

# BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 27<sup>th</sup> January, 15.00 - 17.00

**VENUE:** The Incubator, 3<sup>rd</sup> Floor Meeting Room, Alconbury Weald Enterprise Campus, Alconbury PE28 4WX

Item	Brief description	Time allocated	Access/circulation prior to board meeting
1. Welcome and Introductions	From Chairman, Mark Reeve	15.00 5 mins	
2. Interim Chief Executive Update	Paper Attached Presented by Neil Darwin	15.05 20 mins	Board & Corporate Members
3. Alconbury Weald Enterprise Zone Update	Verbal update by Tim Leathes, Project Director, Urban&Civic	15.25 45 mins	Board & Corporate Members
4. Growth Deal Update	Paper Attached Presented by Neil Darwin <ul style="list-style-type: none"> <li>Round 1</li> <li>Round 2</li> </ul>	16.10 20 mins	Board & Corporate Members
5. Growing Places Fund Updated	Paper Attached Update presented by Neil Darwin: <ul style="list-style-type: none"> <li>To identify a fresh GPF Pipeline</li> </ul>	16.35 20 mins	Board & Corporate Members
6. Skills Programme Development	Paper Attached Presented by Neil Darwin <ul style="list-style-type: none"> <li>To support the National apprenticeship approach on 9 March</li> <li>To support the development the investment of a Careers website which will operate across the LEP area, approval is sought for spend of up to £20k (from existing Skills budget)</li> <li>To support the broadening of the existing Skills Service to the wider GCGP area, approval is sought for spend up to £50k (from GPF – source used originally for the Skills Service)</li> </ul>	16.50 15 mins	Board & Corporate Members
7. GCGP Sector Focus	Paper Attached Presented by Neil Darwin Decision required: <ul style="list-style-type: none"> <li>To agree to a phased programme to support key sectors</li> </ul>	17.05 10 mins	Board & Corporate Members
8. GCGP Accounts 2013/14 Core Funding Proposal 2015/16	Paper Attached Presented by Neil Darwin Decision required: <ul style="list-style-type: none"> <li>To approve Core Funding Proposal 2015/16</li> <li>To note 2013/14 Accounts</li> </ul>	17.15 10 mins	Board Members
9. Minutes and actions from previous board meeting	Minutes from Board Meeting held on 3 <sup>rd</sup> December 2014	17.25 5 mins	Board & Corporate Members
10. AOB		17.30	

**DATE OF NEXT FULL BOARD MEETING: 15:00 on 24<sup>th</sup> February 2015**

## **ITEM 2: INTERIM CHIEF EXECUTIVE UPDATE**

### **1. Overview**

The period since the last Board meeting has been frantic, despite the Christmas period.

We are progressing well with the development of key relationships within both private and public sector, this is also broadly across the geographic area. These relationships are now delivering some positive collaboration, project ideas and tangible added value.

### **2. Growth Deal**

The return from Christmas saw a request via Officials that we profile Growth Deal spend out to 2020/21 which, despite our prioritised list of programmes, has meant some very detailed work with stakeholders in a short space of time. The positive news, as reported to Board via email, being that we can anticipate an increased quantum of funds. That said, it also means we will only be able to fund a small number of priority projects. This means, as Board has previously discussed, we will need to use ESIF and Growing Places Funds carefully in future. Naturally this also puts pressure on the Enterprise Zone to deliver additional income for the LEP to reinvest.

Both Growth Deal 1 and 2 will be discussed at the Board meeting. Inevitably as we approach the start of the new financial year, we are hearing from Growth Deal 1 project leads that scope has changed in some cases – not least due to the passage of time since projects were submitted. These issues will be described at the Board meeting, but will need further scrutiny by the Investment Committee over coming weeks.

### **3. ESIF**

Work within the ESIF programme is now progressing very well. Although we are yet to learn of the eventual start date for delivery, we have a number of potential schemes lined up for an early start. The Board is also asked to consider a sector based approach, which is commonplace amongst other LEPs. A number of Executive conversations are taking place, which will see activity closely align with the ESIF 'Competitiveness' strand.

### **4. Airbase closure announcement**

It was very disappointing to hear of the Pentagon's decision to close the Alconbury, Mildenhall and Molesworth bases. Alongside New Anglia, we have been asked to join a working group alongside other local stakeholders. The group will be chaired by Business Minister and West Suffolk MP, Matthew Hancock. The group will look at the implications of the closure and work up a plan to ensure that closure presents an opportunity to the area rather than a threat.

### **5. Growing Places fund**

The Board will receive a report on the current status of the programme. I am conscious that the Board have not seen an overview of the programme for some time. The issues arising from the audit are two-fold. Firstly we are now developing a pipeline of new projects, as we do have some revolved funds to reinvest. This pipeline is presented in Item 5 of this Board paper. Secondly, we are now receiving requests from existing project leads asking for extensions to repayment timescales. This will need to be considered by the Investment Committee, but it will be important to set some precedents around these requests.

### **6. Skills development**

As ever Skills remains complicated. However the paper set out as Item 6 of the Board Papers, about the three areas where GCGP investment, will help maintain our position as a leading LEP nationally around the issue.

## **7. Inward Investment**

The Executive has been spending time developing our connections and offer around Inward Investment. This is the area where the Executive team's resources are most stretched. Despite this, GCGP is now seen as a leading/top 5 LEP on a number of sectors nationally. Most pleasingly, GCGP is now one of the most viewed LEP pages on UKTI's website which demonstrates this LEP's potential when we get our act together and work collaboratively.

## **8. Finances**

Work is underway to bring a paper to the February Board paper. We have now received the 2013/14 accounts work that is concentrating on bringing together a fragmented approach, which inevitably exists where the LEP finances sit between our own accounts and that of the Accountable Body. Within the papers the Board is asked to approve the Core Funding application to secure Government's contribution. This builds on decisions previously taken by the Leaders' Committee and GCGP Board. I am anticipating a full picture being available at the February Board meeting.

## **ITEM 4: GROWTH DEAL UPDATE**

### **FOR DECISION:**

The Board is asked to agree that the Growth Deal Round One is managed through the following processes:

- a) **Capital transport projects through the Local Transport Panel**
- b) **Capital economic development and skills projects through the Investment Committee**
- c) **Capital and revenue Agri-Tech initiative through the existing Agri-Tech Board (subject to financial commitment from New Anglia LEP)**
- d) **Revenue growth hub through existing scheme of delegation**

#### **1. Background**

The Board needs to confirm its arrangements for delivering the Growth Deal, which is also part of the assurance process for drawing down Growth Deal funding. At a date prior to April 2015, GCGP's accountable body will receive a block grant covering the totality of the year 1 funding allocation. It is then the responsibility of GCGP to manage the overall programme spend.

Note that although the Government has announced the overall size of the Growth Deal Round One for GCGP and year one allocations, it has yet to issue an annual funding profile covering subsequent years. At a national level discussions are underway to ensure that individual years are not over programmed.

The Board already has a scheme of delegation and an Investment Committee that together provide the decision-making process on existing Growing Places Fund and other funding. To take on the new sources of funding the following is proposed.

For capital transport schemes the Local Transport Panel would oversee programme management of these as a block, taking action to ensure delivery and in the case of slippage managing that against accelerating other GCGP approved transport schemes. In the extreme event of a scheme not proceeding, then this would be referred to the Investment Committee to take a view against the Growth Deal projects as a whole as to whether another type of approved project could be accelerated or a reserve scheme brought forward.

The Investment Committee would continue with the existing approach of oversight of the capital economic development projects, as it has done for the Growing Places Fund. As the two skills projects in the Growth Deal are also capital builds then it makes sense to also bring them under this decision-making process.

For the Agri-Tech initiative, the GCGP bid promoted this as a continuation of the existing scheme. Subject to confirmation that New Anglia LEP also want to invest in continuing this scheme then it is proposed to broadly maintain the existing programme management arrangements (taking into account any lessons learnt and opportunities to improve the scheme). It is also proposed that this would also include the scheme being 'LEP-neutral' in location of successful applicants i.e. promoted equally across the LEP areas and no ring fencing of LEP contributions. It seems likely that Treasury will also approve a rollover of unallocated funding from the existing scheme into the 15/16 period, so a continuation avoids two parallel governance systems.

The revenue funding to support growth hub type activity will come direct from BIS and would be subject to the Board's usual delegated procedures.

#### **2. Growth Deal Round Two update**

An announcement on Growth Deal Round Two is expected on the 29<sup>th</sup> January, so a verbal update will be provided to the Board.

## ITEM 5: GROWING PLACES FUND

### FOR DECISION:

- a) To provide an update to members on the current financial position of the Growing Places Fund project and note the status of capital projects (covering GPF and Growth Deal Round 1).

#### 1. Background

GCGP LEP was awarded £16,118,213 in Growing Places funding in 2012 (Round 1). Projects were identified and loans/grants awarded. In 2014 as loans were being repaid a second call for projects was made and the Investment Committee approved a set of new projects (Round 2).

A review of the systems and processes for this programme has recently been undertaken in light of the move towards the fund focusing on private sector led projects.

#### 2. Current Financial Position

Allocations made (awaiting claims)	£3,156,841
Utility Improvements Northstowe	
Peterborough South Bank	
K & K Machines	
Lancaster Way Business Park	
Oakham Heights	
Skills Service	
VSE Prize Challenge	
<b>Recycled Funds available (as at 1<sup>st</sup> Jan 15)</b>	<b>£3,715,985</b>
GPF Account Balance	£6,872,826

#### 3. Loan Repayments

A total of £5,416,384.57 has been repaid to date in line with the relevant funding agreements.

£654,000 for Ely Crossing and £1,017,000 for Huntingdon Link Road are due for repayment by Cambridgeshire County Council this financial year. Cambridgeshire County Council has made an initial request to extend the loan repayment on these two projects for a further 12 months.

The Board is asked for an initial response to this request.

Loan repayments received to date (as at 1 <sup>st</sup> Jan 15)	£5,416,3845
Outstanding loans to be repaid 2014/15 (Ely Crossing and Huntingdon Link Rd - CCC)	£1,671,000
Outstanding loans to be repaid 2015 onwards	£6,426,500

#### Loans to be repaid 2015 onwards:

<b>2015/16</b>	
Peterborough Southbank (P'boro City Council)	£348,000
Fenland Horticulture Skills Centre (Fenland DC)	£8,000
Huntingdon Link Road (CCC)	£1,050,000
<b>2016/17</b>	
Peterborough Southbank (P'boro City Council)	£522,000
<b>2017/18 onwards to 2023</b>	
A1139 Fletton Parkway (P'boro City Council)	£3,000,000
Fenland Horticulture Skills Centre ( Fenland DC)	£42,000
Peterborough Southbank (P'boro City Council)	£870,000
Ashwell Business Park (Rutland)	£630,000

#### 4. Update on un-started projects (with unspent allocation)

Project Name	Total Allocation	Commentary
Utility Improvements for Northstowe - SCDC (Round 1 capital loan )	£780,000	SCDC finalising lease agreement with Environment Agency and costs and contract with developer. However, anticipate start on site in February / March. Project will need revised investment committee approval.
Oakhams Heights Local Centre – Larkfleet (Round 2 capital loan)	£500,000	On-going discussion with applicant on planning status and project development. Meeting on 22/1/15
Lancaster Way Business Park – Grovemere (Round 2 capital loan)	£1,230,000	Project now has planning permission and funding agreement under negotiation due to be signed Q4 2014/15. Project details have changed and will be issued to Investment Committee (funding required is now £1 million)

#### 5. Future Projects

A further paper will come to board later in 2015 to consider how the GPF funding may be used in the future to deliver the LEP's ambitions and support other programmes.

The table below lists the projects in pipeline covering both the Growing Places Fund and Growth Deal Round 1 programmes. As project details and commitments are confirmed an Investment Committee will be convened to consider projects.

Project Name/ Applicant	Programme	Location LA	Funding required	Current status
TWI Vocational Centre (TWI)	Growth Deal /ESIF	Hunts/ South Cambs	<b>£7,194,000</b>	Discussions on going with TWI. TWI to submit their latest position to LEP CEO.
Cambridge Bio Medical Innovation Centre (Cambridge University)	Growth Deal	Cambridge City	<b>£1,000,000</b>	Meeting held with university 13/1/15. Detailed proposals being worked up for works. Project proposed to end after 5 years.

<b>Project Name/ Applicant</b>	<b>Programme</b>	<b>Location LA</b>	<b>Funding required</b>	<b>Current status</b>
Fiberboard Paper Mill Kings Lynn (Nohrlind)	GPF	Kings Lynn and West Norfolk	<b>£536,000</b>	Initial proposals put forward to invest in plant to enable new business set up. Meeting to review 20/1/15
Cursor/Gaming Experts (ARU)	GPF	Cambridge City	<b>TBA</b>	Meeting set for 20/1/15 to review initial proposals and ideas.
Discover Newmarket/Jockey Club/Home of Horseracing	GPF	Forest Heath	<b>£2,000,000</b>	Looking to develop proposals further and going back to key players to discuss how these proposals can be combined into one project.
Haverhill Innovation Centre (Jaynic Investments)	GPF/Growth Deal (joint with New Anglia)	St Edmundsbury	<b>£2,700,000</b>	Detailed discussions taking place with applicant focusing on procurement and loan rate.

**6. Projects no longer proceeding:**

- Rutland Plastics (Rutland)
- E Leather (Peterborough)
- Dairy Conversion (Rutland)
- JDR Cables (East Cambs)

## ITEM 6: SKILLS PROGRAMME DEVELOPMENT

### DECISION REQUIRED:

The GCGP Board is asked to agree:

- To support the National apprenticeship approach on 9 March
- To support the development the investment of a Careers website which will operate across the LEP area, approval is sought for spend of up to £20k (from existing Skills budget)
- To support the broadening of the existing Skills Service to the wider GCGP area, approval is sought for spend up to £50k (from GPF – source used originally for the Skills Service)

#### 1. Background

GCGP is currently developing its Skills programme. This is multi-faceted, not least as it is a complicated sector. However, 'accessing skills' remains a key concern of the private sector. This paper seeks to bring forward three additional streams of activity that complement existing GCGP skills activity.

#### 2. National Apprenticeships Week

Apprenticeships remain a high level priority politically, the policy will be one to endure beyond the General Election. As the Executive builds a stronger relationship with the Skills Funding Agency (SFA), we are discussing establishing a challenge of '1000 apprenticeships in 365'. Surrounding LEPs have taken this challenge forward with success. In order to build our profile we have agreed to explore ways of making this higher profile, both for businesses and communities.

National Apprenticeship Week is the UK's flagship event to drive the increase in Apprenticeship numbers and the in house business-led training this brings. Following discussion with SFA we propose to have a 'Back to the Floor' initiative that brings business leaders, politicians, and educators together to revisit their early career aspirations and be an apprentice in that sector for the day. As part of this we would like our board members to support us and be the first to volunteer!

Apprenticeship week begins on Monday 9<sup>th</sup> March. We intend to utilise funding from the SFA and our own budget to really make this initiative a well published event and help promote the value of Apprenticeships to businesses.

#### 3. Careers website

##### i) The Proposal

In partnership with Cambridge Ahead the GCGP Executive has been exploring routes to improve the provision of information to support decision making around Careers and availability of local jobs across the wider GCGP geography. This has resulted in the following proposal which would see the establishment a website for use by schools, colleges and employers to inform young people of the varied employment opportunities that are available; fixing the mismatch that often exists between their career aspirations and 'work readiness' and what business actually needs. This website would support the current operational programme delivered by the Skills Service – where such a website has not been developed, although an internal database holds data. The website will also support the wider development of the Skills Service as set out in section 3.

##### ii) The value of an online presence

There are a number of benefits that can be delivered through the development of the website:

##### To businesses

- Provision of a clear route to register Skills requirements, enabling effective aggregation of sector requirements
- Encouragement to demonstrate longer term planning around future requirements
- Ability to help shape provision to meet business needs



- To access information on potential candidates to improve the flow of appropriately skilled labour available to employers
- To coordinate all current Business lead programmes to be strategically aligned, value added, career path improvements for students

#### **To the wider community**

- To widen the range of opportunities available, allowing more informed choices
- To encourage young people to realise their potential by motivating them about available opportunities
- To enable closer integration between schools and businesses by providing a central repository of all education and skills support provided by businesses and other enterprises, like the Universities.
- To provide numbers and statistics on current skill shortages to share with schools and develop bespoke programmes
- To create a commercially viable solution that can be adopted regionally across the Country

#### **To schools**

- To build an understanding amongst teachers and pupils of the breadth of career opportunities in local businesses and the skills/education required
- To provide a simple tool so that schools can connect with local employers and other providers and employers can reach schools

#### **iii) Connection to the Skills Service**

The Skills Service provides an effective face-to-face support to both businesses and schools. The Service operates across the northern area of the GCGP area. The website would provide an additional channel offering a different point of entry for businesses, schools and young people.

#### **iv) Next steps**

Subject to Board approval, the next step is to firm up the scope of the website with Cambridge Ahead. As such as figure of £20k is required to support equivalent funds being identified by Cambridge Ahead.

### **4. Widening the delivery of the Skills Service brand**

Board members will be aware that GCGP agreed to support a pilot based around the Peterborough Skills Service for an initial two year period. This was broadened to cover the wider area covering Rutland, Fenland and West Norfolk in January 2014. At similar time conversations were developing around Greater Cambridge's City Deal and the role that Skills could play in the wider deal. Greater Cambridge representatives have now asked GCGP to support co-investment in the implementation of the Skills Service in the City Deal area. This will be based on the following:

- The Greater Cambridge approach will be branded 'the Skills Service', share back office costs that exist through the current pilot programme.
- Build on an existing programme delivered through the Cambridge Area Partnership

Practically, this presents a good step forward in developing a broader approach to Skills support, however, there remains the question of the areas outside the current pilot and City Deal. Work will be undertaken to see how the new approach can address these areas with both local stakeholders and the existing Skills Service team. As a result of this broadening of activity, there is a cost implication. While full costings are under development, GCGP Board is requested to approve a total allocation of £50k, the totality of which will only be necessary if other stakeholders cannot establish contributions through other mechanisms such as the City Deal.

## ITEM 7: GCGP SECTOR FOCUS

### FOR DECISION:

- a. **The Board is asked to support the approach to building sector collaboration across GCGP. As a programme is built further work will be reported to the Board.**

#### 1. Background

GCGP, unlike a number of other LEPs, has yet to take forward a sector approach to support economic growth. There are a number of mature models around the country that can demonstrate the success of this approach through job creation and supply chain activity. Within GCGP we have a number of collaborative approaches between public/private sectors at local level, but as yet GCGP has not explored the potential of a broader programme across the LEP area. Having a LEP wide approach would give an opportunity to scale-up and further develop the regional or national/international profile GCGP holds.

It is envisaged that work would commence on a limited number of sectors, typically those showing growth potential across the broad GCGP area. The approach would be to work with, and through local partners where they have the networks and capability to support GCGPs objectives. It is envisaged that early work will not have a financial implication to GCGP. Where there are tangible opportunities requiring financial support it is recommended that we seek to connect to the ESIF programme.

#### 2. Initial sectors to develop

To this point the Executive has held a number of conversations with stakeholders to identify where there is potential to add value. In short this has driven a targeted approach, which has led to four sectors being identified. In all cases a programme will be developed in partnership with stakeholders. The sectors are:

- Aerospace and defence
- Food and Drink
- Cleantech
- Creative

Looking at each sector:

- i) Aerospace and Defence – GCGP has been targeted by UKTI as having a national strength in this sector. This is principally borne out of the strength of our academic institutions, however there are numerous companies operating in this sector in the area. It should also be noted that there are regional groupings almost country wide. Part of our work would be to work with neighbouring LEPs to engage their company base. Within GCGP, TWI enjoys relationships with a number of companies in the sector however in dialogue they have confirmed that there is scope to develop Knowledge transfer partnerships. Part of the scope will be to assess the connection between academic activity and commercial partnerships.
- ii) Food and Drink – as the Board is aware through GCGPs own Agri-Tech programme that there is demand for support for this sector. At present the Agri-Tech programme offers one pillar of a wider approach that can be developed. Views around sector development have come through conversations with New Anglian and Lincolnshire LEPs. Both of whom have developed fuller programmes around the sector and have queried what GCGPs approach is. With Board agreement a broad based programme would be developed in similar vein to the neighbouring LEPs.
- iii) Cleantech – at more exploratory stage. GCGP has real strength in this sector, typically, although not exclusively, in Cambridge and Peterborough. Even there the nature of activity in the two cities vary considerably with focus on different sub-sectors within Cleantech. To initiate conversation within this sector there are a number of key agencies GCGP should seek

to bring together. In essence we should look at the success New Anglia have had gaining the 'Environment LEP' designation drawn out from a LEP-wide approach to the sector.

- iv) Creative – as the Knowledge Economy becomes more important to UK plc the Creative sector will increasingly deliver a greater share of GVA. Again GCGP has important businesses operating across the area with strengths in both cities, albeit Cambridge operating visibly at national level. Building on conversations with Cambridge based third sector operation 'Collusion' a draft programme is being developed. The programme is exploring the connection between technological development, skills application and the commercialisation of new products, both with social and economic applications. Collusion are currently talking to stakeholders across the wider area, such as Metal in Peterborough, Kings Lynn Arts Centre and Inspire Theatre at West Suffolk College. Building a LEP wide approach is seen as advantageous, not least to develop profile and inclusiveness, particularly where there are creative opportunities in rural locations.

### **3. Next steps**

Having set out the sectors that the Executive believe can benefit from support the next steps will be to develop conversations with stakeholders in order to refine current thinking and build sector programmes which focus on adding value to individual companies and the wider GCGP economy.

## ITEM 9: MINUTES AND ACTIONS FROM PREVIOUS BOARD MEETING

### MINUTES OF THE GCGP LEP BOARD MEETING HELD AT

#### ALCONBURY WEALD ENTERPRISE CAMPUS

ON WEDNESDAY 3<sup>RD</sup> DECEMBER 2014

Present: Mark Reeve (Chairman)  
 Cllr Jason Ablewhite  
 John Bridge  
 Cllr Marco Cereste  
 Trevor Ellis  
 David Gill  
 Claire Higgins  
 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  
 Laura Welham-Halstead – Head of Communications and Connectivity  
 Peter Northover – BIS Observer  
 Graham Hughes – Cambs CC Observer  
 Lewis Herbert – Cambridge City Council Observer  
 Michael Tolond – Company Secretary

MINUTE NO.		ACTION
1.	APOLOGIES FOR ABSENCE Apologies for absence were received from Cllr Steve Count.	
2.	CHIEF EXECUTIVE UPDATE Neil Darwin reported that partnership working was progressing positively and the details of road related matters would be announced separately by government. The Agri-Tech scheme was progressing well with additional money being allocated for the Soham site. It was expected that the underspend of £750,000 could be rolled out with the assistance of British Sugar and others to meet objectives. The Enterprise Zone would be reviewed at the January 2015 meeting and further tenants were being sought. Mark Reeve had met Rawlinsons of Peterborough who had agreed to provide accounting services for the LEP and ensure that financial and management information was available for future board meetings. Issues relating to private sector investment in the Enterprise Zone were discussed and in particular the mix of industrial and housing use of the zone, especially in the light of the likely cost for developer organisations. Peter Northover reported that no further funding was available for the local Growth deal for 2015-16. For 2016-17 and onwards an average of £250 million p.a. would be available across the 39 LEPs nationally, but with only £168 million in 2016-17. This would consequently affect all road projects within the GCGP LEP and these would be prioritised across the region.	ND

	Members expressed their concern, particularly from the business sector perspective, at the Government's decision not to allocate additional funding to the LEP.	
3.	<p><b>DEVOLUTION</b></p> <p>Neil Darwin outlined the background to devolution and the issues that had been raised nationally. These issues now touched on LEP responsibilities around economic growth and the fact that the current LEP geography was focused on a number of areas. The Key Cities Group, which included Cambridge and Peterborough, had developed views focused on a devolution concept and a proposition had been submitted at headline level from a combination of local authorities covering Cambridgeshire. The possible reduction in the number of LEPs across England might lead to consideration of future alliances that GCGP might wish to develop with other LEP areas.</p> <p>The issue of changing the geography of the GCGP LEP was discussed and the difficulties of aligning the LEP area with other business or local authority groupings were noted.</p> <p>It was agreed that the Board needed to be aware of developments elsewhere in the devolution context across the country and contingency plans should be in place should the geography be changed at any time in the future. Any changes should also reflect the extent of the services and responsibilities remit of the LEP.</p> <p>Neil Darwin confirmed that the LEP executive team would continue to focus on improving the services provided by the LEP particularly in comparison with neighbouring LEPs.</p>	
4.	<p><b>GCGP DEFINING THE FUTURE</b></p> <p>Laura Welham-Halstead presented the review of the current LEP brand which included other LEP approaches and the validity of claims towards being the Innovation or Technology LEP. The achievements in technology and innovation were noted as well as other achievements which would define the LEP into the future.</p> <p>It was agreed that the LEP brand proposition would remain as 'defining the future'.</p>	
5.	<p><b>FUTURE APPROACH TO ATTRACTING INFRASTRUCTURE FUNDING</b></p> <p>Neil Darwin presented the approach to infrastructure planning which would ensure competitiveness at national level. This approach proposed an Integrated Development Programme area within the clearly identified economic geography of the LEP area. The IDP would set out a programme for investment to deliver the infrastructure essential for economic growth and would capture the entire growth requirements including transport, housing, employment and sustainable development. This would involve discussions with local authorities on a prioritised basis with economic justification and a clear strategy being ready post-election in 2015. Relevant benchmarking data with other LEPs would also be included in the strategy plan.</p> <p>The Board approved the development of a new strategic approach to identifying key infrastructure needs on a prioritised, evidence-based and transparent manner.</p>	
6.	<p><b>LEP RESOURCES 2015/16</b></p> <p>Mark Reeve presented the proposal for LEP Core Funding in 2015/16 which had been taken to the GCGP Leaders Committee for consideration. This Committee had asked the LEP Board to assess whether the match with Government's contribution of £250,000 would remain the same for 2014/15 and whether the proportional approach taken in 2014/15 would still be the preferred methodology to agree contributions.</p> <p>Each authority's commitment for 2015/16 was confirmed in line with the tables attached to the paper. Neil Darwin confirmed that the resources would be adequate to meet the LEP's organisational requirements and also delivery requirements.</p>	
7.	<p><b>GCGP GROWTH HUB – NEXT STEPS</b></p> <p>Neil Darwin reported that GCGP had been awarded £300,000 to develop a growth hub in 2015/16. It was now proposed to create a digital hub to signpost businesses to relevant sources of funding and support and to provide advice. This hub would need to be live by no later than 1<sup>st</sup> April 2015 to ensure Growth Hub funding and would require an investment of £25,000. A draft digital hub specification was being developed ready to request submission</p>	

	<p>of tenders from three local digital agencies. Development work would commence early in 2015 with an official launch in April.</p> <p>The Board approved funding of £25,000 to develop the Growth Hub digital portal.</p>	
8.	<p><b>MINUTES AND ACTIONS FROM THE PREVIOUS BOARD MEETING</b></p> <p>1. <b>Tourism Issues</b></p> <p>Neil Darwin reported that he would be progressing tourism issues with local authorities in the LEP area and discussions would be held with Cambridge City Council on use of their tourism resource.</p>	
9.	<p><b>RECRUITMENT OF LEP CEO</b></p> <p>Terry King reported on behalf of the Board members, John Bridge and Jason Ablewhite on the deliberations of the panel held to consider the recruitment of a new Chief Executive. After due discussion it was agreed that a formal process would be implemented by the existing panel of Directors with a view to interviewing the acting Chief Executive for the position.</p> <p>Appropriate advice would be sought from the LEP retained HR consultant to ensure due process was followed.</p>	
10.	<p><b>DATE OF NEXT MEETING</b></p> <p>The date of the next meeting was fixed for Tuesday 27<sup>th</sup> January 2015 at 3pm at Alconbury Enterprise Zone.</p>	