

## BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 9<sup>th</sup> September 2014, 15:00-17:30

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

Item	Brief description	Time allocated	Access/circulation prior to board meeting
1. CEO Overview	Verbal Update	15:00 10 mins	Board & Corporate Members
2. GCGP Strategic Direction	Paper Attached	15:10 45 mins	Board & Corporate Members
3. Forward Work Programmes	September to December 2014 Papers Attached	15:55 15 mins	Board & Corporate Members
4. Growth Deal Update	Round 1 delivery Round 2 next steps (Paper Attached)	16.10 25 mins	Board & Corporate Members
5. Current Programme highlights	Verbal Update	16.35 10 mins	Board & Corporate Members
6. Finance	Update on 2014/15 Finance Position Paper to be tabled	16:45 15 mins	Board Members
7. Future Events Calendar	Paper Attached	17:00 5 mins	Board & Corporate Members
8. Minutes and actions from previous board meeting	Minutes from Board Meeting held on 13 <sup>th</sup> May 2014.	17:05 5 mins	Board & Corporate Members
9. AOB		17:10	

## ITEM 2: GCGP STRATEGIC DIRECTION

### GCGP Strategic Plan

**Vision:** The Greater Cambridge Greater Peterborough area will be renowned as a globally leading area for technological innovation, production and commercialisation. The area will be supported by a physical infrastructure and workforce that ensure continued economic growth.

**Model:** The Partnership's emphasis will be on exercising its strategic economic growth remit, in order to influence and shape growth and act as a convenor to encourage collaboration and sharing across the area.

Strategic Pillars	Projects	Milestones	Outcomes
<i>Positioning with Government</i>	<ul style="list-style-type: none"> <li>• Growth Deal Round Two</li> <li>• Support Local Authorities ensure effective positioning of future infrastructure requirements</li> <li>• Engage MPs and key officials to ensure visibility and clear understanding of key GCGP 'asks' of Government.</li> </ul>	<ul style="list-style-type: none"> <li>• Submission of Growth Deal to Government – November 2014</li> <li>• Development of long term pipeline of projects – as part of Growth Deal process</li> <li>• Engage during September, build relationships to ensure 'internal' advocates support GCGP – Nov 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth Deal submitted – November 2014</li> <li>• Agreement with Government – January 2015.</li> </ul>
<i>Supporting Stakeholders</i>	<ul style="list-style-type: none"> <li>• Through close working, support LAs in delivering growth objectives, including City Deal</li> <li>• Through brand development of GCGP vision (the 'Technology LEP'), ensure stakeholders and businesses can communicate to wider audience</li> <li>• Effectively use marketing tools to promote the GCGP area, therein supporting local offers, to attract inward investment and new investment</li> <li>• Ensure GCGP is visible at key events and networks to ensure strategic</li> </ul>	<ul style="list-style-type: none"> <li>• Clear pipeline of projects in place, fully evidenced and prioritised</li> <li>• Subject to Board approval, refine brand and engage partners to ensure full exposure and support</li> <li>• Develop relationship with UKTI</li> <li>• Develop collateral to position GCGP, such as sector propositions</li> <li>• Guidance to be made available in September 2014</li> <li>• Ensure effective delivery plans all in place – with effect from October 2014</li> <li>• Completed delivery – March 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• Within Growth Deal Two process, November 2014 but longer term development of pipeline maybe required – May 2015</li> <li>• Brand development - November 2014</li> <li>• Initial review of impact - December 2014</li> <li>• Increase investment enquiries to GCGP by 100% by March 15</li> <li>• Benchmark conversion levels (achieve 30% by March 2015)</li> </ul>

Strategic Pillars	Projects	Milestones	Outcomes
	<p>influence is optimised (e.g. LSCC and MedCity)</p> <ul style="list-style-type: none"> <li>• Ensure effective delivery of Growth Deal One projects, demonstrating excellent processes and results to Government</li> </ul>		<ul style="list-style-type: none"> <li>• Calendar of events in place and shared with GCGP Board by September 2015</li> <li>• Clarity around delivery with partners - October 2014</li> <li>• Delivery completed – March 2015.</li> </ul>
<p><i>Prime delivery (where appropriate)</i></p>	<ul style="list-style-type: none"> <li>• Deliver the Agri-Tech programme</li> <li>• Ensure effective use, governance and monitoring of Growing Places Fund</li> <li>• Deliver a high quality ESIF programme to Government and ensure GCGP leverages significant funds</li> <li>• Ensure GCGP develops a broad skills programme, building on current outsourced Skills Service programme.</li> <li>• Develop a well-resourced, visible and effective ‘Growth Hub’, to serve the business community.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners to increase visibility of Agri-Tech opportunity, including development of the AgriGate Research Hub</li> <li>• Ensure robust systems and communication in place to develop Growing Places Fund</li> <li>• Work with partners to ensure GCGP ESIF programme is developed and positioned with Government</li> <li>• Develop a broad skills programme in consultation with partners</li> <li>• Re-establish appropriate skills board, to reflect new work</li> <li>• Develop, in partnership, a business facing growth hub to provide a signpost to businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure Round One programme fully committed and delivery agreed outcomes – March 2015</li> <li>• Achieve effective integration with Round Two programme – March 2015</li> <li>• Continue monitoring of existing programmes and pipeline development with quarterly progress reviews - October 2014</li> <li>• ESIF programme developed with partners and submitted to Government (phased submission – to be confirmed)</li> <li>• Programme development in consultation with partners and delivery to GCGP Board for consideration - October 2014</li> <li>• Develop ‘Growth Hub’ in consultation with partners – initial consultation in October 2014. Outline approach to GCGP Board - November 2014.</li> </ul>

## **ITEM 3: FORWARD WORK PROGRAMMES**

### **FOR INFORMATION**

1. 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. Documentation for each area are in the following order, over pages 4 to 13.

- Strategy and Planning
- Growing Places Fund
- European Structural and Investment Funds
- Communications & Engagement
- Skills Work Programme
- Eastern Agri-Tech Growth Initiative
- VSE Work Programme

## Strategy and Planning Work Programme: September to December 2014

Activity	Inputs	Outcomes	Milestones
Growth Deal Round One	<ul style="list-style-type: none"> <li>Marshall the Project Proposers to submit detailed programmes (Commercial, Skills, Transport, Business Support, Grants) with metrics</li> <li>Accountable body agreement</li> <li>Revised Local Transport Board</li> <li>Partners to demonstrate coordination / pooling of resources</li> </ul>	<ul style="list-style-type: none"> <li>Appraised delivery plan for each successful project</li> <li>Implementation Plan, Assurance and Accountability Framework</li> <li>Draft Monitoring and Evaluation Plan</li> <li>Government satisfied over LEP governance, including Local Transport Board and local assurance framework</li> </ul>	<p>September – Board agrees LTB ToR</p> <p>October – Board agrees Assurance Framework / Implementation Plan</p> <p>End October - Government finalises Grant Offer letter</p> <p>December – Draft Mon. &amp; Eval Plan</p>
Additional Government requirements in Growth Deal agreement	<ul style="list-style-type: none"> <li>Support superfast broadband delivery and future bids</li> <li>Accelerate delivery of housing</li> <li>Be proactive in long-term rail planning</li> <li>Be proactive in long-term strategic road network planning</li> </ul>	<ul style="list-style-type: none"> <li>Successful progress on superfast, and assisting in assembling match-funding for next round</li> <li>Unblocking housing delivery</li> <li>Influencing DfT / Train Operating Companies / Highways Agency to align with LEP vision</li> </ul>	<p>October – Establish working groups / input into engagement strategy</p> <p>December – Highways Agency briefing to LEP Group</p>
Strong economic evidence base	<ul style="list-style-type: none"> <li>Local Economic Assessment</li> <li>SFA Skills Data, Survey, Job vacancy data, Business information etc</li> <li>Economic Forecasting</li> <li>Infrastructure needs</li> </ul>	<ul style="list-style-type: none"> <li>Strong economic evidence base to underpin Board vision, and driving LEP activity (and any resulting bids)</li> </ul>	<p>October – Draft Local Economic Assessment</p> <p>December – Local Economic Assessment</p>
City Deal (transport)	<ul style="list-style-type: none"> <li>Provide LEP input to City Deal transport and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>LEP upholds its responsibility as one of the five City Deal partners and facilitates City Deal outcomes</li> </ul>	<p>September onwards – City Deal Transport Technical Group</p>

## Growing Places Fund Work Programme: September to December 2014

Activity	Inputs	Outcomes	Milestones
Complete Round 2 recycle agreements	<ul style="list-style-type: none"> <li>Conclude Lancaster Way and Oakham Heights agreements</li> <li>Review Littleport Eco-business park application</li> </ul>	<ul style="list-style-type: none"> <li>Funding agreements concluded to invest £1.5m</li> <li>£500k either invested in Littleport project or reallocated</li> <li>Publicity for further significant local investment by GCGP</li> </ul>	30.09 - Agreement reached on Lancaster Way and Oakham Heights subject to planning approval
Develop pipeline for further projects	<ul style="list-style-type: none"> <li>Review Haverhill Epicentre (New Anglia and applicant)</li> <li>Review resubmitted Round 2 application for Quality Apprenticeship Placement project (Peterborough)</li> <li>Maintain dialogue with Taus Nöhrind on development of Guide2Growth and Kings Lynn FiberBoard proposals</li> <li>Initial dialogue with JDR Cables and East Cambs DC</li> </ul>	<ul style="list-style-type: none"> <li>Project applications for consideration by the Investment Committee, subject to preliminary due diligence</li> <li>Significant further private sector investment (c£2.5m) creating growth and jobs in the GCGP area</li> </ul>	Rolling process
Consider proposed revision of Peterborough South Bank Round 1 Project	<ul style="list-style-type: none"> <li>Maintain dialogue with Allia and Opportunity Peterborough</li> </ul>	<ul style="list-style-type: none"> <li>Existing project re-badged to provide new growth opportunities in Peterborough</li> </ul>	tbc – revised funding agreement in place
Monitor progress on Webb's Hole Sluice (Northstowe) Round 1 proposal	<ul style="list-style-type: none"> <li>Maintain dialogue with South Cambs DC</li> </ul>	<ul style="list-style-type: none"> <li>£780k invested or reallocated</li> </ul>	tbc
Consider request for extension to Skills Service project	<ul style="list-style-type: none"> <li>Assess viability of request</li> </ul>	<ul style="list-style-type: none"> <li>Additional £60k invested to support work experience placements in Peterborough</li> </ul>	tbc

## European Structural and Investment Funds Work Programme: September to December 2014

Activity	Inputs	Outcomes	Milestones
Employ three ERDF facilitators	<ul style="list-style-type: none"> <li>Agree employment and recruitment mechanism and recruitment process</li> </ul>	<ul style="list-style-type: none"> <li>Resource available to facilitate pipeline with stakeholders and partners</li> </ul>	30.09 – Three facilitators employed for initial six month period
Convene GCGP ESIF Committee	<ul style="list-style-type: none"> <li>Invite volunteers through sub-groups as previously agreed by the Board</li> </ul>	<ul style="list-style-type: none"> <li>Local mechanism created to ensure projects are strategically compliant</li> </ul>	31.10 – First Committee meeting. Chair elected
Produce draft Local Implementation Plan for 2015	<ul style="list-style-type: none"> <li>Provide output information at investment priority level including targets and milestones</li> <li>Develop provisional annual spend profiles</li> <li>Planning for first round of project calls for 2015</li> <li>Confirm allocations with Opt-In organisations</li> </ul>	<ul style="list-style-type: none"> <li>Initial investment priorities for 2015 agreed and shared</li> </ul>	<p>30.09 – ESF specifications signed off</p> <p>31.10 – Draft implementation plan approved by Committee</p> <p>31.10 – Outputs and results measures confirmed</p> <p>31.12 – Opt-In agreements signed off</p>
Ongoing dialogue with Managing Authorities / GCGP ESIF Strategy maintained	<ul style="list-style-type: none"> <li>Ongoing updates and monthly progress reporting to DCLG</li> <li>Revise in line with advice on output and results measures</li> <li>Revisit annual spend profile Monthly joint meetings with DCLG and neighbouring LEPS</li> <li>Ad hoc engagement with DWP and Defra</li> </ul>	<ul style="list-style-type: none"> <li>Strategy is harmonised with SEP and reflects LEP area priorities</li> <li>Shared objectives and basis for shared delivery with neighbouring LEPS</li> </ul>	Monthly – strategy updates shared with Managing Authority
Secure Big Lottery Programme Development Funding	<ul style="list-style-type: none"> <li>Support funding application by Big Society CIC on behalf of LEP /VCSE sub-group</li> </ul>	<ul style="list-style-type: none"> <li>£20k to build sector partnerships to develop project ideas</li> </ul>	04.09 – deadline for bid submission to Big Lottery

## Communications & Engagement Work Programme: September to December 2014

Activity	Inputs	Outcomes	Milestones
Events	<ul style="list-style-type: none"> <li>Full review to take place as part of brand development &amp; delivery</li> </ul>		<i>See full overview at Item 7</i>
Growth Deal	<ul style="list-style-type: none"> <li>Engage MPs and key officials to ensure visibility and clear understanding of key GCGP 'asks' of Government</li> <li>Create communications programme with broader partnership and key stakeholders</li> <li>Promote Growth Deal submission</li> <li>Identify and engage with key businesses to work with as 'LEP Champions'</li> </ul>	<ul style="list-style-type: none"> <li>MPs and key officials have a better understanding and can help to positively influence the outcome of the Growth Deal</li> <li>A clear flow of information between GCGP and partners to assist the delivery of Growth Deal 2</li> <li>Media coverage and increased understanding of bid. Reinforcement of key messages with Government and partners</li> <li>A strong business voice to shape and support the work of the LEP</li> </ul>	<p>Sept/ Oct – Engagement steps up, 1-2-1 meetings Nov - Build relationships to ensure 'internal' advocates support GCGP</p> <p>Sept – Develop plan Oct/ Nov – Implementation Nov – Prepare and deliver communications activity</p> <p>Sept – Identify of key contacts Sept/ Oct – Engagement work Nov - Build relationships to ensure advocates support GCGP</p>
Brand development	<ul style="list-style-type: none"> <li>Decision from GCGP Board on strategic direction of LEP</li> <li>Work with partners to refine brand and core narrative</li> <li>Review and update GCGP website to reflect core strategic messages</li> </ul>	<ul style="list-style-type: none"> <li>A clearly defined, recognisable brand</li> <li>Simple core narrative that partners buy into and use</li> <li>Clearer messaging and user journeys through LEP website</li> <li>Marketing materials ready for use and shared with partners</li> </ul>	<p>Oct - Nov – Brand development Dec – Implementation of brand</p>



Activity	Inputs	Outcomes	Milestones
	<ul style="list-style-type: none"> <li>Develop targeted marketing materials</li> </ul>		
Inward Investment	<ul style="list-style-type: none"> <li>Develop core narrative to provide compelling inward investment story for GCGP area</li> <li>Develop GCGP website and marketing materials to deliver narrative</li> <li>Digital marketing campaign to increase traffic to website and therefore increase enquiries</li> <li>Review and put in place events schedule to raise GCGP area profile (with partners)</li> </ul>	<ul style="list-style-type: none"> <li>Core narrative document and marketing materials ready for the LEP, UKTI and other partners to use</li> <li>Increased traffic and enquiries regarding inward investment in GCGP area</li> <li>International exposure in core geographic and sector areas of GCGP area</li> </ul>	<p>Sept – Events calendar created  Sept – Core narrative development  Dec – Marketing materials delivered (linked to brand development <i>see above</i>)</p>
Get Exporting	<ul style="list-style-type: none"> <li>Develop case studies and PR stories for GCGP area</li> <li>Promotion of Get Exporting at key events</li> <li>Creation of a promotional video to increase reach and inspire businesses to export</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of and engagement with Get Exporting campaign</li> <li>An increase in businesses exporting</li> </ul>	<p>Sept/ Oct – Case study development and video creation  Sept – Dec – Events  Dec – PR campaign</p>
Fourth anniversary	<ul style="list-style-type: none"> <li>Review achievements of GCGP over the last four years</li> <li>Creation of a review document and infographic</li> </ul>	<ul style="list-style-type: none"> <li>PR coverage and an increased profile and awareness of GCGP</li> <li>Increased hit rates to GCGP website</li> <li>Opportunities to re-engage with key Ministers and MPs</li> </ul>	<p>Sept – Planning and fact finding  Oct - Delivery</p>

Activity	Inputs	Outcomes	Milestones
	<ul style="list-style-type: none"> <li>PR campaign highlighting the successes of the LEP to date</li> </ul>		
Stakeholder engagement	<ul style="list-style-type: none"> <li>Develop stakeholder engagement channel to support the set up and delivery of Growth Hub</li> </ul>	<ul style="list-style-type: none"> <li>Direct means of communicating with local businesses to increase engagement with Growth Hub</li> </ul>	<p>Oct-Nov – Develop proposal Nov – Concept to LEP Board for approval</p>
Underpinning work	<ul style="list-style-type: none"> <li>Active management of social media channels (Twitter and LinkedIn)</li> <li>PR - Secure regular coverage in local, trade and national media as well as partner’s communication channels for the LEP to promote key messages. This includes Agri-Tech Grant announcements</li> <li>E-newsletter – Monthly update to key partners</li> <li>Promotion of Agri-Tech Grants, Grants4Growth and GPF</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with local businesses and Government on core LEP issues.</li> <li>Increased profile and engagement</li> <li>Increased profile and awareness of GCGP</li> <li>Increased uptake of grants and pipeline project suggestions</li> <li>Increased profile and awareness of GCGP, plus the ability to gauge local opinion and harness support for LEP proposals</li> <li>Increased uptake of grants and pipeline project suggestions</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>

## Skills Work Programme: September to December 2014

Activity	Inputs	Outcomes	Milestones
Skills Intelligence & data	<ul style="list-style-type: none"> <li>• Creation of GCGP Skills Sector Profiles</li> <li>• Management of Skills Survey</li> <li>• Create coherent documents for publishing</li> </ul>	<ul style="list-style-type: none"> <li>• Operational data profiles and key information to be used by partners in training delivery</li> <li>• Published documents available on gcgp.co.uk</li> </ul>	<p>01.09 – Decision on SFA data inclusion</p> <p>08.09 – Sector Profile &amp; Survey documents online</p> <p>31.09 – First quarterly LMI bulletin online</p>
FE Strategy	<ul style="list-style-type: none"> <li>• Creation of a skills strategy for the FE sector</li> <li>• Lead partnership group to ensure buy-in</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy that has the buy-in of key partners</li> <li>• Published on gcgp.co.uk</li> </ul>	<p>01.09 – Final draft</p> <p>TBC – Present to FE provider group</p> <p>28.11 – Publish on website</p>
Skills Strategy Implementation	<ul style="list-style-type: none"> <li>• Create partner development/engagement plan</li> <li>• Attend key meetings and events. Influence partners to work with GCGP strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Partners skills strategies align with GCGP</li> <li>• Partner delivery works with GCGP strategy</li> </ul>	<p>15.09 - CAP Steering Group</p> <p>14.10 - OFSTED Group meeting</p> <p>01.11 - Development plan complete</p> <p>01.12 - Pro-active meeting schedule in place</p>
IXION Skills in the Workplace	<ul style="list-style-type: none"> <li>• Oversee project as part of governance structure</li> </ul>	<ul style="list-style-type: none"> <li>• Funding is aligned to our key local business sectors</li> <li>• Delivered within ESF timescales and in full</li> </ul>	<p>23.09 - Governance meeting</p>
European Social Fund	<ul style="list-style-type: none"> <li>• Ensure business led vision is woven into delivery programmes</li> <li>• Provide data as required to ensure a localised approach</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement contracts are in line with GCGP strategy</li> <li>• Delivery is localised</li> <li>• Delivery is business focused</li> </ul>	<p>26.09 - SFA &amp; DWP pre-procurement detail is delivered</p>
Apprenticeship Strategy	<ul style="list-style-type: none"> <li>• Complete publishable strategy</li> <li>• Work with partners to create deliverable projects</li> </ul>	<ul style="list-style-type: none"> <li>• Projects and events in line with strategy</li> </ul>	<p>TBC - SFA Provider group meeting</p> <p>11.09 - SFA meeting</p>
Government Policy & Programmes	<ul style="list-style-type: none"> <li>• Identify potential funding streams</li> <li>• Ensure government funded projects fit with GCGP strategy</li> </ul>	<ul style="list-style-type: none"> <li>• National Careers Service is working to GCGP strategy</li> <li>• GCGP has access to up to date policy briefings</li> </ul>	<p>04.09 - Briefing meeting with NCS provider for GCGP</p>

## Eastern Agri-Tech Growth Initiative Work Programme: September to December 2014

Activity	Inputs	Outcomes	Milestones
Generate leads and project applications	<ul style="list-style-type: none"> <li>Identify and attend events; respond to requests for information; assist businesses in developing their applications.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness about the scheme</li> <li>Attract more enquiries</li> <li>More completed Pre-Qualification Questionnaires</li> <li>More applications</li> </ul>	Ongoing
Treatment of additional £1.55m from the Government Growth Deal and extension of current scheme beyond 31 March 2015	<ul style="list-style-type: none"> <li>LEP Executive and Agri-Tech Programme Delivery Board primed; awaiting Growth Deal funding letter from Government setting out process and timescale for accessing extra £1.55m.</li> </ul>	<ul style="list-style-type: none"> <li>Government agrees to combine additional funding with existing scheme which delivers seamless segue of the two funding streams &amp; ensures continuity &amp; delivery of project pipeline</li> <li>Government agrees to extension to allow schemes to complete after March 2015.</li> </ul>	BIS/DCLG meeting on 1 Sept. If negative result, we will lobby Greg Clark to achieve our desired outcome
Produce & submit quarterly claim to DCLG	<ul style="list-style-type: none"> <li>Complete Claim Form; Monitoring Report and Finance &amp; Employment spreadsheet and get approval from Cambs CC as Accountable Body/Paying Authority.</li> </ul>	<ul style="list-style-type: none"> <li>All documentation is correct with accurate financial forecasting and accepted by DCLG</li> <li>Payment from DCLG</li> </ul>	By 31 October prepare documentation  By 15 November submit claim
Programme Delivery Board meetings	<ul style="list-style-type: none"> <li>Prepare agenda and accompanying papers; brief applicants on their presentation; support both Mark Reeve in running the meetings and the Board in reaching decisions; ensure Cambs and Norfolk County Councils complete project assessments.</li> </ul>	<ul style="list-style-type: none"> <li>Approval of grant applications</li> <li>Issuing of Grant Offer Letters to successful applicants</li> <li>Generation of publicity with successful applicants</li> </ul>	Meetings currently planned for: 29 Sept; 20 Oct; 18 Nov & 17 Dec

## VSE Work Programme: September to December 2014

Activity	Inputs	Outcomes	Milestones
Co-creation of LEP Voluntary & Social Enterprise Strategy	<ul style="list-style-type: none"> <li>VSE workshop – complete</li> <li>VSE surveys – underway</li> </ul>	<ul style="list-style-type: none"> <li>LEP Voluntary and Social Enterprise Strategy</li> </ul>	<p>Mid-September – Draft Strategy shared with Claire Higgins and VSE sub-group members</p> <p>01.10 – Draft strategy presented to Board</p>
Building Better Opportunities	<ul style="list-style-type: none"> <li>Big Society Funding bidding for the Building Better Opportunities Big Lottery Funding on behalf of the VSE sub-group</li> </ul>	<ul style="list-style-type: none"> <li>£20,000 of funding to help develop VSE sector bids for ESF funding</li> </ul>	<p>04.09 – Deadline for applications</p>
LEP Prize Challenge	<ul style="list-style-type: none"> <li>Feedback from Cambs Community Foundation on current projects</li> <li>Key priorities from LEP VSE Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Decision on the project selected to receive additional Prize Challenge Funding (£50,000 for up to three projects)</li> <li>Launch of LEP Prize Challenge Phase 2 (subject to approval)</li> </ul>	<p>October – Review Phase 2 of LEP Prize Challenge</p> <p>November – Take LEP Prize Challenge Phase 2 to LEP Board</p> <p>December – LEP Prize Challenge Panel to meet, review and select winners of additional funding</p>

## ITEM 4: GROWTH DEAL UPDATE

### SUMMARY FOR DECISION:

- a) **The proposed review of Round One is subsumed into work on Round Two;**
- b) **That governance issues are addressed through the development of Implementation Plan and adoption of Local Transport Panel Terms of Reference;**
- c) **That the process for Round Two bidding is agreed.**

### GROWTH DEAL ROUND ONE

- 1) Government intends to sign a funding agreement letter with GCGP in Sept/Oct. This will be a simple confirmation of the grant amounts in the Growth Deal document ([found here](#)). The Minister will come to GCGP area to sign the agreement.
- 2) Government is still working on the combined Assurance Framework it intends LEPs to use to satisfy Government of due diligence over projects. Irrespective of that, the Board needs to be clear on its own approach to due diligence to ensure projects are delivered and it can manage the programme overall. Successful projects in Round One have been approached to populate the detail of an Implementation Plan (more detailed milestones/risk assessments). It is proposed that the October Board meeting will sign off the Implementation Plan. The GCGP Investment Panel will take oversight of non-transport project delivery. The Local Transport Board (evolving into the GCGP Local Transport Panel) will take oversight of transport project delivery.
- 3) Department for Transport are holding a meeting with the Director of Strategy and LA officers on the 4<sup>th</sup> September to focus on the delivery of Round One transport schemes and the detailed funding profile of each. This will not re-open the case for the schemes as they are already named in the Deal.
- 4) The Skills Funding Agency has been unable to meet so far to discuss the Further Education capital projects.
- 5) All LEPs attended a workshop held in London on the 19<sup>th</sup> August to 'co-design' with Government the approach to Implementation, Monitoring and Evaluation. An Implementation Plan needs to be agreed by the end of October, and a Monitoring and Evaluation Plan by Feb 2015.
- 6) The Board previously agreed for a review of the Round One process, to learn lessons for Round Two. As Round Two is now already underway (see next section) the recommendation from the proposed Chairman, David Gill, is that limited resources should instead be concentrated on the Round Two bid. **It is recommended that the Review of Round One is subsumed into work on Round Two.**
- 7) The Government currently intends to only provide Round One funding in a block grant on a quarterly basis, starting in April 2015. It has cited the need for GCGP to strengthen governance and joint working amongst partners as a pre-condition for moving to an annual block grant. It intended that agreeing revised Terms of Reference for the Local Transport Panel in October as part of the GCGP governance structure, along with the Assurance process set out in the Implementation Plan, would be a major part of responding to that pre-condition.
- 8) In addition, responding to Member expectation of greater public sector involvement working with the LEP on SEP2 and evidencing of partnership, Local Authorities partners agreed at the Leaders' Group meeting of 13<sup>th</sup> August to pull together their staff resources under a named officer to drive

their contribution to Round Two (subsequently agreed to be Nigel McCurdy, Corporate Director Delivery, Huntingdonshire District Council). A Core Strategic Group to steer that input and a wider Delivery Group encompassing key professional knowledge across housing/jobs/infrastructure and skills has been agreed with LA Chief Executives.

- 9) Successful projects in Round One will be approached to populate the detail of an Implementation Plan (more detailed milestones/risk assessments).

## **GROWTH DEAL ROUND TWO**

- 10) The Government has started the bid process for Round Two, and intends to trail the outcome in November/December this year (i.e. Autumn Statement). Crucially, it is not able to indicate how much of the £2bn pot for 16/17 remains available for competitive bids. With the ongoing tail of transport schemes spending money in that year, plus all the new allocations through Round One Growth Deals, the available pot could be even more restricted than Round One.
- 11) Given the short timescale for submission of a Round Two bid, a focused approach is required. The Government does not require, nor particular expect, Strategic Economic Plans (SEP) to be revised for Round Two.
- 12) Proposers of unsuccessful bids in Round One have been approached to refresh their bids, taking on board feedback from Government that it will be looking for significant local leverage of the resources (ideally private sector) and clear deliverability. We have also asked for bidders to clearly link their outcomes to the SEP and job/homes/skills delivery. For Further Education capital spend we have both gone back to the original proposers, and also made it clear that private sector providers can also bid. More generally, we have issued a call for additional capital proposals that meet our criteria.
- 13) Government has not decided which of the sub-competitions it will run again. However, there is a clear expectation from Government that our Round Two bid will address the economic impacts of housing, both in the context of overall delivery across the cities of Peterborough, Cambridge and the market towns, and in the context of housing (un)affordability in Cambridge. Local Authority partners are looking at the logic chain between local aspirations for spatial growth and possible bids, seeking to articulate a clearer link between projects bid for 2016/17 funding and a coherent spatial expression of the LEPs vision, with a meeting of the Delivery group (see para 8 above) planned for 17<sup>th</sup> September. This will need to come together in the final submission document by end October and effectively feed into the Board's decision to articulate a more focused strategic vision for the GCGP area.
- 14) The Government has been unable to deliver the flexibility to bid for revenue projects in Round Two. On that basis we will not be looking to submit digital theme projects in Round Two (but will continue to look to other opportunities to fund such projects).
- 15) A single prioritised list needs to be generated, across themes. It is initially proposed that Projects will be assessed against jobs/homes/skills outcomes, leverage, deliverability, and ambition/fit with SEP. The Government felt the SEP needed to have set out more evidence of how prioritisation linked to its ambitions in Round One. Part of this will be to expand upon the logic chain from ambition to bids, and also now spatial expression of LEP vision. Bidders will be asked to set out clearly how their proposal fits with the SEP. The Core Strategic Group will meet to critically review bids against these criteria themes. It is suggested that the independent members of the proposed

Round One review group be invited to contribute to this project review process. Prioritised recommendations will be presented to partners and the Board.

- 16) The SFA will be asked to be part of the review of FE capital projects. The Local Transport Board currently has a call-off contract with a transport consultancy to provide independent advice. It is recommended that this be undertaken with the Round Two bids (costs will be advised to the Board meeting). It is not proposed that the prioritisation process be externally provided.

### **Growth Deal Round Two timetable**

Given the limited time for Round Two, the following is a suggested process. The Board will need to consider whether additional time can be built in by reducing the time it has to receive papers, prior to meetings.

w/c 1<sup>st</sup> Sep – Issue call for Expressions of Interest and refreshed projects

w/c 8<sup>th</sup> Sep – BOARD agrees prioritisation approach; agrees Accountability approach

w/c 15<sup>th</sup> Sep - Local Growth Strategy Group; SIIC Sub-Group

w/c 22 Sep –Business Reps Group; 26<sup>th</sup> Sep deadline for Expressions of Interest; LTB papers

w/c 29<sup>th</sup> Sep – Internal draft prioritisation assessment; LTB

w/c 6<sup>th</sup> Oct – Leaders/Board papers i.e. draft prioritisation

w/c 13<sup>th</sup> Oct – LA LEADERS GROUP

w/c 20<sup>th</sup> Oct –BOARD MEETING (TBA) to agree Round 2 bids

w/c 27<sup>th</sup> Oct –**Submit to Government**

Oct/November - Government internal debate to inform Autumn Statement

Nov/December – Government Round 2 trailed in Autumn Statement (*assumption*)



## ITEM 7: FUTURE EVENTS CALENDAR:

Event name	Date	Location	LEP involvement
South East Cambridgeshire Funding Fair	5 <sup>th</sup> September 2014	The Maltings, Ely	Grahame Nix is speaking at the event, and Martin Lutman will be attending to promote the Eastern Agri-Tech Initiative.
The Skills Service Rutland launch	11 <sup>th</sup> September 2014	Voluntary Action Rutland	Launch of The Skills Service at the Rutland Learning and Skills Partnership (LSP) Breakfast
Agri-Tech East Pollinator Event	17 <sup>th</sup> September 2014	The Botanical Gardens, Cambridge	Martin Lutman will be attending to promote the Eastern Agri-Tech Initiative.
MENTA Going for Growth Event	18 <sup>th</sup> September 2014	Denny Bros, Bury St Edmunds	Laura is speaking at the event alongside NewAnglia LEP to promote Grants4Growth, Get Exporting and the Eastern Agri-Tech Initiative.
Fenland Grants Fair	23 <sup>rd</sup> September 2014	The Boathouse, Wisbech	The LEP have coordinated this event and gained sponsorship from Fenland District Council to pay for the venue hire.
Cambs B2B	24 <sup>th</sup> September 2014	Cambridge Airport, Cambridge	The LEP have a stand at the event to promote Get Exporting, Agri-Tech Grants and Grants4Growth.
St Neots Manufacturing Club	26 <sup>th</sup> September 2014	Sealed Air, St Neots	Neil is speaking at the event.
Anglian Water Agri-Tech event	30 <sup>th</sup> September	Saffron Walden	An Anglian Water run event targeting the Agri-Tech, food and drink industry. The LEP will promote Agri-Tech Grants.
MENTA Trade Fair	1 <sup>st</sup> October	The Apex, Bury St Edmunds	The LEP have a free stand at the event and are working with NewAnglia LEP to run a funding workshop.
The Skills Service West Norfolk launch	3 <sup>rd</sup> October	Duke's Head, King's Lynn	Launch of The Skills Service at a Norfolk Chamber of Commerce business breakfast event.
Funding Event with Suffolk Chamber of Commerce	6 <sup>th</sup> October	The Paddocks House Hotel, Newmarket	The LEP have a free stand at the event and are working with NewAnglia LEP to run a funding workshop.
The Skills Service Fenland launch	10 <sup>th</sup> October	The Braza Club, March	Launch of The Skills Service at the Fenland Business Awards.

<b>Event name</b>	<b>Date</b>	<b>Location</b>	<b>LEP involvement</b>
IMPACT Conference	17 <sup>th</sup> October	Huntingdon	Michael is speaking at this VSE event about ESIF.
Peterborough B2B	22 <sup>nd</sup> October	KingsGate Centre, Peterborough	The LEP have a stand at the event to promote Get Exporting, Agri-Tech Grants and Grants4Growth.
Low Carbon KEEP event	5 <sup>th</sup> November	Cambridge	An event to promote funding for the VSE sector. Michael Barnes speaking.
Explore Export	11 <sup>th</sup> November	Newmarket	Exhibiting at UKTI exporting event to promote Get Exporting.
Agri-Tech East Conference	12 <sup>th</sup> November	TBC	Opportunity to promote the Eastern Agri-Tech Initiative.
MENTA Going for Growth	20 <sup>th</sup> November	Mildenhall	Laura is speaking at the event alongside NALEP to promote Grants4Growth, Get Exporting & Agri-Tech Grants.
UKTI/ Cambridge Airport Event	TBC December	Holland	Inward investment and exporting event in Holland.

## ITEM 8: MINUTES OF THE PREVIOUS MEETING

### LEP Board Meeting

Minutes from the meeting held on  
2<sup>nd</sup> July 2014 from 15.00 to 17.30

Held at The Incubator, Alconbury Weald Enterprise Campus

#### Members Present

Mark Reeve (MR)	Chairman
Grahame Nix (GN)	Chief Executive
John Bridge (JB)	
Allan Arnott (AA)	
Cllr Terry King (TK)	
Trevor Ellis (TE)	
Claire Higgins (CH)	
Robert Swann (RS)	
Cllr Marco Cereste (MC)	
Prof Mike Thorne (MT)	
Mark Read (MRd)	

#### Apologies

Cllr Jason Ablewhite (JA)	
Prof Sir Richard Friend (RF)	

#### Also in attendance

Neil Darwin (ND)	Enterprise & Skills Director
Adrian Cannard (AC)	Strategy & Planning Director
Laura Welham-Halstead (LWH)	Head of Communications & Connectivity
Graham Hughes (GH)	Board Advisor
Steve Bowyer (SB)	Board Advisor
Michael Tolond (MTo)	Company Secretary

1.	Minutes and actions from previous board meetings	
	MR welcomed the Board and noted apologies from JA.  MR officially welcomed Mark Read (MRd) to the LEP Board, and thanked RS for his input to the LEP Board as this was his last meeting.  RS thanked the Board and noted the good work that the LEP had carried out to date.	

	<p>MR also noted that RF was due to go on secondment in August and the LEP Board would be welcoming Prof Ian White to the Board as his replacement, and that Steve Bowyer (SB) had joined as the new Board Advisor to take over from ND now he had joined the LEP.</p> <p>Board Minutes The Board officially signed off the minutes of the last meeting.</p> <p>Actions The actions were taken as per the paper. MR noted there was no further feedback from the Highways Agency regarding the A14 agreement as yet.</p>	
2.	Update on progress by business area	
	<p>MR introduced the paper and asked the Board for any specific queries they had.</p> <p>Communications &amp; Engagement LWH noted that the SEP announcement was the prime communications focus for the next week.</p> <p>Agri-Tech Programme GN updated the Board on the latest position, noting that new enquiries were coming in daily. GN noted that Cambridgeshire County Council and Norfolk County Council were responsible for the appraisal process, a key determination of project turnaround times.</p> <p>The Board discussed progress to date and spend vs. targets. GN noted that the pipeline was strong, but converting enquiries into full applications is a key issue.</p> <p>In response to queries from the Board, GN noted that further work was taking place to promote the scheme and clearly articulate the wide range of organisations who were eligible to apply for funding.</p> <p>Enterprise Zone GN informed the Board that the £5m BFG was officially signed off this week. GN noted that there was a bid from the Institute for Manufacturing (IfM) to carry out research into the skills requirements of the site. This proposal will come forward to a future Board subject to support from the EZ Steering Committee.</p> <p>RS declared an interest in Audio Analytic (who have recently moved onto the site).</p> <p>The Board then discussed the Enterprise Zone Steering Group and UKTI referrals to the site. GN confirmed that both he and JA sit on</p>	GN

	<p>the EZ Steering Group, and that this group was being reviewed alongside all others as per a previous Board action. GN noted that ND is carrying out a review of inward investment for the LEP area and mapping out future actions.</p> <p><b>Growing Places Funding</b> GN noted that due diligence had progressed further with the K&amp;K machines project, with further research into the Rutland bid taking place.</p> <p>A letter has been sent to the Horseracing Museum, but as yet no response has been received.</p> <p>A meeting will take place in the near future with South Cambridgeshire District Council regarding the Northstowe project.</p> <p>The Board discussed how the GPF programme was operating and the potential to reinvest further funds in the future, including the processes through which the bids passed through before reaching the Investment Committee.</p> <p>GN noted that the resources paper (Item 5) would address staffing requirements for GPF.</p> <p><b>Skills</b> ND introduced the paper and outlined the review work he was currently undertaking having recently joined the LEP, which included meeting with key stakeholders.</p> <p>ND will bring back a full paper to the Strategy Day in August outlining the key positive interventions that the LEP could make into the skills agenda.</p> <p>ND moved on to confirm that the Skills Survey is complete, and noted that he would bring the results back as a part of his presentation at the Strategy Day, but the headlines were included within the Board pack.</p> <p><b>VSE Sub-group</b> CH provided an update to the Board, noting that consultants have been briefed to co-create a VSE Strategy that supports the work of the LEP. The report is due to come back to the Board in October.</p> <p>CH informed the Board that the latest Prize Challenge report showed good progressed was being made.</p>	<p>ND</p> <p>GN</p> <p>ND</p> <p>ND</p>
3.	Finance	

	<p>GN introduced the paper and noted that a savings account had been set up for the LEP to make best use of cash.</p> <p>The overall cash balance is healthy, with some peaks in spend profile activity that will even out over the year.</p> <p>GN noted two key areas of review:</p> <ul style="list-style-type: none"> <li>• Sponsorship for the Get Exporting campaign is yet to be agreed, and therefore could require core funding</li> <li>• Event organisation needed more bandwidth to deliver</li> </ul>	
4.	Strategic Economic Plan update	
	<p>AC provided the Board with a presentation covering the key outcomes of the Strategic Economic Plan (SEP) capital settlement for 2015/16, noting that the official Government announcement would be made on Monday 7<sup>th</sup> July 2014.</p> <p>As yet, the Government has not provided a commentary or rationale to accompany the results.</p> <p>Following on from the presentation the Board had a detailed discussion about the outcome of the 2015/16 Growth Deal, including reviewing individual projects and the overall approach.</p> <p>The Board were keen to ensure that a review of both the LEP's position relative to other areas and against the original SEP was carried out as soon as the information became available.</p> <p>AC confirmed he would be carrying out a review and pressing for further information from Government regarding our bid to ensure that we learnt lessons from the first round before entering into the second round.</p> <p>The Board were particularly disappointed that the Ely Southern Bypass had not been included in the 2015/16 settlement given its importance to the economic growth of the local area. AC reassured the Board that the importance of the scheme had been stressed to Government and that it was still in the programme.</p> <p>The Board also discussed the potential impact that the Greater Cambridge City Deal had had on the overall settlement figure.</p> <p>TK and MCE offered to follow up with Government contacts to gain further feedback on the SEP to share with the team.</p> <p>MR summarised the key actions from the discussion:</p>	<p>AC</p> <p>TK/ MCE</p> <p>AC/ GN</p>

	<ul style="list-style-type: none"> <li>• A review to understand the decision making process and analysis the statistics on population, economic activity, outputs and number of LEPs will take place</li> <li>• The team will review ways to develop closer relationships with all of the local MPs</li> <li>• Carry out an internal review of processes</li> <li>• Maintain negotiations with Government relating to the SEP, in particular the two transport schemes that may get approval once further information is provided/ planning permission is granted</li> </ul> <p>The Board also discussed the importance of having a clear narrative for our local area, and a shared understanding of the key facts and challenges of the local area. MR noted that the Strategy Day would be a good forum for these discussions.</p> <p>The Board discussed the positioning of the LEP SEP statement and agreed an approach that LWH will deliver. LWH to share the press release with Board Members ASAP before issuing.</p> <p>MR requested a half hour debate was added to the Strategy Day about the outcome of the SEP and the key strategic direction of the LEP's work overall.</p>	<p>MR/ GN/ LWH AC/ GN AC</p> <p>LWH</p> <p>MR/ GN</p>
5.	Resources	
	<p>MT, MCE and RS left the meeting at 5pm.</p> <p>GN provided the Board with a presentation outlining short-term and long-term staffing requirements for the LEP. GN noted that the presentation had been updated in the light of the SEP announcement.</p> <p>The Board discussed the future requirements of the LEP, including the need to obtain dedicated finance and HR support.</p> <p>The Board agreed that some roles needed to be progressed ASAP with the wider debate being held back until the Strategy Day to ensure that the team matched the LEPs strategic vision.</p> <p>TK and TE left the meeting at 5.27pm.</p> <p>The Board discussed the importance of gathering data, both in terms of collating existing data sources and providing a cohesive LEP view, as well as creation of new data on a project by project basis. GN to review the opportunities to collaborate with LA and other partners to gain this information as a part of the resources process.</p>	<p>GN</p>

	MR summarised that there was an immediate requirement with support for HR and finance, as well as roles to support Growing Places Funding and Marketing & Events. Given the level of these roles GN was instructed to proceed as full Board approval was not required. GN to bring back an update to the next Board meeting on these roles, and future resourcing requirements.	GN
6.	Any other business	
	There was no AOB.  The meeting closed at 17.37.	

*The date of the next meeting was to be the 1<sup>st</sup> October. However in order to meet the Growth Deal Round 2 timetable a later date in October is being explored.*