

# BOARD AGENDA AND BOARD PAPERS

**DATE AND TIME:** 19<sup>th</sup> September 2017, 15.00 – 17.00

**VENUE:** CLUB ROOM 4, 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 Briefing	Verbal progress report on the latest work of the LEP 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. Confirmation of Electronic Decisions</li> <li>b. Substitutes for GCP and CA</li> <li>c. Remuneration &amp; Nominations Committee Recommendations for Decision (John Bridge)</li> <li>d. Process for appointing a Vice Chairman</li> </ul>	15.15 20 mins
5. LEP Investment Prospectus	To report on progress following the workshop and agree the direction of travel.  Presentation by Executive Team	15.35 40 mins
6. Science & Innovation Audit Update	An update on the East of England SIA.  Presentation by Steven Wilson	16.15 15 mins
7. Skills Strategy Briefing	The Board is asked to endorse the skills strategy outlined in the presentation, and consider the level of investment.  Paper by Stella Cockerill/Paul Sayles	16.30 10 mins
8. Growth Deal Progress Report	The latest Growth Deal progress report and Risk Register.  Paper by Adrian Cannard	16.40 10 mins
9. Minutes from Board Meeting held on 18 July 2017	To agree Minutes	16.50 5 mins
10. AOB		16.55 5 mins

**DATE OF NEXT MEETING: 15:00 on Tuesday 7 November 2017**

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

## Item 4: Governance Decisions

### Item 4a: Confirmation of Electronic Decisions

#### To note:

1. The Board are asked to formally note the two electronic decisions made via email.

#### Background: Written Resolution – 18<sup>th</sup> August 2017

1. A Written Resolution was drafted following the GCGP LEP Board meeting that took place on 6th June 2017 to more clearly articulate the next steps relating to the Executive Chairman's role.
2. The Written Resolution can be accessed online here: <http://www.gcgp.co.uk/wp-content/uploads/2012/04/ELECTRONIC-ITEM-Written-Resolution-Executive-Chairman-Role-FINAL.pdf>
3. On 18<sup>th</sup> August 2017, the majority of Board Members approved a Written Resolution.
4. The vote was carried with ten Board Members voting in favour, one voting against, and Mark Reeve abstaining from the vote given the matter related to him.

#### Background: Written Resolution – Local Energy East

1. A Written Resolution was drafted to approve the awarding of the Local Energy East 'Mapping, analysis and modelling' contract to Cornwall Insight following a competitive tender bid process.
2. The Written Resolution can be accessed online here: <http://www.gcgp.co.uk/wp-content/uploads/2012/04/ELECTRONIC-ITEM-Local-Energy-East.pdf>
3. On 9<sup>th</sup> September 2017, the majority of Board Members approved a Written Resolution.
4. The vote was carried with 15 Board Members voting in favour and there was one non-response.

## **Item 4b: Substitutes for Greater Cambridge Partnership and Combined Authority Boards**

### **For decision:**

1. To agree a substitute member of the Board for the Greater Cambridge Partnership Board.
2. To agree a substitute member of the Board for the Combined Authority Board.

### **Background**

1. At this moment in time the LEP Chairman, Mark Reeve, is the nominated attendee for both the Greater Cambridge Partnership and Combined Authority Boards.
2. A substitute/ alternate member of the LEP Board for both Boards is required to ensure LEP representation in the event of diary clashes.
3. The Board representative should be a non-public sector member of the LEP Board (given the existing representation of Local Authority Leaders and Councillors on these Boards).
4. Board Members are asked to nominate and then agree a substitute or substitutes for these meetings.

## Item 4c: Nominations & Remuneration Committee Meeting

### For decision:

- 1. Director: Communications & Connectivity** - To agree the Committee's recommendation for the promotion and remuneration of Laura Welham-Halstead as Director: Communications & Connectivity (from Head of Communications & Connectivity) at an annual salary of [REDACTED], with all other terms and conditions to remain the same.
- 2. Chief Executive Recruitment** – To agree the Committee's recommendation to appoint Gatenby Sanderson as the lead recruitment agency for the new Chief Executive for GCGP for a proposed fee of [REDACTED].
- 3. Chief Executive Job Role & Specification** – To approve the Committee's recommendation that the Chief Exec position be advertised at a salary range of £110,000 - £120,000.

### For information:

- 4. Executive Chairman Role** – To note the Committee's discussion regarding the appointment and remuneration of Mark Reeve as Executive Chairman, and next steps.

### Background

The inaugural meeting of the Committee was convened in accordance with the GCGP Nominations and Remuneration Committee terms of reference which had been approved by the GCGP Board on 18<sup>th</sup> July 2017.

The first Committee meeting took place on Wednesday 23<sup>rd</sup> August 2017. Apologies for absence were received from Cllr Oliver Hemsley and the Chairman (John Bridge) confirmed that the meeting was quorate before proceeding with the following business.

Present – John Bridge (Chair), Prof Iain Martin

Also in Attendance – Michael Tolond (Company Secretary), Darren Edey (Compliance Manager, GCGP LEP)

### Executive Chairman

1. The Committee considered the agreement from the GCGP Board to consider the appointment of Mark Reeve as Executive Chairman of GCGP until 31<sup>st</sup> December 2017 with an option for a further extension if necessary until 31<sup>st</sup> March 2018. The Committee took into consideration the current Chairman's Agreement and legal advice.

## Proposal

2. After due consideration, it was agreed in principle to recommend to the Board that Mark Reeve be appointed Interim Executive Chairman for a fixed period of time subject to further advice and guidance from DCLG and the LEP's lawyers.
3. The Board is not being asked to make a decision on this recommendation until this additional advice is obtained.

## Director: Communications & Connectivity

4. The committee considered the proposal for the promotion of Laura Welham-Halstead to Director: Communications & Connectivity, including reviewing an updated job description and benchmarking evidence.

## Proposal

5. After due consideration, it was agreed to recommend to the Board that Laura Welham-Halstead be appointed Director: Communications & Connectivity at an annual salary of [REDACTED], with all other terms and conditions to remain the same. The salary was determined after consideration of external and internal benchmarks and gender equality.

## Chief Executive Recruitment

6. John Bridge reported that in accordance with GCGP governance and procurement requirements, quotations had been received from three Executive Search firms to lead the recruitment of the new Chief Executive for the LEP. Quotes were received from Gatenby Sanderson, Anderson Quigley and Hays Executive.
7. Prof Martin stated that he had worked with both Gatenby Sanderson and Anderson Quigley at Anglia Ruskin University. John Bridge stated that GCGP had used Hays Executive for a previous appointment.

## Proposal

8. The Committee reviewed each of the proposals in turn and after due consideration decided that Gatenby Sanderson should be engaged to recruit a new Chief Executive for GCGP on the terms indicated in their proposal.
9. Responsibility for contact with Gatenby Sanderson would be delegated to Laura Welham-Halstead. Any additional advertising costs would require approval from the Nominations and Remuneration committee.
10. The committee would manage the long and short list process. Gatenby Sanderson would be engaged in first week of September with a long list expected within six weeks and a short list provided a further two weeks later. Final interviews are expected to take place

at the end of 10 weeks from engagement with the Chair, two other Board Members and the three members of the Committee forming the interview panel with an expected appointment made during December.

11. The Board is asked to approve the appointment of Gatenby Sanderson for this work and agree the fee of [REDACTED] for the work.

### **Chief Executive Job Role & Specification**

12. The Committee considered a job description from another LEP for use as a template for the GCGP Chief Executive appointment.

### **Proposal**

13. It was agreed that the final job description and person specification would be produced by the LEP Executive working with Gatenby Sanderson (subject to Board approval of their appointment).
14. The Committee recommended that after consideration of external benchmarks, the Chief Executive position would be advertised at a salary range of £110,000 - £120,000.
15. The Board is asked to consider and agree the recommended salary.

### **Further Education Board Member recruitment**

16. John Bridge stated that the Articles of Association of GCGP provided for a Further Education nominee to be appointed as a member of the Board.

### **Proposal**

17. It was agreed that all of the Further Education Institutions within the GCGP LEP area would be circulated with details of the GCGP requirements for this appointment. This process would start in September by asking for nominations by 29<sup>th</sup> September to be sent to GCGP with a view the Committee consider the expressions of interest and applications and subsequently making a recommendation to the GCGP Board.

## Item 4d: Appointment for appointing a Vice Chairman

### For decision:

1. To agree the process for recruiting a Vice Chairman.

### Background

1. The LEP's Terms of Reference state that the Board should appoint a non-Public Sector Vice Chairman who can stand in for the Chairman as required.
2. Given we have received a number of apologies from non-Public Sector Board Members to the next meeting we propose the following process:
  - a. All non-Public Sector Board Members are asked to consider the role and then nominate either themselves or another member of the Board as Vice Chairman.
  - b. If more than one member of the Board puts themselves forward for the Vice Chairman's role, a discussion and vote will take place at the next Board Meeting.
  - c. If only one person puts themselves forward, this proposal will be brought to the next Board Meeting for approval.
  - d. All nominations will be handled by the LEP's Compliance Manager, Darren Edey.

## Item 5: LEP Investment Prospectus

### For discussion:

1. It is requested that the Board consider and comment upon content of the presentation thus enabling the finalisation of the final Investment Prospectus Documentation.

### GCGP LEP Investment Prospectus

The Executive Team will make a presentation to the Board regarding the ongoing development of a GCGP LEP Investment Prospectus.

At the LEP Board meeting on 18<sup>th</sup> July 2017 a presentation was made by the Executive Team to the Board, based on the Strategic Economic Evidence Base (SEEB), clearly outlining the areas of focus for the LEP going forward to drive business led economic growth and job creation.

Board Members agreed with and fully endorsed all aspects of the overall direction of travel, as set out in the presentation and it was agreed that the Executive Team would develop an Investment Prospectus to bring to the next Board Meeting.

The Investment Prospectus presentation will include:

- The benefits of an Investment Prospectus
- The contents of the GCGP LEP Investment Prospectus
- The policy and regulatory framework shaping the Investment Prospectus
- A summary of initial funding allocations proposed across key LEP activity areas
- The application and assessment process for organisations and businesses seeking LEP funding
- The timetable for implementing and finalising the Investment Prospectus.



## Item 6: Science & Innovation Audit and Industrial Strategy Briefing

### For information:

1. Steven Wilson, Head of Innovation, will provide the Board with a short update on the region's recent Science & Innovation Audit.
2. Please note: The East of England SIA has not yet been formally released by Government, therefore the final document cannot be shared at this stage.

## Item 7: Skills Briefing Update

### For decision:

1. The Board to endorse the Skills Strategy outlined in the presentation.

### For information:

2. The Board to note the anticipated level of investment required to implement the Skills Strategy and to discuss preferred potential options for financing.

### Background

At the last Board meeting we shared, and the Board approved, a refreshed Skills Strategy that identified our core ambitions for the area as follows;

**“develop a rich and relevant talent pool that meets the needs of existing employers and supports inward investment”.**

We will do this through four themes:

1. Developing the infrastructure to support skills, using data to influence change, **simplifying** the landscape and **signposting** to information, **connecting** employers, partners and providers
2. **Stimulating** and **aggregating** employer demand for skills
3. **Shaping the learner demand** by ensuring young people **are aware** of and **ready for** opportunities in the workplace
4. **Developing the capacity** of key partners to ensure that the offer is shaped by employer need and that **learner demand is in line with employer need.**

We have identified these four broad themes as being areas of key focus if we are to develop an effective skills system that is shaped by the needs of the economy and employer responsive. Our Skills Strategy is not intended to be a directive to partners, but instead to assist partners to understand our priorities for skills. We fully anticipate working in partnership with providers and partners to deliver elements of this, in fact we acknowledge that we will have limited impact without the support and investment of others.

As a LEP we will deliver our Skills Strategy through a mixture of influence, partnership working and direct delivery. To ensure effective partnerships with others influencing and operating in the skills arena, e.g. Cambridgeshire and Peterborough Combined Authority and Greater Cambridge Partnership, area we need to articulate those activities that we intend to deliver ourselves. This

will enable partners to identify areas of common interest and activities that they feel they can add value to or work with us on; it will enable partners to develop their own plans that will add value to rather than duplicate what we are doing.

### **Skills Strategy 2017-2020**

Our Skills Strategy and the areas of activity we are proposing to deliver directly are informed by the following factors;

- The need to identify and articulate skills priorities that respond to our Strategic Economic Plan and will drive economic growth (we will do this through a Skills Data Strategy)
- The need to have strong relationships with key partners and providers so that we can influence and shape the activity and offer locally to meet the needs of employers
- We are a business led organisation and need to steer and/ or lead on skills projects that aim to support businesses growth
- Our area represents the economic footprint and as such our ambitions must be LEP wide even if our approach varies to suit local needs and dynamics
- We have existing responsibilities as part of the collective sign up to the Combined Authority and Greater Cambridge Partnership and we need to be clear which of those commitments we feel able to drive forward
- The Area Review made recommendations that we are collectively responsible in relation to improving the post 16/adult offer. We need to play an active part in addressing the recommendations in the Area Review e.g. iMET, improving the post 16 provision for East Cambridgeshire and Fenland and removing transport barriers for learners accessing college or sixth forms and apprenticeships.

### **Impact**

We are seeking to create a change in the behaviour of employers, providers, schools and individuals as follows:

- We want employers to lead the skills system which requires them to (individually and collectively) identify the skills needs of both their current and future workforce, understand the value of skills in supporting their business growth, know how to access the support and training they need and be prepared to make the required investment of time and money to ensure they have an appropriately skilled workforce
- We want schools to recognise the vital role they play in developing a workforce of the future that meets the needs of businesses recognising softer skills and awareness of the job opportunities as being as important as qualifications

- We want providers to be employer responsive both in terms of the way they work and the provision they offer. We need providers to be willing and able to make appropriate investment into developing the offer to meet the needs of employers
- We want young people and adults to be aware of the labour market when making career decisions. We want them to be aware of and inspired to work in our key occupations and able to train or retrain to take up those jobs that are supporting economic growth across the LEP.

In order, to achieve the desired impact the LEP now needs to articulate the level of investment we are willing to make. Additional external sources of income will also be sought to deliver this Skills Strategy, but we need to agree an overarching budget for the next three years that enables us to drive forward the workstreams that will underpin the development of an effective skills system. Accordingly, the LEP Executive will develop and assess its preferred options for funding and present these to the Board for consideration at a future meeting.

### **Skills Strategy Presentation**

1. Stella Cockerill will provide a presentation of the Skills Strategy for 2017-2020 and the activities we will deliver ourselves. This will provide detail on the approach, key objectives and outcomes. An outline budget and anticipated staffing structure will also be presented. The presentation will include detail on a proposed Skills Data Strategy. We will continue to identify skills conclusions as a result of the Skills Data Strategy and these conclusions will drive and inform our skills activity and provide a source of information to providers and partners to inform their investment and activities.

### **Next Steps**

1. Subject to Board's approval of the overall Strategy we will investigate and appraise the potential of the Skills Data Strategy and finalise discussions with FE colleges about their financial contribution to that Strategy
2. Share the Skills Strategy with key stakeholders for refinement, support and potential co-investment
3. Develop the detail around those strands that will become part of our Investment Prospectus
4. Consider procurement strategy for the continuation of a local skills team across the GCGP area for three years to start in 2018

## Item 8: Growth Deal Progress Report

### Recommendation

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

#### 1. Introduction

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

#### 2. Growth Programmes - Progress to Date

August activity has been focused on progressing projects – none were due to finish in that period. However, pleased to report that an element of the Bourges Boulevard Phase 2 project has been completed. The 40 year-old footbridge connecting the Peterborough railway station and the city centre has been repaired and extensively refurbished. Councillor Peter Hiller, Peterborough City Council's cabinet member for economic development, was quoted in the media: "The Greater Cambridge Greater Peterborough Local Enterprise Partnership funding has made possible the much-needed refurbishment of this well-used footbridge that connects the railway station with Queensgate, Cowgate and the rest of the city centre. It has enabled essential repair and maintenance to the structure alongside giving the footbridge a new look as part of the wider public realm improvement strategy for our city." Initial reactions are very positive to the work.

With regard to the iMET centre, Board members will have seen at first hand the progress being made on the construction. Cambridge Regional College is now the lead on the project, having successfully concluded the merger with Huntingdonshire Regional College in August. In line with a request from GCGP, the College has submitted a revised business plan setting out how they intend to take the project through to completion. An appraisal of this will be reported to the next Board meeting. The College has also nearly completed the recruitment of the centre's CEO, a process in which the GCGP Executive has taken part.




The contracts for the Ely Area Capacity Enhancements are not yet ready to be signed, with a deadline of end of September. Discussions between the three sets of lawyers (Network Rail, New Anglia LEP and GCGP) are still taking place to establish an agreement that is suitable for all parties (with this being a new type of contract for Network Rail). At the same time Network Rail have gone through an OJEU-compliant tender process for the feasibility work, with September as the target date for appointment (hence deadline on contract negotiations).

### 3. Progress and Risk Register

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. CRC project lead Aug 2017. <i>Revised business plan submitted Aug 2017.</i> Under construction.</p>	<p>(a) Operating model (b) Prospect of cost increases due to revised fit out requirements</p>	<p><i>(a) Appraisal of revised business case to GCGP Nov Board.</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 Sept.</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. Opening moved from Spring to Summer 2018 due to delay over high voltage line diversion. <i>GCGP funding agreement completed Aug 2017.</i></p>	<p>(a) Construction risks</p>	<p>(a) Project management process</p>
<p>[INFRASTRUCTURE] King's Dyke Level Crossing</p> 	<p>Dec 2015 Board approved business case. <i>August 2017 landowners agreement secured.</i></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 landowners.</p>
<p>[INFRASTRUCTURE] Wisbech Access Strategy - Rail - Access Study</p> 	<p>Board agreed £1m over 2 yrs. – <i>Phase 1 Outline Business Case due mid August – delayed to allow more time on testing alternative packages.</i></p>	<p>(a) Projects fails to achieve VfM assessment</p>	<p><i>(a) Outline Business Case to public consultation Oct/Nov 2017</i>  (b) Rail GRIP3 business case – Cambridgeshire and Peterborough Combined Authority agreed funding in</p>

	Rail - GRIP2 Study July 15. Level Crossing Report end April 16. Note on revised BCR March 17.		June 17 for Wisbech Garden Town feasibility, which includes provision for GRIP3.
[INFRASTRUCTURE] A428 St. Neots to Cambridge public transport access (post 15/16 Provisional project, co-funded with City Deal) 	Consultation in 2016 on schemes along the A428 corridor into western Cambridge. Further work on potential P&R sites underway Spring 2017.	(a) City Deal considered consultation results on options in October 2016. Further work commissioned on options.	(a) Partners working together through both City Deal Executive Board and GCGP Board <i>(b) Second round of consultation expected in Autumn 2017</i>
[INFRASTRUCTURE] M11 Junction 8 	Discussions on potential options. Scheme not due to enter programme until 2020. Bid submitted to National Productivity Investment Fund June 2017	(a) No viable business case	(a) Developing business case with Uttlesford DC and Essex CC.
[INFRASTRUCTURE] Growing Places Fund 2 in Growth Deal 	WATA EZ Plant Training completed. Medtech Accelerator investment made. <i>Second tranche of investment due Sept 17</i> . Lancaster Way 2 Loan and Grant agreed – on site and progressing	(a) Need good quality projects (b) Lancaster Way phase 2 potential for delay due to changing scope of feasibility work (for road access).	(a) Working with businesses and partners on pipeline (b) Feasibility work on highways underway – will report back on impact to Lancaster Way next year

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> Sept 2017



## Item 9: Minutes from Board Meeting held on 18 July 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 18<sup>TH</sup> JULY 2017

Present: Mark Reeve (Chair)  
John Bridge  
Trevor Ellis  
Steve Elsom  
David Gill  
Cllr Oliver Hemsley  
Claire Higgins  
Cllr John Holdich  
Cllr Robin Howe  
Prof Iain Martin  
Prof Andy Neely  
Mark Read  
Cllr James Waters

In attendance: Adrian Cannard (GCGP)  
Karl Gardiner (GCGP)  
Paul Sayles (GCGP)  
Laura Welham-Halstead (GCGP)  
Michael Tolond (Company Secretary)  
Pete Northover (BEIS)  
Stella Cockerill (GCGP) for Minute 2017/57

MINUTE NO.		ACTION
2017/52	<p><b>APOLOGIES FOR ABSENCE</b> Apologies for absence were received from Board Members Peter Abel, Cllr Steve Count and Terry Elphick, and Board Observers Steve Bowyer, Cllr Lewis Herbert, Graham Hughes and Chris Malyon.</p>	

	<p>The Chairman noted that Steve Bowyer had stood down as a Board Advisor, and thanked him for his support during his time in this role.</p>	
2017/53	<p><b>DECLARATIONS OF INTEREST</b> Mark Read declared an interest in item 6 on the agenda (Skills Briefing).</p> <p>Cllrs Holdich and Howe declared general interests as members of the Combined Authority on all items on the agenda.</p> <p>Cllr Holdich declared a specific interest on item 6 (Skills Briefing), given his role as Board Member of Opportunity Peterborough.</p>	
2017/54	<p><b>CHAIRMAN'S UPDATE</b> Mark Reeve reported that further queries from a local MP had been received by Cambridgeshire County Council regarding LEP funds and their allocation, including contract awards and the tender process associated with them. The LEP Executive had provided the information required to Cambridgeshire County Council and will continue to support them with their responses as required.</p> <p>Mark Reeve referred to the letter sent by John Bridge to the Secretary of State at BEIS (which was shared with the Board at the time) and his subsequent television interview with BBC Sunday Politics East on issues relating to the Combined Authority, both initiated by him in his position as Chief Executive of the Cambridgeshire Chamber of Commerce.</p> <p>Cllr Howe expressed his concern at the perceived rift between the Combined Authority and the LEP. He stated that he wished for the LEP to continue as an independent entity to create jobs and add value in the local economy, and seek to avoid concentrating efforts on infrastructure projects. He added that there could be a case to be made for a shared Chief Executive between the Combined Authority and the LEP in 12 months' time.</p> <p>Mark Reeve shared his view that private sector voices needed to be heard as part of the Combined Authority debate, and it was important that the LEP continued to provide this private sector led response and add more value and more depth to any consultation process that is undertaken. He also emphasised the need for the LEP as a private sector led organisation to ensure that the private sector 'voice' was clear in the development of the LEP strategy in the future. He proposed that the LEP clearly set out its mission and strategy directly to the Combined Authority, a proposal that was agreed by Board</p>	<b>MR</b>

	<p>Members. MR will therefore draft a letter to the CA and share the letter in advance of it being sent.</p> <p>John Bridge stated that the Board had previously agreed to appoint an independent Chief Executive and that the recruitment process would proceed, subject to the approval of the Terms of Reference for the Remuneration and Nominations Committee.</p> <p>Mark Reeve reported on an 17% year on year increase locally in Foreign Direct Investment in the GCGP area, the successful LEP Summit, and the appointment of Jake Berry MP as the new LEP Minister who had made a public statement on LEPs which emphasised their accountability, their role in local business strategy and the role of the private sector.</p>	
2017/55	<p><b>GOVERNANCE DECISIONS</b></p> <p>a) <u>Board Directors</u></p> <p>The Board approved the re-appointment of Claire Higgins, Mark Read and David Gill as Third and Private Sector Directors for further 3-year periods.</p> <p>The Board approved the appointment of Cllr Oliver Hemsley, proposed by Cllr Holdich and seconded by Cllr Howe, as a Public Sector Director until October 2018. It was noted that this appointment, as outlined in the paper, was for the duration of the remainder of Cllr King’s term rather than a new term, and had not gone via a Local Authority voting process due to the special circumstances under which Cllr King had to step down from the Board. This was noted and agreed.</p> <p>The Board approved the re-appointment of Cllr Steve Count and Cllr James Waters as Public Sector Directors until July 2020 – proposed by Cllr Howe and seconded by John Bridge.</p> <p>The Board noted the appointment of Prof Andy Neely from the University of Cambridge as an Education Sector Director.</p> <p>The Board agreed the recruitment of a Further Education Board Director, which is to be managed by the Remuneration &amp; Nominations Committee – proposed by Cllr Howe and seconded by Cllr Holdich.</p> <p>b) <u>Remuneration &amp; Nominations Committee – Terms of Reference</u></p> <p>The Board approved the Terms of Reference for the Remuneration &amp; Nominations Committee. It was confirmed that the Committee would now proceed to recruit the new Chief Executive for the LEP.</p>	

	<p>c) <u>Agri-Tech Scheme of Delegation</u> The Board approved the amendment to the Scheme of Delegation as it related to the Eastern Agri-Tech Growth Initiative to enable the Executive Director: Investment to sign off official letters and funding approvals.</p> <p>d) <u>Science, Innovation &amp; Industry Council (SIIC) Terms of Reference</u> Mark Reeve outlined the strategic input and advice role of the SIIC in the field of innovation for the LEP and the SIIC range of activities.</p> <p>The Board endorsed the updated Terms of Reference for the Science, Innovation and Industry Council.</p>	
2017/56	<p>SEEB/STRATEGY PLAN WORKSHOP</p> <p>Adrian Cannard provided a presentation to the Board, based on the Strategic Economic Evidence Base, and clearly outlining the areas of focus for the LEP going forward to drive business led economic growth and job creation.</p> <p>The presentation highlighted that the GCGP economy has a GVA of £36bn, outlined the existing economic strategy and activities and performance since 2014, before moving on to look at the progress within priority sectors and long term economic forecasts relating to productivity jobs and GVA.</p> <p>The key business disruptors and drivers were identified for the future particularly in relation to the ‘fourth age of industrial revolution’. The importance of skills and digital connectivity for the future were also emphasised.</p> <p>The key priority activities identified for the LEP as lead activities were Innovation, Inward Investment, Business Growth and the Digitised Economy; as a shared activity Skills was agreed. The LEP would also retain an influencing role for housing, health and social care and the strategic infrastructure work.</p> <p>The toolkit of potential GCGP interventions to deliver these priorities was outlined and the Board considered the approaches that would be needed for business growth and productivity across the GCGP area, the role for innovation, funding and finance tools and leveraging funding. These were agreed as sustainable objectives and activities.</p> <p>In the discussion, Trevor Ellis emphasised the significant changes to the retail sector which would drastically affect economic activity, jobs and property locally and nationally, that were worthy of further consideration.</p>	

	<p>John Bridge stated that the LEP would need to look at its short-term, medium-term and long-term plans in respect of economic strategy in the LEP area. He added that the strategy relating to 'place' rather than sectors was becoming an increasing part of the Industrial Strategy nationally and locally.</p> <p>Directors emphasised the importance of innovation and developing incubation+ space for new SMEs (to enable businesses to move on from Incubation Space into larger premises to enable growth and thus also freeing up early stage space at the same time) and the need to ensure that businesses remained within the LEP area once they had moved beyond their initial growth stage, retention of jobs within the LEP area, activities that the LEP could engage in to strategically inform businesses and the need to engage with the largest businesses in the LEP area.</p> <p>Board Members agreed with and fully endorsed all aspects of the overall direction of travel, as set out in the presentation, that will enable the Executive Team to develop an Investment Prospectus to bring to the next Board Meeting.</p> <p>The September Board meeting would discuss the outline Investment Prospectus for intervention activity and the Strategic Economic narrative (drawing from the SEEB) to drive the influencing role. This would lead to the launch of the prospectus after the October Board meeting.</p>	<b>AC</b>
2017/57	<p><b>SKILLS BRIEFING</b></p> <p>Stella Cockerill presented a briefing on the direction of travel for the LEP's Skills Strategy, including match funding for the Careers &amp; Enterprise Company contract the LEP had successfully secured and the proposed short-term extension of the current Signpost 2 Skills contract and the LEP's overall strategy and approach to skills.</p> <p>The complexity of the Skills landscape across the UK and the GCGP area was emphasised before Stella provided an overview of the LEP's Signpost 2 Skills brand (Skills Hub), including key achievements to date, pipeline activity, external funding and the skills vision to be developed through four themes.</p> <p>CLlr Holdich remained in the room, but did not participate in the discussions relating to funding for the Signpost 2 Skills service delivered by Opportunity Peterborough.</p>	

	<p>Mark Read remained in the room, but did not have a conflict of interest in the two items requesting funding, therefore could participate in the discussion and agreement.</p> <p>The Board endorsed the outline direction of travel for Skills as presented, drawing together a range of activities under the skills hub, and agreed to provide £155,000 of match funding per annum via a 3-year contract with the Careers &amp; Enterprise Company for the continued development of strategic careers and employer engagement plans with schools across the LEP area.</p> <p>A detailed operational plan would be developed and further requests for funding would be submitted to the Board in September.</p> <p>The Board agreed to the temporary extension of the existing Signpost 2 Skills contract at a cost of £265,000 with Opportunity Peterborough for one year. Thereafter the contract would be put out to an open tender process, which would be fully compliant with the LEP's Procurement Process and Assurance Framework.</p> <p>The Board recorded their thanks to Stella and her team for their excellent work in developing and promoting the Skills Strategy for the LEP.</p>	<b>SC</b>
2017/58	<p><b>GROWTH DEAL UPDATE</b></p> <p>Adrian Cannard presented the Growth Deal update to the Board (based on highlighting items of exception / particular risk from the paper) and reported that the Medtech Accelerator, a joint venture between GCGP, New Anglia LEP and the Eastern Academic Health Science Network, had announced its first three pioneering projects that would share £200,000 in early stage financial support.</p>	
2017/59	<p><b>APPROVAL OF MINUTES</b></p> <p>The minutes of the meeting held on 6<sup>th</sup> June 2017 were approved.</p> <p>The various action points were noted as having been actioned with additional points reported as follows:</p> <ul style="list-style-type: none"> <li>a) Mark Reeve confirmed that £26,000 had been spent on external legal advice to date in respect of governance and responses to queries about funding and LEP governance to date this year.</li> <li>b) Details relating to LEP funding issues had been reported to Directors.</li> </ul>	
2017/60	<p><b>ANY OTHER BUSINESS</b></p>	<b>PS</b>

	<p>1) It was agreed that detailed quarterly financial reports would be circulated to Directors.</p>	
<p>2017/61</p>	<p><b>DATE OF NEXT MEETING</b> The date of the next meeting was fixed for Tuesday 19<sup>th</sup> September 2017 at 3pm at Alconbury Weald Enterprise Campus.</p>	