

## BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 18<sup>th</sup> July 2017, 15.00 – 17.00

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

Item	Brief description	Time
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	
3. Chairman's Update	Verbal update on the latest work of the LEP  Update by Mark Reeve	15.05 10 mins
4. Governance Decisions	Key governance related matters requiring Board decision regarding: <ul style="list-style-type: none"> <li>a. Reappointment of Board Directors</li> <li>b. Remuneration &amp; Nominations Committee Terms of Reference</li> <li>c. Agri-Tech Scheme of Delegation</li> <li>d. Science, Innovation &amp; Industry Council (SIIC) Terms of Reference</li> </ul>	15.15 20 mins
5. SEEB/Strategy Plan Workshop	An interactive workshop with Board Members based on the Strategic Economic Evidence Base  Presentation by Executive Team followed by Board discussion	15.35 50 mins
6. Skills Briefing	A briefing of the direction of travel for the LEP's Skills Strategy, including decisions on Enterprise Advisor Network match funding and temporary extension of current Signpost 2 Skills contract  Paper and presentation by Paul Sayles/Stella Cockerill	16.25 15 mins
7. Growth Deal Update	The latest Growth Deal update and Risk Register  Paper by Adrian Cannard	16.40 10 mins
8. Minutes from Board Meeting held on 6 June 2017	To agree Minutes	16.50 5 mins
9. AOB		16.55 5 mins

**DATE OF NEXT MEETING: 15:00 on Tuesday 19 September 2017**

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

## **Item 4a: Governance: Reappointment of Board Directors**

### **For decision:**

1. To approve the re-appointment of Claire Higgins, Mark Read and David Gill as Private Sector Directors of the LEP.
2. To approve the appointment of Cllr Oliver Hemsley as a Public Sector Director of the LEP for the remainder of Cllr King's original term (until October 2018).
3. To approve the re-appointment of Cllr Steve Count and Cllr James Waters as Public Sector Directors of the LEP until July 2020.
4. To formally note the appointment of Prof Andy Neely from the University of Cambridge as an Education Sector Director.
5. To formally note the recruitment of a Further Education Director, to be managed by the LEP's Remuneration & Nominations Committee.

### **BACKGROUND**

#### **1. GOVERNANCE**

The Article of Association (Article 8) of GCGP LEP provide for a minimum of 7 Private Sector Directors, 5 Public Sector Directors, 3 Education Sector Directors (comprising two from University nominees and one Further Education nominee (currently vacant)) and 1 Third Sector Director. The LEP's Articles 10.2 and 10.3 state that the Board has the power to appoint Directors. Article 10.4 states that 'the period of the appointment of a Director shall be three years. On expiry of the three-year appointment a Director shall be eligible for re-election for a further three-year period.'

For information: The latest Articles of Association were approved at the LEP Board meeting on 13<sup>th</sup> December 2016, by special resolution, under minute no. 2016/80. The Articles were filed at Companies House on 24<sup>th</sup> January 2017 and show on the LEP's company file dated 9<sup>th</sup> February 2017.

#### **2. PRIVATE SECTOR/THIRD SECTOR DIRECTORS**

The initial three-year term of office of the Directors listed below expires during 2017 and each has indicated their willingness to continue for a further 3-year period. It is therefore proposed that these Directors be re-appointed as follows:

- Claire Higgins to March 2020
- Mark Read to June 2020
- David Gill to August 2020

### **3. PUBLIC SECTOR DIRECTORS**

#### **a. Rutland County Council Nominee**

Cllr Terence King was appointed as a Public Sector Director in 2012 and re-appointed on 27<sup>th</sup> October 2015 for a further 3-year period. Due to ill-health Cllr King resigned on 12<sup>th</sup> January 2017 and Rutland County Council has nominated Cllr Oliver Hemsley as their representative on the GCGP LEP Board. Given the circumstances under which Cllr King resigned, we propose that the Board formally appoint Cllr Hemsley until the end of Cllr King's second period of office (October 2018) as a Public Sector Director.

#### **b. Cllr Steve Count and Cllr James Waters**

Cllr Count and Cllr Waters were both appointed in July 2014 and the Board is asked to approve their re-appointment as Public Sector Directors for a further 3-year period until July 2020.

### **4. EDUCATION SECTOR DIRECTORS**

- The Board is asked to formally note the appointment of Professor Andrew Neely of Cambridge University as an Education Sector Director, in accordance with Article 8, to replace Professor Nigel Slater of Cambridge University, who resigned in January 2017.
- The Board is asked to formally note that the new Remuneration & Nominations Committee will undertake work, with support from the Executive, to recruit a Further Education Director for the Board.

## 5. SCHEDULE OF DIRECTORS

A revised schedule of Directors to reflect the proposed Director appointment and re-appointments is as follows:

Name	Sector	Date of Appointment	Re-Appointment Date	Termination Date
Mark Reeve	(Private)	March 2012	October 2015	October 2018
Peter Abel	(Private)	November 2016	November 2019	
John Bridge	(Private)	March 2011	October 2015	October 2018
Steve Count	(Public)	July 2014	July 2017	July 2020
Trevor Ellis	(Private)	March 2012	October 2015	October 2018
Terry Elphick	(Private)	April 2016	April 2019	
Steve Elsom	(Private)	November 2016	November 2019	
David Gill	(Private)	August 2014	August 2017	August 2020
Oliver Hemsley	(Public)	July 2017 (Cllr King)	-	October 2018
Claire Higgins	(Third)	March 2014	March 2017	March 2020
John Holdich	(Public)	October 2015	October 2018	
Robin Howe	(Public)	November 2016	November 2019	
Iain Martin	(Education)	April 2016	April 2019	
Andrew Neely	(Education)	April 2017	April 2020	
Mark Read	(Private)	June 2014	June 2017	June 2020
James Waters	(Public)	July 2014	July 2017	July 2020

## **Item 4b: Governance: Remuneration & Nominations Committee Terms of Reference**

### **For Decision:**

1. To approve the Terms of Reference for the LEP's Nominations & Remuneration Committee.

### **Background:**

- It was agreed at the LEP Board Meeting which took place on 6<sup>th</sup> June 2017 that Terms of Reference for the Nominations & Remuneration Committee would be developed ready for the Board to review and approve.
- The draft Terms of Reference were developed by the Executive Team and lawyers, in line with the Scheme of Delegation.
- The draft Terms of Reference were then shared with the Board via email on 29<sup>th</sup> June 2017 asking for feedback by 4<sup>th</sup> July.
- Feedback received from Board Members and the Section 151 Officer has been reviewed, and small amendments have been made to the following Terms of Reference – see Appendix 1.
- Board Members are now asked to review and formally approve the proposed Terms of Reference for the Nominations & Remuneration Committee.

**APPENDIX 1: GREATER CAMBRIDGE AND GREATER PETERBOROUGH ENTERPRISE PARTNERSHIP  
LIMITED**

**(Company Number 07553554) (the 'Company')**

**TERMS OF REFERENCE FOR THE NOMINATION AND REMUNERATION COMMITTEE**

**1. CONSTITUTION**

- 1.1 The nomination and remuneration committee (Committee) was constituted as a committee of the Board of directors (Board) of the Company at a full meeting of the board held on 6th June 2017 in accordance with the articles of association of the Company.
- 1.2 The Committee has the delegated authority of the board in respect of the functions and powers set out in these terms of reference.

**2. ROLE**

- 2.1 The role of the Committee is to:
- (a) ensure that there is a formal, rigorous and transparent procedure for the appointment of new directors to the board and recommending the terms of their remuneration (where applicable). Please note that directors of the Board, bar the Chairman, are unremunerated. Any remuneration is by exception to this;
  - (b) make recommendations to the Board on appointments and remuneration of members of the LEP Executive level who are at Director level or above; and
  - (c) ensure that remuneration policy and practices of the Company reward fairly and responsibly, with a clear link to the Company's and the individual's performance, having regard to statutory and regulatory requirements, of those members of the LEP Executive who are at Director level or above.
- 2.2 The Committee is to assist the Board in ensuring its composition is regularly reviewed and refreshed so that it is effective and able to operate in the best interests of the LEP area.
- 2.3 The Committee shall also consider remuneration policies, including base pay, long and short term incentives.

### 3. DUTIES AND TERMS OF REFERENCE

The Committee shall carry out the following duties for the Company.

#### 3.1 Composition of the Board

The Committee shall:

- (a) regularly review the structure, size and composition (including the skills, experience, independence, knowledge and diversity) of the Board and make recommendations to the Board with regard to any changes that are deemed necessary, with a particular focus on diversity;
- (b) keep under review the leadership needs of the organisation, both executive and non-executive, with a view to ensuring the continued ability of the organisation to compete effectively in the marketplace; and
- (c) keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates.

#### 3.2 Succession planning

The Committee shall:

- (a) give full consideration to succession planning for directors and other senior executives in the course of its work, taking into account the challenges and opportunities facing the Company, and the skills, experience, independence, knowledge and diversity needed on the board in the future; and
- (b) satisfy itself that plans are in place for orderly succession for appointments to the board and senior management.

#### 3.3 Appointments to the board

The Committee shall:

- (a) be responsible for identifying and nominating for the board's approval, candidates to fill board vacancies as and when they arise;
- (b) consider proposals for the re-appointment or promotion of directors and also any proposal for their dismissal, retirement, non re-appointment or any substantial

change in their duties or responsibilities or the term of their appointment before making a recommendation to Board;

- (c) before the board makes any appointment, evaluate the balance of skills, experience, independence, knowledge and diversity on the board, and, in light of this evaluation, prepare a description of the role and capabilities required for a particular appointment. In identifying suitable candidates, the Committee shall:
  - (i) use such methods as it deems appropriate, including the use of open advertising or the services of external advisers to facilitate the search, working in partnership with the LEP Executive;
  - (ii) consider candidates from a wide range of backgrounds; and
  - (iii) consider candidates on merit and against objective criteria, taking care that appointees have enough time available to devote to the position;
- (d) for the appointment of a Chairman or Executive Chairman, prepare a job specification, including the time commitment expected, and require a proposed Chairman or Executive Chairman to disclose other significant commitments to the Board before appointment and disclose any changes to the Chairman's or Executive Chairman's commitments to the Board as they arise;
- (e) ensure that on appointment to the Board, non-executive directors understand what is expected of them in terms of time commitment, committee service and involvement outside Board meetings and the induction process; and
- (f) ensure that all directors offer themselves for re-election in accordance with the retirement by rotation provisions in the articles of association of the Company.

### 3.4 Induction and training

The Committee shall (working with the LEP Executive team):

- (a) ensure that all new directors undertake an appropriate induction programme to ensure that they are fully informed about issues affecting the Company and the duties and responsibilities of the directors; and
- (b) consider any training requirements for the Board as a whole.



### 3.5 Remuneration

The Committee shall determine and make recommendations to the Board the approach for the remuneration and benefits of:

- (a) the Chairman of the Company;
- (b) executive directors;
- (c) the company secretary; and
- (d) executive officers / senior executives / senior management (senior executives – those above Head of Service level),

including, but not limited to base salary, pension contributions and any other bonuses and benefits in cash or in kind.

No LEP Chairman, director or senior manager shall be involved in any decisions as to their own remuneration.

### 3.6 Pensions

The Committee shall review the pension arrangements for the executive directors and senior executives and in particular the pension consequences and associated costs to the Company of basic salary increases and any other changes in pension remuneration.

### 3.7 Service contracts and severance

The Committee shall:

- (a) approve the terms of the service contracts, the duration of which shall not normally exceed one year's notice period, for executive directors and senior executives and any material amendments to those contracts; and
- (b) ensure that contractual terms on termination, and any payments made, are fair to the individual and the Company and in accordance with legal and regulatory requirements, that failure is not rewarded and that the duty to mitigate loss is fully recognised.

### 3.8 Conflicts of interest

The Committee shall:

- (a) before appointment of a director, require the proposed appointee to disclose any other interests that may result in a conflict of interest and to report any future interests that could result in a conflict of interest;
- (b) at all times take care to minimise the risk of any conflict of interest within the Committee that might be seen to give rise to an unacceptable influence; and
- (c) instruct the Chairman, Executive Chairman or company secretary to ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

### 3.9 Re-appointment of directors

The Committee shall make recommendations to the Board on:

- (a) the re-appointment of any non-executive director at the conclusion of their specified term of office, having given due regard to their performance and ability to continue to contribute to the Board in the light of the knowledge, skills and experience required; and
- (b) re-election by members in accordance with the retirement by rotation provisions in the articles of association, having regard to their performance and commitment to the role.

### 3.10 Continuation of office

The Committee shall make recommendations to the Board on any matters relating to the continuation in office of any director at any time including the suspension or termination of service of an executive director as an employee of the Company, subject to the provisions of the law and their service contract.

## 4. MEMBERSHIP

- 4.1 The Committee shall comprise a Chairman and a minimum of two members, a majority of whom shall be non-executive directors, as determined by the Board.

- 4.2 Appointments to the Committee are made by the Board on the recommendation of the Committee, in consultation with the Committee Chairman.
- 4.3 The Board shall appoint the Committee Chairman, who shall be a private sector non-executive director. In the absence of the Committee Chairman and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting from those who would qualify under these terms of reference to be appointed to that position by the Board. The Chairman of the Board shall not chair the Committee when it is dealing with the matter of succession to the Chairmanship.
- 4.4 The Committee shall review membership of the Committee annually, as part of the annual performance evaluation of the Committee.
- 4.5 The maximum term for the Committee Chairman is three years, to be appointed by the Board on an annual basis.
- 4.6 A member of the LEP Executive shall act as the secretary of the Committee and will provide all necessary support to the Committee including the recording of Committee minutes.
5. ATTENDANCE AT MEETINGS
- 5.1 The Committee shall meet:
- (a) as required;
  - (b) as the Chairman of the Committee shall determine; or
  - (c) as may be requested by any member of the Committee with the approval of the Chairman of the Committee,
- which shall be at least once a year.
- 5.2 Only members of the Committee have the right to attend Committee meetings. However, members of the Committee may invite others to attend for all or part of any meeting, as and when appropriate and necessary and with the agreement of the Committee Chairman. The Committee Chairman shall have the discretion to decide who, other than Committee members, shall attend and address Committee meetings.

5.3 The Committee Chairman or the company secretary shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

5.4 No person (including directors and the Chairman) of the Company shall participate at a relevant part of a meeting of the Committee at which any part of their remuneration is being directly discussed or participate in any recommendation or decision specifically concerning their remuneration.

## 6. NOTICE OF MEETINGS

6.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of the Committee Chairman or any member of the Committee with the approval of the Chairman of the Committee.

6.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee no later than two working days before the date of the meeting. Supporting papers shall be sent to Committee members at the same time, but Committee papers may be forwarded at shorter notice with the approval of the Committee Chairman.

6.3 Meetings can take place in person or via audio or video conferencing facilities, and decisions can be made via email as required with the agreement of the Committee Chairman.

## 7. QUORUM

The quorum necessary for the transaction of business at a Committee meeting shall be two members, one of whom shall be the Chairman (unless the item relates to their remuneration) and present in person or by audio or video conference. In the event of difficulty in relation to achievement of a quorum, non-executive directors who are not members of the Committee may be co-opted as members for individual meetings.

## 8. VOTING ARRANGEMENTS

8.1 Each member of the Committee shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a meeting of the Committee (whether in person or by audio or video conference).

8.2 If a matter that is considered by the Committee is one where a member of the Committee, either directly or indirectly has a direct personal pecuniary interest, that member shall not be permitted to vote at the meeting.

8.3 Except where s/he has a direct personal pecuniary interest, the Committee Chairman shall have a casting vote.

8.4 The Committee Chairman may ask any attendees of a Committee meeting to leave the meeting to allow discussions of matters relating to them.

## 9. MINUTES OF MEETINGS

9.1 A member of the LEP Executive shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.

9.2 Draft minutes of Committee meetings shall be circulated promptly to all Committee members. Once approved, minutes shall be circulated to all other Board members unless in the opinion of the Committee Chairman it would be inappropriate to do so. If this is the case, the opinion of the Committee Chairman will be shared with Board members.

9.3 A resolution in writing and signed by all Committee members will be as effective as a resolution passed at a Committee meeting. Any written resolution shall be tabled and noted at the next meeting of the Committee.

## 10. REPORTING RESPONSIBILITIES

10.1 The Committee Chairman shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities and the minutes of all Committee meetings shall be included in the Board papers for a subsequent Board meeting.

10.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

## 11. GENERAL MATTERS

11.1 The Committee shall have access to sufficient resources to carry out its duties, including access to the LEP Executive team for assistance as required.

11.2 In carrying out its duties, the Committee shall give due consideration to all relevant rules, laws and regulations, in particular, the Company's Assurance Framework, directors'

duties contained in the Companies Act 2006 and any other applicable rules, as appropriate.

## 12. AUTHORITY

- 12.1 The Board authorises the Committee to carry out the duties set out in these terms of reference, to have unrestricted access to the Company's documents and information and to obtain, at the Company's expense, appropriate professional advice on any matter within its terms of reference, as it considers necessary.
- 12.2 The Board authorises the Committee to seek any information it requires from any employee or director of the Company, and all such employees or directors will be directed to co-operate with any request made by the Committee.
- 12.3 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

## CURRENT MEMBERS

- John Bridge – Chairman
- Prof Iain Martin
- Cllr Oliver Hemsley

Adopted at the Board meeting of the Company on ..... July 2017.

## Item 4c: Agri-Tech Scheme of Delegation

### For decision:

1. To approve the amendment to the Scheme of Delegation as it relates to the Eastern Agri-Tech Growth Initiative to enable the Executive Director: Investment to sign off funding allocations and grant offer letters (as detailed in paragraph 3.5 of this document).

### Summary of the Agri-Tech Grants Programme

- 1.1 The Eastern Agri-Tech Growth Initiative supports businesses in the Agri-Tech sector employing less than 250 people with grant funding for investment in specialist equipment, new market and supply chain development, ways to improve productivity and efficiency, and the application and commercialisation of Research and Development.
- 1.2 The Eastern Agri-Tech Growth Initiative has two funds; a Growth Fund, for grants of between £10,000 and £150,000 (which can cover up to 25% of the total project cost) to support improvements in productivity and efficiency in the food, drink and horticulture sector; and the R&D Fund which provides grants of between £10,000 and £60,000 (which can cover up to 50% of the total project cost) to support the development of innovative ideas, products and technology.

### 2. The Scheme of Delegation

- 2.1 Following an application to the grant programme for funding and subsequent application assessment, Martin Lutman (the LEP lead for the project) provides the Programme Board with access to project documentation for each applicant. This includes a report on each application that contains a recommendation to approve or decline the application and any conditions to be placed on the project and/or applicant if the application is approved. All applicants are invited to the Programme Board meeting where their project is considered by the Programme Board. Each applicant has the opportunity to give a short presentation and take questions from/provide clarification to the Programme Board. The Programme Board judges each application fairly and on its own merits. The Programme Board's decision is final.
- 2.2 The Programme Board will only see and consider an application once an application is deemed eligible and has been assessed by independent assessors, appointed/managed by Martin Lutman, Eastern Agri-Tech Programme Manager.

2.3 The Eastern Agri-Tech Growth Initiative Programme Board's main task is to consider and take decisions on applications for grant support. It has been given the delegated authority to undertake this role, on behalf of the Greater Cambridge Greater Peterborough LEP and New Anglia Local Enterprise Partnership Boards. Both LEPs are represented on the Programme Board and receive regular updates on the operation of the programme.

2.4 For each meeting, Martin Lutman provides the Programme Board with documents about each project proposal including a report on each application which contains a recommendation to approve or decline the application and, if approved, whether there are any conditions to be placed on the project and/or applicant. All applicants will be invited to the meeting where their particular project will be considered. Each applicant has the opportunity to give a short presentation and take questions from/provide clarification to the Programme Board. The Programme Board judges each application fairly and on its own merits. The final decision about each application rests with the Programme Board, unless the application is deemed ineligible during the assessment process, in which case Martin Lutman will notify the applicant.

Martin Lutman issues the agenda and provides the Programme Board with access to the accompanying papers (via drop box) at least 5 days before meetings. For each meeting, Martin Lutman will record the decisions taken by the Programme Board on each application.

2.5 Following each Programme Board meeting, Martin Lutman notifies each applicant of the Programme Board's decision. If unsuccessful, the applicant will receive a letter from Mark Reeve, Chairman of the Programme Board, explaining why the application was unsuccessful. If the application is approved, Martin Lutman produces and issues the Grant Offer Letter (funding agreement) which is signed by the GCGP LEP Executive Director of Investment (was previously the Chief Executive) as per the attached programme of delegation] and Cambridgeshire County Council's (CCC) Deputy Section 151 Officer; CCC is the Accountable Body and Paying Authority.

## **Abbreviations**

- CEO – Chief Executive
- EDI – Exec Director: Investment
- PM - Programme Manager



## Appendix 1

### DELEGATION OF FUNCTIONS (ABRIDGED VERSION)

<b>PROGRAMMES AND FUNDING ALLOCATIONS: <i>Overarching programmes and funding allocations for a suite of activities, financial vehicles and calls for proposals</i></b>					
<b>Issue</b>	<b>Board of Directors</b>	<b>Individual Director/Chair</b>	<b>Staff</b>	<b>Sub-Committee</b>	<b>Reference</b>
Funding programme design and allocation	Board approval required to set allocation of entire Programme. Delegated responsibility to Eastern Agri-Tech Programme Board to design Agri-Tech scheme.	Chair/CEO	EDI/PM	Eastern Agri-Tech Programme Board takes decisions on applications for grant support.	Strategy. Board will receive updates on the progress/performance of the Eastern Agri-Tech Programme.
In-programme funding awards over £100,000	Board delegated approval to Eastern Agri-Tech Programme Board for grant awards up to £150k.	Chair/CEO	EDI/PM	Eastern Agri-Tech Programme Board takes decisions on applications for grant support.	Board-approved programme budget. Eastern Agri-Tech Programme Board has separate Terms of Reference.
In-programme funding awards between £25,000 and £100,000	Board delegated approval to Eastern Agri-Tech Programme Board for grant	Chair/CEO	EDI/PM	Eastern Agri-Tech Programme Board can approve.	Board-approved programme budget. Eastern Agri-Tech Programme Board has separate Terms of Reference.

	awards between £25,000 and £100,000				
<b>PROGRAMMES AND FUNDING ALLOCATIONS: <i>Overarching programmes and funding allocations for a suite of activities, financial vehicles and calls for proposals (C'td)</i></b>					
In-programme funding awards between £10,000 and £25,000	Board delegated approval to Eastern Agri-Tech Programme Board for grant awards between £10,000 and £25,000	Chair/CEO	EDI/PM	Eastern Agri-Tech Programme Board can approve.	Board-approved programme budget. Eastern Agri-Tech Programme Board has separate Terms of Reference.
<b>PROCUREMENT AND EXPENDITURE</b>					
<b>Issue</b>	<b>Board of Directors</b>	<b>Individual Director/Chair</b>	<b>Staff</b>	<b>Sub-Committee</b>	<b>Reference</b>
Contracts (for activities with prior approval in a business/operational plan or programme)	Board delegated approval to Eastern Agri-Tech Programme Board for grant awards up to £150k.	CEO/EDI to approve Agri-Tech applications via the issuing of Grant Offer Letters contracts with value of £10,000-£150,000. Single signature is permissible.			Annual Budget Approved Programmes
		CEO/EDI to approve Agri-Tech			

		applications via the issuing of Grant Offer Letters project values between £10,000-£150,000. Single signature is permissible.			
		CEO/EDI to approve Agri-Tech claims for grant payments in line with the Grant Offer Letters. Single signature is permissible.			

## Item 4d: Science, Innovation & Industry Council (SIIC) Terms of Reference

### For decision:

1. To endorse the updated Terms of Reference for the Science Innovation and Industry Council.

### The Role of the Council

The Council will make formal recommendations to the Board of the GCGP LEP on opportunities for enhancing business growth and innovation, in this field. It will be responsible for advising on the development of a Science, Innovation & Industry Strategy (working through the LEP's Head of Innovation), to guide the commissioning of LEP activities. It will play a major role in policy advice.

The members of the Council will include experienced experts drawn from the LEP's key sectors leaders, leaders of business networks, local authority staff and the LEP's Head of Innovation,

The Council will meet twice a year, with project champions being sought and/or working groups being tasked as is appropriate to current needs / opportunities on a case-by-case basis.

### Objectives of the Council

It is proposed that the Objectives of the Council will be to:

- Provide strategic advice to the LEP in the field of innovation, working with the LEP Director of Innovation to develop a strategic framework for the activity.
- Promote industry and business within the LEP at national and international level, identifying opportunities to promote growth.
- Identify barriers to growth, innovation and the commercial exploitation of ideas and seek to overcome these, working with partner LEPs or others as necessary in this regard.
- Advise on a policy framework to enable the LEP to commission activities to support innovation and to guide private and public partnerships to enhance business performance and generate growth.
- Monitor industry and business performance in comparison with selected competitors, to underpin policy development.
- Determine (working with the LEP Head of Innovation) mechanisms to achieve enhanced competitiveness of local companies irrespective of size and maturity by improved collaboration and clustering.

In meeting these objectives, the Council will report regularly to the GCGP LEP Board.

## **APPENDIX ONE: Science Innovation and Industry Council (SIIC) Terms of Reference**

The Council will provide strategic input and advice in the field of Innovation to the LEP. In particular, it will give priority to the following activities:

- The development of a Science, Innovation and Industry Strategy for the GCGP LEP (lead by the LEPs Head of Innovation).
- The development of an expert knowledge base within the LEP and tracking on local economic performance.
- The identification of key activities for encouraging growth, which deserve LEP endorsement, for example, by direct commissioning or promotion as LEP endorsed activities.
- The provision of advice on related GCGP LEP activities concerning Infrastructure and Skills from an innovation perspective.
- The promotion of the LEP area's businesses to major national and international bodies concerned with the innovation agenda. In particular, leveraging the status and special role that the UK Government has given to LEPs.

### **Members**

- Professor Andy Neely – University of Cambridge (Chair)
- Steve Bowyer – Opportunity Peterborough
- Martin Collison – Collison Associates
- Sue Dunkerton OBE – KTN
- Dr. Steve Feast – EAHSN
- David Gill – St John's Innovation Centre
- Dr. Julian Huppert – Jesus College, Cambridge
- Derek Jones – Babraham Research Technologies Ltd.
- Dr. Rene van der Merwe – AstraZeneca
- Peter Oakley – TWI
- Ostap Paparega - King's Lynn & West Norfolk
- Hugh Parnell – Cambridge Cleantech
- Professor Simon Pearson – Lincoln Institute for Agri-Food Technology, University of Lincoln
- Claire Ruskin – Cambridge Network
- Dr. Jan Storgards – Anglia Ruskin University
- Dr. Pio Szyjanowicz – Cosworth Group Holdings Ltd.
- Christopher Walkinshaw – Marshall of Cambridge (Holdings) Ltd.
- Steven Wilson – GCGP Enterprise Partnership (LEP)

### **Observer**

- Howard Partridge, Innovate UK

## Item 6: Skills Briefing Update

### For decision:

1. The Board to endorse the outlined direction of travel for Skills as outlined in the presentation.
2. The Board to agree to provide £155k of match funding per annum for the continued development of strategic careers and employer engagement plans with schools across the LEP area, and to increase the number of encounters young people have with employers, via a 3 year contract with the Careers & Enterprise Company.
3. To agree to the temporary extension of the existing Signpost 2 Skills contract (circa £265k) with Opportunity Peterborough for a period of a year.

### SIGNPOST 2 SKILLS

1. Signpost 2 Skills is the wraparound brand for skills related activities at the LEP. We have two local skills teams; Opportunity Peterborough (operating as The Skills Service) has been contracted to deliver a brokerage service between businesses, education and training providers to enable effective partnership working (covering Rutland, Peterborough, Huntingdon, East Cambridgeshire, Fenland, West Norfolk & South Lincolnshire). Form the Future has been contracted to undertake the same work in Cambridge and South Cambridgeshire, which the LEP and City Deal co-fund.
2. These Signpost 2 Skills teams work to bring employers and schools together and make things happen. It is already having a positive impact.
  - a. In the North, the team work with over **22,700 young people** and **2,000 businesses** every year to deliver a range of employability events such as talks, mock interviews, enterprise days and Careers Fairs.
  - b. In the South, Form the Future have worked with **16,150 young people** with **240 employers** over the last year.

### TEMPORARY CONTRACT EXTENSION

1. The current Signpost 2 Skills contract with Opportunity Peterborough ends in August. Once the Skills Strategy for the LEP is agreed, we intend to put any such contracts out to an open tender process, which is fully compliant with our Procurement Process and Assurance Framework. Before this time, it is important to ensure continuity of service delivery across the North of our area and ensure we do not lose the relationships and experience gathered by the team.

2. We are proposing a one-year extension to the current Signpost 2 Skills contract with Opportunity Peterborough that will deliver a range of employability activities and information events in schools as driven by the strategic plans. It will also enable us to continue to fund the GCGP wide Careers fair for a 5th year. The contract value is currently circa £265k per annum which is all non-capital expenditure.

## CAREERS & ENTERPRISE COMPANY

1. The Government's Careers & Enterprise Company (CEC) was launched in 2015 to work with partners, in particular LEPs, to reshape the careers and enterprise landscape to help inspire and prepare young people for the world of work.
2. The CEC has contracted its work out to LEPs to deliver this careers and employability of young people agenda, focusing on the development of strategic plans for Schools and to increase the number of encounters young people have with employers.
3. We have 150 schools/colleges in scope across our patch and are working with **89 schools/colleges** directly or indirectly, and have built a network of just over **60 Enterprise Advisers**.
4. The LEP has secured funding from the Careers Enterprise Company for the next three years to support the continuation and expansion of this work via a team of five people (one is fully funded to cover the 'Opportunity Area' activities in Fenland and East Cambridgeshire, and four will be 50% funded by CEC). The contract is worth £275k per annum to the LEP area, and will allow the LEP to target at least 100 schools and offer strategic plan development support and an Enterprise Advisor (senior business volunteer) to shape the careers support they offer their students.
5. The Board are asked to agree the match funding required for this contract (£155k per annum total from LEP non-capital fund, £105k additional p.a. as 2 staff members already in situ) to extend the good work that has already started across the LEP area.

## SKILLS STRATEGY PRESENTATION

1. Stella Cockerill and Paul Sayles will provide a high-level presentation of the key achievements to date and the direction of travel looking forward for the Board to discuss and consider.

## Item 7: Growth Deal Update

### Recommendation

**i) That the Board notes progress with Growth Deal.**

**1. Introduction**

1.1. This report provides the regular update on GCGP's Growth Deal and risk register.

**Growth Programmes - Progress to Date**

1.2. The team is pleased to report another first for the Growth Programme: the Medtech Accelerator has announced its first three pioneering projects that will share £200K in early stage financial support.

1.3. Led by Health Enterprise East, the Medtech Accelerator is a joint venture with GCGP, New Anglia LEP and the Eastern Academic Health Science Network (AHSN). It supports and finances projects at an early stage in order to facilitate innovation in medical technology (devices, diagnostics, software and eHealth) to meet unmet clinical needs within the NHS. A total of £1.5 million is available with individual awards to be made of between £15,000 and £125,000 to innovation projects that show the potential to create future spin-out companies. The first three projects are testing special coatings to prevent hip implant infections, IV critical care safety features and conduction headset technology. Projects are based at sites in Cambridge, King's Lynn and Norwich.

1.4. The latest financial return for the Growth Deal was made to Government in June. This covered the financial year 2016/17 and programme to date. In 2016/17, just over £30m was deployed by project delivery bodies (PDB) on Growth Deal schemes, of which £25m was Growth Deal funding. £16.7m was actually paid out to projects, the difference being claims in progress or claims yet to be made.

1.5. For the programme as a whole, £35m has been spent by projects from £109m Growth Deal funds allocated to date – or 32% of allocated programme.







1.6. Significant expenditure of £40m is forecast by projects for the current financial year 2017/18.







## Progress and Risk Register

1.7. The Risk Register highlights current progress on schemes.

#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.	Local funders fail to make contributions.	(a) Alconbury Weald EZ to be supported to achieve outcomes
[SKILLS] Food Centre of Excellence, Peterborough Regional College ✓	Construction complete.	Training outcomes achieved	Monitoring process established. Working with PRC to achieve learner outcomes.
[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. Minister opened.	Training outcomes achieved	Monitoring process established
[INFRASTRUCTURE] Peterborough A47 Junction 20 ✓	Construction complete	Impact achieved	Monitoring process established
[BUSINESS SUPPORT] Signpost2Grants (Growth Deal). ✓	Signpost2Grants was launched with GD funding to run until EU funding available (Oct 2016).	Successful applicants fail to claim	Monitoring process established: 30 jobs created, £540,000 private sector leverage
[SKILLS] Institute of Advanced Construction - Simulators (CITB) ✓	Project completed	Training outcomes achieved	Monitoring process established
[INFRASTRUCTURE] Lancaster Way Business Park phase 1	Project completed	Outcomes achieved	Business Units have been built and occupied.

<p>[SKILLS]iMET Technical and Vocational Centre, Alconbury Weald</p> 	<p>Full Business Case 17<sup>th</sup> March 2016. <i>HRC merged with CRC July 2017 – legal transfer of project.</i> Under construction.</p>	<p>(a) Operating model (b) Prospect of cost increases due to revised fit out requirements</p>	<p><i>(a) Agreed deadline of 31<sup>st</sup> August for CRC revisions to business case for GCGP review.</i></p>
<p>[BUSINESS SUPPORT] Agri-tech Grant Initiative</p> 	<p>Programme extended by £1.5m. Board agreed March 2017.</p>	<p>(a) Pipeline projects don't translate into viable approvals</p>	<p>(a) Healthy pipeline of projects</p>
<p>[DEVELOPMENT] Haverhill Innovation Centre</p> 	<p>Dec 2015 Board approved with conditions.</p>	<p>(a) Developer not willing to proceed</p>	<p>(a) Developer exploring options. St Eds BC commissioned consultant advice under EZ Commercial Support Grant – <i>delayed, now due end July.</i> (b) support through Enterprise Zone activity</p>
<p>[INFRASTRUCTURE] Bourges Boulevard Phase 2</p> 	<p>Dec 2015 Board approved Business Case. Under construction.</p>	<p>(a) Normal scheme delay risks</p>	<p>(a) Regular engagement with applicant (b) Scheme split into 7 smaller schemes to better programme manage.</p>
<p>[INFRASTRUCTURE] Ely Southern Bypass</p> 	<p>Dec 2015 Board. Government approval Dec 2016. Under construction.</p>	<p>(a) Construction risks- <i>Design and approval of the diversion of a high voltage line by UKPN and Network Rail has taken significantly longer than expected. This will mean that the road opening is likely to be delayed from Spring until Summer 2018. A cost will also be associated with this delay. (b) Funding agreement not yet completed with CCC – awaiting information</i></p>	<p>(a) Project management process (b) <i>Scheduled regular mtgs with CCC Section 151 officer</i></p>
<p>[INFRASTRUCTURE] King's Dyke Level Crossing</p> 	<p>Dec 2015 Board approved business case.</p>	<p>(a) Construction – risk of delays over willing of landowners to allow access (without CPO)</p>	<p>(a) County Council in dialogue with the landowner.</p>
<p>[INFRASTRUCTURE] Wisbech Access Strategy</p>	<p>Board agreed £1m over 2 yrs. – <i>Phase 1 Outline</i></p>	<p>(a) Projects fails to achieve VfM assessment</p>	<p><i>(a) Outline Business Case to public consultation Sept 2017.</i></p>

<ul style="list-style-type: none"> <li>- Rail</li> <li>- Access Study</li> </ul> 	<p><i>Business Case due mid August.</i></p> <p>Rail - GRIP2 Study July 15. Level Crossing Report end April 16. Note on revised BCR March 17.</p>		<p><i>(b) Rail GRIP3 business case – Cambridgeshire and Peterborough Combined Authority agreed funding in June 17 for Wisbech Garden Town feasibility, which includes provision for GRIP3.</i></p>
<p>[INFRASTRUCTURE] A428 St. Neots to Cambridge public transport access (post 15/16 Provisional project, co-funded with City Deal)</p> 	<p>Consultation in 2016 on schemes along the A428 corridor into western Cambridge. Further work on potential P&amp;R sites underway Spring 2017.</p>	<p>(a) City Deal considered consultation results on options in October 2016. Further work commissioned on options.</p>	<p>(a) Partners working together through both City Deal Executive Board and GCGP Board <i>(b) Second round of consultation expected in Autumn 2017</i></p>
<p>[INFRASTRUCTURE] M11 Junction 8</p> 	<p>Discussions on potential options. Scheme not due to enter programme until 2020. <i>Bid submitted to National Productivity Investment Fund June 2017</i></p>	<p>(a) No viable business case</p>	<p>(a) Developing business case with Uttlesford DC and Essex CC.</p>
<p>[INFRASTRUCTURE] Growing Places Fund 2 in Growth Deal</p> 	<p>WATA EZ Plant Training completed. Medtech Accelerator investment made. Lancaster Way 2 Loan and Grant agreed – <i>on site and progressing</i></p>	<p>(a) Need good quality projects <i>(b) Lancaster Way phase 2 potential for delay due to changing scope of feasibility work (for road access).</i></p>	<p>(a) Working with businesses and partners on pipeline <i>(b) Raised with CCC Transport at 17th May Project Board – CCC exploring options and reporting back.</i></p>

Legend

Arrows show change in risk since last report. Colour shows nature of risk (Red, Amber, Green).

Red italics are updated text. Updated: 7<sup>th</sup> July 2017

## Item 8: Minutes from Board Meeting held on 6 June 2017

### MINUTES OF A MEETING OF THE BOARD OF DIRECTORS OF GREATER CAMBRIDGE GREATER PETERBOROUGH ENTERPRISE PARTNERSHIP HELD AT ALCONBURY WEALD ENTERPRISE CAMPUS ON TUESDAY 6<sup>TH</sup> JUNE 2017

Present: Mark Reeve (Chair)  
Peter Abel  
John Bridge  
Cllr Steve Count  
Trevor Ellis  
Steve Elsom  
Terry Elphick  
David Gill  
Cllr Oliver Hemsley  
Claire Higgins  
Cllr Bull (alternate for Cllr Robin Howe)  
Prof Iain Martin  
Prof Andy Neely  
Mark Read

In attendance: Adrian Cannard (GCGP)  
Karl Gardiner (GCGP)  
Paul Sayles (GCGP)  
Laura Welham-Halstead (GCGP)  
Michael Tolond (Company Secretary)  
Chris Malyon (Cambs County Council)  
Kris Krasnowski (Deputy Director DCLG)  
Steve Bowyer (Opportunity Peterborough)  
Pete Northover (BEIS)  
Mark Daly (Greene & Greene)

MINUTE NO.		ACTION
2017/43	APOLOGIES FOR ABSENCE Apologies for absence were received from Board Members Cllr Robin Howe and Cllr James Waters, and Board Observer Cllr Lewis Herbert.	

	The Chairman welcomed Prof Andy Neely, Pro-Vice Chancellor: Enterprise and Business Relations at the University of Cambridge, to his first Board meeting	
2017/44	<p>DECLARATIONS OF INTEREST/CONFLICTS OF INTEREST</p> <p>A full conflicts of interest training session took place prior to the meeting delivered by the LEP’s legal advisors, Greene &amp; Greene, for all Directors present:</p> <ul style="list-style-type: none"> <li>• Mark Reeve</li> <li>• Cllr Oliver Hemsley</li> <li>• Trevor Ellis</li> <li>• Steve Elsom</li> <li>• Claire Higgins</li> <li>• David Gill</li> <li>• John Bridge</li> <li>• Terry Elphick</li> <li>• Cllr Steve Count</li> <li>• Cllr John Holdich</li> <li>• Mark Read</li> <li>• Peter Abel</li> <li>• Prof Andy Neely</li> </ul> <p>Also in attendance:</p> <ul style="list-style-type: none"> <li>• Karl Gardiner</li> <li>• Paul Sayles</li> <li>• Chris Malyon</li> <li>• Michael Tolond</li> <li>• Laura Welham-Halstead</li> </ul> <p>The training would be provided for Directors not present and as part of the induction process for new Directors in future.</p> <p>Board Members requested the slides from the training were shared within them for record. MR noted that LWH would be sending around a new Register of Interest form to all Board Members to complete ASAP to enable the refreshed Register of Interest to be published on the LEP website.</p> <p>Prof Iain Martin and Mark Read declared interests in item 7 of the agenda.</p>	LWH
2017/45	CHAIRMAN’S UPDATE	

	<p>Mark Reeve reported that the Executive had been working on Board Assurance and Conflicts of Interest queries with NAO and BEIS/ DCLG since the last meeting.</p> <p>MR noted that the NAO provided the LEP with notes from our meeting with them, and they requested the following additional information:</p> <ul style="list-style-type: none"> <li>• Confirmation that our new Conflicts of Interest Policy had been signed off and updated on our website</li> <li>• Confirmation that our Assurance Framework was updated and uploaded to our website</li> <li>• Copies of correspondence between the LEP, DCLG/ BEIS and Cambridgeshire County Council regarding the temporary withholding of LEP funds were shared with the NAO</li> <li>• That a legal view on Mark Reeve’s personal position concerning Chalcroft developing the MMUK building at Alconbury Weald Enterprise Campus was provided</li> </ul> <p>MR confirmed that all of these points were actioned in a timely manner by the Executive Team.</p> <p>MR also confirmed that the LEP Executive had obtained legal advice on his position, with respect to an alleged conflict of interest, concerning the development of the MMUK building at Alconbury by Chalcroft. The lawyers had assessed the duties of directors, our Articles of Association, Conflicts of Interest processes, the Companies Act 2006, the Nolan Principles and our Members’ Agreement. In summary, they advised that no conflict of interest existed – pecuniary or otherwise – but noted that should the same instance occur in the future that it would be prudent to note the existence of any such contractual arrangements at board meetings. The lawyers took a secondary review after a query from Chris Malyon, and still maintained this position. The advice has been shared with BEIS/ DCLG and the NAO on a confidential basis.</p> <p>The legal advice will now be circulated on a strictly confidential basis to Directors as requested.</p> <p>Cllr Steve Count stated that he was of the opinion that information relating to Chalcroft Ltd should have been disclosed by the Chairman. Cllr Count requested that the email from BEIS/ DCLG identifying areas of concern and board assurance queries should be circulated to Board members.</p>	<p>LWH</p> <p>LWH</p>
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	<p>Chris Malyon confirmed that he did not disagree with the external legal opinion received by the LEP.</p> <p>A Director requested the Board approved the non-disclosure of their home address, given the sensitive nature of their job role. The Board agreed that in appropriate circumstances that this was an example of an appropriate reason to not publish an individual’s personal home address, which was agreed in this case.</p> <p>Mark Reeve confirmed that updated conflicts of interest would be circulated and the register updated as required.</p> <p>KG, PS, AC, SB and LWH left the meeting room.</p> <p>Mark Reeve stated that the key requirement for the LEP was to continue to manage its business in the immediate term led by the three senior managers. The Board then discussed the need for a single Leader during this time, in addition to the Senior Executive Team, and suggested that MR consider taking on an Executive Chair role. Cllr Count expressed his concern at a proposal made in the meeting that the Chairman should become Executive Chairman on an interim basis rather than appointing an external interim Chief Executive.</p> <p>Mark Reeve confirmed that he would be prepared to continue as Executive Chairman on an interim basis pending the appointment of a Chief Executive that would follow due process led by a Remunerations and Nominations Committee.</p> <p>At this stage, Mark Reeve left the meeting and David Gill assumed the Chair.</p> <p>John Bridge proposed that Mark Reeve be appointed Executive Chairman of the LEP until the end of 2017. Seconded by Trevor Ellis.</p> <p>All Directors voted in favour of this proposal with Cllr Count voting against the proposal.</p> <p>David Gill proposed that the Remunerations and Nominations Committee be established with John Bridge as Chair, Cllr Oliver Hemsley as Local Authority representative and Prof Iain Martin as members. This proposal was accepted with all Directors voting in favour and Cllr Count abstaining. A timeline for the new appointment would be produced for the Board.</p>	<p><b>ALL</b></p> <p><b>MR</b></p>
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	<p>Prof Iain Martin requested that all Directors restrict communication on Board issues only to LEP Directors, which was agreed unanimously.</p> <p>At this stage Mark Reeve rejoined the meeting.</p> <p>Mark Reeve reported on changes to the LEP Executive Team, including welcoming a new City Deal Executive, Neil Cuttell, and confirmed that stronger links would be made with the University of Cambridge on innovation matters linked with the Science, Innovation and Industry Committee.</p> <p>KG, PS, AC, SB and LWH rejoined the meeting room.</p> <p>MR noted that the LEP is holding a LEP Summit on 30<sup>th</sup> June in partnership with the Cambridge News with details to be notified to Board members. All Board Members, and local partners, businesses and others, were welcome to attend the event, but needed to book in advance.</p> <p>Mark Reeve confirmed that the LEP was able to continue its activities while funding issues were being clarified with DCLG.</p> <p>There had been significant resources allocated by the LEP over a six month period addressing assurance and conflicts of interest issues. The cost of the external legal advice associated with these issues would be identified and reported.</p> <p>Chris Malyon stated that the considerable work involved now provided a platform for the LEP moving forward on a much stronger basis.</p> <p>John Bridge stated that in his view a number of unacceptable matters had occurred particularly in relation to LEP business being disclosed on social media and other platforms prior to the Chairman or Board being aware of these issues.</p> <p>Mark Reeve updated Directors to confirm that the Chief Executive's period of secondment to the Greater Cambridge Greater Peterborough LEP from Peterborough City Council expired on 28<sup>th</sup> April 2017.</p> <div style="background-color: black; width: 100%; height: 80px; margin-top: 10px;"></div>	<p><b>LWH</b></p> <p><b>PS</b></p>
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2017/46	<p><b>BEIS UPDATE</b></p> <p>Kris Krasnowski reported on the BEIS/ DCLG activity and investigation into the LEP activities following the allegations made by Stephen Barclay MP. A full review of all LEP documentation and interviews with relevant individuals had taken place. The outcome was a detailed report for Senior DCLG officials, the key points of which would be advised to the LEP Chair and Board members in due course.</p> <p>Kris Krasnowski confirmed that there was no evidence of misuse of public money by the LEP. There were some procedural issues relating to the timing of publication of Board agendas and papers resulting in a perceived lack of transparency, the absence of a full conflicts of interest policy, which meant the LEP was not fully compliant with its Assurance Framework, and the role of the accountable body which had not identified these issues. Many of these items had already been addressed by the LEP.</p> <p>Kris Krasnowski reported on behalf of DCLG relating to the alleged conflict of interest identified by a local MP in relation to the Chairman of the LEP. This would be included in a formal letter which would be sent to GCGP from Government once its investigation into the LEP had been completed. It was confirmed that funds would be released once above actions had been fully addressed and that the accountable body had written to DCLG’s accounting officer to confirm compliance with Government’s assurance requirements.</p> <p>It was agreed that the LEP’s funding position would be confirmed to Directors to ensure that it could continue to trade pending receipt of BEIS funding.</p> <p>Mark Reeve recorded thanks for the significant time and effort made by the LEP Executive team, in particular Laura Welham-Halstead, in the work associated with the DCLG investigation and also thanked Kris Krasnowski for the activity of DCLG and Chris Malyon for his significant support and the production of the improvement plan.</p> <p>Kris Krasnowski also thanked the Executive Team for the swift delivery of information and their openness to the process.</p>	<b>MR</b>
2017/47	<p><b>GCGP LEP STRATEGY</b></p> <p>PS and KG provided a short presentation to the Board, which introduced the three members of the Senior Management Team, outlined local budgets for economic growth, gave some headline statistics about the LEP, Combined</p>	

	<p>Authority and City Deal area’s economic performance, and an overview of where the LEP would be focusing its activities going forward.</p> <p>The presentation was welcomed by the Board, and would be shared with them for reference and published alongside the minutes of the meeting.</p>	<b>MR</b>
	<p>[The agenda items 6, Urban &amp; Civic Update and 7, Skills Area Review, were deferred to the next meeting.]</p>	
2017/48	<p><b>STRATEGIC ECONOMIC EVIDENCE BASE UPDATE</b></p> <p>Adrian Cannard gave a presentation on progress with the refresh of the Strategic Economic Plan (SEP). The commissioned work is producing a Strategic Economic Evidence Base, from which GCGP and other partners could use in developing their intervention strategies. AC highlighted the additional stage the consultants had gone through of direct one-to-ones with Local Authorities. The presentation also gave examples of what the dynamic data toolset was able to produce, both in terms of sector and spatial aspects of the economy. This included jobs, skills training, location of businesses, commuting flows and overall economic activity.</p> <p>The evidence base highlighted the recent above average growth in GVA and employment, clustering of GVA activity, concentration of particular industries going through employment contraction or growth, increase in congestion, tight labour supply and skills challenges. It started to draw out a range of constraints on inclusive economic growth.</p> <p>GCGP would need a short and long term approach integrated across the SEP, Non-Statutory Spatial Plan (within the Combined Authority area), Local Plans and Infrastructure Plans to support sector needs and drive economic planning. The intention was not however to produce a single all-encompassing ‘static’ SEP that attempted to determine economic interventions at a highly detailed level. The Evidence Base would provide a dynamic tool that partners can use to address different aspects of the economy (so for example GCGP would develop its high-level SEP to guide its interventions, whilst the Combined Authority could develop its priority intervention approach relevant to its core objectives etc). The Board noted the changed circumstances in terms of the forthcoming General Election and Brexit negotiations. It was</p>	

	<p>agreed that the commissioned work would now conclude with the finalisation the Strategic Economic Evidence Base over the next four weeks.</p> <p>Cllr Count proposed that the Board have a workshop on the key economic drivers in order to test the implications of different approaches, and the interrelationships between the drivers. This could then provide the basis for delivering the new overarching SEP. The Board agreed that this would take place at the July Board meeting.</p>	AC
2017/49	<p><b>GROWTH DEAL UPDATE</b> AC provided a brief overview of the Growth Deal update paper and the Board noted details were noted.</p> <p>AC highlighted the completion of the Growth Deal funded CITB project that has used funding to purchase and install training simulators for heavy plant machinery had been completed by the Construction Industry Training Board (CITB) at their training HQ located near King's Lynn.</p>	
2017/50	<p><b>APPROVAL OF MINUTES</b> The Board approved the minutes of the meeting held on 25<sup>th</sup> April 2017 with no amendments.</p>	
2017/51	<p><b>DATE OF NEXT MEETING</b> The date of the next meeting was fixed for Tuesday 18<sup>th</sup> July 2017 at 3pm at Alconbury Weald Enterprise Campus.</p>	