

# BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 1<sup>st</sup> November 2016, 15.00 – 17.30

**VENUE:** THE CLUB BUILDING, ALCONBURY WEALD ENTERPRISE CAMPUS,  
ALCONBURY, CAMBS PE28 4WX

Item	Brief description	Time	Access/circulation prior to board meeting
1. Welcome and Introductions	From Chairman, Mark Reeve	15.00 5 mins	
2. Declarations of Interest	Board Members are asked to confirm any personal interest in the items set out in this agenda		Board & Corporate Members
3. Confirmation of New Board Members	To approve the appointment of new Board Members	15.05 5 mins	Board & Corporate Members
4. Chief Executive Update	Verbal update Update by Neil Darwin	15.10 10 mins	Board & Corporate Members
5. Ely North Junction – Network Rail	Presentation of Business Case In attendance: Lisa Goodman, Senior Development Manager, Network Rail	15.20 30 mins	Board & Corporate Members
6. Cambs and Peterborough Devolution Update	Update on Devolution Paper by Mark Reeve/Neil Darwin	15.50 15 mins	Board & Corporate Members
7. iMET Training Centre	To review progress on project delivery Paper by Neil Darwin	16.05 20 mins	Board & Corporate Members
8. Growth Deal i) Update ii) Projects/Strategic Cases	i) Update by Adrian Cannard ii) Developing a Commissioning Led Approach; Paper by Adrian Cannard	16.25 15 mins	Board & Corporate Members
9. GCGP Year End Accounts	To review Year End Accounts for 2015/16 In attendance: Mark Jackson, Rawlinsons	16.40 25 mins	Board & Corporate Members
10. Resourcing the LEP to meet the new Agenda	Update on proposals to develop GCGP's capacity; Paper by Neil Darwin	17.05 10 mins	Board & Corporate Members
11. Venturefest East 2017	To agree to set up a separate company to handle Venturefest East finances	17.15 5 mins	Board & Corporate Members
12. Minutes from Board Meeting held on 13 September 2016	To agree Minutes	17.20 5 mins	Board & Corporate Members
13. AOB		17.25 5 mins	Board & Corporate Members

**DATE OF NEXT MEETING: 15:00 on Tuesday 13 December 2016**

**VENUE: ELLUTIA, UNIT 200 LANCASTER WAY BUSINESS PARK, ELY, CAMBS, CB6 3NX**

## Item 3: Confirmation of New Board Members

### Decision Required

Board is asked to take decisions regarding Director appointments as detailed below

#### 1. **Background**

The Greater Cambridge Greater Peterborough Enterprise Partnership Ltd Articles of Association (Article 8.1) state that the Board of Directors shall consist of a minimum of 16 Directors of which five will be Public Sector Directors, 3 Education Sector Directors, or which two will be University nominees and one nominee from Further Education in the LEP area, one Third Sector Director and seven Private Sector Directors.

#### 2. **Director Appointments**

Following the resignation of Cllr Jason Ablewhite as a Public Sector Director, an election process has taken place via the Company Secretary in accordance with Article 11, seeking nominations from local authority leaders. Cllr Robin Howe, the Leader of Huntingdon District Council, has been nominated to replace Cllr Ablewhite.

Two additional appointments are proposed from the Private Sector: Peter Abel of BGL Junction Insurance, and Steve Elsom of Lloyds Banking Group. All three Directors will be appointed for a 3-year period.

#### 3. **Board composition**

Subject to approval by the Board to co-opt the above Directors, the Board will now comprise 5 Public Sector Directors, 2 Education Sector Directors, 1 Third Sector Director and 8 Private Sector Directors including the Chairman.

**Item 5: Ely North Junction (commercially sensitive)**

## Item 6 – Cambridgeshire and Peterborough Devolution

### Decision required

The GCGP Board is requested to:

- (i) endorse the Cambridgeshire and Peterborough Scheme, Governance Review and Proposal (as presented to the Board on 23 June 2016);
- (ii) authorise the GCGP Chair to conclude the Devolution agreement and associated documents
- (iii) approve GCGP becoming a constituent member of the Cambridgeshire and Peterborough Combined Authority with effect from the commencement date determined by the final Parliamentary order;
- (iv) appoint the GCGP Chair to act as Council's appointee to the Shadow Combined Authority and once established, to the Combined Authority, thereafter;
- (v) note the timetable for the implementation of the Cambridgeshire and Peterborough devolution agreement as summarised in Section 3.

### 1. Background

GCGP Board agreed on 23 June 2016 to support Cambridgeshire and Peterborough's approach to achieving a Devolution Deal. GCGP has subsequently been a core partner in the development of discussions to this point. In summary the Cambridgeshire and Peterborough deal delivers:

- A new £20 million annual fund for Cambridgeshire and Peterborough for the next 30 years (£600 million), to support economic growth, development of local infrastructure and jobs.
- An additional £70 million fund specifically for affordable housing in Cambridge which may be used in its entirety to build new council homes.
- £100 million for non-Housing Revenue Account (HRA) affordable, rent and shared ownership across Cambridgeshire and Peterborough including Community Land Trusts.
- Transport infrastructure improvements such as the A14/A142 junction and upgrades to the A10 and the A47 as well as Ely North Junction. Also it would support development at Wyton and St Neots and Wisbech Garden Town and the Wisbech Cambridge rail connections.
- Rail improvements (new rolling stock, improved King's Lynn, Cambridge, London rail).
- Investment in developing a Peterborough University with degree-awarding powers.
- A local integrated job service working alongside the Department of Work and Pensions.

- Co-design with government a National Work and Health Programme focussed on those with a health condition or disability, as well as the long-term employed.
- Further integration of local health and social care resources to provide better outcomes for residents.
- Devolved skills and apprenticeship budget – to give more opportunities to our young people.
- Working with government to secure a Peterborough Enterprise Zone.

Devolution remains a clear priority for the new Government. Over the Summer Ministers have reaffirmed support for Deals in negotiation. It is unclear at this point whether future deals will come forward. Over the course of the Summer Government gave an unequivocally clear message when it took a deal off of the table in the North East after a vote on their proposed deal was lost by 1 vote. The message from Government was simply, the deal was off and they would have to join the back of any queue.

Devolution therefore remains a significant opportunity for both Cambridgeshire and Peterborough. The deal on offer is regarded as the best offer across the country from Government to date. Ministers have also been very keen to ensure that we are aware of opportunities to bid for Devolution Deal 2 as quickly as possible.

## **2. Benefits of Devolution for Cambridgeshire and Peterborough**

The benefits of devolution for Cambridgeshire and Peterborough includes:

- Devolution is not only good for Cambridgeshire and Peterborough but for the region and UK PLC.
- With an excellent public and private sector partnerships already in place as well as public support - Cambridgeshire and Peterborough are best placed to take advantage of the opportunities devolution brings.
- We have the support of the public, businesses and are eager to press on with this and further phases

**The Cambridgeshire and Peterborough devolution ambition seeks to:**

- Double the size of the local economy
- Accelerate house building rates to meet local and UK need
- Deliver outstanding and much needed connectivity in terms of transport and digital links
- Provide the UK's most technically skilled workforce
- Transform public service delivery to be much more seamless and respond to local need
- Grow international recognition for our knowledge based economy

As the fastest growing area in the country with international companies and world renowned hospitals and academic institutions we are a magnet for trade and an economic driver for the UK. However, this brings issues:

- Overheated housing market
- Infrastructure deficit (road and rail, and digital)
- Economic growth is focused on small geographic areas
- Areas of deprivation and low productivity

### 3. Timetable

The timetable for the establishment of the shadow and formal Combined Authority is summarised below, specifically:

November 2016	Full Council and GCGP Board meetings to approve devolution deal and draft order.  Draft Parliamentary Order laid  Shadow Combined Authority established
December 2016/ January 2017	Parliamentary Bill passed
February 2017	Combined Authority established
May 2017	Election of Mayor

As reported to the GCGP Board in June, the Devolution area will benefit financially from the proposed devolution deal, specifically:

- £20m per annum (£600m over 30 years) single pot for infrastructure investment funding to invest in economic growth, accelerate housing delivery and job creation;
- £100m over five years to help to deliver infrastructure for housing and growth and at least 2000 affordable homes for Cambridgeshire and Peterborough;
- £70m capital over five year's ring fenced to meet Cambridge housing needs (delivery 500 affordable homes).

A letter from the Secretary of State for Communities and Local Government setting out his support for the business case and commitment to the early release of capital funds is contained in Appendix 1.



Department for  
Communities and  
Local Government

Cllr Steve Count  
Cambridgeshire County Council  
Shire Hall  
Castle Street  
Cambridge  
CB3 0AJ

**The Rt Hon Sajid Javid MP**  
*Secretary of State for Communities and Local  
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[www.gov.uk/dclg](http://www.gov.uk/dclg)

Our Ref:

*D → Steve,*

28 September 2016

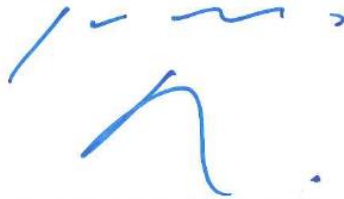
Thank you for your letter of 7 September enclosing a summary of the consultation you and local partners have conducted on the proposals for a Cambridgeshire and Peterborough Devolution Deal phase one. It is encouraging to see support from your local communities.

We subsequently spoke on the 16 September and I emphasised my on-going commitment to working closely with you and local leaders as we progress the Devolution Deal, including the housing commitments which set out:

- An additional £70m capital over five years ring fenced for Cambridge to meet housing needs. These funds will be subject to a gateway assessment to evaluate whether spend has contributed to national growth and will need to be delivered in line with the single pot assurance framework guidance.
- A £100m housing and investment fund to help deliver infrastructure for housing and growth and at least 2,000 affordable homes. The combined authority will have flexibility over the right tenure mix to meet the needs of Cambridgeshire and Peterborough, which could include affordable rental homes as well as affordable home ownership. The fund would be subject to a business case, targeted at areas with the most significant affordability challenges, and would be delivered in line with the single pot assurance framework guidance and via section 31 grant agreement.

I understand that good progress is being made towards finalising the business case for the housing and investment fund and that my officials are continuing to work at pace with your officers. I am eager that we continue this positive momentum over the coming weeks as I recognise that progress in this area is key to the deal as a whole.

Moving forward, I am keen to meet with local leaders in person to discuss how best we can work together on this deal and opportunities for future devolution. As such, my office will be in touch shortly to make the necessary arrangements.



**THE RT HON SAJID JAVID MP**



## **Item 7: iMET Training Centre – Project Delivery (commercially sensitive)**

## Item 8i: Growth Deal Update

### Decision required

- i) That the Board notes progress with existing Growth programmes.

### 1. Introduction

This report provides an update on progress with GCGP's Growth programmes.

### 2. Growth Programmes - Progress to Date

Progress on Growth Deal projects is set out in Appendix A.

Since the last meeting the TWI redevelopment has been completed, as has the Cambridge Biomedical Innovation Centre. GCGP has made its investment in the Medtech Accelerator Ltd, with the inaugural meeting of the new company taken place and the first Awards Committee scheduled. Finally, the loan agreement for Lancaster Way Business Park has been signed.

Key risks that have changed since the last meeting are (a) Ely Southern Bypass; (b) A428 public transport scheme.

Ely Southern Bypass continues its process to full approval, with final design/costs changes being examined by the proposed contractor and Cambridgeshire County Council. Although there is confidence that costs will remain within the pre-approval scope so the risk is graded as Medium, there remains the possibility of delays to achieving full approval. As the funding profile has circa £7m of spend in the last quarter of 2016/17 we are maintaining close dialogue with partners to minimise the risk that this will slip into next year's Quarter 1, creating a significant underspend versus profile of the overall Growth Deal.

The A428 public transport scheme is a Growth Deal project (to improve public transport in the corridor St.Neots to/from Cambridge) that the Government "provisionally" allocated £9m funding to start after 2016/17. GCGP's proposal was that this Growth Deal funding would contribute towards the Greater Cambridge City Deal scheme being developed for improvements from Cambourne to Cambridge. That scheme is currently being examined by the Greater Cambridge City Deal Board and it is not due to start construction until the end of the Growth Deal period if approved. The Growth Deal profile has been adjusted to show spend on the scheme in the 20/21 period. The scheme has been given a High risk rating both because of delivery at the end of Growth Deal period and because of locally controversial nature of the project (options for the scheme have looked at adding bus lanes to the existing road or building new bus-only alternatives crossing the West Fields into/from Cambridge, as well as a new Park & Ride site).

### 3. Growth Deal Profile







On the current forecast of spend by Growth Deal projects we are due to spend £32.5m of the £35.1m Growth Deal allocation for 2016/17. This contrasts to the significant underspend last year, which was due to the delayed start dates on a number of significant projects. Work is underway to identify if Growth Deal projects can be brought forward to fully utilise all Growth Deal grant in 2016/17.



Conversely, as our major projects now start to ramp up their spend, there is a potential issue with over-programming in 2017/18. This is currently £7.6m over-programmed. A major part of that is due to Ely Southern Bypass. That scheme, assuming delivery commences as planned, will complete the majority of its spend in 17/18. However, in the original Growth Deal the Government profiled spend over a longer period to 18/19. Our understanding is that this was done on a national basis to ensure Growth Deal as a whole was not over-programmed in the middle years (as most LEPs schemes would be looking to draw down in those years). We have requested DCLG and BEIS to look at bringing forward sufficient grant from 18/19 to enable the revised spend profile on Ely Southern Bypass.

GCGP's Local Transport Panel is meeting on the 15<sup>th</sup> November and will provide further advice to the December meeting of the Board on the latest transport schemes funding profile, and how any risks of slippage to the end of 2016/17 can be managed.

## Appendix A - Growth Programmes Progress to Date

#Project/Programme	Progress	Major Risks	Action to minimise Risk
<i>Italics show change last report. Colours show risk rating (RAG). Arrows show movement in risk rating.</i>			
[INFRASTRUCTURE] A14 Cambridge to Huntingdon Improvement. ✓	Approved by Minister May 2016 – under construction.		
[SKILLS] Food Centre of Excellence, Peterborough Regional College ✓	Construction complete.	Training outcomes achieved	Monitoring process established
[DEVELOPMENT] Cambridge Science Park Innovation Centre ✓	Govt agreed to part fund this outside of Growth Deal.		
[INFRASTRUCTURE] Bourges Boulevard Phase 1 ✓	Project completed.	Impact achieved	Monitoring process established
[DEVELOPMENT] High Tech Company Expansion ✓	Construction complete	Business outcomes achieved	Monitoring process established
[DEVELOPMENT] Cambridge Biomedical Innovation Centre ✓	Construction complete	Business outcomes achieved	Monitoring process established
[SKILLS] Highways Academy. ✓	Construction complete.	Training outcomes achieved	Monitoring process established
[SKILLS] iMET Technical and Vocational Centre, Alconbury Weald ↔	Full Business Case signed off 17 <sup>th</sup> March 2016. Commercial Development Director started 13 <sup>th</sup> Sept.	(a) Signing up providers to the operating model (b) Sign off of Lease and Construction	(a) Recruitment of Commercial Development Manager (b) BIM process and Project Manager
[SKILLS] Institute of Advanced Construction (CITB) ↔	1 <sup>st</sup> Dec Board delegated approval. Tendering process for simulators underway. <i>Decision not due until Nov 2016</i>	(a) Tenders within cost estimates	(a) Scope to value engineer project
[BUSINESS SUPPORT] Agri-tech Grant Initiative ↔	Programme underway. Reached agreement with New Anglia LEP for their commitment - £1m transferred.	(a) Pipeline projects don't translate into viable approvals (b) Funding reserved for GCGP single large project not used	(a) Healthy pipeline of projects (b) Facilitating discussions by interested parties

[BUSINESS SUPPORT] Signpost2Grants. 	Signpost 2 Grants was launched April.	(a) Achieving quality applications	(a) Using experience on previous grant schemes to make it clear to potential applicants about criteria.
[DEVELOPMENT] Haverhill Innovation Centre 	1 <sup>st</sup> Dec Board approved the project with certain conditions, including seeing business Plan for operations.	(a) Lack of match funding	(a) Developer exploring options
[INFRASTRUCTURE] Bourges Boulevard Phase 2 	1 <sup>st</sup> Dec Board approved Business Case. Thorpe Lea Road - pedestrian improvement scheme - Work started on site.	(a) Normal scheme delay risks	(a) Regular engagement with applicant (b) Scheme split into 7 smaller schemes to better programme manage.
[INFRASTRUCTURE] Ely Southern Bypass 	1 <sup>st</sup> Dec Board signed off local funding. Government approval July 2016. <i>Final cost/design amendments</i>	(a) Construction	(a) Agreed process to minimise decision-making timetable (b) Public commitment from Local Authorities (c) Campaigning with Government as our top Growth Deal priority.
[INFRASTRUCTURE] King's Dyke Level Crossing 	1 <sup>st</sup> Dec Board approved business case. Planning permission granted 10 March 2016	(a) Construction – <i>risk over willing of landowners to allow access (without CPO)</i>	(a) Land purchase ready to proceed after legal challenge period.
[INFRASTRUCTURE] Peterborough A47 Junction 20 	1 <sup>st</sup> Dec Board approved business case. <i>Construction underway</i>	(a) Construction	(a) Using Framework Agreement
[INFRASTRUCTURE] Wisbech Access Strategy - Rail - Access Study 	Board agreed £1m over 2 yrs. Rail - GRIP2 Study completed end July 15. Report end April 16. Access Study – interim report end April 16.	(a) Projects fails to achieve VfM assessment (b) GRIP3 revenue funding.	(a) A47 Thorney to Wisbech Walton Highway Initial Options Study completed. (b) Dialogue with Network Rail
[INFRASTRUCTURE] A428 St. Neots to Cambridge public transport access (post 15/16 Provisional project, co-funded with City Deal) 	Consultation on schemes along the A428 corridor into western Cambridge: • Madingley Road • A428-M11 • Bourn Airfield / Cambourne busway	(a) <i>City Deal considered consultation results on options in October 2016. Further work commissioned on options.</i>	(a) Partners working together through both City Deal Executive Board and GCGP Board

<p>[INFRASTRUCTURE]  <i>M11 Junction 8 (post 15/16 project, but looking to bring forward)</i> </p>	<p>Discussions on potential options.</p>	<p>(a) No viable business case</p>	<p>(a) Restart conversations with Uttlesford and Essex CC.</p>
<p>[INFRASTRUCTURE]        Growing Places Fund 2 in Growth Deal </p>	<p>Lancaster Way Project completed (£1m). WATA EZ Plant Training completed. Medtech Accelerator investment made. Lancaster Way 2 Loan agreed</p>	<p>(a) Need good quality projects</p>	<p>(a) Working with businesses and partners on pipeline</p>

## Item 8ii: Growth Deal – Developing a Commissioning Model for Investment

### Decision required

1. The Board is asked to

- i) Discuss moving to a commissioning model, underpinned by a refreshed Strategic Economic Plan (SEP)
- ii) Agree that the LEP undertakes further work on developing a Commissioning Framework for Greater Cambridge Greater Peterborough, seeking input from specialist expertise where necessary.

### 2. How has GCGP's investment been prioritised to date?

For previous allocations of growth funding, the Government announced broad deals for all 39 LEPs. LEPs then sought proposals from partners which broadly met objectives identified within the Strategic Economic Plan and responded to Government based on scored and prioritised shortlists from these proposals.

### 3. Why move towards a commissioning model?

The development of a Commissioning Framework for GCGP will enable the LEP and its partners to be more proactive and to be much clearer in its priorities for investment, based on a shared evidence base. Resources and capacity can be concentrated on specific themes within the SEP and in turn to maximise impact.

The LEP will be able to jointly commission for delivery of outcomes with partners, or invest via new models for example through equity investment or via Joint Venture.

LEP investment can be targeted where it;

- delivers most impact
- provides a return on investment thereby establishing funding for future delivery
- ensures added value alongside other investment from central Government, other agencies (for example Homes and Communities Agency) and Combined Authorities in Cambridgeshire and Peterborough, Norfolk and Suffolk and Lincolnshire.

### 4. What is commissioning?

Core central Government departments now operate via 'commissioning frameworks' and within commissioning cycles. Gradually more Local Enterprise Partnerships (for example Liverpool City Region and Leicester & Leicestershire) are moving to forms of commissioning, with clearer prospectuses to guide incoming proposals and / or 'calls' in a similar form to EU funds.

In brief, the commissioning cycle can be generalised as;

- a strategic needs assessment;
- deciding priorities and outcomes;
- planning and designing services;

- options appraisal;
- sourcing / procurement;
- delivery; and
- monitoring and review.

## 5. What is the difference between commissioning and procurement?

The terms are used interchangeably but procurement is probably best described as a discrete process which sits inside the commissioning cycle, once outcomes have been identified and options considered. This means the LEP and its partners will do a lot more of the 'upfront' work in designing solutions to deliver outcomes and meet specific challenges in the GCGP economy, before deciding how to allocate its funding.

## 6. Is commissioning appropriate for all outcomes?

Commissioning may be only one of several ways that the LEP makes investment decisions in future.

There may be some very specific delivery solutions to which all partners are committed – potential 'super-strategic' projects - for example Ely North - which are not subject to commissioning.

Transport proposals may require a combination of strategic commissioning and scored prioritisation, for example where there many similar proposals and an established and recognised scoring system in place.

The LEP may wish to retain a flexible pot for loan and equity investment, or run 'open' calls for proposals without obligation, to ensure a continuing pipeline in case of underspend.

## 7. Timing / Milestones

The LEP is about to commission a refresh of the Strategic Economic Plan. This will provide direction not only for LEP activity and investment, but also for the new Combined Authority which is seeking to draw down its first tranches of devolved funds from Government by February 2017.

The Area Based Review of skills and the proposed Science and Innovation Audit will also contribute greatly to a Commissioning Framework.

The LEP should get early indications regarding its bid for Growth Deal 3 in early November, with announcements to be made by Ministers for Autumn Statement at the end of November. A draft Commissioning Framework will be brought to the LEP Board in January 2017.

## 8. Next Steps

GCGP is already exploring alternative models for investment via the LEP Network and with the National Infrastructure Commission.

GCGP will form a working group to look at the issues and options for developing a Commissioning Framework. The working group will draw upon existing expertise for example from EU funding colleagues and across the wider partnership but may also need to seek external expertise, in particular relating to new delivery models for investment.



**Item 9: GCGP Year End Accounts for 2015/16 (commercially sensitive)**

## Item 10: Resourcing the LEP to meet the new Agenda

### Decision required

The Board is asked to support the recruitment of 3 new, key posts within GCGP in order to help meet the newly expanded agenda faced by the organisation.

#### 1. Background

Over the past 12 months GCGP's agenda has broadened, and our engagement with business and stakeholders is more outcome focussed than before. This progress is recognised by a number of our partners, however, operationally we remain incredibly stretched. This paper sets out a proposal to address, in doing so, will add capacity and make improvements to our structure that will ensure GCGP is more fit for purpose.

#### 2. Why change?

GCGP has grown from a team of 8 to one of 24 (20 FTEs) in roughly 2 years. This has been necessary to fulfil our core role, with much of this growth following receipt of Government funding for new initiatives, such as the Careers Enterprise Company. Other posts have been added to drive our agenda, with both Head of Innovation and Scale Up Manager posts gaining strong publicity for GCGP as a leading LEP and breaking new ground at national level. This profile is crucial in growing Whitehall confidence in the ability of the LEP to deliver, and in turn, confidence in our ability to hold greater levels of Government funding.

During the course of 2016, we have seen GCGP's role increase in a number of areas. We are now supporting Devolution in Cambridgeshire and Peterborough, and would expect a similar role in other Combined Authorities in areas which form part of GCGP's areas. We have also seen an increased engagement in the Greater Cambridge City Deal where we need further capacity if we are to assist delivery. Despite this increase in role, GCGP remains one of the smaller LEP teams when compared to non-Council staffed LEPs (such as our benchmarks New Anglia, Oxfordshire, Enterprise M3 and D2N2). The proposal set out in this paper has been discussed extensively with the Chair and has received support from GCGP's Nominations Committee and comes with their full support based on their experience.

#### 3. The proposal

At present GCGP operates a relatively flat hierarchical structure. The Chief Executive currently has 7 direct reports, which is just short of 1/3 of the team and is not sustainable with the increased activity. With other pressures, it has proven difficult to provide effective managerial support to direct reports when there is significant external expectation.

In order to address this, the proposed Structure chart (Annex A) sets out a new structure which contains 3 new senior level posts. These 3 new posts will help bring better balance to the team and help address the growth in workload.

#### **4. Executive Directors**

Two of the new posts added to the structure will be at Executive Director level – one focusing on Finance and Operations and one on Investment.

These two new posts will be two of 4 direct reports to the Chief Executive. The others being Head of Communications and Executive Assistant. The new structure deliberately reduces the number of direct reports across the management structure.

The new Executive Director – Finance and Operations will be responsible principally for GCGP's Finances but with the lead on Planning and Strategy, Skills and a new City Deal post. As a £30m turnover per annum business, we need greater focus on finances than we currently have. This has become apparent in the presentation of the 2015/16 Accounts.

The Executive Director – Investment will be responsible for 4 areas comprised of European programmes, Inward Investment, Innovation and Agri Tech. The focus being the Investments that GCGP makes and ensuring consistency and rigour to our work.

The Head of Communications will continue to lead the same range of services, albeit handing over responsibility for Finance to the Executive Director – Finance and Operations. To confirm the Head of Communications will lead Communications, Signpost 2 Grow and our new Scale Up function.

The final new post will be dedicated to our input on the Greater Cambridge City Deal, the specific title being City Deal Executive. This post will focus on serving our Board and Assembly members more effectively than we have been able to. This means providing expert analysis on proposals and assessing schemes as they are developed. The post will also specifically drive up business engagement in the City Deal, linking clearly to other areas of the GCGP team.

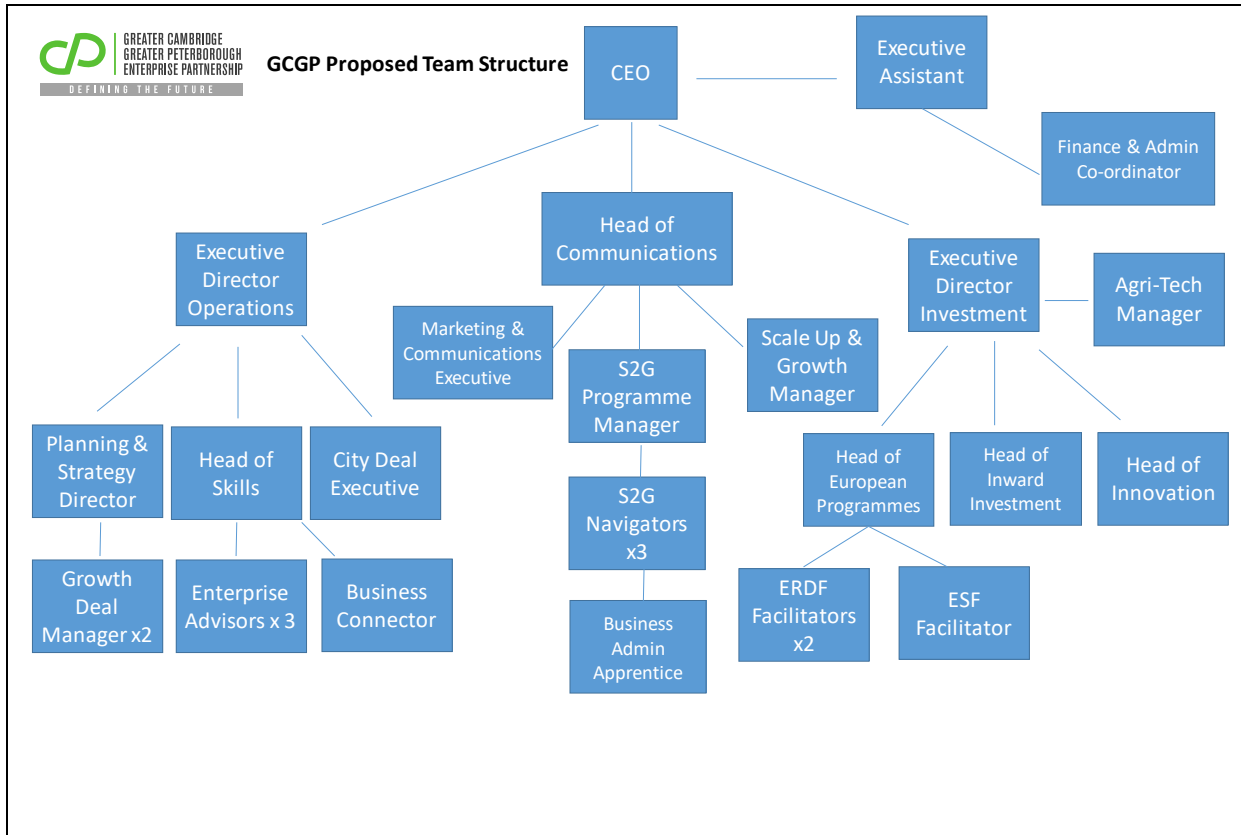
#### **5. Impact and next steps**

The additional cost of these three posts will be £278,200. This will be drawn from within GCGP's existing budget and from drawing down programme management costs. The Executive Director – Finance and Operations and City Deal Executive will be drawn from Growth Deal and Growing Places Fund programme management funds. The Executive Director – Investment will be covered from core costs and from Enterprise Zone receipts in the longer term.

It is expected that the structure will create space for GCGP to do the basics better, such as enhance internal communication and improve customer care. These are areas that drop when we are extremely busy on other priorities. Bringing in these posts will also help build linkages across the GCGP team and help assist connection with our wider community of interests.

The aim is to have an agreed way forward by Christmas, meaning job offers made and accepted. It is anticipated that the new posts will be operational by March 2017. Hays Executive will be approached to run the recruitment process for the Executive Director positions. This facility will help us better identify candidates than we can do ourselves. We will run our regular process for the City Deal Executive. Subject to Board approval the new structure will be communicated to staff.

## Annex A – GCGP Proposed Team Structure



## Item 11: Venturefest East 2017: New Company Set Up

### 1. Decision required:

The Board is recommended to:

- Agree to the Executive setting up a VAT registered Limited Company to run Venturefest East 2017.

### 2. Proposal

As the lead organisation for Venturefest East 2017 the Executive have been looking at ways to maximise the funding available to us via sponsorship and tickets sales. Having put together an initial budget it has become clear that significant savings could be made if we set up Venturefest East as a stand-alone Limited Company that could be VAT registered (thanks to the income it generates).

By becoming a VAT registered company, it is believed that GCGP can save £20,000 of otherwise irrecoverable VAT, which would far outweigh the costs of setting up and maintaining a stand-alone company.

We would recommend that the Directors of the Company are the Chairman and Chief Executive of the Greater Cambridge Greater Peterborough LEP, and that the LEP's accountants (Rawlinsons) manage the year end accounts for the new company.

## Item 12: Minutes from Board Meeting held on 13 September 2016

### MINUTES OF A MEETING OF THE BOARD OF DIRECTORS OF THE GREATER CAMBRIDGE AND GREATER PETERBOROUGH ENTERPRISE PARTNERSHIP LTD HELD IN KING'S LYNN ON TUESDAY 13<sup>TH</sup> SEPTEMBER 2016

Present: David Gill (Acting Chairman)  
John Bridge  
Cllr Ian Bates (alternate for Cllr Steve Count)  
Cllr Robin Carter (alternate for Cllr Robin Howe)  
Terry Elphick  
Mark Read  
Prof Nigel Slater  
Cllr James Waters

In attendance: Neil Darwin – Chief Executive GCGP  
Laura Welham-Halstead – Head of Communications and Connectivity GCGP  
Michael Tolond – Company Secretary  
Steve Elsom – Lloyds Banking Group  
Peter Abel – BGL/Junction Insurance  
Tim Mills – Breckland DC (for Minute No 2016/52)  
Pete Northover – BIS  
Steve Bowyer - Opportunity Peterborough  
Graham Hughes - Cambs County Council  
Harvey Bibby – Grovemere Property (for Minute No 2016/53)  
Stuart Thompson – Health Enterprise East (for Minute No 2016/53)

In Mark Reeve's absence, David Gill agreed to chair the meeting.

MINUTE NO.		ACTION
2016/50	<b>APOLOGIES FOR ABSENCE</b> Apologies for absence were received from Cllr Steve Count, Trevor Ellis, Cllr Robin Howe, Cllr John Holdich, Claire Higgins, Cllr Terry King, Prof Iain Martin and Mark Reeve.	
2016/51	<b>CHIEF EXECUTIVE UPDATE</b> Neil Darwin reported that the 2015-16 Annual accounts would be presented at the November meeting. Information had been recently received regarding local rail infrastructure developments in the West Anglia area.	<b>ND</b>

	<p>Clarification was being sought from Abellio, the local rail franchisee, regarding prospective rail links between Wisbech and Cambridge.</p> <p>The LEP Growth hub funding had now been confirmed and activity was continuing on Cambridge issues with the City Deal Board.</p> <p>The LEP had recruited a Head of Inward Investment and prospective deals with Canada, USA and Australia were being investigated.</p> <p>The inward investment programmes during 2016 had generated a significant number of jobs and a paper would be presented at the November Board to review all aspects of the LEP's inward investment programme.</p> <p>The LEP would also be attending and participating in the MIPIM event in London in October.</p>	ND
2016/52	<p><b>CAMBRIDGE-NORWICH TECH CORRIDOR</b></p> <p>Tim Mills of Breckland District Council presented the background paper on the proposal for a Cambridge-Norwich Tech Corridor. The proposal sought agreement from GCGP to support the strategic objectives of the Corridor and to work with partners to review the priority for each of the Corridors currently under discussion in the GCGP area.</p> <p>The origins of the A11 technology corridor partnership, the current partners, the potential economic benefits including additional jobs, investment and new business start-ups, the technology rationale and cost implications were presented.</p> <p>The Board confirmed its support for the strategic objectives of the corridor while needing to recognise how this initiative fitted with other GCGP priorities in terms of investment. A full review of GCGP priorities and the various corridors in the region would be prepared for consideration at a future Board meeting.</p>	ND
2016/53	<p><b>GROWTH DEAL UPDATE</b></p> <p>Neil Darwin presented the Growth Deal update including the progress on projects, the various risks to completion, the Growth Deal 3 update and next steps which involved a bid for an additional £70.5million capital to deliver 10,000 new jobs and enable 2700 new homes during 2017-21. The allocation from Government was expected to be notified via the Autumn Statement on November 23<sup>rd</sup>. A further paper would be submitted to the November meeting.</p> <p>The Board noted the progress with existing Growth programmes and the timeline and next steps for Growth Deal Round 3. The Board ratified the release of £1m Growth Deal funds earmarked for the study work of the Wisbech Access Study which related to road improvement expenditure.</p> <p>Harvey Bibby introduced the proposal from Grovemere Property for an investment loan and grant to support infrastructure requirements at the Lancaster Way Business Park in Ely. Subject to completing the funding agreements it was agreed that GCGP support the investment of £3,679,555 to Grovemere with reviews every 2 years and a linked £1,445,000 grant to Cambridgeshire County Council for associated public highways improvements. The remaining balance of the total cost of £728k of the first phase of the infrastructure would be met by Grovemere.</p> <p>Stuart Thompson of Health Enterprise East introduced the Medovation Proposal for investment by GCGP of £500,000 for the creation of a Medtech Accelerator Fund to</p>	

	<p>support proof of concept stage innovations. The Investment Committee had supported this proposal in principle subject to clarification of issues relating to share ownership and operations.</p> <p>The Board agreed to the proposal for a £500,000 investment in Medovation, subject to contract, with £250,000 to be released on contract completion and a further £250,000 to be released at the point of £400,000 committed and a further match funder being in place.</p>	
2016/54	<p><b>DEVOLUTION UPDATE</b></p> <p>Neil Darwin reported on the local public consultation on devolution which had indicated 80% support for devolved powers and financial control with 57% in favour of an elected Mayor.</p> <p>It was expected that further notification would be received from Government on the devolution submission on October 4<sup>th</sup>.</p> <p>The various local authorities had agreed the relevant portfolio holders for the Combined Authority with details being made available on local authority websites.</p> <p>Work was continuing on the allocation of the intended £20m p.a. for 30 years that would be available once devolution was agreed and accepted.</p> <p>Devolution would continue to be reviewed with updates at future Board meetings.</p>	ND
2016/55	<p><b>SCIENCE AND INNOVATION AUDIT – WAVE 2 SUBMISSION</b></p> <p>Neil Darwin presented the background to Science and Innovation Audits and the Government revised deadline with plans to announce Wave 2 in the Autumn Statement. The four proposed audits in the Wave 2 submission were outlined and the premise for engaging in the SIA process was confirmed as driving up engagement in GCGP's 5 key priority sectors.</p> <p>The SIA Steering Group now comprised 4 LEP representatives and 4 Audit leads reporting to GCGP's Science Innovation and Industry Council.</p> <p>The Board endorsed the SIA Wave 2 Expression of Interest submitted to BEIS on behalf of the consortium covering the East of England on 5<sup>th</sup> September.</p> <p>There were no financial implications at present and the announcement of the Wave 2 SIAs was expected in the Chancellor's Autumn Statement.</p>	
2016/56	<p><b>CAMBRIDGE COMPASS ENTERPRISE ZONE MEMORANDUM OF UNDERSTANDING</b></p> <p>Neil Darwin presented the details of the Cambridge Compass Enterprise Zone Memorandum of Understanding between the City and Local Growth Unit, GCGP and the local authorities for Cambridge Compass Enterprise Zone. The Memorandum of Understanding involved an agreed governance structure with GCGP taking overall responsibility for the delivery of the EZ, the Cambridge Compass EZ Steering Group providing the strategic direction for the delivery of the EZ and the Site Project Board providing strategic direction for the delivery of the site.</p> <p>The principles of the MOU were outlined and submission of an Implementation Plan was required by 31<sup>st</sup> March 2017.</p>	



	The Board agreed the Memorandum of Understanding between CLG, GCGP and the local authorities for the Cambridge Compass Enterprise Zone.	
2016/57	<p><b>EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESI) 2014-20 UPDATE</b></p> <p>Neil Darwin presented the current position regarding the 2014-20 ESI funds in the GCGP area following the EU referendum and the Chancellor's announcement on 13 August. All projects with signed contracts or funding agreements in place prior to the Autumn Statement would be fully funded even when they continued beyond the UK's exit from the EU. The Treasury would work with LEPs to put in place arrangements for considering ESIF projects that could be signed after the Autumn Statement but before the UK leaves the EU. In the longer term Government would want to take decisions about how to deliver policy objectives previously targeted by EU funding.</p> <p>The current calls for each of the four ERDF Priority Areas would remain open in the GCGP area until 3 February 2017 as originally advertised. There were currently 10 projects for delivery in the GCGP area worth a combined £10million ERDF monies representing 33% of the total national allocation. Discussions were ongoing with potential applicants for a further eight projects and applicants would be encouraged to accelerate their applications.</p> <p>The Board noted the current position regarding the 2014-20 ESI funds in the GCGP area.</p>	
2016/58	<p><b>APPROVAL OF MINUTES</b></p> <p>The minutes of the Board meeting held on 19<sup>th</sup> July were approved.</p>	
2016/59	<p><b>ANY OTHER BUSINESS</b></p> <p>There was none tabled.</p>	
2016/60	<p><b>DATE OF NEXT MEETING</b></p> <p>The date of the next meeting was fixed for Tuesday 1<sup>st</sup> November 2016 at 3pm at Alconbury Weald.</p>	