

BOARD AGENDA AND BOARD PAPERS

DATE AND TIME: 4TH May 2016, 15.00 – 16.45

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. Chief Executive Update	Verbal update Update by Neil Darwin	15.05 15 mins	Board & Corporate Members
3. Hubl Presentation	To review and consider the proposal for an Urban Logistics Network Presentation by Hugh Frost and Tom Byers, Hubl	15.20 20 mins	Board & Corporate Members
4. Wisbech Access Strategy	To agree progress on Wisbech Access Paper by Jeremy Smith, CCC	15.40 15 mins	Board & Corporate Members
5. Tripartite Agreement – The Triangular Alliance	The Triangular Alliance is an opportunity to form a strategic and tangible delivery alliance with Anglia Ruskin University and Allia. Paper by Neil Darwin	15.55 15 mins	Board & Corporate Members
6. MOU with East Cambs for Strategic Projects	To support the proposed MOU with East Cambs. Paper by Neil Darwin	16.10 10 mins	Board & Corporate Members
7. Overview of Cambridge City Deal	Paper by Neil Darwin to follow	16.20 15 mins	Board & Corporate Members
8. Minutes from Board Meeting held on 26 April 2016	To agree Minutes	16.35 5 mins	Board & Corporate Members
9. AOB		16.40 5 mins	Board & Corporate Members

DATE OF NEXT MEETING: 15:00 on Tuesday 7th June 2016

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

ITEM 4: WISBECH ACCESS STRATEGY

Recommendations

- a) to confirm that the £10.5m additional capital funding in the Growth Deal for the Wisbech Access Strategy remains available and focused on scheme delivery to maximise economic and housing growth outcomes in Wisbech;
- b) to seek from Government either (i) specific revenue funding or (ii) capital commitment in order enable the progression of the Wisbech to March Rail reopening beyond GRIP2 stage.

Introduction

1. This report considers how to proceed with the Growth Deal project examining Wisbech access issues, and the implications of the Wisbech to March Rail GRIP2 work. A verbal update will be given on the outcome of study work due at the end of April.

Wisbech Access Strategy

2. GCGP was successful in securing funding through the original Growth Deal to address transport issues affecting Wisbech. Accessibility is seen as a key constraint on both the current, and potential, economic performance of the Wisbech area.
3. The Growth Deal allocated £1m (split equally over 15/16 and 16/17) to develop a package of measures to support growth and regeneration, improve accessibility and address congestion in and around the town of Wisbech. The commitment on GCGP was to ensure that the Wisbech Access Strategy work was progressed on time to inform both capital bids in future Deal rounds and Network Rail investment planning.
4. Government also provisionally allocated a further £10.5m capital for scheme delivery for the Wisbech Access Strategy, on condition that the development work referred to above results in an acceptable and deliverable package of transport measures. Although that additional £10.5m was programmed toward the end of the Growth Deal period (18/19 onwards), Government subsequently confirmed that GCGP would be able to manage the overall Growth Deal programme more flexibly, so earlier capital spend could be achieved (dependent on other schemes spending later, and the development work being completed).

5. The currently committed Wisbech Access Strategy work is for a total of £1.2m and is as follows:
 - Wisbech Access Study including update of the Wisbech Transport Model – In progress, completion late 2016 / early 2017;
 - A47 Study – Completed;
 - March to Wisbech Rail Reopening GRIP2 assessment (including Level Crossing work) – completion by end of April 2016.
6. This is against the initial allocation of £1m. Cambridgeshire County Council has agreed to forward fund this work on the basis that the additional £200,000 will be capitalised during scheme delivery.
7. The £10.5M provisional capital funding is for infrastructure to support Local Plan growth, with a total cost of circa £28m (it was assumed that further grant funding would be available post 20/21). It does not specifically include revenue funding for further scheme development for either the A47 or for GRIP3 of March to Wisbech. Although the business cases for the schemes being examined in the Access Study work haven't yet been completed, the expectation from officers is that a number of them will have good Benefit/Cost Ratios and therefore there will be a strong case for them to draw down the £10.5m scheme delivery to improve the identified local access (mainly highway) routes around Wisbech.
8. The GRIP2 and Level Crossing work on the Wisbech to March Rail is due to complete at the end of April 2016. The initial GRIP2 report of July 2015 showed a range of Benefit to Cost Ratios (from good to poor), depending on the service pattern, impacts of wider economic benefits and need for additional rail improvements in the Ely area. The cost to move onto GRIP3 is estimated at between £2m to £3m. To get to a point of the rail scheme being worked up to the stage of ready to construct is likely to require £10m. These revenue costs are not funded.
9. It is to be expected that GCGP will be asked to support the GRIP3 work. GCGP does not have revenue funding of the scale required. Without greater certainty of capital funding for reopening the rail route any use of capital Growth Funds (including from the £10.5m for Wisbech Access delivery) for further rail scheme development is at a high risk of clawback and is unlikely to be approved by GCGP's Accountable Body. It would also divert capital spend from delivery of projects that are required to achieve the short-term economic outcomes of the Growth Deal.

10. To progress beyond GRIP2 (assuming a good BCR is identified in the latest work) it is therefore important that either a specific source of revenue funding is identified or greater certainty provided by Government as to the future capital funding of the Wisbech to March Rail line. It is recommended that the Board endorse this strategic approach for conversations with stakeholders, and initiate further discussions with Government and stakeholders on supporting the Wisbech to March Rail route.

11. The further round of Local Growth Fund bidding announced in the March Budget is a potential source (although again it is focussed on capital allocations in the period to 2021).

ITEM 5: TRIPARTITE AGREEMENT: THE TRIANGULAR ALLIANCE

Decision required

The Board is asked to make a decision to commit to becoming a founding partner of the Alliance with GCGP's CEO representing the LEP on the Reference Group.

1. RATIONALE

The Greater Cambridge Greater Peterborough area is known for innovation, high levels of investment in research and development, contribution to Gross Domestic Product and its future economic growth potential (3rd in UK). We have a unique opportunity to build on these strengths to pioneer and showcase innovative approaches to sustainable economic growth using an evidence-based approach to support intelligent policymaking, decisions

Through the course of developing strategic economic policy and and innovative business models, GCGP, Anglia Ruskin University (ARU) and Allia now have a **shared agenda** and opportunity to develop a shared programme. The formation of a commercially led alliance, which is both responsive, can mobilise quickly and yet be proactive and pioneering to **'embed and evolve'** represents a significant opportunity.

Collectively we can drive ideas into action pilots to inform long-term thinking and business case development. The proposal is to form an alliance around common and challenging themes that enable us work together to help achieve a sustainable local economy as envisioned in the GCGP Strategic Economic Plan but looking also beyond 2020. By sustainable economy we mean achieving new outputs and outcomes that improve economic, social and environmental conditions for society whilst facilitating economic growth based on research to inform a model to show sustainability features at scale.

Deepening austerity and the devolution agenda impacts on all organisations, and presents opportunities and imperatives for innovative research and **impactful partnerships**. For GCGP, ARU and Allia there is a common mission to bring expertise and resources together across a broad geography in order to impact on society through enterprise, skills, research, innovation and business models offering new social tools and alternative finance infrastructures.

ARU's Institute for International Management Practice (IIMP) and other research institutes are undertaking applied research and innovation based consultancy, and major grant-awarded programmes/bids to support new business models, action research to bring on near to market solutions to societal challenges. GCGP recognises that there are significant challenges ahead in terms of implementing their Strategic Economic Plan, e.g. housing affordability, travel demand and achieving an

integrated approach to greater connectivity and profitability through the adoption of ICT. There is also a need for GCGP and its partners to **competitively pitch to government for investment**, this will be

underpinned by sound financial and outcome modelling, including a robust approach to risk management. This Alliance could form the basis of a new Pathfinder deal with government.

2. CONTEXT

- The synergy between GCGP, ARU and Allia exists through long-standing, successful partnership working, e.g. Allia's Integrated Outcomes project; Economic and Social Research Council (ESRC) bid preparation on social finance and the ERDF Technical Assistance project.
- Local Authority commissioning is being researched and targeted to investigate and find solutions at the local government level to join up and make better use of resources.
- Evidence based approaches, research and intelligence for decision and policy making is emerging through literature reviews to build collective intelligence for the Alliance founding organisations rather than through more expensive consultancy contracts.
- Commercial sustainability is essential to growth of the Alliance and developing trust.

The three organisations have complementary offers and a track record of delivery to enable and promote the widest partnership working. Allia and ARU work across GCGP and other neighbouring LEPs through the Future Business Centre (FBC) networks and ARU's regional university platform of business support infrastructure including the growing infrastructure of the Business Innovation Centre (BIC), notably MedTech.

3. ORGANISATIONAL BENEFITS

- Providing strategic area based leadership on key themes that impact the LEP area;
- Involving and representing the LEP's businesses in local and national platforms;
- Having access to data and resources to provide insight and inform decisions, policies and strategies, both new and existing;
- Aligning the Alliance with the LEP's strategic priorities and enabling greater presence in the national LEP landscape;
- Developing an evidence base to 'smart' sustainability delivery in LEPs utilising funding streams to create an intelligence and applied practice programme of national leadership underpinned by an Alliance based approach to marketing and communications;
- Aligning academic research skills with vital local business and industry needs to produce integrated papers and publications which will feature in Research Excellence Framework;
- Interdisciplinary research teams will achieve innovative research more directly related to a sustained impact on society in a focused and meaningful way that is visible to the public and specific stakeholders, dovetailing with ARU's Sector Strategy priorities (Blue Lights, Assistive Technologies and Smart Living, and Future Cities);
- Establishing IIMP/LAIBS as a lead research-developer for economic and social impact pilots with a leading LEP and trail-blazing charity together able to recognise then replicate success in wider assignments;

- Deploying the existing suite of social investment bonds for Alliance priorities (charitable, property and retail charity bonds), plus potential to innovate further by identifying the investment case for utilisation of bonds in high impact projects;
- Enterprise and entrepreneurship programmes for social and environmental impact, including and building on the recently approved ERDF 'Serious Impact' project;
- Scaling innovative approaches to affordable housing delivery, achieving the integrated outcomes of youth construction skills and low carbon construction and operation.

Collective benefits derived as a result of the Alliance

- The synergy associated with an *enhanced pool of resources* including data, evidence and referencing capabilities to work with business, academic and third sector organisations.
- Wider field of view to identify and secure funding and/or project delivery opportunities.
- The opportunity to *showcase outside of the region*, lead by example providing trusted leadership with evidence to support choice constructed through consultation and engagement and resulting in clear impacts providing a greater presence in the UK.
- Creating an *intelligent local enterprise partnership area*.

4. PROPOSAL

The Alliance would tackle agreed themes by addressing as a partnership to combine resources in focused interventions for sustainable business growth based on our area's comparative advantages. We will combine active intelligences based on IIMP bespoke designed research and live cases or pilot actions to bring multi-source evidence and understanding of the demands and supply opportunities for our rapidly changing economy. Delivery will be achieved through a three-way shared platform of communication and resources leading to ambitious, real projects.

5. DELIVERY

We will operate by forming a team comprising of current staff from each organisation as detailed in section 7. Our geographies, innovative work and ideas would then be connected. Pilot projects and test-bed schemes in GCGP can then be spread across into other LEP areas for multi-LEP collaborations and funding opportunities. We will bid as a core partnership - a team of professionals who know each other and can better respond and anticipate opportunities (repurposing extant work and stimulating new activity). We seek to use "live" intelligence coming through business/other research from our work to underpin bids and extend "consultancy" into new territories and sectors. We will engage in deliberative decision making – seeking original solutions through excellent research and practical actions and results.

Principal themes

1. **Homes growth.** Sustainable affordable, intermediary and market housing research and combining existing local knowledge (e.g. SmartLIFE™) to take on the needs for integrated, multidisciplinary skills requirements for energy and water efficiency, implementation of innovative and ultra-low carbon construction techniques and materials, off-grid flexibility and security and address the need for “Life-time” homes.
2. **Ageing population and the Silver Economy.** Growing needs and joined-up savings of public budgets, and the opportunity of the silver economy (both servicing the market to sustain healthy living in homes and the support for senior entrepreneurs and their contribution to the economy / mentorship to younger entrepreneurs. This builds on the LASER business school network and emerging dementia research agenda across faculties.
3. **Sustainability actions, enterprise and entrepreneurship.** Building on and linking Cleantech, environmental sustainability to life sciences and the ARU specialism in MedTech (assistive smart living) of GCGP. Training and community spaces – from SmartLIFE™ to Future Business Centres and the MedTech campuses and MedBIC of ARU. As a theme specific organisation in the GCGP area PECT has already been engaged and saw immediately the importance and relevance in terms of their trajectory and the collective challenges.



Overarching aspects

- a) **Innovative financial instruments.** Seeking to package new investment solutions for affordable / social homes, digital capacities and other infrastructures.
- b) **Digital connectivity.** Including Smart Cities, Smart Societies and the peri-urban landscape to ensure opportunities to learn, up-skill and support communities is achieved.
- c) **Strategic review, modelling and forecasting.** The ability to check, consult and collaborate creatively results in an intelligent and informed set of options upon which Alliance and their partners can make informed, long lasting strategic and/or financial decisions.

The considerable successful experience in attracting external grants and follow-on sustainable support business will be a major feature of the Triangular Alliance. Of particular note is the investment in construction skills and business growth in GCGP area, ARU’s MedTech emerging investments in the neighbouring South East LEP area and Allia’s fostering and delivery of Future Business Centres and social finance – and their aspirations to expand the network.

Allia is involved in a series of bond issues totalling £62M bond issue for the Scottish Government to fund social housing and community projects, and LSE-listed Retail Charity Bonds – but other types and derivations are possible. These could be replicated in the region. Combined with Allia workspace and ideation/innovation/incubation systems, these could be used for a range of public infrastructure, local authority spinouts, match funding and gap filling activities.

Outline Alliance Work Plan

Timescale	Objectives	Potential
Phase 1 (Year 1)	Alliance development, strategy & market testing, & project delivery (via research, embedding and bid writing). Phase 2 Work plan. <ul style="list-style-type: none"> • 1 major project funding bid • 1 Local Authority commission • Alliance Board commissions 	£1m
Phase 2 (Years 2/3)	Building on successes, forge commercial relationships inside and outside GCGP geography. Phase 3 Work plan. <ul style="list-style-type: none"> • 1 further project funding bid • 1 further Local Authority commission • Multi-LEP Sustainability project • Alliance Board commissions 	£4m
Phase 3 (Year 4+)	<ul style="list-style-type: none"> • 1 further project funding bid • 1 further Local Authority commission • Multi-LEP project (East and South) • Alliance Board commissions 	£6m

The indicative work plan above allows for the adaptability to and the fluidity of economic aspects such as devolution and the EU referendum to dynamically respond, partner and lead nationally.

Project Pipeline

By forming the Alliance now we become an ‘early mover’ and can capitalise on a range of opportunities to ‘embed and evolve’ related contributions from the GCGP ERDF Technical Assistance project, the Interreg 2 Seas Silver Economy Concept, Horizon 2020 FIRST project focussed on the circular economy and a Multi-LEP EU funded ‘Sustainability’ project which GCGP is currently discussing directly with DCLG.

6. GOVERNANCE

The Alliance will be based on an MOU and report to a Reference Board of the CEOs of GCGP and Allia, and the Deputy Dean Research & Enterprise from the Lord Ashcroft International Business School at ARU. This would keep governance robust but flexible with the ability to partner widely.

The USP of this arrangement is in the deeper shared understanding, trust and ideation process (ideas and actions emerging in a co-creative, emotional process) to think and act across our shared agenda and joint capabilities. Such collaboration has already become hinged on major international funding bids, this effort will intensify and maximise chances of success.

The Board would receive 'measures of success' with appropriate metrics in support of initiatives and projects as well as after delivery to demonstrate the level of success and lessons learnt. These may include: value added; income received; case studies and research papers published; commercial projects spun out and the value of profile locally and nationally.

7. FINANCIAL COMMITMENT

Pioneering an innovative and collaborative approach to sustainable economic growth will initially entail the flexible use of existing staff to '*embed and evolve*' Alliance principles and activities in emerging activities and newly funded projects. Subject to Alliance formation agreement it is proposed that:

- GCGP utilise staff to provide the Alliance's co-ordination with administration support;
- ARU utilise staff time from IIMP, LAIBS and RDCS with administration support;
- ARU identify and/or reallocate researchers across all relevant Faculties and Centres to create a **Researcher Time Bank** the Alliance can utilise for specific projects that align with a researcher's field of expertise and interest;
- Allia utilise staff time, principally from the Deputy CEO, with Cambridge and Peterborough Future Business Centres being provided for meetings and events.

ITEM 6: MOU WITH EAST CAMBS FOR STRATEGIC PROJECTS

Decision required

- 1) The GCGP Board is requested to support the proposed Memorandum of Understanding with East Cambridgeshire District Council.
- 2) Subject to approval at 1, enable the Chief Executive to authorise the Memorandum and beginning to implement the approach.

Background

GCGP has a range of relationships with the local authorities across the area. Over the past 6 months we have been working with East Cambridgeshire to identify how we can jointly tackle issues facing that area. This has resulted about with a positive conversation about how GCGP as a strategic partner can assist the District Council. GCGP's support will take a number of forms, these include.

- Strategic insight and advice
- Early consultee and founding member of scheme Steering Groups
- Provide additional capacity and specialist expertise to support project delivery

Alongside the lobbying and funding role that GCGP plays.

In partnership with the District Council, both parties have formulated the enclosed Memorandum of Understand that will guide this new way of working (set out in Annex A).

The approach advances the way GCGP operates and develops its strategic partnerships. From an operational perspective we hope this sets a new way forward that can be adopted with other areas. Early work, assuming the approach is accepted by Board will be to refine the relationship with East Cambridgeshire.

Annex A

MEMORANDUM OF UNDERSTANDING

BETWEEN

EAST CAMBRIDGESHIRE DISTRICT COUNCIL

AND

**GREATER CAMBRIDGE GREATER PETERBOROUGH
ENTERPRISE PARTNERSHIP**

THIS MEMORANDUM OF UNDERSTANDING (hereinafter referred to as 'MOU') is made on the Of
2016

BETWEEN

East Cambridgeshire District Council of The Grange, Nutholt Lane, Ely, CB7 4EE (hereinafter referred to as "ECDC")

AND

Greater Cambridge Greater Peterborough Enterprise Partnership of The Incubator, Alconbury Weald Enterprise Campus, Alconbury Airfield, Huntingdon, Cambridgeshire PE28 4WX (hereinafter referred to as "[GCGPEP]")

WHEREAS

- A. ECDC and GCGPEP wish to cooperate to facilitate economic and housing growth within the district of East Cambridgeshire in accordance with the District Council's Local Plan and Jobs Growth Strategy and the GCGPEP's sub-regional economic strategy.

NOW IT IS HEREBY AGREED AS FOLLOWS:

1.0 AREAS OF COOPERATION & AGREEMENT

1.1 ECDC/GCGPEP agree to:

- a) Finalise the business case for and the successful delivery of the Ely Southern Bypass.
- b) Deliver the new Cambridge Compass Enterprise Zone on Lancaster Way Business Park, Ely in accordance with the implementation plan and MOU for this project.
- c) Develop the agri-tech research centre in Hasse Fen Soham, and work with NIAB and other national and European partners to strengthen the research base at the centre for the benefit of the wider agricultural community across the East of England.
- d) Facilitate development of the Ely Octagon Business Park and work with the developer Mantle Estates to submit a growing places fund application to support key infrastructure on the site.

- e) Provide representation onto the recently established Soham Station Project Board to progress a GRIP 3 study and associated business case for the project and to identify future sources of funding.
- f) Propose and agree a task force to consider the current status of the Ely Station Gateway and potential regeneration/ development opportunities.
- g) Jointly promote and market the GCGPEP's Signpost to Grow / Signpost to Skill's Programmes.
- h) Engage with Endurance Estates and the Church Commissioners to identify funding sources to accelerate housing and infrastructure development for the North Ely urban extension and to deliver a new work-hub as part of the adopted masterplan.
- i) Work collaboratively on individual business expansion projects within the district and identify external funding sources to assist delivery. Projects identified include; Sake Brewery Fordham, Insect Breeding Farm, Mepal, Elean Data Centre Campus, Sutton, Barcham Trees, Ely, FP McCann, Littleport)
- j) Engage with the County Council and other landowners to facilitate development of the Northern Gateway in Soham.
- k) Share intelligence on inward investment enquiries and company visits across the district.

2.0 FUNDING

- 2.1 ECDC agrees to continue to subscribe to the GCGPEP for the amount specified in its annual contribution statement.
- 2.2 GCGPEP is not providing a grant or financial assistance to ECDC for delivery.

3.0 TERMS OF MOU

- 3.1 The terms of this MOU commence on the **XXX of XXX 2016** and will end on the **31st March 2019** and will be subject to annual review.
- 3.2 The parties shall each use reasonable endeavours to resolve any Dispute by means of prompt, bona fide discussion at a managerial level appropriate to the dispute in question. If agreement cannot be reached clause 3.4 can be applied.

3.3 This MOU may only be amended by mutual agreement evidenced in writing by a duly authorised representative from each of ECDC and GCGPEP.

3.4 Either ECDC or GCGPEP may cancel the MOU by giving three months' notice in writing to the other.

3.5 This MOU shall be governed by the laws of England and the exclusive jurisdiction of the English courts

4.0 MANAGEMENT LIAISON

4.1 ECDC and GCGPEP will appoint representatives to manage and oversee this MOU.

4.2 Quarterly meetings from the start of the MOU will take place to review progress and performance as well as consider new areas for agreement and programmes of cooperation.

5.0 INTELLECTUAL PROPERTY, CONFIDENTIALITY & INTERESTS

5.1 Except where otherwise agreed ECDC shall be the sole owner of any and all rights, title and interest in all Intellectual Property which result directly or indirectly from this MOU.

5.2 All information supplied by ECDC & GCGPEP to each other in connection with this MOU is to be kept confidential, and its use must be strictly confined to the requirements of this MOU. All such information and all copies thereof must be returned to the appropriate party on completion of the MOU.

5.3 ECDC & GCGPEP shall comply with the legislative obligations under the Data Protection Act 1998, the Computer Misuse Act 1990, and the Freedom of Information Act 2003.

5.4 If either party becomes aware of any possible conflict of interest which may arise between the interests of ECDC & GCGPEP, the party becoming aware of such information shall as soon as reasonably possible notify the other party. The parties shall discuss the potential conflict and take appropriate steps to remove or avoid the cause of such conflict of interest.

6.0 LEGAL STATUS

6.1 Nothing in this MOU shall be construed as creating any legal relationship between the parties. This MOU is a statement of intent to foster genuine and mutually beneficial co-operation.

EAST CAMBRIDGESHIRE DISTRICT COUNCIL
(sign here)

GREATER CAMBRIDGE GREATER PETERBOROUGH
ENTERPRISE PARTNERSHIP (sign here)

Name and role of authorised signatory:

Name and role of authorised signatory:

Neil Darwin, Chief Executive

Date:

Date:

ITEM 7: OVERVIEW OF CAMBRIDGE CITY DEAL

PAPER TO FOLLOW

ITEM 8: MINUTES OF PREVIOUS MEETING

MINUTES FROM 26 APRIL 2016 BOARD TO FOLLOW