

## BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 10<sup>th</sup> December 2013, 15:00-17:30

**VENUE:** Alconbury Enterprise Zone, Building 56, Alconbury Airfield, Huntingdon, PE28 4WX

Item	Brief description	Time allocated	Access/circulation prior to board meeting
1. Minutes and actions from previous board meetings	Minutes from board meeting 12 <sup>th</sup> November	15:00 10 mins	Board Corporate Members
2. Update on progress by business area	Team and sub-group updates	15:10 30 mins	Board Corporate Members
3. Governance & Finance	Update on Board recruitment and a written financial update (Mark Reeve/ Grahame Nix)	15:40 20 mins	Board
4. Service Level Agreement with the East of England Brussels Office	Draft Service Level Agreement with the East of England Brussels Office to review	16:00 15 mins	Board Corporate Members
5. Local Growth Strategy and European Funding Strategy	An update will be provided at the meeting. The Board will be have an opportunity to debate funding priorities (Adrian Cannard)	16:15 60 mins	Board Corporate Members
6. AOB		17:15	

**DATE OF NEXT BOARD MEETING:** 12<sup>th</sup> February 2014

## SUMMARY OF AGREED ACTIONS AND PROGRESS TO DATE

Agenda item no.	Action	LEAD	ACTIONED Y/N? / STATUS
1	<b>Railway Champion</b> – Adrian to provide written record of meeting.	AC	To be complete by Board Meeting Feb 2014
	<b>Communications &amp; Engagement Strategy</b> – To be presented at December Board Meeting.	LWH	Complete. See attached document and Item 2
	<b>Temporary increase in Board Size</b> – GN to provide a verbal update.	GN	Job Spec for Non-Executive Director Attached at Item 3, Appendix 1
	<b>Proxy Votes</b> – GN to report to Board	GN	Complete. See side letter to the Mem & Arts at Item 3
	<b>European Support</b> – GN to report back on progress on reaching an agreement with NA and Herts LEPs	GN	Complete. See Paper at Item 4
	<b>Alconbury Enterprise Zone</b> – New reporting to be brought forward to February Board Meeting.	GN	Action in hand
	<b>Local Authority Funding</b> – TK to provide feedback at meeting 10 <sup>th</sup> December	TK	Verbal update
3	<b>Local Growth Strategy and European Funding Strategy Update</b> – MB and MC to develop list of relevant EU funds and their funding potential	MB & MC	MB to organise a meeting with MC before February Board meeting
	<b>Local Growth Strategy and European Funding Strategy Update</b> – AC and GN to set up sub-group of Board to review priorities.	AC & GN	The pressure of time on drafting up the growth deal means that there is unlikely to be time to do this however priorities will be discussed at Item t
4	<b>Governance and Finance</b> - Funds paid to LAs to be split between procurement on the LEPs behalf and purchasing of	GN	Updated Spreadsheet at Item 3

services/ staff time. Numbers to be rounded.

	<b>Finance</b> – GN and MR to produce long term funding picture	GN/MR	Overview included at item 3
5	<b>Year of Exporting</b> – TK to report back on progress of the group in February or March	TK	Ongoing
6	<b>Growing Places Funding</b> – MB to look at the extent of the flexibilities the recycling funding offered, and if it could be used for revenue funding and/or the LEP’s own projects.	MB	Ongoing
	<b>Funding</b> – Board requested LEP Team prepare a longer-term financial model of the LEP’s capital budgets including a revised Alconbury Income line.	GN/MB	Overview is included at Item 3
7	<b>Agri-Tech Programme</b> – Copy of the proposed report circulated with Board Minutes for Comment	ALL	No comments received
	<b>Agri-Tech Programme</b> – Further update will be provided at future meetings	GN	Complete

## LEP Board Meeting

Minutes from the meeting held on 12<sup>th</sup> November 2013 from 15.00 to 17.00

Held at Building 56, Alconbury Weald Enterprise Campus

### Members Present

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

### Apologies

Neil Darwin	Board Advisor
-------------	---------------

### Also in attendance

Alex Plant (AP)	Board Advisor
Adrian Cannard (AC)	Strategy & Planning Director
Mark Cooper (MCo)	Skills & Business Growth Lead
Michael Barnes (MB)	Programme Manager

Laura Welham-Halstead (LWH)	Communications & Engagement Lead
Pete Northover (PN)	BIS Local

<b>1.</b>	<b>Minutes and actions from previous board meetings</b>	
	<p>The minutes of the last board meeting (15<sup>th</sup> October 2013) were agreed by the board with no amendments.</p> <p><b>Actions</b></p> <p><b>Railway Champion</b> AC met with Jonathan Denby from Greater Anglia to discuss project ideas for future Strategy. AC to provide a written record of the meeting.</p> <p><b>Communications &amp; Engagement Strategy</b> LWH meeting with MR next week to review draft Strategy, and bringing the document to the December board meeting.</p> <p><b>Board Size</b> GN reported back to the Board that the majority become official Directors of the LEP in 2012 (JB was the earliest becoming an official Director in 2011). There is currently one business space and one VSE space available on the Board. The recruitment process for the VSE space is underway and should be complete before the next Board meeting.</p> <p>The Board agreed the proposal to recruit one new business Board Member and two co-opted Members. GN and MR to work up a role specification and start the recruitment process.</p> <p><b>Proxy votes</b> GN reported that work was underway. Proxy votes were straightforward for LA members, but not for business members, therefore he is taking advice from other businesses and will report back to a future meeting.</p> <p><b>European Support</b> Following on from the last Board meeting, MB has had two meetings with colleagues at NewAnglia and Hertfordshire LEPs to discuss funding a European Office post. No agreement has been reached as yet. GN to speak to the other CEO's to try to resolve. MR offered to liaise with Chairmen if required. GN to report back to the next Board meeting.</p> <p><b>Recruitment</b></p>	<p>AC</p> <p>LWH</p> <p>GN/ MR</p> <p>GN</p> <p>GN</p>

	<p>GN has drafted a job specification for the Enterprise Lead role, but as yet there is no funding to allow this role to proceed to recruitment.</p> <p><b>Alconbury Enterprise Zone</b> GN informed the Board that he was in the process of agreeing a formal project reporting structure for all capital projects, including the Enterprise Zone. U&amp;C are anticipated to bring a formal update to the January 2014 board meeting.</p> <p>The Board discussed the project, and were keen to establish the specific role/s they needed to play to help make the development a success. The Board were keen that the update from U&amp;C included a revised future income receipts projection, a clear overview of all elements of the project, and clarity of the Board’s role in the progression of the development.</p> <p><b>Local Authority Funding</b> TK met with MC, MCu and TB prior to the Board meeting to discuss 2014/15 local authority financial contributions to the LEP.</p> <p>The Board then debated the proposals and were happy for TK to work on the concept further and take it to the LA Leaders meeting on 9<sup>th</sup> December. TK will provide feedback from this meeting at the LEP Board meeting on 10<sup>th</sup> December.</p>	<p>GN</p> <p>GN</p> <p>TK</p>
<p><b>2.</b></p>	<p><b>Update on progress by business area</b></p>	
	<p>The Board were provided with written updates on core team and sub-group activities.</p> <p>No queries were raised.</p>	
<p><b>3.</b></p>	<p><b>Local Growth Strategy and European Funding Strategy update</b></p>	
	<p>MB updated the Board on progress with the European Funding Strategy. The document has been submitted in draft and informal feedback has been received from Government on the strategy. Overall the feedback was positive, with some more work to do on proving value for money and defining the clarity of outputs (which can proceed once the appropriate data and information has been provided by Government).</p> <p>There is still no clear guidance from Government as to how the ERDF and ESF programmes will be delivered from 2014, but it is looking likely that the LEP will have a role to play in project bidding and delivery. The Board noted that this would put additional strain on the LEP’s limited resources and discussed what measures could put in place to fund such work. MB confirmed Technical Assistance (TA)</p>	

	<p>was available to bid for this year and in future years, but this was not guaranteed and would only be 5% of the total programme cost.</p> <p>The Board then discussed if there were other European Funding programmes that could be relevant to the LEP area. MB and MC to develop a list of relevant EU funds and their funding potential vs. the potential resource required from the LEP.</p> <p>AC then provided the board with an update on the drafting of the Local Growth Strategy.</p> <p>AC stressed that whilst the financial bidding element of the deal was very important, the LEP were in a position to negotiate other matters with Government via the bid as well.</p> <p>Progress was outlined within the Board paper, with a recommendation that a small sub-group of the Board meets to discuss and agree the prioritisation of the growth programme. AC noted the feedback provided by board regarding the current bias towards job opportunities instead of jobs delivered, and also clarification around the use of funds (e.g. loans vs. grant).</p> <p>The board agreed this recommendation. AC and GN to set up the group.</p>	<p>MB/ MC</p> <p>AC/ GN</p>
<b>4.</b>	<b>Governance &amp; Finance</b>	
	<p>GN informed the board that TWI has offered to provide a part-time 'FD' and Accounting Clerk to the LEP free of charge. The board noted its official thanks to TWI for the support.</p> <p>GN introduced the finance paper, which included a cash projection. The board then discussed the level of Local Authority contributions received to date compared to the level of funding they had received. GN clarified where this funding was used (to contribute towards the creation of the Local Transport Board, to pay for specific project related LA staff time, to contribute towards the Joint Strategic Planning Unit and consultancy support for the Greater Cambridge City Deal).</p> <p>The board requested that funds paid to LA's should be split between things procured on the LEP's behalf and things that are being funded. It was also requested that figures were rounded.</p> <p>Discussions about the level of resources required to fund the LEP team to enable them to meet the demands from Government and the local priorities continued. The recent launch of the APPG report on LEPs shows that a number of LEPs have significantly more resources available to them which given the competitive nature of</p>	<p>GN</p>

	<p>LEP funding is of concern.</p> <p>GN and MR will work on longer term financial budgeting, and in the future ensure that all financial decisions made by the board are put into context further.</p>	GN/ MR
<b>5.</b>	<b>Year of Exporting</b>	
	<p>TK updated the board on progress in ND's absence. A small sub-group is being formed to oversee this work with meeting dates early in December suggested.</p> <p>The board were informed of a potential sponsor for the Year of Exporting, identified by JB, which was warmly welcomed. JB to follow up with ND. It was noted that the £20,000 notionally allocated to the project was from the 2014/15 budget, not the current financial year's budget.</p> <p>The board then discussed the potential return on investment for this work and the importance of clarifying key areas for the interventions. TK and JB assured the board that this was the first stage of the process.</p> <p>TK to report back to the February or March board with further news.</p>	<p>JB/ ND</p> <p>TK</p>
<b>6.</b>	<b>Growing Places Fund Update</b>	
	<p>MR introduced the paper and asked the board for feedback. The board discussed the proposed criteria, and were keen to ensure that the LEP attracted as many private sector bidders as possible and maximised the impact of the fund on the local economy.</p> <p>The following amendments to the criteria were agreed:</p> <ul style="list-style-type: none"> <li>• No ceiling value of individual bids</li> <li>• Minimum value of £100,000</li> <li>• More emphasis on growth potential</li> </ul> <p>The board also asked MB to look into the extent of the flexibilities the recycled funding offered, and if it could be used for revenue funding and/or the LEP's own projects.</p> <p>The board also requested the LEP team prepare a longer-term financial model of the LEP's capital budgets, including a revised Alconbury income line.</p>	<p>MB</p> <p>GN/ MB</p>
<b>7.</b>	<b>Agri-Tech Programme</b>	



	<p>The Agri-Tech Programme paper was carried over from the last Board meeting.</p> <p>GN provided an update to board. The LEP are currently recruiting a Project Manager (interviews taking place on 25<sup>th</sup> November), letter inviting people to join the Programme Board have been issued, and the Innovation Centre call for project bids launches on 14<sup>th</sup> November.</p> <p>GN informed the board that he is working on a standard set of project papers that could be shared with board members via email on a regular basis. Any feedback on the proposed structure would be most welcome (a copy has been distributed with the minutes).</p> <p>AP updated the board on the formation of the wider Agri-Tech sector cluster group. The process for appointing a Director was underway, with second interviews taking place shortly. The Director of the Cluster will work closely with the LEP on the Agri-Tech Grants project.</p> <p>A further update will be brought to a future LEP Board meeting.</p>	<p>All</p> <p>GN</p>
<b>8.</b>	<b>AOB</b>	
	<p>The board extended their thanks to Alex Plant, LEP Board Advisor, for his support as this was his last LEP board meeting.</p> <p>Meeting closed at 4.55pm.</p>	

## ITEM 2: PROGRESS IN CORE BUSINESS AREAS

### FOR INFORMATION AND DECISION

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

#### 1. RECRUITMENT

The recruitment process for the Agri-Tech Project Manager role is now complete and Martin Lutman has been appointed on a 15 month fixed term basis. Martin joins the team on 9<sup>th</sup> December 2013.

#### 2. COMMUNICATIONS AND ENGAGEMENT

The draft Communications and Engagement Strategy has been reviewed by MR, GN and the team separately and developed further. Please find attached the updated draft Communications and Engagement Strategy for your consideration and feedback.

**Please note:** Board Members are asked to provide feedback via email to [laura.halstead@yourlocalenterprisepartnership.co.uk](mailto:laura.halstead@yourlocalenterprisepartnership.co.uk) as unfortunately it is not anticipated that there will be time to fully discuss this item within the meeting.

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

- The LEP Summit – which attracted over 120 people from the private, public and third sector. Delegates were engaged in healthy debate during the workshop sessions and we have received positive feedback from the event, including offers of continued support for the work of the LEP.
- Stakeholder engagement work continued including GN attending the launch of Cambridge Ahead and MC attended the UKCES conference in London.
- Helping to promote a wide variety of business related events and successes, including the forthcoming NCVO event in Bury St Edmunds and the new RevActive funding opportunity for SMEs.
- Continuing to run our on-going social media activities and website updates.
- Working with Cabinet Office to organise a potential Ministerial visit to our area.

These activities resulted in the LEP:

- Gaining media coverage in a range of publications, including: The Guardian, Guardian Local Online (LEP discussion), Connected Magazine and Saffron Walden Weekly News.
- Continuing social media engagement via Twitter (1541 followers) and LinkedIn (429 members).

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

- Promoting the announcement of the LEP Prize Challenge winners.
- Launching the Eastern Agri-Tech Initiative Grants programme.
- Developing a marketing strategy for the Year of Exporting with Opportunity Peterborough and TK.
- Continued work on the potential Ministerial visit.

### **3. ENTERPRISE ZONE**

#### a) Planning

Progress continues to be made on the Outline Planning Application for Alconbury Weald, with HDC's Development Management Panel and Full Council due to meet on 9<sup>th</sup> December 2013 to finalise the decision. Following on from that Urban&Civic are progressing applications for the delivery of further demolition, early infrastructure and landscaping to enhance phase 1 commercial delivery and facilitate phase 1 residential development in 2014.

#### b) Southern Access

Urban&Civic continue to develop design work and discussions with Cambridgeshire County Council and statutory partners. Design work, planning and procurement remain on track for start late Summer 2014.

#### c) Leveraging public funding

A Capital Grants Fund application (Building Foundations for Growth) of £5m has been made to support bringing forward infrastructure for commercial phase 1 and creation of serviced plots to accelerate market demand (see attached illustrative masterplan).

#### d) Tenants and Enquiries (see attached Enquiries List)

There continues to be good interest in both the Incubator and new builds on the Campus, with detailed lease discussions with five companies. Further uplift is expected in response to the regional mailout of literature and publicity on the planning and building progress in December/January.

#### e) Marketing and Communications

The Campus will see a peak in media and marketing activity linked to planning progress in December and the completion of the new road and Incubator in January. Discussions continue with Cabinet Office/DCLG for a Minister to formally open the Incubator. Other announcements include becoming the first private sector-led National Skills Academy for Construction – mandating contractors to deliver apprenticeships, training and job opportunities to local people.

### **4. GROWING PLACES FUND**

- Future Business Centre are due to repay their £1 million loan early, but the exact date is yet to be agreed

- The LEP is discussing with Cambridgeshire County Council whether to withdraw £130,000 of GPF for Babraham Cycleway project – an update will be brought to a future Board meeting
- Newmarket Home of Horseracing proposal to go to Investment Sub-Committee
- Pre-call notice issued for the second round of GPF on 28<sup>th</sup> November, with the official call going live on 24<sup>th</sup> January

## **5. INWARD INVESTMENT AND INTERNATIONAL TRADE**

The first meeting of the Year of Export sub-group, led by TK and ND, took place on 2<sup>nd</sup> December. ND and LWH will meet to discuss the marketing and promotional elements further on 19<sup>th</sup> December.

## **6. SKILLS UPDATE (INCLUDING SKILLS SUB-GROUP)**

The LEP Skills Strategy focuses on three interconnected areas in order to drive business demand led skills provision. First, improving the economic awareness of our potential workforce; second, increasing the number of businesses that plan and budget for training. The third area is the sum of the balanced equation of the potential workforce being aware of local businesses, sectors, the roles within them, and businesses becoming more focused on skills and training: better aligned publically funded training.

### **Update on Key Focus Areas in 2013/2014 Operational Plan**

#### **1. Local Skills Teams Project**

- Currently negotiating MOU plus financial schedule
- Detailed job descriptions, KPIs, targets being worked up
- Recruitment for team members due to start in January
- On target to be operational in January 2014

#### **2. Enterprise Zone Skills Plan and Projects**

- Business event to be held on 11 December
- Work progressing on operational plan

#### **3. LEP Wide Skills Survey**

- Macro Survey in circulation; too early for results yet
- Detailed Labour Market Information now included in draft LEP overview
- LEP Complete Overview Draft circulated amongst partners for input
- Micro Survey Tender won by: Verbal update at board

#### **4. Skills Strategy Group Remit**

- Next meeting of the Skills Policy Group set for 4 December
- Verbal update if required; full report in February board paper

#### **5. Skills Strategy**

- Will be complete as part of the Local Growth Strategy work
- Verbal update if required

## **7. SUBGROUPS – VSE AND SOCIAL ENTERPRISE**

The judging panel for the LEP Prize Challenge met on 21<sup>st</sup> November to review the 12 finalist's applications. The panel determined that there were eight entries that met the

criteria and who had the potential to deliver training and jobs to those who struggle to access employment.

The results will be announced this week and successful applicants will commence work early in the New Year.

## **8. SUBGROUPS – BANKING**

The next Finance & Banking group meeting is scheduled to take place on 10<sup>th</sup> December. ND to provide a verbal update at the Board meeting.

## **9. SUBGROUPS – SIIC**

Nothing to report.

## **10. SUBGROUPS – GREATER CAMBRIDGE**

The Greater Cambridge group has set the following dates for their 2014 meetings:

- 19<sup>th</sup> February
- 21<sup>st</sup> May
- 17<sup>th</sup> September

## **11. RGF AGRITECH**

The LEP has now agreed the terms of the £3.2m award from Regional Growth Fund (RGF) 4 for the Eastern Agri-tech Growth Initiative. A formal offer has been issued by BIS to Cambridge County Council as the accountable body on behalf of the LEP and will be signed shortly.

Interviews have been held for the Agri-Tech Project Manager and Martin Lutman has been appointed and starts work on 9<sup>th</sup> December

Interviews have been held for the Agri-Tech Cluster CEO (Funded by the Gatsby Foundation) and an announcement will be made shortly.

Letters of invitation have been sent out to potential members of the Programme Delivery Board. A number of acceptances have been received. A further round of invitations will be sent out this week.

The Investment Committee has been established with members drawn from banking, accounting and ARU. This group will be the initial review body for funding applications.

## **ITEM 4: SERVICE LEVEL AGREEMENT WITH THE EAST OF ENGLAND BRUSSELS OFFICE**

### **SUMMARY: FOR INFORMATION**

1. The Board has previously discussed the opportunity to enter into an agreement with the East of England Brussels Office
2. Agreement has now been reached with New Anglia and Hertfordshire LEPs against a Service Level Agreement (SLA), which provides support to the LEPs and businesses within the LEPs
3. All parties have agreed to a funding of £15,000 plus VAT (£18,000) however since LEPs are unable to reclaim VAT discussions are in hand to reduce the VAT payment to the minimum

### **FOR DECISION**

4. Board approval is sought to sign a Service Level Agreement with the East of England Brussels Office at a cost of £18,000 per year in support of our role in delivering the 2014-20 European Structural and Investment Funds in the GCGP area.

### **BACKGROUND**

5. The executive has discussed and agreed in principle that the LEP would benefit from the provision of dedicated expertise and facilities to supporting us with our growing responsibilities in relation to the 2014-20 EU funding programme in our area.
6. Details of the service to be provided would be set out in a Service Level Agreement (SLA) to be signed by all parties. The wording of the SLA is being reviewed to meet the requirement to minimise VAT and it is hoped a draft will be circulated in advance of the meeting.
7. The Brussels Office has a wealth of experience and expertise, with excellent contacts at all levels within the European Commission, the Parliament and the Council as well as in the UK Permanent Representation. Dedicated staff will be recruited to form part of a package of support provided for the LEP.
8. Brussels Office support will give us access to contacts, data and intelligence and will identify opportunities for raising our profile and provide opportunities for our partners and businesses, e.g. by showcasing their and our work at key European events.
9. Such an arrangement would provide GCGP with an important support in promoting our capability, ambition and priorities for investing EU funds in our area and in playing an increasingly key role in programme and project implementation. Help to establish a relationship which we will need to draw on and develop over the lifetime of the programme.

## **ITEM 5: LOCAL GROWTH STRATEGY AND EUROPEAN FUNDING STRATEGY**

Adrian Cannard will provide an update to the Board meeting and ask Board Members for their views on the relative prioritisation of individual projects and project themes for the Local Growth Strategy.

Here is a brief update on current work in advance of the meeting:

- The Draft Local Growth Strategy is being adjusted to take into account the feedback on issues from the Growth Summit, an Innovation Workshop, and two further meetings this week: the Skills Strategy Policy Committee and advice from the Local Transport Board.
- The Draft Strategy will be presenting 'programmes of activity' based around the evidence base and project proposals. We continue to work up with partners the detail around specific projects, but there has not been sufficient opportunity to undertake a quantified appraisal process. Government has not yet provided the further guidance it indicated it would on its expectations for appraisal and project development. The Draft Strategy will set out how we intend to undertake this next step.
- Further adjustments might be necessary depending on the Autumn Statement (Thursday 5<sup>th</sup> December 2013).
- We are continuing to develop the European Investment project pipeline that also informs the Strategy.