

## BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 30<sup>th</sup> March, 15.00 - 17.00

**VENUE:** The Incubator, Alconbury Weald Enterprise Campus, Alconbury Airfield, Huntingdon, Cambs, PE28 4JT

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	Paper attached Update by Neil Darwin	15.05 20 mins	Board & Corporate Members
3. Developing a creative/digital platform for business	Paper attached Presentation by Rachel Drury, Collusion Agency To approve the outline approach	15.25 20 mins	Board & Corporate Members
4. Growth Deal Projects Update	Paper Attached To note and verbal update on Investment Committee	15.45 20 mins	Board & Corporate Members
5. Greater Cambridge City Deal	Verbal Update John Bridge, GCGP Board	16.05 20 mins	
6. Brussels Office	Paper Attached To review GCGP's subscription	16.25 5 mins	Board & Corporate Members
7. GCGP Finances	Paper Attached To note the current position	16.30 10 mins	Board Members
8. Minutes from Board Meeting held on 24 <sup>th</sup> February 2014		16.40 5 mins	
9. AOB		16.45 5 mins	

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

## **ITEM 2: Chief Executive Update – March 2015**

### **Decision required**

The Board is asked to note this report

#### **1. Background**

Another busy period of activity for GCGP, not least as the General Election advances. Progress has been made in a number of areas which have been captured in this report. Taking each area of activity in turn:

##### **a) Strategy**

The Executive have been drafting a business plan for 2015/16 to help frame the work of the team and enable on-going monitoring by the Board. I had anticipated presentation of this at the March Board meeting, although this will now take place at the April board meeting.

A range of meetings have been held with stakeholders to establish stronger relationships, the ambition being to see if new alliances and projects can be developed in line with GCGP's strategic objectives. Positive negotiations have been held with the University of Cambridge, UKTI Trade's Regional Director and National Housing Federation. We have also established a Further Education Leaders Group as previously described within our sub group structure. This group, for the first time offers an opportunity for a strategic debate with all FE Colleges in the area.

Of more concern is a recent announcement by Government that they are proposing to deliver 'key projects' directly. One criterion appears to be central, projects over £10m in value. This brings into scope schemes such as Ely Bypass and the Technical Vocational Centre at Alconbury. The Executive are making representation to officials to understand Governments position better. Further information will be brought to the Board meeting for discussion.

In terms of infrastructure we have now been informed that the Road Investment Strategy commits a start of works by 2020 on the A428/421 (Caxton to Black Cat Roundabout). On the A14 we have been informed that the Planning Application has received 700+ responses. Inevitably with a range of comments.

##### **b) Skills**

In addition to the Further Education Leaders group being established we have seen positive progress alongside the Skills Funding Agency where we are building a strong relationship. A number of markers are being discussed in advance of the General Election, with an eye to possible changes in Skills policy that may impact on GCGPs role in Skills development going forward. Work is also on going around the Greater Cambridge City Deal to ensure that any Skills approach coming forward aligns to the existing Skills Service rather than setting up duplicate functions. We are also seeking to develop a similar approach with the 'Edge' Skills approach in Huntingdonshire.

##### **c) Agri-tech**

Our joint initiative with New Anglia progresses well. A further four applications have been approved taking the full total to 23 projects. Government has approved a roll forward of the remaining 2014/15 RGF underspend (c£750,000). In respect of the extended programme into 2015/16 we are in discussion with New Anglia about the potential continued joint delivery. Although as yet there is no clarity around their thinking.

**d) European Funds**

Work is continuing to develop a strong pipeline of projects, the approach adopted is working effectively. We have also seen the Government announce the first call for projects on Friday 20 March. A deadline for each axis exists, although final bids need to be submitted to the Managing Authority by 29 July.

**e) Communications**

Our approach to the Growth hub; 'Signpost to Grow' continues to build. We have been informed that BIS will not cover the VAT costs, effectively reducing our budget from £300,000 to £250,000. This has meant a reshaping of our proposal. We have made representations to BIS, but to no avail, the starting point being we are not convinced BIS understand VAT rules!

On a positive note we implemented a very successful 'Back to the Floor' campaign for National Apprenticeship week. A number of Board members, staff and stakeholders supported the initiative all contributing time and energy to their temporary roles. We will look to build on this start in 2016, but are very thankful for everyone's efforts this year.

A handwritten signature in dark ink, consisting of a stylized 'N' followed by a horizontal line extending to the right.

Neil Darwin  
March 2015

## **ITEM 3: Accelerating Creative Enterprise Growth in the GCGP LEP area**

### **Decision required:**

- a. To approve support for a creative enterprise development programme across the LEP area**

### **Issue**

At the February 2015 Board meeting GCGP approved four priority sectors - Creative & Digital amongst them. This paper sets out an initial LEP wider programme working alongside Anglia Ruskin University and Collusion Agency.

### **Proposed action**

Collusion is an arts and technology agency in Cambridge, working at the intersection of arts, technology and human interaction. The company develops projects that explore new creativity led ideas within the context emerging creative technology fields such as the Internet of Things (IoT) and smart cities. Directors Rachel Drury and Simon Poulter are highly experienced professionals with more than forty years combined experience in the creative sector. To date they have:

- delivered a five day lab working with ARM, ARU and the Cultures of the Digital Economy Research Institute (CoDE) to explore creative use of new IoT sensing devices and support services;
- worked with Red Gate and the University of Cambridge on events involving the public that created ideas and prototypes for new smart technology that help to address the city's wicked problems;
- made a series of inspirational films about Cambridge inventions that are being widely used to promote the city, involving interviews with Microsoft Research, Cambridge Consultants, Jagex, Sony Guerrilla, Raspberry Pi, ARM and the University Computer Lab, Red Gate, Charles Cotton and Quentin Stafford-Fraser;
- working with tech consultancy, The Technology Partnership (TTP) and the University of Cambridge, launched a major £30k commission opportunity that will deliver a residency in Cambridge from June - October focusing on Greater Cambridge, it's growth and data, with the final work realised in October at the Festival of Ideas.

Many more companies, networks and groups (e.g. Citrix, BLN, IET) who are keen to work with Collusion because of the success and profile of previous activities and the added value generated. This demonstrates a huge appetite for cross-working between creativity and the Cambridge technology hub and into the wider GCGP area.

Collusion has observed and discussed with partners the need to unbundle this world class academic and technological hub across the GCGP LEP area, transferring knowledge into the creative and digital industries throughout the sub-region. Collusion's vision is for the GCGP area to become an interconnected global site for creative digital innovation and excellence, by developing skills and enterprise locally, sharing knowledge, generating profile and attracting the best creative talent from

around the world. This will help to drive innovation, keeping Greater Cambridge at the forefront of technological development and nurturing the future workforce. It will also help to enhance quality of life and civic pride. Evidence from Collusion's present programme shows exactly how companies like Red Gate, ARM and The Technology Partnership see the importance of investing in a broader ecology of creative enterprise, in order to future proof their own businesses.

The programme presented proposes to develop and deliver a three year programme (Sept '15- Sept '18) in support of the vision outlined above, working with GCGP and partners across sectors to create a programme that generates higher human 'bandwidth' and value. Partners will include arts organisations and artists, museums and libraries, technology and creative design companies, universities and other education providers, plus local clubs and groups, such as Code Clubs and Arts Award centres, and professional networks such as the Institute of Engineering & Technology and STEM Ambassadors. The programme has three overlapping phases:

1. **Partnership development** (April - September 2015, ongoing): developing relationships and partnership to raise minimum of £600,000. We expect to raise this from a range of sources LEP (ERDF), Arts Council England, technology partners such as ARM and Red Gate, universities, networks such as IET, trusts and foundations such as the Wellcome Trust, and by tapping into existing investment in local areas such as Creative People & Places (Peterborough, Fenland and Forest Heath).

2. **Action research (September 2015 to March 2016)**: Collusion will investigate the best partners and places to work in/with through a series of eight micro Labs across the LEP area. The Labs aim to bring together a diverse group of people for peer to peer business and creative interaction, who will identify the starting point of a plan for that place. Attendees will be relevant to the place and are likely to include technologists, artists, producers, designers, educators, and relevant local groups.

3. **Delivery (January 2016 - September 2018)**: Delivery of custom programmes of activity that build on the indigenous strengths and opportunities in each of the eight identified hubs, kicking off in places where Collusion already has existing knowledge and partnerships (e.g. Cambridge, Peterborough, Kings Lynn) and roll out from there as new partnerships and plans are put in place. A number of quick wins will be identified and delivered to kickstart the programme, with clear evidence of outcomes.

The activity will employ/support a range of freelance creatives and organisations in the local areas, and bring in companies and individuals from Cambridge to share their knowledge and skills. It is envisaged that there will be a number of hub connectors located across the LEP, whose role will be to build and share knowledge and act as 'brokers' and 'connectors' for each locality. This is important to inter-connect and strengthen the talents across a diverse area. Cascading down from this, artists from across the UK who have taken part in Collusion's labs will be given opportunities to work with communities in each hub to develop and deliver creative digital arts projects.

Consequently, a core element of the programme is to join up the work of the LEP with that of Arts Council England and other agencies in the region through the emerging creative technology sector

and a world class research institution, the University of Cambridge and ARU. This is unparalleled within the UK.

The activity delivered in each area will depend on the partnerships, resources and needs identified locally. However, the kinds of activity that it could include are:

- Intensive knowledge transfer & development labs
- Live experiments bringing together artists/creatives with people/companies working on the latest technology
- Multi-disciplinary teams working together on projects
- DIY workshops and events such as 'Maker Challenge' designed to engage small creative businesses, individuals and communities in developing new ideas for their area
- Creative programming using the Raspberry Pi, Microsoft's Net-Gadgeteer and, working with ARM, the BBC Microbit
- Activities designed to attract more girls into engineering working with the IET
- Hacking systems, e.g. Microsoft's Kinect and Minecraft, Data Gov
- Cross curricular education projects, such as Sonic Pi - making music by coding on Raspberry Pis.

For example, in Bury St Edmunds, the programme could work in partnership with gallery Smith's Row, local creative enterprises, and schools to deliver activity focused on wearable computing, including the BBC Microbit with ARM. It would begin by building knowledge, exploring existing tech and the opportunity and implications for the data produced, before moving on to developing skills and designing new solutions through a series of community/school workshops and multidisciplinary Labs. Outcomes would be exhibited for public consideration and support would be provided to help with commercialisation of ideas.

As well as delivering activities, Collusion will also help to identify and broker wider opportunities that could go on to be delivered by other partners, e.g. the development of a digital hub in Peterborough or the others creation of a 'Makespace' outpost in Northstowe. [Makespaces are voluntary spaces with a variety of technical tools based around knowledge transfer and skills.]

Through this programme we aim to:

- Enhance technology skills across the LEP area by working with communities, businesses and creatives, increasing the knowledge base and capacity to engage with the latest developments and supporting job growth
- Deliver a minimum of 25 new art works and opportunities involving min 50 artists
- Work with min 1,000 young people, developing their creativity and skills, and addressing the mismatch between aspirations and the needs of local employers, supporting them to become the next generation of innovators
- work with min 200 creative businesses, supporting growth and innovation and generate min 10 new digital creative businesses

- to develop the quality of life in the LEP area by stimulating a high quality contemporary cultural offer
- to support the growth of civic pride around the area's technology heritage and industry

### **Next steps**

Following confirmation of support from the GCGP LEP, Collusion will set up meeting with key partners and start to develop funding bids in order to draw together a funding package to support the programme. Further, a register of contacts in key hubs will be constructed in order to begin the process of setting up the Labs for the action research stage.

### **Summary**

The combination of input from ACE and GCGP LEP with technology businesses and universities offers a unique opportunity to deliver greater value and enterprise for the sub-region, with a combination of creative and business outcomes. The work will be evidence and documented, in order to demonstrate how the GCGP LEP area can become an exemplar to other areas of the country.

## ITEM 4: Growth Deal Update March 2015

### FOR DECISION:

1. To endorse the approach that all announced Growth Deal schemes should remain under local accountability;
2. To agree for the drawdown of £2.1m for Bourges Boulevard Phase 1 as soon as possible in 2015/16, subject to Accountable Body arrangements;
3. To comment on the profiling of Growth Deal Extension funding 2016-2021, subject to this being confirmed by Government prior to the meeting.

### Background

1. GCGP had a Growth Deal allocation of £71.1m, which includes the £14.1m of funding previously announced under the Local Transport Board. £19.5m of this was provisional (relating to Wisbech transport improvements and St. Neots to Cambridge public transport). In Jan 2015, the Government announced that the Enterprise Partnership had been successful in getting an additional allocation of £38m for the period 2016-2021.
2. For the 2015/16 period, £21.1m of grant will be payable to GCGP's Accountable Body for the Growth Deal (Cambridgeshire County Council). This includes £4m of Local Transport Board pre-allocation. A letter describing this has been sent to our Accountable Body from the Department of Communities and Local Government. Discussions with the Accountable Body are underway to agree a local Assurance Framework, in line with the Board recommendations.
3. We are aware that Government is now considering 'retaining' some of the largest transport schemes (over £10m grant / £20m scheme cost), of which Ely Southern Bypass would meet that threshold. Retained schemes would go through Department for Transport appraisal, with funding not being allocated through the LEP. Similarly, Government is also considering only allocating part of the funding for the Technical and Vocational Centre skills project (2015/16 spend), to allow scheme development costs, with the balance of funding subject to further Government appraisal. These two schemes account for nearly 30% of the Growth Deal allocations.
4. An objection has been lodged to Government taking this approach. It throws into question the nature of LEPs if Government is not willing to devolve funding decisions on large projects, especially when we are being asked to set in place and resource robust local assurance frameworks that essentially mirror the approach used by Departments. In the case of the Technical and Vocational Centre we have already commenced due diligence of this project and made it clear to delivery partners that funding is still dependent on the scheme meeting our local assurance process. This has already highlighted additional areas of work that the project needs to undertake to present a robust case.
5. There are also have specific concerns over what criteria will be used by Government to assess projects. For example some of the criteria previously used by the Skills Funding Agency are not relevant to our skills project due to the nature of the Growth Deal (for example % of provider match funding; reduction in estate), but it is not clear what element of the business case will be subject to approval by Government.



6. The Government will shortly confirm the annual profile of the Growth Deal Extension to the LEP, although this was not available at the time of drafting this paper. However, we are aware that Government intends to 'back-load' the profile. The additional £38m is insufficient to fund all of the key priorities identified by GCGP. However, as Ely Southern Bypass was identified as the top priority for funding the request for £16m of GCGP funding can be met. Assuming that funding is also allocated to the second priority of the Growing Places Fund Extension, then the third and fourth priorities of the Institute of Advanced Construction / Highways Academy project and the scheme at M11 Junction 8 are unlikely to be fully fundable. Discussions are taking place on breaking down the schemes into separate elements.
7. An indicative profile up to 2021 has been developed, based on an informal view of likely yearly breakdown and comparing it to the prioritised bid. This does not as yet reflect wider considerations of the optimum order of bringing schemes forward. This is being reviewed and subject to the Government announcing the profile in time the views of the Investment Committee on it will be reported verbally to the Board.
8. As the first funding will become available post April 2015, there is a specific request for the sign-off of a scheme. Peterborough City Council has brought forward corporate borrowing to enable the Bourges Boulevard Phase 1 to be delivered early in line with the delivery of a development site. This scheme was allocated £2.1m funding through the Local Transport Board process over 2015/16 and 2016/17. The Local Transport Board has considered this scheme under the existing Assurance process, and based on independent assessment has judged it delivers high value for money. **The LTB recommends to the Board that this scheme be cleared to draw down its funding (subject to arrangements of the Accountable Body). The LTB also considered and recommended a re-profiling of the transport schemes so that £2.1m can be drawn down in 2015/16, rather than over 2 years.**

## ITEM 6: Brussels Office

### Decision required

The GCGP Board is requested to approve:

- a) An annual subscription of £13,333.33 to the East of England Partnership Brussels Office
- b) An additional £1,666.66 for support services aimed at key specialist funds available from Europe
- c) Approve the draft Service Level agreement between GCGP and the Brussels Office as set out in Annex 1.
- d) Agree a LEP nomination to sit on the East of England Europe and International Panel

### 1. Background

The East of England European Partnership was first established in 1998 and since then has been evolving and changing to meet the needs of its partners. The next financial year, 2015 – 2016, represents a new turning point for both the Partnership and the Brussels team that delivers the service.

The Brussels Office team provides advice and support across the full range of funding and policy areas during 2015/16 as well as targeting three core priorities for delivery over the course of the year.

The priority areas are:

- **Economic Development:** enterprise and entrepreneurship, delivering the LEP agenda, supporting organisations in assisting SMEs
- **Digital Agenda:** smart cities and communities, delivering public services differently, ehealth, skills and jobs.
- **Health and Social Care:** public health, healthy and active ageing, air quality, ehealth, new technological solutions.

Horizontal cross-cutting theme: European Structural and Investment Funds (ERDF, Interreg, ESF etc.)

### 2. GCGP engagement with the Brussels Office to date

GCGP has been a financial contributor to the Brussels Office since 2014/15. Operationally there has been a good partnership with the Brussels Office best noted by work on ERDF and recently proposals for 'Open Day' presentations – a chance to showcase the area and spot opportunity for partnership with overseas business and institutions. At strategic level work included meetings with:

- MEPs
- Interview with BBC Look East
- UKTI Benelux
- European Commission official for research and innovation

- Trans-European Transport Network Commission official (A14 / Felixstowe to Nuneaton)
- Smart Specialisation official at European Commission
- ESIF official at European Commission

These outcomes came as a result of one meeting in Brussels, it is felt that closer working will bring many more opportunities to GCGPs businesses and stakeholders.

### **3. Governance and Management of the European Partnership**

The Partnership's strategic engagement with both partners and the EU institutions is steered by the Europe and International Panel (EIP) and is currently chaired by the East of England LGA spokesperson on European and International Affairs. The Chair of the EIP also has a seat on the East of England LGA Management Committee and reports on the work of the Brussels Office and the European Partnership.

The EIP provides strategic guidance and oversight of the work of the European Partnership, and is the voice of the European Partnership on issues relating to European and international affairs. It meets quarterly and has a broad stakeholder engagement including local government, international trade, business, social and environmental stakeholders, representatives from Local Enterprise Partnerships and Members of the European Parliament.

GCGP is entitled to a position on the EIP, to date the Chief Executive, prior to changes, attended on GCGP's behalf.

### **4. Current subscribers**

Current subscribers to the European Partnership service include:

East of England LGA  
 Greater Cambridgeshire Greater Peterborough Local Enterprise Partnership  
 Hertfordshire Local enterprise Partnership  
 New Anglia Local Enterprise Partnership  
 University of East Anglia  
 Anglia Ruskin University  
 University of Essex

### **5. Brussels Office Service Level Agreement**

The Brussels Office have prepared the attached draft Service Level Agreement for GCGP to consider, this attached at Annex 1. The onus will be on GCGP extracting greater value through this arrangement in 2015/16 than in the previous year.

## ITEM 8: Minutes of Previous Meeting

**MINUTES OF THE GCGPLEP BOARD MEETING HELD AT  
ALCONBURY WEALD ENTERPRISE CAMPUS  
ON TUESDAY 24<sup>TH</sup> FEBRUARY 2015**

Present: Mark Reeve (Chairman)  
Cllr Jason Ablewhite  
Cllr Marco Cereste  
David Gill  
Cllr Terry King  
Mark Read  
Prof Mike Thorne  
Cllr James Waters  
Prof Ian White

In attendance: Steve Bowyer – Board Advisor  
Adrian Cannard – Strategy and Planning Director  
Neil Darwin – Interim Chief Executive  
Cllr Lewis Herbert – Cambridge City Council Observer  
Graham Hughes – Board Advisor  
Mick Lazarus – BIS Observer  
Laura Welham-Halstead – Head of Communications and Connectivity  
Cameron Adams – Environment Agency  
Aidan Longergan – Natural England  
Urselle Mumford – Environment Agency

MINUTE NO.		ACTION
2015/11	<p><b>APOLOGIES FOR ABSENCE</b> Apologies for absence were received from John Bridge, Claire Higgins, Cllr Steve Count, Trevor Ellis, and Cllr Lewis Herbert.</p>	
2015/12	<p><b>INTERIM CHIEF EXECUTIVE UPDATE</b></p> <p>Neil Darwin (ND) introduced the ERDF Facilitators (Steven Wilson, Paul Bourgeois and Alan Todd) to the Board, and provided the Board with an overview of their work. The first ERDF calls are expected to take place in March and then June or July. ND thanked the team for the work they have undertaken to help develop a project pipeline.</p> <p>ND presented an update on activities since the previous Board meeting, which included a visit from the Prime Minister last week where he announced funding for a new Technology Incubator Centre in Cambridge, a project the LEP helped to push forward.</p>	

	<p>Cllr Jason Ablewhite (JA) provided an overview of the A14 consultation.</p> <p>ND reminded Board Members of the opportunity to get involved in Back to the Floor, asking anyone interested to let LWH know.</p> <p>ND then updated the Board on Food Enterprise Zone's. The Board supported the idea of developing plans for the GCGP area further. ND to bring an update back to a future meeting.</p> <p>ND also noted that five Get Exporting films have been produced, with a campaign re-launch planned for after the election.</p>	<p>All</p> <p>ND</p>
2015/13	<p><b>WORKING TOWARDS A RESILIENT ECONOMY</b></p> <p>Cameron Adams and Aidan Longergan from the Environment Agency and Natural England presented their programme 'Working towards a resilient economy'.</p> <p>The Board discussed the presentation and concept of having a Big 5 strategic panel to bring together Natural England, the Environment Agency, the HCA, Highways Agency and Network Rail with the LEP and other key partners to create a strategic plan for the area.</p> <p>The Board welcomed the concept of drawing together key partners to proactively plan for the future. ND to work up the detail of the plans alongside Cameron Adams and Aidan Longergan.</p>	<p>ND</p>
2015/14	<p><b>DEVELOPING AND REFRESHING GCGP SUB GROUPS</b></p> <p>Neil Darwin presented the proposal for developing and refreshing GCGP sub-groups and reported that since formation the LEP had established a number of sub-groups to support the Board and its objectives. The current flat structure of eight sub-groups had focused on meeting responsibilities around delivering the Single Economic Plan and the Growth Deal. This structure had now become outdated and the proposed structure would align the sub groups with Board priorities.</p> <p>The new structure would support the Board core priorities around Infrastructure, Skills and Access to Funding with links to the Single Economic Plan and the Annual Business Plan. Each sub-group would include a Board member with support from the Executive who would identify membership and there would be better links with the Board, increased visibility of the LEP's work, a better understanding of priorities and increased business engagement.</p> <p>The Board reviewed the proposed new structure, and broadly agreed with the approach. MR requested the Executive Team review the membership and Terms of Reference for each group and proceed with the proposed new structure.</p> <p>MR to follow up with JA an offer to expand the Eastern Agri-Tech Growth Initiative Board membership.</p>	<p>ND</p> <p>MR/ JA</p>
2015/15	<p><b>GOVERNANCE</b></p> <p>The Board formally approved the following resolutions:</p>	

	<ol style="list-style-type: none"> <li>1. That Mr Neil Darwin be appointed Chief Executive Officer of the LEP with immediate effect and that the Chairman complete the formalities relating to the CEO's contract of employment.</li> <li>2. That Rawlinsons, Chartered Accountants Peterborough, be appointed Auditors to the Company to replace Ensors, Chartered Accountants Cambridge, for financial year 2015-16 and that the Chairman and CEO agree the remuneration and terms and conditions of engagement with Rawlinsons.</li> </ol> <p>The Board agreed both recommendations, and congratulated ND on his appointment.</p>	
2015/16	<p><b>GROWTH DEAL UPDATE</b> MC left the meeting at 4.25pm.</p> <p>Adrian Cannard presented an update on the Growth Deal Round 1 which was worth up to £71.1m with an initial year grant of £21.1m for a list of specified projects and one programme the Agri-Tech scheme. The initial grant would be released on 1<sup>st</sup> April for subsequent deployment to projects, some covering more than the 2015-16 financial year. The overall annual Growth Deal budget for 2016/17 onwards had yet to be finalised by Government. The various requirements for funding coverage included use of the assurance framework, legal requirements, responsibilities under the Equalities Act and outcome monitoring. GCGP had confirmed that it could actively manage the spend profile and take local decisions on redeploying between projects. The finalised assurance framework would be reported to the March Board meeting.</p> <p>The Board discussed the importance of forward planning to formulate a 50 year vision for the LEP area. ND noted that the Senior Sponsors Group are working with the LEP to develop a template to capture the vision for each local authority area that can then be brought together with key cross-cutting themes. ND/ AC to continue with this work and bring back an update to a future Board meeting.</p> <p>TK left the meeting at 4.35pm.</p>	ND/ AC
2015/17	<p><b>BUILDING A MANUFACTURING ECOSYSTEM</b> ND presented the paper on behalf of Peter Templeton from the Institute for Manufacturing, which contained a proposal seeking support from the LEP Board for the development of an 'industrial ecosystem' focusing initially on the Greater Cambridge local region, with Alconbury Weald Enterprise Campus at its manufacturing centre and building on new knowledge generated in and around Cambridge. Subsequently the ecosystem could be expanded to other localities in the LEP region such as Peterborough. The proposal's vision was to 'join up' the people knowledge and physical resources of the area to develop an Industrial Ecosystem by 2030.</p> <p>The proposal's approach, the current status, a suggested Innovation Pathway, factors contributing to successful realisation of the Industrial Ecosystem were outlined. The feedback and support that were sought from the LEP Board were reviewed.</p> <p>The Board broadly welcomed the proposed work, with the proviso that it took on board the strengths of the whole of the LEP area.</p>	

2015/18	<p><b>APPROVAL OF MINUTES OF MEETING HELD ON 27<sup>TH</sup> JANUARY 2015 AND MATTERS ARISING</b></p> <p>The minutes of the meeting held on 27<sup>th</sup> January were approved with no amendments.</p> <p>ND noted that the finance paper would be brought to the next Board meeting.</p>	
2015/19	<p><b>ANY OTHER BUSINESS</b></p> <p>None.</p>	
2015/20	<p><b>DATE OF NEXT MEETING</b></p> <p>The date of the next meeting was fixed for Monday 30<sup>th</sup> March 2015 at 3pm at Alconbury Weald Enterprise Campus.</p>	

