programme anything is possible!	Continue to build strong project proformas with our stakeholders
Agri tech	Inability to secure sufficient proposals to meet the programme financial profile	1	5	5	Likely clawback of funding by Government and reputational risk to GCGP	Proactive marketing of centre & offer; ensure professional service delivered; increase links with local property agents.
Growing Places Fund	Significant demand for GPF funding is being developed. This may not be satisfied. The team is seeking to build a spectrum of funds available to projects	4	4	16	Reputationally GCGP needs to be able to satisfy demand where possible however with a finite amount of money this may be difficult.	Development of a spectrum that signposts proposers to other alternative sources beyond GCGP.
Growth Deal	<ul style="list-style-type: none"> Inability of proposers to deliver projects Government seeks to deliver key projects 'around' GCGP GCGP and its stakeholders is unable to build a prioritised plan in advance of a possible Growth Deal 3 	3 3 3	4 5 4	12 15 12	The Growth Deal is GCGP biggest risk; successful deliver is likely to see bigger returns in future national rounds. Delayed or non-delivery is likely to have the converse effect.	Close working with Government and stakeholders to ensure GCGP can build a strong delivery track record and influence with Government.

ITEM 4: Skills Update

1. FOR DECISION

- a) The Board is recommended to support the approach outlined below in order to set clear terms for the way in which GCGP will seek to influence Skills Funding Agency (SFA) controlled funding.

2. Background

Government is very clear that publically funded training should become much more responsive to business needs. They are doing this in several ways, including: Employer Ownership of Skills pilots, a good example being the Science Industry Partnership delivering apprenticeships that GCGP are directly involved in; Trailblazer apprenticeships that are designed by and for the relevant businesses; a move toward a voucher scheme for businesses that allows them to be in control of what apprenticeship training they can purchase; and via giving Local Enterprise Partnerships a direct role in how the remaining SFA budgets are spent in their localities.

As part of the original Growth Deal announcement, attached to the financial offers to LEPs, there was a series of policy announcements containing a range of asks and offers around SFA activities and funding. In February 2015, SFA published a paper that moved this forward and set out how they see LEPs influencing SFA funding moving forward¹. The SFA paper, however, is not straightforward and there is ambiguity in a great deal of what is proposed. This board paper, therefore, seeks to clarify the direction of GCGP's response, and use of, this document.

3. How GCGP will work with the SFA & training partners

GCGP already has an excellent working relationship with our local SFA team and works closely with them to drive forward GCGP strategy. GCGP's relationship with local Further Education Colleges and large training providers continues to be productive at both a strategic CEO level and tactical level. There is a high level leaders group encompassing the five colleges in the GCGP geography and a tactical training providers group. GCGP will continue to work with SFA and local providers to ensure that our objectives are met at a strategic and tactical level. The SFA policy paper gives GCGP an opportunity to proactively shape how the actions & processes outlined will be delivered locally.

4. GCGP approach

The opportunity available is straightforward: GCGP intends to change from a policy of influence by relationship to a proactive approach using the parameters of the SFA policy document. Rather than react to top down policy and funding the proposal here is that a bottom up approach is taken. This approach will take advantage of the position that the SFA have outlined and defines training outcomes in relation to GCGP growth aspirations and the existing business community.

5. Next steps

One, GCGP will ask the SFA to provide details of the scale of current funding being delivered in its geography and its current uses. Two, GCGP will identify funding within the current budget that can be utilised to support local businesses. Three, GCGP will produce a concise strategy document that sets out how we will work with SFA funding and how partners can support this. Four, GCGP will build this work into its 2015-2016 work programme.

¹

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/404300/Local_Enterprise_Partnerships_LEPs_increasing_their_influence_on_skills_budgets.pdf

ITEM 8: GCGP Engagement in a High Speed 2 (HS2) Supply Chain Initiative

1. FOR DECISION

The Board is recommended to support GCGPs involvement in the High Speed 2 (HS2) Supply Chain Initiative. The GCGP Board is recommended to:

- a) support GCGP's involvement of the project development offered, but make clear that the programme needs to be considered more than just a 'West Midlands offer'.
- b) give approval to the Executive to develop the project and route into GCGP's ESIF commit once the project is in a position to be considered for funding.

2. Background

The Executive received an email from Greater Birmingham and Solihull LEP on 2 April 2015. The email set out a broad Supply Chain Initiative to support local businesses access HS2 opportunities over the life of the project delivery. It has clearly been discussed in the Midlands for some time, additionally Lincolnshire, Northamptonshire, SEMLEP, Sheffield, Leicestershire and D2N2 have been approached.

The programme is at an initial stage, but worthy of consideration if it supports local businesses access HS2 opportunities, although there is no guarantee of course. More tangentially this would be an opportunity for GCGP to develop strong operational relationships with Midlands LEPs.

Operationally there are a range of companies across GCGP that have an existing interest in HS2 or possess the ability to get more closely involved. Equally any support offered would put companies in a good position to benefit from other programmes aside from HS2.

The proposal seeks to secure staff and start-up costs from each Growth Hub, due to GCGP's Growth hub settlement this is unlikely to be the case for GCGP, A more likely route would be for an ESIF contribution to support staffing and project delivery costs – although further details are required, assuming GCGP wishes to participate in the programme.

3. Programme summary – as provided by Greater Birmingham and Solihull LEP

HS2 SCP is a supply chain programme developed in a direct response to the HS2 business supply chain opportunities and seeks to address the barriers to growth.

It will provide financial assistance of £20,000 - £1m to existing growing SMEs across the Midlands towards capital expenditure, application of innovative advance technology, market development, mentoring and coaching and Building Information Modelling (BIM).

This will ensure a competitive and sustainable supply chain with the capacity, capability and the skill base to deliver HS2 initiative.

4. Partners

The delivery partners will be Midland LEPs; Midland Growth Hubs; HS2 Ltd; Association for Consultancy and Engineering; British Tunneling Society; Skills Hubs; National College for High Speed Rail; Construction Products Association; National Specialist Contractors Council; Railway Industry Association; Specialist Engineering

Contractors' Group; Civil Engineering Contractors Association; Specialist Engineering Contractors' Group and British Chambers of Commerce.

5. Growth Hubs

Growth Hubs will act as the gateway to the programme, generate awareness, undertake initial diagnostic, make referrals, signpost and engage in events/seminars. Budget will be allocated to each hub to cover costs of above activities and 50% contribution made towards eligible costs.

6. Partner role

Each partner will be required to provide 50% salary match funding contributions as part of their role in delivering the programme. The role of each partner will be as follows:

- Act as an initial point of contact
- Awareness raising and business engagement
- Screening of applications
- Supporting SMEs to complete applications
- Representation on Investment Board
- Organising events, workshops and one-to-one sessions
- Undertaking 10% checks for audit purposes
- Providing feedback from SMEs

7. Results

The programme will support the growth of 350 SMEs, create 2,000 new jobs, safeguard 1,000 existing jobs, generate £17.8m private sector investment and increase regional productivity/GVA.

8. Midland LEPS

Greater Birmingham and Solihull LEP is seeking an allocation from each Midland LEPs towards the programme. All allocations will only be invested in SME's within their respected area. The total cost of the programme is £40m over 3 years (2016-2018) and this made up of:

- £20m ERDF
- £17.74m Private sector SME cash match
- £2.26m Public sector salary match:
 - Birmingham City Council- £1.21m
 - Greater Birmingham and Solihull LEP - £75k
 - Black Country - £75k
 - Coventry and Warwickshire LEP - £75k
 - Stoke and Staffordshire - £75k
 - The Marches LEP - £75k
 - GBCG LEP - £75k
 - Worcestershire LEP- £75k
 - Leicester and Leicestershire - £75k
 - Northamptonshire - £75k
 - Sheffield City Region - £75k
 - South East Midlands - £75k
 - Greater Lincolnshire - £75k
 - Greater Cambridge & Greater Peterborough - £75k
 - Derby, Derbyshire, Nottingham and Nottinghamshire (Growth Hub) £75k

The allocation for each Growth Hub will cover salary costs associated with enquiry handling, diagnostics, referrals/sign posting and engagement in events/seminars. Each Hub will draw down a 50% contribution towards eligible costs.

Indicative allocation from each LEP sought is set out below.

LEPs	%	ESIF £m
Greater Birmingham and Solihull	36%	4.2
Black Country	17%	3.4
Coventry and Warwickshire	6%	1.2
Stoke-on-Trent and Staffordshire	6%	1.2
The Marches	5%	1
Worcestershire	5%	1
Leicester and Leicestershire	6%	1.2
Northamptonshire	6%	1.2
Sheffield City Region	6%	1.2
South East Midlands	6%	1.2
Greater Lincolnshire	5%	1
Greater Cambridge & Greater Peterborough	5%	1
Derby, Derbyshire, Nottingham and Nottinghamshire	6%	1.2
Total ESIF		£20m

9. Next steps

Assuming GCGP is supportive of joining the development of the programme, the Executive will seek to meet with the programme initiators to explore greater detail around the scheme.

ITEM 9: VCSE Update

1. FOR DECISION

- a) Board to approve the VCSE Strategy and the creation of an Action Plan to deliver the objectives, led by Claire Higgins.
- b) Board to note the results of the LEP Prize Challenge Round One and approve the launch of Round Two.

2. VCSE Strategy

Purpose and rationale: The LEP has developed a VCSE Strategy to guide and support the creative engagement of voluntary, community, and social enterprise (VCSE) sector organisations, to assist with the delivery of the LEP's economic development objectives.

The Strategy has been written by an experienced consultant in the field and developed in partnership with the VCSE community. It has been designed to "create progressive partnerships with the VCSE sector that bring more people to the workplace."

The Strategy focuses on existing funding streams available to the VCSE sector, particularly the LEP Prize Challenge and European Social Funding, and specifically does not directly commit any additional LEP funding (beyond that already committed to the LEP Prize Challenge).

The key objectives of the strategy are to drive business-led training provision, to tackle worklessness and social exclusion (using European Funding), and to attract funding into the LEP localities. By working with the VCSE sector we believe we can add value, delivering greater effectiveness and improved delivery/ outcomes.

The LEP Board are asked to approve the Strategy and the creation of a detailed Action Plan which will be developed in conjunction with the LEP's VCSE Forum, led by Claire Higgins.

3. LEP Prize Challenge

Launched in May 2013, the LEP Prize Challenge was designed to encourage innovative new initiatives to help unemployed and socially disadvantaged people living in the LEP area, to gain the skills they need to become work ready and ultimately assist them to be better equipped to secure a job.

In total seven organisations were provided with £30,000 each to run their scheme for a year. At the end of the year the projects were reviewed and assessed, with three projects awarded a further £50,000 to evolve and develop their projects further over the next twelve months with one aim to bring about self-sustainability.

In the first year, the seven projects helped 300 people to become work ready and 110 people to gain paid employment. The three projects who have been awarded an additional £50,000 each aim to help 258 people to become work ready and a further 125 people gain employment.

In total the LEP Prize Challenge was set a target of helping 1,000 people to become work ready and 250 people into paid employment with a total investment from the LEP of £1 million. The results to date show that this target will be achieved.

The Board originally approved a £1 million commitment to the LEP Prize Challenge, with the condition that a review of Round 1 was carried out and brought back for consideration before any future funding rounds were issued.

Lessons have been learnt from the first round of funding, and the criteria for funding has been updated as follows:

- Individual project grants will be increased from £30,000 to £40,000
- Up to seven projects will be supported (as opposed to ten) in the first round
- Up to three projects will receive an additional £50,000 after the first year review

The following conditions will remain as before:

- Applicants must be either a Registered Charity or Social Enterprise organisation
- Applications must focus on upskilling individuals to help them into work
- The project must meet a proven local need and have a measurable impact
- The project should be innovative and engage with the business community
- Looking ahead, applicants must be happy to share their learning with the wider community and consider the sustainability of the project
- Consideration will also be given to the organisational capacity and track record of the applicant/s

The LEP will look at the potential to fund the scheme via European Social Funding for future years beyond Round 2.

The programme would continue to be delivered by Cambs Community Foundation, who have successfully administered the grants to date (working closely with our accountable body, Cambridgeshire County Council). There would be a cost of circa. £20,000 for their management of the scheme and for the marketing materials required to promote it.

The Board is therefore asked to approve a further £450,000 investment into Round Two of the LEP Prize Challenge (from GPF).

ITEM 10: Minutes of Previous Meeting

MINUTES OF THE GCGPLEP BOARD MEETING HELD AT ALCONBURY WEALD ENTERPRISE CAMPUS ON MONDAY 30TH MARCH 2015

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

In attendance: Steve Bowyer – Board Advisor
Adrian Cannard – Strategy and Planning Director
Neil Darwin – Chief Executive
Rachel Drury – Collusion Agency (for Minute No 2015/24)
Cllr Lewis Herbert – Cambridge City Council Observer
Graham Hughes – Board Advisor
Pete Northover – BIS Observer
Jo Lancaster – Chief Executive HDC
Laura Welham-Halstead – Head of Communications and Connectivity

MINUTE NO.		ACTION
2015/21	<p>APOLOGIES FOR ABSENCE Apologies for absence were received from Cllr Jason Ablewhite, Cllr Marco Cereste, Cllr Steve Count, Prof Mike Thorne and Prof Ian White.</p>	
2015/22	<p>CHIEF EXECUTIVE'S UPDATE Neil Darwin presented the update on GCGP activity for March and outlined the areas of progress.</p> <ul style="list-style-type: none"> a) Strategy – the 2015/16 Business Plan would be presented to the April Board meeting. A number of meetings had been held with stakeholders and a Further Education Leaders Group had been established. The Government announcement that they would deliver key projects over £10m in value would affect schemes within the area. Positive negotiations had been held with the University of Cambridge, UKTI Trade's Regional Director and the National Housing Federation. b) Skills – positive progress had been made with the Skills Funding Agency in anticipation of changes in Skills Policy and work was continuing alongside the Greater Cambridge City Deal. c) Agri-tech – four applications had been received taking the full total to 23 projects. d) European Funds – work was continuing to develop a strong pipeline of projects with final bids required by 29th July e) Communications – BIS had informed the GCGP that they would not cover the VAT costs of 'Signpost to Grow' which meant that the budget would be reduced from £300,000 to £250,000. 	ND

2015/23	<p>HOMES AND COMMUNITIES AGENCY</p> <p>The presentation from the Homes and Communities Agency was deferred to the April meeting.</p>	
2015/24	<p>DEVELOPING A CREATIVE/DIGITAL PLATFORM FOR BUSINESS</p> <p>Rachel Drury of Collusion Agency presented the proposal for supporting a creative enterprise development programme across the LEP area.</p> <p>The Programme would have three overlapping phases: Partnership Development (April to September 2015) to raise a minimum of £600,000; Action Research (September 2015 to March 2016) investigating the best partners and places to work in through a series of eight micro labs in the LEP area and Delivery (January 2016 to September 2018) of custom programmes of activity building on the strengths and opportunities in the eight identified hubs.</p> <p>Collusion would set up meetings with key partners and start to develop funding bids to draw together a funding package to support the programme. A register of key hubs would be constructed in order to begin the process of creating the labs for the action research stage.</p> <p>The Board approved support for the outline approach with resource provided by the LEP executive team but without any financial commitment at this stage.</p>	
2015/25	<p>GROWTH DEAL UPDATE</p> <p>Adrian Cannard presented the Growth Deal update and confirmed that Government had issued the following indicative allocations:</p> <p>2016/17 - £35.1m 2017/18 - £9m 2018/19 - £13.4m 2019/20 - £12.1m 2020/21 - £18.1m</p> <p>However, schemes requiring £10m of grant or £20m scheme cost would remain under DfT control; this would mean that the Ely Southern Bypass would meet this threshold. The additional allocation of £38m for 2016/21 would therefore be reduced by the amount to be spent on the bypass. The views of the Investment Committee on the indicative profile would be reported verbally to the Board.</p> <p>The Board endorsed the approach that all announced Growth Deal schemes should remain under local accountability and agreed the drawdown of £2.1m for Bourges Boulevard Phase 1 as soon as possible in 2015/16 subject to Accountable Body arrangements.</p> <p>Further discussions would be held with the Leaders Group and other sub boards to produce a revised profile of expenditure from 2015 onwards.</p> <p>Discussions would also be held with Urban & Civic regarding the Alconbury site and a report would be submitted to the April Board.</p> <p>Adrian Cannard reported that the Investment Committee had recommended that payment be requested from the Ely and Huntingdonshire schemes and the offers to Websluice and Oakham Heights were subject to further investigation and assessment. Further funds were allocated to feasibility studies relating to investment proposals where LEP funds were involved. A further £200,000 was allocated to the signpost to grow project from the Growing Places fund. As appropriate further papers would be submitted to the Board summarising the Investment Committee's decisions.</p>	<p>ND</p> <p>ND</p> <p>ND</p>
2015/26	<p>GREATER CAMBRIDGE CITY DEAL</p> <p>John Bridge reported that the City Deal was for an initial amount of £100m for 2014-17 with further sums up to £500m in future years.</p>	

	<p>The Executive Board of the City Deal consisted of 3 local Government representatives and a University and LEP representative, supported by a City Deal Assembly consisting of local business representatives and local government representatives. There was also an independent panel that had been created to assess the work and outcomes achieved by the City Deal Board.</p> <p>The City Deal Board was focusing on infrastructure, skills agenda and transport although the LEP did not have a vote on issues discussed. Concern was expressed that consequently there was a limited representation from the business community on the City Deal programme. The LEP executive would continue to discuss relevant issues with City Deal staff and stakeholders to ensure that issues relating to the wider LEP area were fully considered.</p>	
2015/27	<p>BRUSSELS OFFICE</p> <p>Neil Darwin presented the proposal for approval of the continuing arrangements with the East of England Partnership Brussels Office.</p> <p>The Board approved an annual subscription of £13,333.33 to the East of England Partnership office, an additional £1,666.66 for support services aimed at key specialist funds available from Europe and approved the draft service level agreement between GCGP and the Brussels office.</p> <p>Michael Barnes of the LEP Executive team was nominated to sit on the East of England Europe and International Panel.</p>	
2015/28	<p>GCGP FINANCES</p> <p>Neil Darwin presented the financial report which indicated an anticipated a spend of £1,041,138 by the year end and a total income - received and expected – of £1,020,250. The overspend would be accommodated from reserves.</p> <p>The current cash position totalled £509,566.</p>	
2015/29	<p>APPROVAL OF MINUTES AND MATTERS ARISING</p> <p>The minutes of the meeting held on 24th February 2015 were approved.</p> <p>The various action points were noted as being actioned or continuing.</p> <p>A paper on the membership and terms of reference for the GCGP Sub Groups would be presented at the April meeting.</p>	ND
2015/30	<p>ANY OTHER BUSINESS</p> <p>1) <u>The LEP 'offer'</u></p> <p>Mark Reeve emphasised the need for GCGP to ensure its 'offer' was appropriately ambitious and reflected the needs of businesses in the LEP area.</p>	
2015/31	<p>DATE OF NEXT MEETING</p> <p>The date of the next meeting was fixed for Tuesday 28th April 2015 at 3pm – venue to be confirmed.</p>	