



THE BUSINESS BOARD

BUSINESS BOARD

Date: Tuesday, 26 May 2020

Democratic Services

Robert Parkin Dip. LG.
Chief Legal Officer and Monitoring Officer

14:30 PM

The Incubator
Alconbury Weald
Cambridgeshire
PE28 4WX

**Cambridgeshire & Peterborough Combined Authority,
Incubator 2, The Boulevard, Alconbury Weald PE28 4XA**

AGENDA

PRIVATE MEETING

- | | | |
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For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Dawn Cave

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Membership

The Board currently comprises

Public Sector Members

Name	Position	Body
James Palmer Substitute Cllr Steve Count	Mayor	Cambridgeshire and Peterborough Combined Authority
Cllr John Holdich Substitute Councillor Wayne Fitzgerald	Deputy Mayor and Portfolio Holder for Economic Growth	Cambridgeshire and Peterborough Combined Authority

Private Sector Members

Member	Sector	Organisation
Austen Adams	Advanced Manufacturing	Stainless Metalcraft/Peter Brotherhood
Tina Barsby	Agri-tech	NIAB
Mark Dorsett	Advanced Manufacturing	Perkins Engines/Caterpillar UK
William Haire	Agri-tech	East of England Agricultural Society
Aamir Khalid	Advanced Manufacturing and Skills	The Welding Institute (TWI)
Andy Neely	Education	University of Cambridge

The Business Board is committed to open government and supports the principle of transparency. With the exception of confidential information, agendas and reports will be published 5 clear working days before the meeting. Unless where indicated, meetings are not open to the public.

For more information about this meeting, please contact Dawn Cave at the Cambridgeshire County Council on 01223 699178 or email dawn.cave@cambridgeshire.gov.uk.



CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY
BUSINESS BOARD: VIRTUAL MEETING MINUTES

**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Date: Monday, 23rd March 2020

Time: 2.30pm – 4:25pm

Present: Austen Adams (Chairman), Tina Barsby, Mark Dorsett, Councillor John Holdich, Faye Holland, Aamir Khalid, Nicki Mawby, Jason Mellad, Andy Neely, Mayor James Palmer, Nitin Patel, Kelly Swingler and Rebecca Stephens

120. APOLOGIES AND DECLARATIONS OF INTEREST

The Chairman welcomed Kelly Swingler as a new member of the Business Board.

Apologies were received from Al Kingsley

Austen Adams, Tina Barsby, Aamir Khalid and Jason Mellad declared interests in the Local Growth Fund (item 124).

Mayor James Palmer and Councillor John Holdich declared an interest in the University of Peterborough (item 125); the Mayor and Councillor Holdich reminded Members that they were both non-voting Business Board Members.

121. MINUTES OF THE MEETING HELD ON 27TH JANUARY 2020

The minutes of the Business Board meeting held on 27th January 2020 were agreed as a correct record.

Turning to the Action Log, the Director of Business and Skills provided updates on the ongoing actions. With regard to Minute 109 (Combined Authority Update), he noted that the Market Town strategy would be funded by the Combined Authority and a further update would be provided to the Business Board once the call for funding proposals had been completed. He advised members that the Combined Authority was still considering how to incorporate their offer to provide support to the CAM project, informing them that a pipeline Local Growth Fund (LGF) proposal concerned the CAM project.

With regard to Minute 111 (Local Growth Fund Programme Management Review – January 2020), he informed Members that although the negotiating position of the Government was to move away from State Aid rules currently enforced by the EU, this was considered a red line by the EU negotiators and therefore it was not possible to say at this stage how the rules would be affected by the UK's departure from the EU.

With regard to Minute 112 (Local Growth Fund Project Proposals – January 2020), members were assured that the discrepancies had been investigated as part of a review of the LGF and that such information would be correct in future reports.

122. COMBINED AUTHORITY UPDATE

The Business Board considered a report on key headlines from the Combined Authority Board meeting held on 29th January 2020. The Deputy Chief Officer of Business and Skills noted that all recommendations made by the Business Board had been accepted.

Due to the COVID-19 situation, and the meeting being held remotely, the Chairman informed Members that he had agreed to defer presentations on the A10 upgrade and the University of Peterborough to the Business Board meeting on 26th May 2020. An update on the Greater Cambridge Partnership was also postponed to a future meeting.

It was resolved to:

Note the Decision Statement of the Combined Authority Board meeting held on 29th January 2020 (Appendix 1 to the report).

123. BUSINESS ADVISORY PANEL UPDATE

The Business Board considered an update on the Business Advisory Panel (BAP) meeting that had been held on 20th February 2020. The Deputy Chief Officer of Business and Skills highlighted that the meeting had been held before the effects of COVID-19 had begun to have such a widespread impact.

While discussing the issues raised by the BAP, the Business Board:

- Considered the content of the BAP minutes and agreed that they were more focused and aligned to the Business Board agenda than in previous iterations.
- Expressed concern over the lack of an identifiable over-arching Business Networking / Support structure in Peterborough, as identified by the BAP. While it was acknowledged that Opportunity Peterborough played a role in networking businesses in the city, along with other networks, it was argued that these separate networks were not themselves connected to one another. One member suggested that a representative of Opportunity Peterborough could join the BAP, but it was recalled that the Business Board had previously agreed to strengthen the panel's operational framework before expanding its scope or input. The Director of Business and Skills noted that the Business Board had agreed to provide Opportunity Peterborough with £400k to provide business network in the city.
- Cautioned against overloading businesses and people with information, especially on the current COVID-19 situation, ensuring that it was both streamlined and effective.

It was resolved to:

Note the minutes and recommendations of the Business Advisory Panel meeting held on 20th February 2020 (Appendix 1 to the report).

124. LOCAL GROWTH FUND MANAGEMENT REVIEW AND RECYCLED FUNDS – MARCH 2020

Members considered a report on the ten projects in the delivery phase of the Local Growth Fund programme, and the twenty approved projects which were being negotiated in terms of pre-contract or funding agreement, in advance of delivery, with a total value of £54m. The Combined Authority Board had approved the allocation of a total of £146.5m of the £146.7m available. The Strategic Funds Manager drew attention to the fact that three of the projects in delivery would not be taking full application of their funds, with one stating that they were unable to spend the money, another going in to liquidation, and the final project re-profiling its own schemes, therefore returning some of the funding. He informed members that further applications had been received for the new small business Capital Growth Grants programme and provided assurances that the full £3m would be allocated, suggesting that offering up-front payments would be beneficial. He also noted that the Combined Authority was writing to all project leads in order to establish how each one was doing.

While discussing the report, the Business Board:

- Expressed concern that a business that had received funding from the Business Board was going in to liquidation before spending the funds provided. It was suggested that such an eventuality should have been identified and avoided during the application process. The Strategic Funds Manager informed members that the application in question had been approved before the Business Board had been formed, when it still functioned as a Local Enterprise Partnership (LEP), more than 18 months previously.
- Clarified that the £8.9m that had been recuperated from LGF projects would need to be allocated by 31st March 2021, unless the deadline was changed. The Business Board Section 151 Officer observed that the deadline had been stipulated by the Department for Business, Energy and Industrial Strategy (BEIS) and that the Business Board would need a good reason to change it in order to avoid affecting the future relationship. The Mayor suggested that BEIS should consider the significant period of over which it had implemented a freeze on the Business Board's assets, therefore making it more difficult to allocate funds within the stipulated timeframe.
- Considered whether the recuperated £8.9m could be reallocated to help deal with effects of COVID-19. The Director of Business and Skills acknowledged that it was possible but pointed out that it would require making a call to the market, which would lead to a longwinded procurement and approval process that would likely be focussed on survival rather than long-term help. He noted that the Business Board had a separate £23.7m already approved in procurement, grants and equity, which could be redirected and mobilised by August 2020, and suggested that focus should be placed on using those funds for COVID-19 related issues.
- Observed that the Eastern Agri-Tech Growth Initiative no longer had a Business Board representative, following William Haire's resignation at the previous meeting and it was agreed that a replacement should be arranged. **Action required**

It was resolved to:

- a) Note the submission of the Growth Deal monitoring report to Government end Q3 2019/20;
- b) Note the availability of returned Local Growth Funds for allocation; and
- c) Note the current and projected recycled funds available to the Business Board.

125. UNIVERSITY OF PETERBOROUGH OUTLINE BUSINESS CASE – PHASE 1

The Business Board received a report on the Outline Business Case (OBC) that had been produced by the Combined Authority and Mace to demonstrate the economic impact and educational need for the creation of the new University of Peterborough. Members were assured that the project was currently still running according to schedule, with a tender on procurement due to be issued on 17th April 2020, although it was acknowledged that there were a number of areas in which the effects of COVID-19 might lead to a change.

While discussing the OBC and the report, the Business Board:

- Suggested that it should be established whether the university had a dependence on overseas students, as such a dependence was liable to be affected by current travel restrictions, as was the case with other universities. It was further suggested that while some overseas students may no longer be able to attend, others may no longer wish to put themselves at risk. The Director of Business and Skills acknowledged the concerns and informed members that a detailed business plan, including information on international students, would be shared with some Business Board members in order to assess its viability.
- Expressed further concerns over reduced student numbers due to the cancellation of GCSE and A-level exams across the UK and the knock-on effects. The Project Lead for University of Peterborough assured members that extensive work would be carried out to protect pathways to higher education.
- Sought clarification over the level of involvement of businesses in the development of the university's curriculum. The Project Lead for University of Peterborough informed members that the OBC had included extensive modelling on the curriculum, while a business survey conducted by Opportunity Peterborough had also identified key areas. She assured them that it was based on the business demand and needs of the region.
- Considered the impact that COVID-19 could have on the local skills market, noting that a serious transformational change was likely, leading to a rebirth of education and skills. It was argued that this showed it was more important than ever that Peterborough needed the university.

It was resolved to:

Note the contents of the report.

126. BUDGET UPDATE – BUSINESS BOARD FUNDS

The Business Board received an update and overview of the revenue funding lines that were within the Business and Skills Directorate, in order to enable informed decision making regarding the expenditure of these funds. The Finance Manager for Business and Skills emphasised that section 3 of the report detailed funding lines under direct control of the Business Board, while section 4 referred to funding lines that were now under the Business Board's control.

It was resolved to:

Note the update and financial position relating to the revenue funding lines under the control of the Business Board.

127. 2020-24 BUSINESS AND SKILLS DIRECTORATE MEDIUM TERM FINANCIAL PLAN REVIEW

The Business Board received a report that presented the Business and Skills Directorate's Medium Term Financial Plan as amended by funding announcements and decisions made by officers and the Combined Authority Board, following its approval on 29th January 2020. The Business Board Section 151 Officer informed members that the Combined Authority's budget included a four-year plan which was refreshed on an annual basis, noting that the update would be carried out earlier this year due to the financial situation arising from the COVID-19 crisis. It was noted that while some elements had already been committed to specific budgets, there were some unallocated funds that could be used to forward the Business Board's agenda, while there was also a certain flexibility in moving money between projects during the year.

It was recalled that the Business Board had discussed marketing and the promotion of services at its meeting on 27th January 2020 and one member queried why revenue expenditure on the area had only been included for 2020/21, with no further allocations in future years' budgets. The Director of Business and Skills explained that there was a desire to assess the effectiveness of the current pilot scheme before committing future funds, although he confirmed that the second year's budget would be added following this assessment. He also suggested that the level of Business Growth Service procurement was significant, with £10.3m worth of services from contractors who would be offering their own services to companies and therefore carrying out their own marketing. Coordinating the different marketing campaigns would be beneficial to all.

It was resolved to:

Note the Medium Term Financial Plan for the Business and Skills Directorate.

128. ADVANCED MATERIALS AND MANUFACTURING SECTOR STRATEGY PLAN REVIEW

The Chairman informed the Business Board that in light of the current circumstances he had agreed to defer this item until the next meeting on 26th May 2020.

129. ENTERPRISE ZONES FUNDING UTILISATION

The Business Board received a report that contained an updated position regarding Combined Authority Enterprise Zone business rates income, as well as the revised financial commitments and allocations made against the Enterprise Zone National Non-Domestic Rates (NNDR) income. It invited the Business Board to recommend the Combined Authority Board to approve the reallocation of £306,313 from Enterprise Zone NNDR income to the Local Growth Fund, and the Business Programmes Manager reiterated that BEIS had approved such a use of the funds.

It was resolved to:

- a) Note the updated financial position regarding CPCA share of Enterprise Zone NNDR income (set out for the period 2019/20 – 2022/23);
- b) Note the financial commitments allocated against the CPCA share of Enterprise Zone NNDR income; and
- c) Recommend the Combined Authority approve the reallocation of £306,313 (representing 75% of all eligible costs) from Enterprise zone NNDR income to Local Growth Fund).

130. BUSINESS BOARD GOVERNANCE REVIEW

The Business Board received a report on the findings of the Business Board Governance Review and subsequent recommendations. The Deputy Monitoring Officer drew attention to the section of the governance review that referred to the Combined Authority Board Oversight & Assurance, noting that the Combined Authority Board would have to approve any changes to the current process. She also highlighted the success of the recruitment process in August 2019 that had led to six new Business Board members and the appointment of a permanent Chairman, although she indicated a preference to reduce the size of the appointment panel. The Conflict of Interest policy would also be updated to cover officers, while further policies would be introduced, including one on gifts and hospitality.

While discussing the recommendations arising from the review, members observed that allowing for the Combined Authority Board to approve funding decisions ensured that there was oversight of the Business Board by publicly-elected officials. It was also argued that the current practice ensured the presence of business-related matters on the Combined Authority Board's agenda and that removing this would provide less opportunity to promote businesses and the interests of the sector.

It was resolved to:

- a) Note and approve the preliminary recommendations and next steps outlined in the Appendix;
- b) Recommend to the Combined Authority approval of the preliminary recommendations and next steps outlined in the Appendix; and
- c) Recommend that the Combined Authority delegate authority to Monitoring Officer to amend the Assurance Framework and Constitution to reflect the recommendations outlined in the Appendix.

131. GOVERNANCE UPDATE

The Business Board received an update on governance by the Director of Business and Skills following its annual performance review with BEIS on 3rd February 2020. A record of that meeting had been circulated to members, which included a list of actions that were outstanding following the mid-year review in June 2019. With regard to the various actions listed within, the Director of Business and Skills noted:

- That a governance review had been carried out and presented in the previous item;
- That the Chairman had written to BEIS on 28th February 2020;
- That the actions against the Business Improvement Plan had all been completed;
- That minutes of the mid-year review had been circulated to the Business Board;
- That due diligence had been carried out on new members of the Business Board;
- That the Business Board had committed to holding a public annual general meeting;
- That the Business Board Section 151 Officer now signed off the Assurance Statement;
- That letters had been sent to BEIS and the Department for Transport regarding the skills advisory panel and Local Insurance Framework;
- That the Enterprise Zone Memorandum of Understanding had been shared with Huntingdonshire District Council;
- That BEIS colleagues had attended Enterprise Zone Board meetings; and
- That details of plans on the University of Peterborough and a research centre had been shared with MP Jake Berry.

It was resolved to:

Note the update.

132. CORONAVIRUS UPDATE

It was agreed by the Business Board to consider this verbal update at the beginning of the meeting in order to avoid multiple references to the issue during the discussion of other items on the agenda. Members were reminded that an update on the Combined Authority's emerging short-term role had been circulated prior to the meeting and published on the Business Board's website, while a confidential summary of government short term funding had also been circulated to Business Board members.

The Deputy Chief Officer of Business and Skills informed members that the Combined Authority had been working on two key areas around the effects of the COVID-19 outbreak. The first of these was regarding communication between businesses, the Combined Authority and the government, with a focus on ensuring that effective communication channels were established and that all businesses across the whole County were included. He acknowledged that complete coverage had still not been achieved, but assured members that every effort was being made to minimise the number of businesses that did not appear on the Combined Authority's Beauhurst software. It was noted that communication had to flow in two directions, with information on support packages coming down from the government to local businesses, and feedback or requests being passed on from businesses up to the government. A survey had been circulated to businesses across the area, with over 100 responses having been received, and members were informed that they would be updated once an analysis of these had been completed. He also emphasised that such practices needed to be carried out in the long term in order to monitor how businesses were recovering over future months and years.

The second key area of focus was regarding local and national actions in response to the crisis, with a wide range of innovative measures being proposed and considered. The Director of Business and Skills suggested that the government's initial response had alleviated many of the short term concerns and that the Business Board's role currently revolved around providing information and guidance to businesses across the area, specifically regarding access to funding and financial support. He informed members that the Combined Authority was also planning on a medium and long term basis, as laid out in the public document circulated prior to the meeting. Options for financial assistance that could be provided included more lenient loan repayments on contracts held by the authority or the provision of up-front payments to projects to help with applicants' liquidity, although the risks of such proposals still needed to be assessed.

Business Board members were also asked to consider overall strategy, including how the existing business growth service could be adapted to also perform as a business recovery service. While there was a certain level of funding already available to the Combined Authority that could be diverted to such efforts, it was noted that a joint mayoral lobby to government for the development of a recovery pot for revenue and capital was being considered by all combined authorities across the country. This would supplement local funds and it was observed that most LEPs around the country did not have funds available as they were fully committed.

While discussing the update, the Business Board:

- Welcomed the Combined Authority's business-orientated response to the crisis, and agreed with the need for long term planning to accompany short term measures. Members acknowledged the responsibility of both the Business Board and Combined Authority to assess how quickly businesses would be able to react when the crisis receded and to be prepared to provide assistance at this time. Caution was expressed about overloading smaller businesses with too much information, with the suggestion that the Business Board should only signpost and focus on measures unique to its own position, such as with regard LGF loan repayments.
- Welcomed the significant financial packages announced by the government, but expressed concern over widespread confusion on how to access the funding, especially given the urgency faced by many businesses. The Director of Business and Skills suggested that the Business Board would be able to do more to help local businesses once the funding actually became available.
- Expressed serious concerns about the situation many businesses found themselves in, noting that significant redundancies had been made both before and after the government's announcement of emergency financial support. It was suggested that demand for many services and products had disappeared and businesses would therefore quickly run out of cash. It was also observed that many businesses had already suspended apprenticeships, in contrast to the previous high demand for positions and that this could serve as an indication of businesses that required immediate assistance.
- Expressed frustration that some businesses were not receiving information from the Combined Authority on the available assistance, including some of the businesses owned by members of the Business Board. It was argued that it was of particular importance to assist smaller businesses, as larger companies tended to have greater capacity and knowledge about available funding, whereas those which had never sought such financial assistance were more likely to struggle. The Deputy Chief Officer of Business and Skills informed members that once all the information became available, the Combined Authority would produce webinars on the available funding and how to access it, which would be circulated to businesses. Members were also informed that three people were dedicated to ensuring local companies had access to all the information regarding grants and loans, while a further three workers were being mobilised to expand the team. **Action required**
- Suggested that it would help businesses if the Combined Authority produced a template application that could be used as a guide when submitting their own applications. Members also proposed working with other LEPs on this issue, to avoid duplication and maximise resources. The Director of Business and Skills noted that work was already being carried out with the OxCam LEPs and other Combined Authorities, although he agreed that this work could also link in to the LEP Network. **Action required**
- Expressed doubt over whether it would be possible for all current LGF funding to be taken up by the deadline of March 2021, but the Director of Business and Skills

informed members that the government would be lobbied to extend the deadline, along with the June 2023 deadline for the Business Growth Service. The Business Board Section 151 Officer observed that failing to meet the agreed outcomes by the deadline would risk negatively affecting future applications for government funding.

- Proposed converting loans given out by the Business Board into grants, thus removing the requirement for the recipient businesses to make repayments. While acknowledging that such action was possible, the Business Board Section 151 Officer noted that projects would have originally scored differently if their applications had been based on a grant application, and therefore such a measure could be considered as unfair by those bids that had previously been rejected.
- Queried whether it would be possible for the Combined Authority, as the accountable body, to delegate authority to the Business Board to approve financial assistance, such as relaxing loan repayments or advancing loan payments. The Deputy Monitoring Officer informed members that guidance on the matter was being assessed, although the current advice from the Monitoring Officer was to not do this. The Business Board Section 151 Officer also suggested that there was a need to identify which businesses required assistance and to provide this on a targeted basis rather than simply applying a blanket one-size-fits-all approach.
- Considered what actions to recommend to the Combined Authority Board. The Director of Business and Skills informed members that suggestions on changes to existing and future LGF contracts would be circulated to members following the meeting in order to seek their approval for recommendation to the Combined Authority Board via the urgency procedure at its meeting on 25th March 2020. The Mayor confirmed that he would be willing to accept late submissions to the Combined Authority Board meeting.

It was resolved to:

- a) Note the update; and
- b) Agree to use the urgency procedure to bring forward recommendations in response to the Coronavirus Update to the Combined Authority Board.

133. BUSINESS BOARD HEADLINES FOR THE COMBINED AUTHORITY

It was noted that the Chairman would be participating in the Combined Authority Board meeting on 25th March 2020. Members were reminded that recommendations to pass on to the Combined Authority Board would be circulated on 24th March 2020 seeking their approval.

134. BUSINESS BOARD FORWARD PLAN

The Chairman noted that the Advanced Materials and Manufacturing Sector Strategy Plan Review, which had been deferred earlier in the meeting, would instead be considered at the next Business Board meeting on 26th May 2020, as would the presentations that were deferred during the Combined Authority Update item.

The Business Board expressed satisfaction with how the virtual meeting had been organised and undertaken, noting that it was likely that the next meeting would also be carried out in a virtual environment. The Business Board was required to hold one of its meetings each year in public and this was due to occur at the meeting on 26th May, but due to the fact that it was likely to be a video conference, it was proposed to hold the November meeting in public instead, to encourage as much public interaction as possible.

Members suggested that given the fast-changing nature of the financial situation, it would be helpful to arrange a number of short telephone conferences before the meeting on 26th May 2020. It was agreed to organise such additional meetings in order to establish a more frequent and extensive discussion. **Action required**

An updated version of the Forward Plan would be circulated to the Business Board.
Action required

The Chief Executive of the Combined Authority expressed her gratitude to the Business Board for their thoughts and contributions to the discussion on the current situation.

It was resolved to:

Note the Forward Plan.

Chairman
26th May 2020



BUSINESS BOARD ACTION LOG

This Action Log captures the actions arising from the recent Business Board meetings and updates members of the Board on compliance in delivering the agreed actions. It does not include approved recommendations requiring immediate action (which are recorded on the Decision Log) or delegated decisions (which are recorded separately and held by the Monitoring Officer).

BUSINESS BOARD MEETING HELD ON MONDAY 27TH JANUARY 2020					
Minute no.	Report title	Action to be taken by	Action	Comments	Status
109.	COMBINED AUTHORITY UPDATE	Domenico Cirillo	Members requested clarification on when the Business Board would receive an update on the Market Town strategy. Action: The Business Programmes Manager agreed to clarify the process.	An update will be presented to the Business Board once all the masterplans have been completed and approved. It is anticipated that this will be achieved by June 2020, which would allow the update to be provided at the Business Board's meeting in July 2020.	ACTION COMPLETE
		Graeme Bampton	While discussing the CAM project, Business Board members asked how they could provide support. Action: The CAM Project Director agreed to provide members with a formal response.	Awaiting update.	ACTION ONGOING

110.	BUSINESS ADVISORY PANEL UPDATE	Brian Hyland	<p>A discussion was held on how the Business Board could best utilise the Business Advisory Panel (BAP).</p> <p>Action: The Chairman agreed to lead a discussion at the next Business Board meeting on what the BAP could be asked to contribute.</p>	<p>This was discussed during the 23rd March Business Board Meeting.</p> <p>It was noted that the BAP would be a vital channel for the Business Board to cascade important business-related messages regarding COVID-19.</p>	ACTION COMPLETE
111.	LOCAL GROWTH FUND PROGRAMME MANAGEMENT REVIEW – JANUARY 2020	Steve Clarke	<p>A Business Board member suggested that a drawback for the Agri-Tech Initiative was that it was only available to SMEs.</p> <p>Action: The Strategic Funds Manager agreed to establish whether State Aid restrictions still made it difficult to award R&D grants to large companies.</p>	<p>The Eastern Agri-tech Growth initiative, as set up, is only geared towards SME's for the grant funding under state aid de-minimis rules of less than €200,000 over any 3-year period.</p> <p>For larger than SME size companies, the only grant scheme available has been Local Growth Funding (LGF) for capital expenditure and going forwards will depend on further tranches of LGF being awarded to the Combined Authority by the Government.</p> <p>The new Growth Service, which will commence its programme in the summer, will have a component £6m (matched by delivery partner to £12m) of equity funding that will be available for larger companies.</p>	ACTION COMPLETE

		John T Hill	<p>It was suggested by a Business board member that State Aid rules were largely driven by the EU, and clarification was sought on how they would be affected by the departure from the EU.</p> <p>Action: The Director of Business and Skills agreed to seek clarification from the Department for Business, Energy and Industrial Strategy.</p>	<p>Although the negotiating position of the Government has been to move away from State Aid rules currently enforced by the EU, this is considered a red line by the EU negotiators and therefore it is not possible to say at this stage how the rules will be affected by the UK's departure from the EU.</p>	ACTION COMPLETE
112.	LOCAL GROWTH FUND PROJECT PROPOSALS – JANUARY 2020	Steve Clarke	<p>A Business Board member noted that on various applications there were divergences between job creation numbers on different documents relating to the same project.</p> <p>Action: The Strategic Funds Manager agreed to review the job creation estimates and provide a clearer picture.</p>	<p>The discrepancies have been investigated as part of a review of the Local Growth Fund and such information will be correctly displayed in future reports.</p>	ACTION COMPLETE

118.	BUSINESS SUPPORT SERVICES – PROMOTIONAL CAMPAIGN 2020-21	Brian Hyland	<p>Faye Holland, Al Kingsley and Rebecca Stephens expressed interest in being involved with a sub-group working on the promotional campaign.</p> <p>Action: The Deputy Chief Officer of Business and Skills undertook to establish a sub-group.</p>	<p>A job vacancy has been agreed and released into the marketplace.</p> <p>Faye Holland, Al Kingsley and Rebecca Stephens will be engaged to help shape the campaign.</p>	ACTION COMPLETE
BUSINESS BOARD MEETING HELD ON MONDAY 23RD MARCH 2020					
Minute no.	Report title	Action to be taken by	Action	Comments	Status
124.	LOCAL GROWTH FUND MANAGEMENT REVIEW AND RECYCLED FUNDS – MARCH 2020	Domenico Cirillo	<p>It was noted that the Eastern Agri-Tech Growth Initiative no longer had a Business Board representative, following William Haire's resignation at the previous meeting.</p> <p>Action: The Business Programmes Manager agreed to arrange a replacement.</p>	The Business Programmes Manager is to liaise with Tina Barsby regarding formally representing the Eastern Agri-Tech Growth Initiative at the Business Board.	ACTION COMPLETE

132.	CORONAVIRUS UPDATE	Brian Hyland	<p>A large number of Business Board members reported that their businesses had not received information from the Combined Authority regarding available assistance in overcoming issues caused by COVID-19.</p> <p>Action: the Deputy Chief Officer of Business and Skills undertook to ensure the list of businesses receiving such information was updated to include all their businesses.</p>	Officers are working closely with the Communications Team to ensure messages are relayed to Business Board members' businesses.	ACTION COMPLETE
			<p>While discussing the circulation of information, it was also suggested that once sufficient information had been made public, the Combined Authority would produce a series of webinars on the available funding and how to access it.</p> <p>Action: the Deputy Chief Officer of Business and Skills agreed to circulate the webinars to Business Board members once they had been created.</p>	A series of webinars are in delivery online through the Combined Authority's business support pages.	ACTION COMPLETE

		John T Hill	<p>Members requested a sample proposal for funding applications and it was suggested that the work be carried out with other LEPs.</p> <p>Action: the Director of Business and Skills agreed to produce and circulate sample applications, and to look at linking in to the LEP Network.</p>	The Director of Business and Skills sought alternative methods of support for businesses.	ACTION COMPLETE
134.	BUSINESS BOARD FORWARD PLAN	Domenico Cirillo	<p>Due to the fast-changing nature of the current financial situation, members requested a number of short telephone conference calls prior to the next Business Board meeting on 26th May 2020.</p> <p>Action: the Business Programmes Manager undertook to schedule some meetings.</p>	More frequent update meetings via video conference have been scheduled in the lead up to the next Business Board meeting on 26 th May.	ACTION COMPLETE
			<p>An updated version of the Forward Plan would be circulated to Business Board members.</p> <p>Action: the Business Programmes Manager undertook to circulate once an updated version had been created.</p>	The updated Forward Plan was circulated in the published agenda.	ACTION COMPLETE



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM NO: 1.3
26 MAY 2020	PUBLIC REPORT

COMBINED AUTHORITY UPDATE – MAY 2020

1.0 PURPOSE

- 1.1 This report provides an update to the Business Board on the decisions taken at the Mayoral decision making meeting on 23 March 2020 and Combined Authority Board meeting on 29 April 2020, and provides a proposed timetable for updates to the Business Board on significant Combined Authority projects.

<u>DECISION REQUIRED</u>	
Lead Member:	Austen Adams, Chair of the Business Board
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: N/A	Key Decision: No
<p>The Business Board is recommended to:</p> <ul style="list-style-type: none">(a) Note the Decision Statement of the Mayoral decision making meeting held on 23 March 2020 and Combined Authority Board meeting held on 29 April 2020 (Appendix 1);(b) Note the Timetable of Combined Authority Updates to the Business Board (Appendix 2);(c) Note the update on the University of Peterborough (Appendix 3); and(d) Note the update on the A10 Upgrade (Appendix 4).	

2.0 BACKGROUND

- 2.1 This report provides a brief update to the Business Board on the key decisions from the Mayoral decision making meeting held on 23 March 2020 and the Combined Authority Board meeting held on 29 April 2020, for Business Board member information and consideration. This is set out in **Appendix 1**

3.0 TIMETABLE OF FUTURE COMBINED AUTHORITY UPDATES

- 3.1 The timetable of updates on other significant Combined Authority Projects to be presented at future Business Board meetings is set out in **Appendix 2**. The intention is to ensure that the Business Board is kept up to date on significant Combined Authority projects which may affect its work.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the report.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the report.

6.0 APPENDICES

- 6.1 Appendix 1: Decision Statement for the Mayoral decision making meeting held on 23 March 2020 and Combined Authority Board meeting held on 29 April 2020.
- 6.2 Appendix 2: Timetable of CPCA Updates to Business Board
- 6.3 Appendix 3: University of Peterborough Update Presentation
- 6.4 Appendix 4: A10 Upgrade Update Presentation

<u>Background Papers</u>	<u>Location</u>
None	N/A



CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY MAYORAL DECISIONS FOLLOWING CONSULTATION WITH THE COMBINED AUTHORITY BOARD

Meeting: Wednesday 25 March 2020

Published: Monday 30 March 2020

Decision review deadline: Monday 6 April 2020

Each decision set out below will come into force, and may then be implemented at 5.00pm on the fifth full working day after the publication date, unless it is subject of a decision review. [see note on call in below].

Item	Topic	Decision
Part 1 – Governance Items		
1.1	Announcements, Apologies and Declarations of Interest	Apologies were received from Councillors S Count (substituted by Councillor R Hickford) and R Fuller (substituted by Councillor J Neish) and Jessica Bawden, Cambridgeshire and Peterborough Clinical Commissioning Group. No declarations of interest were made.
1.2	Minutes – 29 January 2020	Consideration of the minutes of the meeting on 29 January 2020 was deferred.
1.3	Petitions	None received.

1.4	Public Questions	None received.
1.5	Forward Plan – March 2020	Having consulted the Combined Authority Board, the Mayor resolved to: Approve the Forward Plan
1.6	Designation of Monitoring Officer and Director of Angle Holdings Ltd	Having consulted the Combined Authority Board, the Mayor resolved to: a) Designate Robert Parkin as Monitoring Officer with effect from 26th March 2020 b) Consent to the appointment of Robert Parkin as a Director of Angle Holdings Limited
1.7	Designation of Scrutiny Officer	Having consulted the Combined Authority Board, the Mayor resolved to: Designate Robert Fox as the interim Scrutiny Officer until the return of the permanent Scrutiny Officer.

Part 2 – Finance		
2.1	Budget Monitor Update – March 2020	This report was deferred.
2.2	Treasury Management Strategies 2020-21	<p>Having consulted the Combined Authority Board, the Mayor resolved to:</p> <p>a) Approve the following Treasury Strategies:</p> <ul style="list-style-type: none"> i. The Capital Strategy 2020/21 ii. The Treasury Management Strategy 2020/21 iii. The Investment Strategy 2020/21 iv. The Minimum Revenue Provision Statement 2020/21 <p>b) Approve the creation of a £40m ‘top up’ fund to extend the availability of recycled funding to bring additional affordable housing to the market.</p>
Part 3 - Combined Authority Decisions		
3.1	Market Towns Programme - Approval of Masterplans for Huntingdonshire	<p>Having consulted the Combined Authority Board, the Mayor resolved to:</p> <p>Approve the Huntingdonshire ‘Prospectus for Growth’ Market Town Masterplans produced for St Ives, Huntingdon and Ramsey.</p>

By Recommendation to the Combined Authority:		
Part 4 – Transport & Infrastructure Committee Recommendations to the Combined Authority		
4.1	Lancaster Way A142/ A10 Roundabout Improvements	This report was deferred.
4.2	St Neots River Great Ouse Northern Crossing Cycle Bridge	This report was deferred.
By Recommendation to the Combined Authority		
Part 5 – Housing and Communities Committee Recommendations to the Combined Authority		
5.1	£100m Affordable Housing Programme (Non-Grant) - Cambridge City, Histon Road, Development Loan to Laragh Homes	<p>Having consulted the Combined Authority Board, the Mayor resolved to:</p> <ul style="list-style-type: none"> a) Approve the provision of a loan facility of £9.637m to Histon Road Developments LLP for a scheme of 27 units based on the heads of terms detailed in exempt Appendix 1. b) Delegate authority to the Director of Housing and Development, in consultation with the Lead Member for Housing, the Monitoring Officer and the Lead Member for Investment and Finance, to conclude any necessary legal documentation, including the determination of the interest rate to be charged and the security for the loan by way of a first charge upon the land.
By Recommendation to the Combined Authority		
Part 6 – Business Board Recommendations to the Combined Authority		
6.1	Business Board Governance Review	<p>Having consulted the Combined Authority Board, the Mayor resolved to:</p> <ul style="list-style-type: none"> a) Approve the preliminary recommendations and next steps outlined in the Appendix. b) Delegate authority to the Monitoring Officer to amend the Assurance Framework and Constitution to reflect the recommendations outlined in the Appendix.

6.2	Enterprise Zone Funding Utilisation	Having consulted the Combined Authority Board, the Mayor resolved to: Approve the reallocation of £306,313 (representing 75% of all eligible costs) from Enterprise Zone National Non-Domestic Rates (NNDR) income to Local Growth Fund.
6.3	Advanced Materials and Manufacturing Sector Strategy	This report was deferred.
Part 7 – Urgent Report		
7.1	Combined Authority Response to Covid-19	Having consulted the Combined Authority Board, the Mayor resolved to: a) Note the proposed Combined Authority response to COVID-19 set out in this report b) Note the development of medium term business recovery support c) Note the offer of interest accruing repayment holidays to companies in receipt of a Local Growth Fund loans covering repayments due between 24 th March 2020 and 31 st August 2020 d) Note the adjustment of the current Small Capital Grant Scheme criteria on Intervention rates, Jobs output value ratio to grant value, including safeguarded jobs in output measures for grants, subject to consultation with BEIS advice.

Notes:

- (a) Statements in bold type indicate additional resolutions made at the meeting.
- (b) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer.

For more information contact: Richenda Greenhill at Richenda.Greenhill@cambridgeshire.gov.uk or on 01223 699171.



CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Decision Statement

Meeting: Wednesday 29 April 2020

Published: Monday 4 May 2020

Decision review deadline: Monday 11 May 2020

Each decision set out below will come into force, and may then be implemented at 5.00pm on the fifth full working day after the publication date, unless it is subject of a decision review. [see note on call in below].

Item	Topic	Decision
Part 1 – Governance Items		
1.1	Announcements, Apologies and Declarations of Interest	Apologies were received from Councillor Ray Bisby, Acting Police and Crime Commissioner for Cambridgeshire and Peterborough. A declaration of interest was made by Mayor James Palmer in Item 6.1: Consent to the Adoption of a Revised Business Plan for Angle Developments (East) Limited. The Mayor left the meeting for the duration of this item and the vote.
1.2	Minutes of the Combined Authority Board meeting 29 January 2020	The minutes of the meeting on 29 January 2020 were confirmed as an accurate record.
1.3	Minutes of the Mayoral decision-making meeting 25 March 2020	The minutes of the Mayoral decision making meeting on 25 March 2020 were confirmed as an accurate record.
1.4	Petitions and public questions	None received

1.5	Forward Plan – 21 April 2020	<p>It was resolved to:</p> <p>Approve the Forward Plan</p>
Part 2 – Finance		
2.1	Budget Monitor Update – April 2020	<p>It was resolved to:</p> <p>Note the updated financial position of the Combined Authority for the year.</p>
Part 3 - Combined Authority Decisions		
3.1	Update on the Combined Authority's response to Covid-19 and Funding Decisions	<p>It was resolved to:</p> <ul style="list-style-type: none"> a) Approve the Combined Authority responses to COVID-19, as described in this report b) Approve the Recover Orient Adapt and Regrowth (ROAR) approach, set out in appendix A c) Approve the offer of interest-accruing repayment holidays to companies in receipt of a Local Growth Fund loans, covering repayments due between 24th March 2020 and 31st August 2020 d) Approve the adjustment of the current Small Capital Grant Scheme eligibility criteria on Intervention rates, Jobs output-value ratio to grant-value, including safeguarded jobs in output measures for grants, subject to consultation with BEIS where appropriate e) Approve the allocation of £3million Local Growth Funding to the COVID-19 Capital Grant Scheme, from returned unallocated Local Growth Funding. f) Approve the creation of a £500,000 capital grant scheme aimed at supporting the smallest businesses in the Cambridgeshire and Peterborough Combined Authority area and delegate to the Director of Business and Skills, in consultation with the Mayor, the Section 73 and the Monitoring Officer, the setting of detailed parameters and criteria for the scheme.

3.2	Sustainable Travel	<p>It was resolved to:</p> <p>Approve the release of £150,000 from the provisional allocation in the Medium-Term Financial Plan to continue with the sustainable travel project within Peterborough.</p>
3.3	Local Transport Plan Sub Strategy – Cambridgeshire Autonomous Metro	<p>It was resolved to:</p> <ul style="list-style-type: none"> a) Note the draft Cambridgeshire Autonomous Metro (CAM) Local Transport Plan Sub Strategy that sets out the vision for the CAM metro as a whole, against which schemes contributing to the CAM will be considered; and b) Agree for a public consultation exercise to be conducted in relation to the proposed Sub Strategy with the results of that consultation being brought back to a further meeting of the Combined Authority Board.
<p>By Recommendation to the Combined Authority:</p> <p>Part 4 – Transport & Infrastructure Committee Recommendations to the Combined Authority</p>		
4.1	Lancaster Way A142 - A10 Roundabout Improvements	<p>It was resolved to:</p> <ul style="list-style-type: none"> a) Approve a new additional budget of £1,168,243.20 from the 2020/21 single pot allocation to reflect current cost estimate, including a 20% risk allowance. b) Grant the Director of Delivery and Strategy, in consultation with the Mayor, delegated authority to either (i) approve a reduction in the scope of the scheme to enable delivery of the BP Roundabout alone in the event of the risks set out at paragraph 2.7 of the report materialising or (ii) to conduct a review of the budget and timetable for the project should there be any further costs arising and refer approval of any additional budget to the Transport Committee. c) Delegate authority to an extraordinary Transport Committee to approve additional budget for the scheme subject to a full account from the Highways Authority of the reasons for the budget and an assessment of the risks for Covid.

		d) Agree that the Transport Committee are authorised to approve any additional budget and Covid risk subject to ratification of that budget at the next Board meeting.
4.2	St Neots River Great Ouse Northern Crossing Cycle Bridge	<p>It was resolved to:</p> <ul style="list-style-type: none"> a) Agree that work on the St Neots Foot and Cycle Bridge should cease and the project be removed from the Combined Authority's Business Plan; and b) Agree that the £3.1m CPCA funding allocated to the project be re-allocated to projects within the St Neots Masterplan.
By Recommendation to the Combined Authority Part 5 – Skills Committee Recommendations to the Combined Authority		
5.1	Adult Education Budget Innovation Fund	<p>It was resolved to:</p> <p>Approve the carry forward of 50% of the 2019-20 underspend on the “AEB Devolution Programme – ITP and grant ” funding lines and ring-fence this for the Innovation Fund in the 2020-21 Budget, up to a maximum of £500k.</p>
By Recommendation to the Combined Authority Part 6 – Housing and Communities Recommendations to the Combined Authority		
6.1	Consent to the Adoption of a Revised Business Plan for Angle Developments (East) Limited	<p>It was resolved to:</p> <p>Consent to the adoption of the revised business plan for Angle Development (East) Limited at Appendix 3.</p>

Notes:

(c) Statements in **bold type** indicate additional resolutions made at the meeting.

(d) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer.

For more information contact: Richenda Greenhill at Richenda.Greenhill@cambridgeshire.gov.uk or on 01223 699171.

Timetable of Combined Authority Updates to the Business Board

Appendix 2

Date of Business Board Meeting	CPCA UPDATE SLOT 1	CPCA UPDATE SLOT 2
Monday 27 th January 2020 iMET - Alconbury	CAM Metro Update Delivered by Graham Bampton – CAM Director	Strategic Bus Route Review Delivered by Tim Bellamy - Transport Strategy & Policy Manager and Oliver Haworth – Head of Strategic Bus Review
Monday 23 rd March 2020 Zoom	No Update	No Update
Tuesday 26 th May 2020 Zoom	University of Peterborough Delivered by Kim Cooke, Project Manager	A10 Upgrade Delivered by Rob Jones, Project Manager
27 th July 2020 Zoom	Soham Station	Affordable Housing Programme
September 2020	Wisbech Rail	A47 Dualling
November 2020	Kings Dyke	Huntingdon Third River Crossing

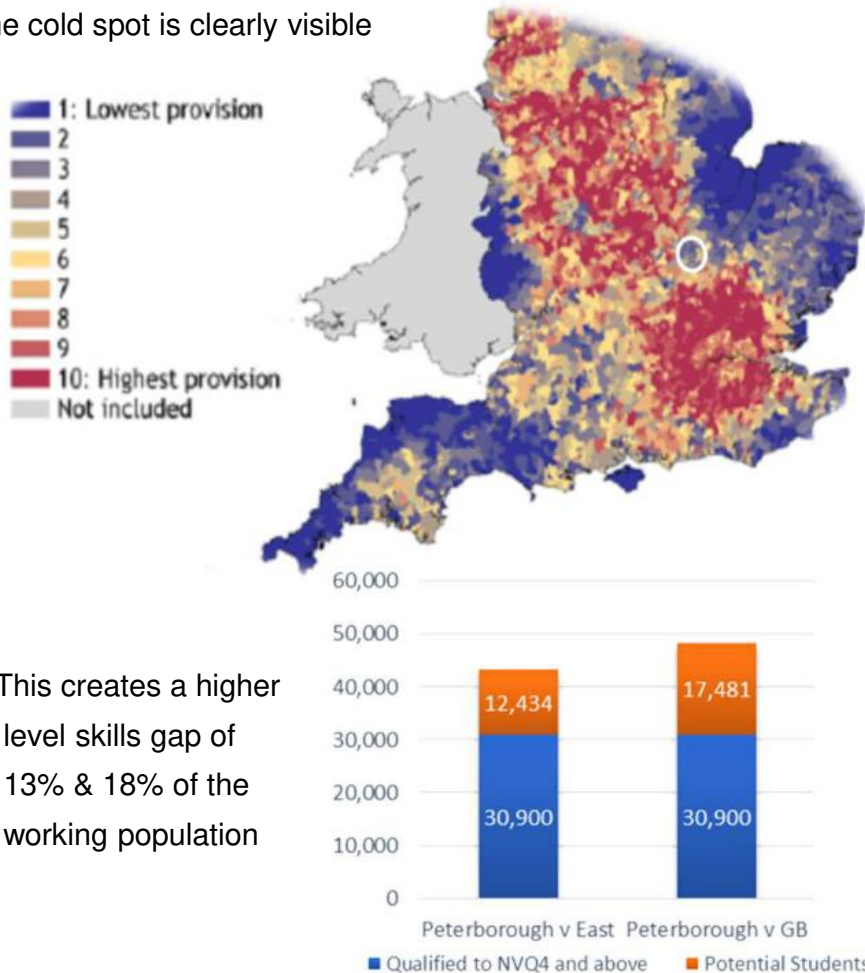


**CAMBRIDGESHIRE
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COMBINED AUTHORITY

University for Peterborough

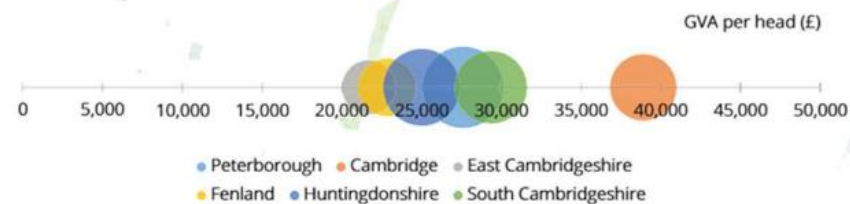
The Opportunity in Peterborough

1. The cold spot is clearly visible



2. This creates a higher level skills gap of 13% & 18% of the working population

3. And that drags down productivity



Curriculum Development

4. Faculty phasing

Sector	Immediate need	In the future	Priority in Phase 1?
Business	Leadership Practice	Business management	Yes, clear evidence of need
	Accountancy & Finance	Accountancy & Finance	
	Computing (FinTech?)	Leadership practice	
Engineering	Mechanical	Software	No, demand is less clear and specialisation is a significant risk factor
	Electronic & Electrical	Electronic & Electrical	
	Software	Mechanical	
IT & Digital	Software development	Artificial intelligence	Yes, subject to clarification of specialisation
	Cybersecurity	Cybersecurity	
	Data Science	Data Science	
Life Sciences	Microbiology	Biochemistry	No, demand is unclear and specialisation is a significant risk factor
	Biochemistry	Microbiology	
	Ecology	Ecology	
Science	Environmental Science	Environmental Science	Yes, subject to clarification of specialisation
	Combined Stem	Combined STEM	
	Geography and Environmental Science	Geography and Environmental Science	
Mathematics	Data Analysis and Science	Data Analysis and Science	Yes, subject to clarification of specialisation
	Statistics	Statistics	
	Economics	Economics	
Sustainability	Sustainable Development	Renewables and Environmental Technology	Yes, subject to clarification of specialisation
	Renewables and Environmental Technology	Environmental Management	
	Environmental Management	Sustainable development	
Arts and Creative	Media Studies	Media Studies	Potentially, but with care to avoid "me too" provision
	Design	Design	
	Politics	Architecture	
Health and Social Care	Health and Social Care	Health and Social Care	Contingent on provider and workforce planning/funding assumptions
	Adult Nursing	Healthcare Practice	
	Healthcare Practice	Education Studies	



Target Market & Delivery Models

Max Impact & Optimum Viability

5. Delivery models by faculty

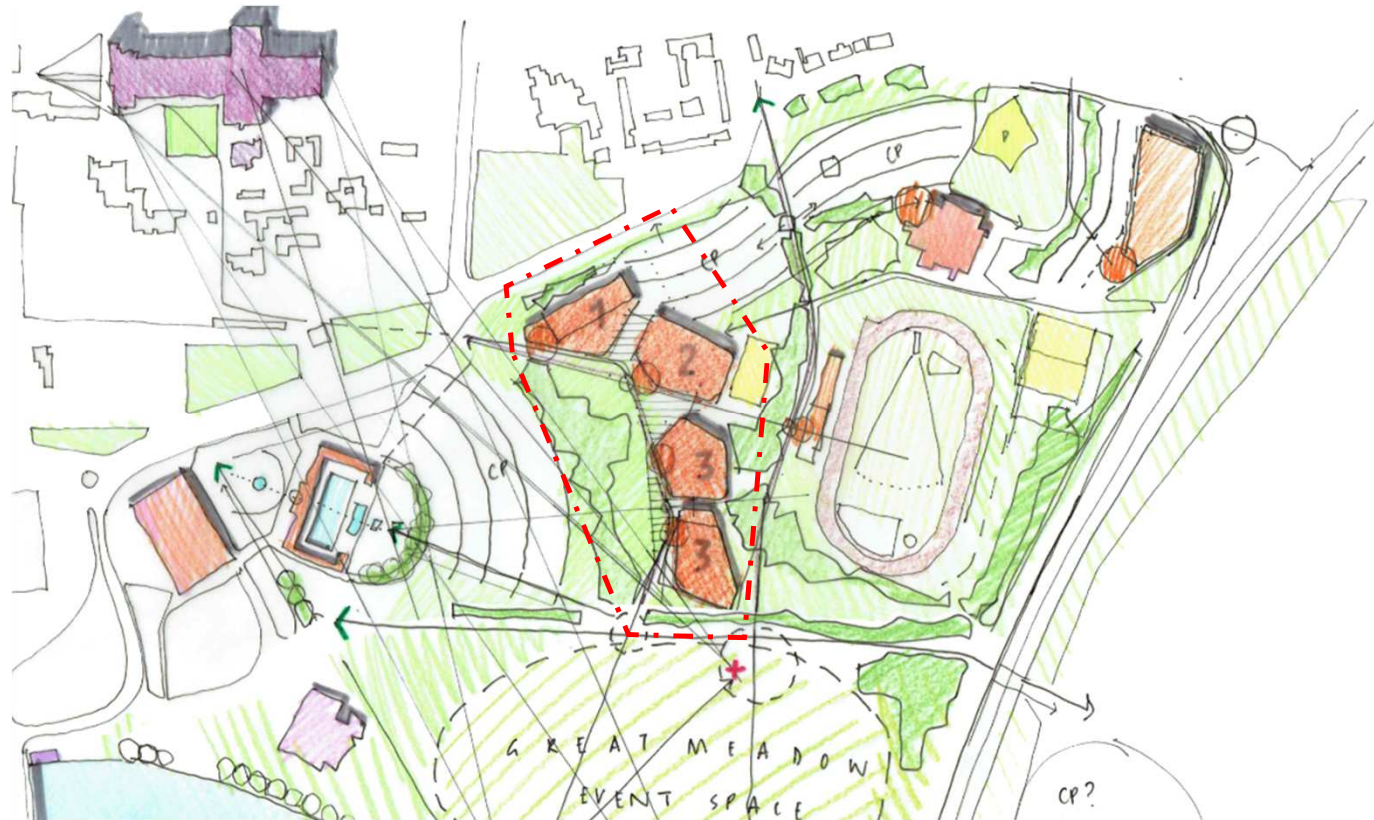
Delivery Model & Faculty Discipline	On-Campus FT/PT	Apprenticeships & In-Company	Blended Learning	Distance learning	Small Bite Participation
Business, Innovation & Entrepreneurship	●	●	●		●
Creative and Digital Arts & Sciences	●		●	●	
Agriculture, Environment & Sustainability		●			●

6. Target market segments by delivery model

Target Segment	Matched to Tailored Provision	Build Phasing
18-24 year olds	Campus-based programmes	Initial Intake to Embankment Site
Under- and unemployed	Outreach programmes leading to campus-based experiences	Phase 2 intakes to the Embankment Site
Large Corporates	Degree Apprenticeships, in-work provision and life-long learning opportunities for existing staff	Phase 1 provision but off-campus in orientation
First Generation HE Students (all ages)	Outreach programmes at least initially (and possibly exclusively) especially for those in Fenland	Further segmentation required to avoid one size fits all/none approaches

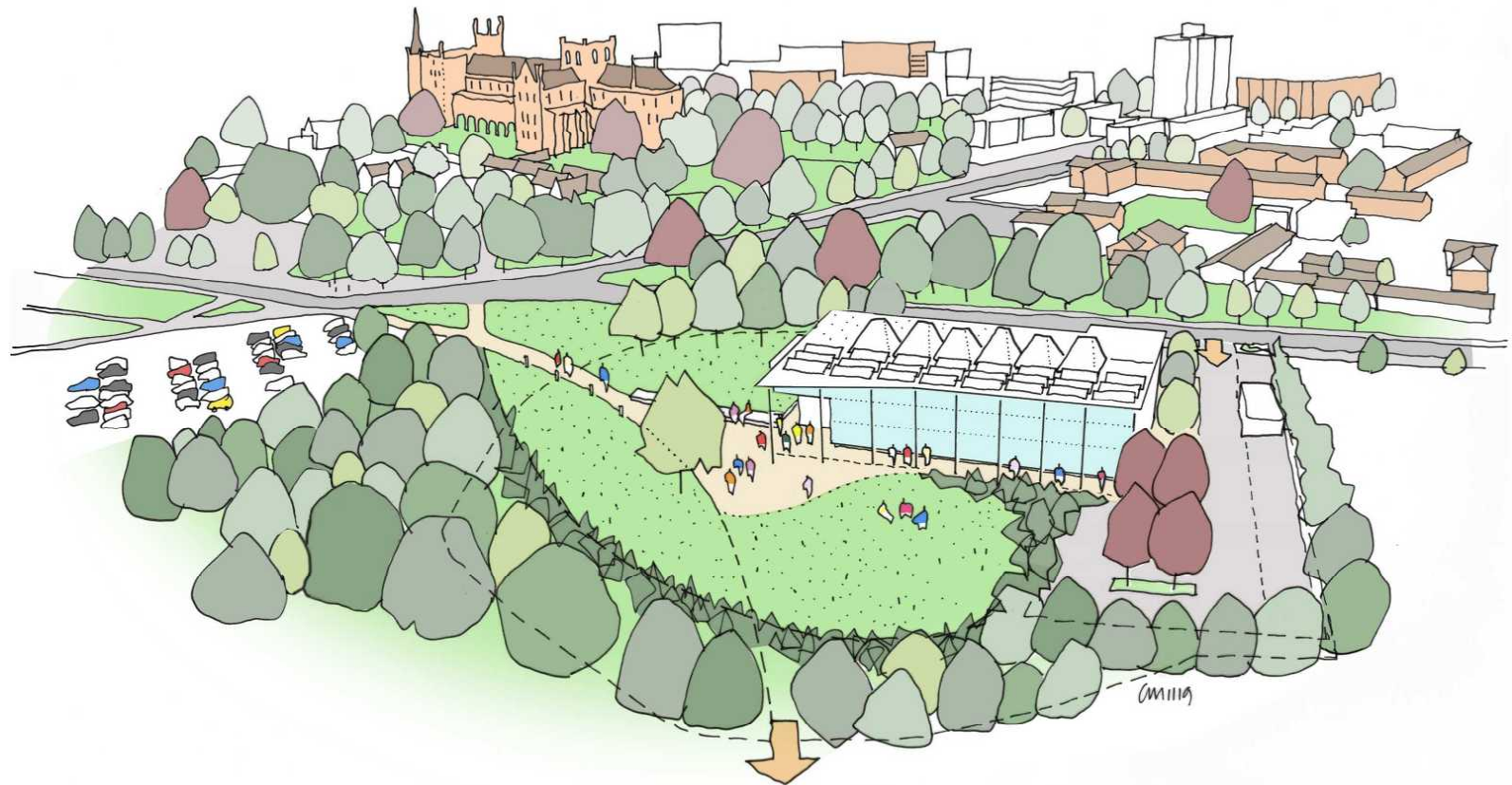


Planning Permissions - Location



View of proposal

aerial from south-east



View of proposal

from Bishops Road – arrival square



Next Steps

2020

- February – Public Consultation
- Spring – Planning Application Submitted
- Autumn – Construction Begins

2022

- September 2022 – First Intake of Students





**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

A10 Strategic Outline Business Case (SOBC) Junctions and Dualling

Business Board Meeting

26th May 2020

**Robert Jones, CPCA Transport Programme
Manager**



- Scope of Project
- Opportunities
- Scheme Objectives

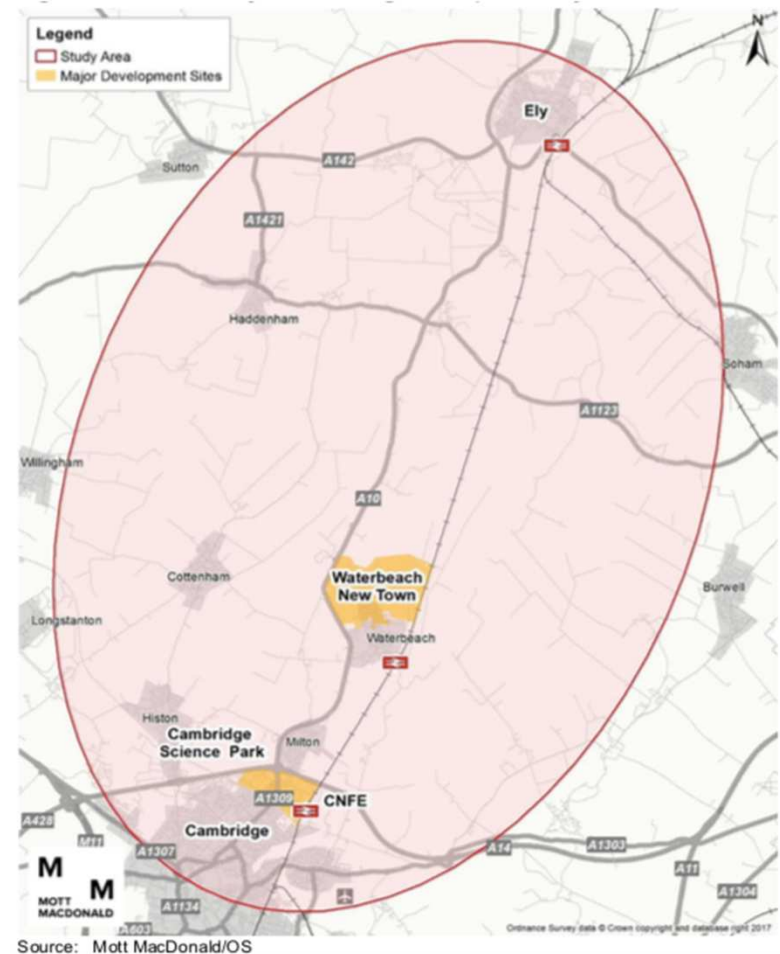


**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

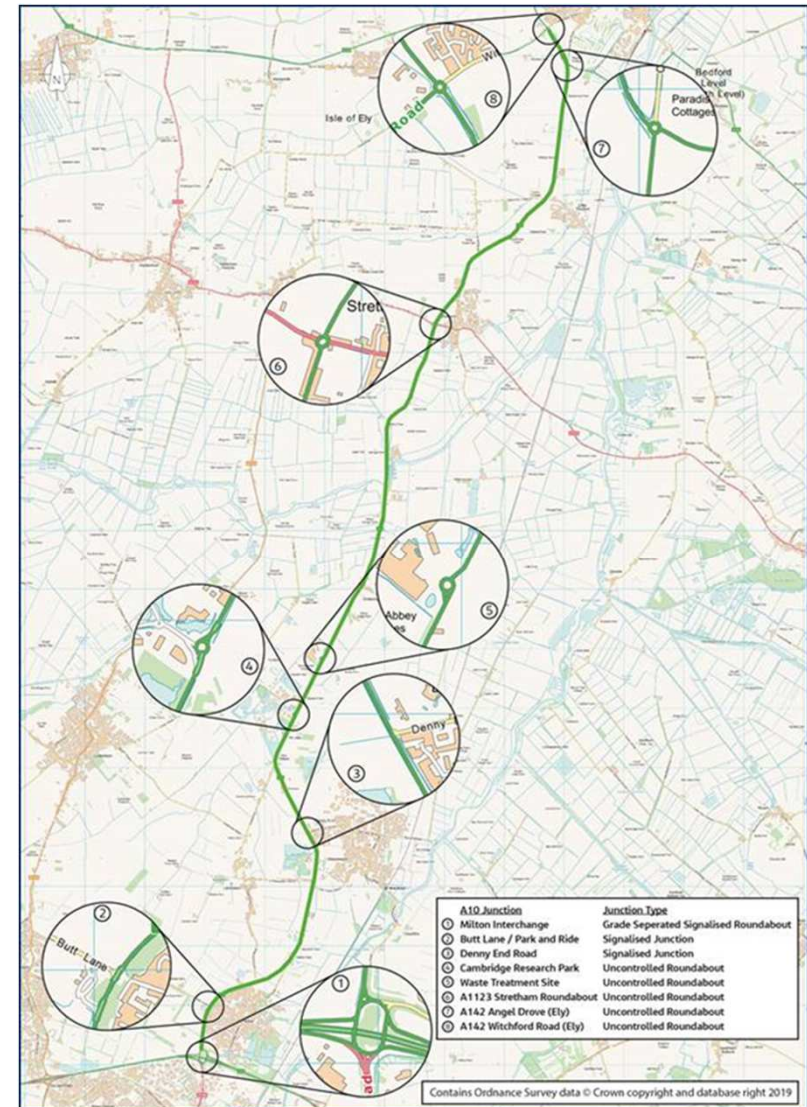
Scope of Project

- Previous study involved looking at the A10 Corridor between Cambridge to Ely (highlighted in red). It concluded that there was a good case for dualling and junction improvements along the A10.
- This project will develop options for dualling the A10.
- Also to review and develop the design of 8 junctions along the A10 that were included within the previous study.



Junctions in Scope

1. Milton Interchange A10 / A14
(review & modelling purposes only. This junction is the responsibility of Highways England)
2. Butt Lane / Park and Ride
3. Denny End Road
4. Cambridge Research Park
5. Waste Treatment Site
6. A1123 Stretham Roundabout
7. A142 Angel Drove (Ely)
8. A142 Witchford Road (Ely)



What has been said about the A10?

Quotes from Mayor James Palmer:

“We know that for the A10 Dualling has been long on the local wish list, with journey times and congestion already causing frustrating delays and holding back our economy. With future predicted housing and business growth in the Cambridge to Ely corridor, the need for this upgrade couldn’t be clearer”.

“All those who use the A10 to commute should be rest assured that the Combined Authority is determined to fully play its part in finding a solution”

“My job as Mayor is to ensure that the new ministers at the Department for Transport are quite clear as to the importance of these schemes to the people and economy of Cambridgeshire and Peterborough”

Issues

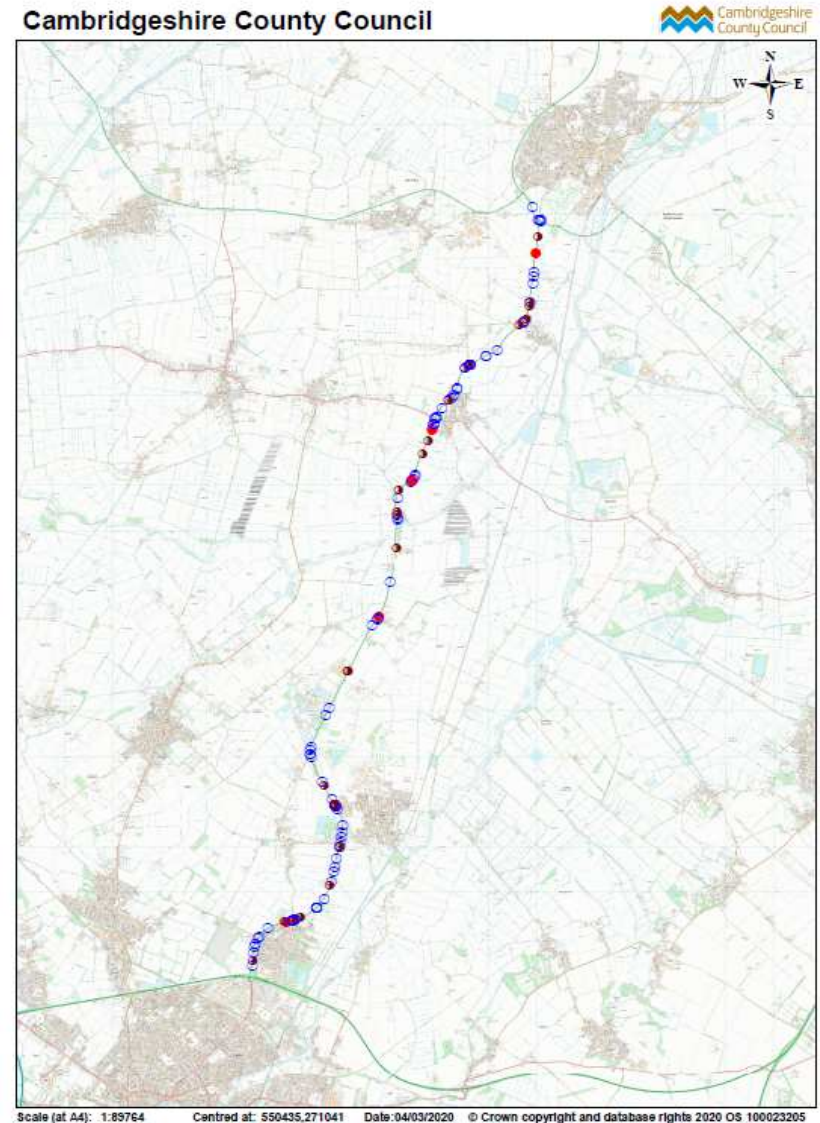
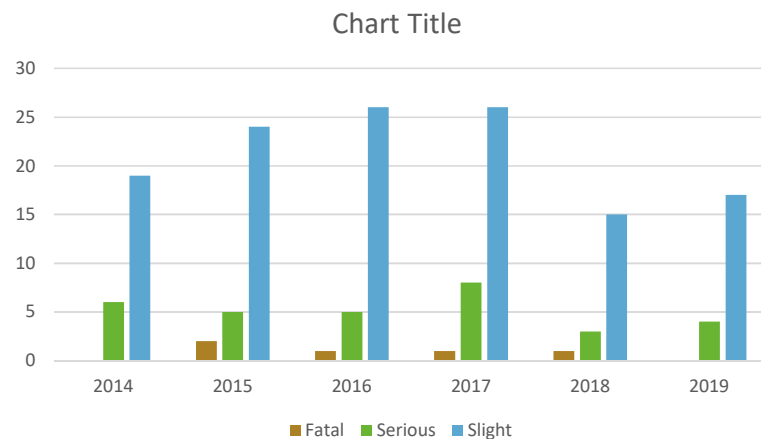
Transport

- Congestion, resulting in slow journey times.
- Unreliable journey times at all times of the day both for private vehicles and public transport.
- Traffic routes running to the parallel B1049, B1050 and the network of unclassified roads that connect these with the A10.
- Community and environmental impacts with additional vehicle volume within villages.
- No coherent cycling route between Cambridge and Ely. Crossing the A10 at Waterbeach for cyclists proves difficult.

Issues

Safety on the A10, between 2014 to 2019, there have been:

- 5 fatalities
- 31 serious accidents (required to be in hospital over 24 hours)
- 97 slight accidents (didn't require or spent under 24 hours at hospital)



Issues

Housing and development

Lack of affordable housing within the corridor for residents who work within the region.

Planners argue that the A10 corridor is “maxed out” and for the North East Cambridge development applications may be required to produce net zero extra vehicle trips.

Opportunities

Transport

- Reduce congestion for businesses operations including private and public transport services.
- Increase reliability for journey times.
- Improve safety and accident reduction.
- Improved conditions for people walking, cycling or horse riding.
- Reduced traffic in the local area including rural villages along parallel routes.
- Contribute to meeting Local Transport Plan objective of providing residents accessibility to a place of good employment opportunities within 30 minutes travel time.
- Potential interface with the Cambridgeshire Autonomous Metro (to be determined).

Housing and Development

- Improved productivity for existing firms and local businesses along the A10 corridor.
- Allowing new sustainable housing opportunities including Waterbeach Newtown, North East Cambridge and Ely developments.
- Helping create up to 14,000 new jobs at Cambridge Science Park and neighbouring innovation centres.
- Spreading prosperity north along the corridor to Ely and beyond.

Scheme Objectives

Theme 1 - Productivity

- Increase productivity through improved connectivity to labour, suppliers and markets by reducing congestion and improving journey time reliability along the A10.

Theme 2 – Transport Performance

- Reduce the risk of collisions along the A10 and on parallel 'B' / unclassified roads in local communities relative to 2018 levels.

Theme 3 – Quality of Life and Environment

- Improve the quality of life for residents in local communities by reducing the community severance and environmental impacts of traffic on the built environment. By exceeding good practice standards for air quality and doubling nature ambition.

Theme 4 – Employment.

- Opportunity for 14,000 new jobs in Greater Cambridgeshire by enabling the development of employment sites at North East Cambridge, Cambridge Science Park and Cambridge Research Park.

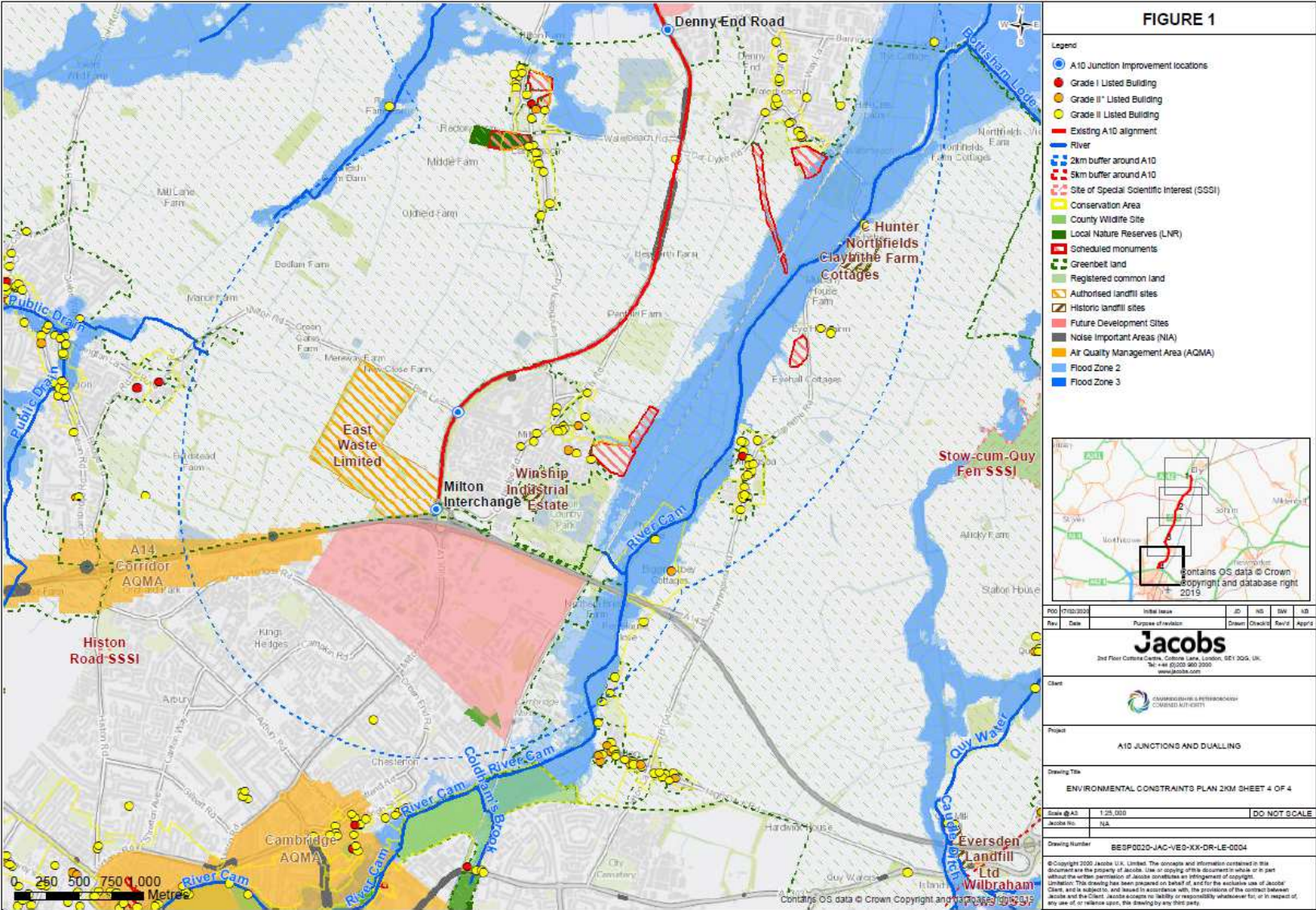
Theme 5 – Sustainable and Active Travel

- Encourage sustainable travel by improving the comfort, reliability, capacity and / or speed of alternative transport services (including CAM, buses, walking, cycling and horse riding) along the A10 corridor.

Theme 6 – Housing

- Support new housing and development to accommodate a growing population and workforce – Waterbeach Newtown, North East Cambridge and Ely developments.

Constraints Mapping 1



Thank-you

Any Questions?

Any queries please contact CPCA Communications team



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

BUSINESS BOARD	AGENDA ITEM No: 1.4
26 MAY 2020	PUBLIC REPORT

UPDATE ON THE BUSINESS BOARD AND WIDER COMBINED AUTHORITY RESPONSE TO COVID-19

1.0 PURPOSE

1.1. The purpose of this report is to provide an update on the Business Board specific and wider Combined Authority's response to COVID-19.

<u>DECISION REQUIRED</u>	
Lead Member:	Austen Adams, Chair of the Business Board
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: N/A Key Decision: No	
<p>The Business Board is asked to:</p> <ul style="list-style-type: none"> (a) Note the wider Combined Authority's responses to COVID-19, as described in this report; (b) Note the Combined Authority's approval of the Recover Orient Adapt and Regrowth (ROAR) approach, set out in Appendix 1; (c) Note the Combined Authority's approval of the interest-accruing repayment holidays to companies in receipt of a Local Growth Fund loans, covering repayments due between 24 March 2020 and 31 August 2020; (d) Note the Combined Authority's approval of the adjustment of the current Small Capital Grant Scheme eligibility criteria on intervention rates, jobs output-value ratio to grant-value, including safeguarded jobs in output measures for grants, subject to consultation with BEIS where appropriate; (e) Note the Combined Authority's approval of the approval of the allocation of £3million Local Growth Funding to the COVID-19 Capital Grant Scheme, from returned unallocated Local Growth Funding; (f) Note the Combined Authority's creation of a £500,000 capital grant scheme aimed at supporting the smallest businesses in the 	

Cambridgeshire and Peterborough Combined Authority area and delegation to the Director of Business and Skills, in consultation with the Mayor, the Section 73 and the Monitoring Officer, for the setting of detailed parameters and criteria for the scheme;

- (g) Note the ongoing discussions between the Mayor and MHCLG and the minister in support of Business Board objectives;
- (h) Note the work ongoing for the potential development in the Housing and Development directorate for a package of measures for home buying borrowers in the CPCA's £40m revolving fund; and
- (i) Note the support provided by the Mayor in raising the challenges of the local bus sector in conversations with the Secretary of State for Transport and the Buses Minister, Baroness Vere. The related government announcement of a package of support for the bus industry, of which the Combined Authority will distribute a proportion.

2.0 BACKGROUND

- 2.1. At the Business Board meeting of the 23 March 2020, the COVID-19 response recommendations were noted. Officers have since implemented the response. This report provides an update on progress and includes decisions, made since, by the Combined Authority to support that implementation.
- 2.2. The detail of the update is provided at **Appendix 1** as the report on 29 April to the Combined Authority Board: Update on the Combined Authority Response to Covid-19 and Funding Decisions.
- 2.3. A latest snapshot update report on Covid-19 response development is included as **Appendix 2**.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There are no direct financial implications.

4.0 LEGAL IMPLICATIONS

- 4.1. The Combined Authority has the power to make grants. The LGF is administered by the Business Board and the Combined Authority is the accountable body responsible for financial oversight. The National Assurance Framework and the Combined Authority Assurance Framework both set out the remit under which the Business Board must operate. Given the current climate and the unprecedented events, all proposals should be implemented in consultation with the Department for Business, Energy and Industrial Strategy where appropriate.

5.0 APPENDICES

- 5.1. Appendix 1: Combined Authority Board Report: Update on the Combined Authority Response to Covid-19 and Funding Decisions.
- 5.2. Appendix 2: Snapshot 16 April 2020 Covid-19 Response Development

<u>Background Papers</u>	<u>Location</u>
Mayoral Decision-Making meeting reports 25 March 2020	https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/853/Committee/63/SelectedTab/Documents/Default.aspx

Snapshot 16 April - COVID 19 Response Development

Short term, we have repositioned the Growth Hub

1. **Growth Hub 1-2-1 Support.** We ensure all clients are accessing information regarding the Central Government Support Packages and are clear on how to apply for these. We also signpost these clients to appropriate local sector Business Networks such as FSB, NFU, Make UK, etc) where they can benefit from sector specific guidance and support. At this stage, we will also triage these clients to assess whether the client should be directed to either of following additional levels of Support.
2. **Multi-Topic 1-2-1 Business Support – Multi-disciplinary, action-led and funded by CPCA.** Some businesses require assistance covering multiple business topics such as: finance, liquidity, accessing govt support, legal, HR, premises, tech, supplier management etc. We have procured V4 (whom are an existing vetted and approved partner) to deliver this 1-2-1 support through a network of 11 Business Advisers. Our Growth Hub Advisers will be alert to clients with numerous, inter-twined challenges and will provide a swift referral to our partners at V4. Funded by CPCA, we are initially delivering this service over a 3-month period at which point we may augment the service to provide more focussed business planning for the post COVID-19 recovery period.
3. **Specific Expertise - 1-2-1 Support from referred specialists and solution-focussed.** We regularly experience enquires from Businesses who have a specific technical requirement where a specialist/professional service provider may be required. Examples include clients who have contacted us requiring legal HR support when furloughed staff take on a second paid job and clients seeking Referrals to more empathetic Bankers. In these cases, and in keeping with the “signposting” role of Growth Hubs, our Growth Hub Advisers are using our database of local, well-established contacts to refer the client to at least two potential sources of support. We make it clear these are Referrals and not Recommendations. These Referrals are being made on the clear basis that initial guidance will be free - but at some point, the client may be required to pay fees to secure the expert-help they require from the specialist, in more depth.
4. **Grants to ease capital payments for businesses -** We have already allocated and made much more accessible, to a wider range of firms and uses, £2.3m of capital grant funding for short term COVID support grants and are seeking to extend this by a further £3m more. This rapidly configured grant service will act as a pilot for A Recovery Investment Scheme for Enterprise (RISE) to be continued and developed in the medium term.

Medium term we are repurposing the previously planned replacement of the Growth Hub, called the **Business Growth Service** with a recovery modified enhancement of it, renamed the **Business Lions Recovery Programme**

1. To achieve this, we are re-purposing the £29m investment already allocated to our flagship, Business Growth Service, due to launch in August 2020. The first year of the programme is currently being re-designed through procurement around the “ROAR” concept described below, comprising four elements: Recover – Orient – Adapt – Regrow:
 - a. **Recover -Supporting financial security and sustainability.** It is possible, that to step in and provide financial security and sustainability for large, economically structural firms, HMG may part nationalise some businesses such as airlines or train companies. - SMEs will need similar capital injections. The economy is likely to contract creating a recession and slowing the recovery of firms’ revenue lines, whilst pre-recession capital programmes and debt obligations will still need to be financed. We will continue and develop the pilot for a **Recovery Investment Scheme for Enterprise (RISE)** with a further £3m to be delivered through the Business Lions Recovery Programme.
 - b. **Orient, Adapt & Regrow - Coping with medium and long term shifts in markets and customer behaviours**
 - i. Customer access could be affected by a more permanent shift in behaviours towards online and distance buying.
 - ii. Markets could be affected by periods of social distancing for 12 months. Trade could be affected by competitor & supply chain consolidation & localisation
 - iii. Revenues could be affected by opportunities for new offerings and modes of delivery
 - iv. Operations could be affected by a more permanent shift in working practices

All the above present both threats and opportunities, based on SMEs’ product and organisational strengths and weaknesses going into this economic shock. A **Regrowth Accelerator Coaching for Enterprise (RACE)** scheme could be considered and could:

- v. Utilise the platform of the planned Business Growth Coaching scheme, currently under procurement. However, this is unlikely to meet the scale of demand, hence lobbying HMG would be preferable.
- vi. Harness a recruited and accredited pool of business coaches to help firms Orient & Adapt to permanent shifts in their business, whilst identifying regrowth opportunities, raising business leader ambition, identifying barriers, developing strategies and supporting implementation ad change.
- vii. Utilise a 50% revenue nudge grant to overcome the prevailing market failure, that stops widespread SMEs take-up professional advice and coaching, even though it is proven to accelerate and sustain higher growth.

- viii. Develop peer-2-peer alumni **“Business Lions”** to go on to mentor thousands more firms, extending the current DIT campaign idea of **“if I can you can!”**



- ix. Offer 50% Capital Regrowth Grant to co-invest with local firms in new technology and equipment to help them adapt and capture new opportunities for regrowth between £25,000 and £250,000 based on a benchmark scheme performance level of £10,000 per new/regrown job created.

Long term, we are levelling up our economy in which economic data from the CPIER would predict that that north, Peterborough and the Fens will be hit hardest and have the longest recovery, where quality of life and employment is lowest and the productivity and knowledge intensity of business is lowest. To tackle this we are building a university and innovation ecosystem to raise all 4 measures, underpinning recovery longer term and building in future resilience:

1. £26.4m already committed by the CPCA and PCC to build a Phase 1 teaching facility on the embankment in Peterborough by September 2022 for 2,000 students.
2. Plans to raise a further £15m for a Phase 2 University Research Centre, on the same Campus, that will become the hub for a Peterborough and Fens innovation eco-systems, involving a wide range of research teams, from multiple universities and local businesses.
3. Aspirations to raise a further £80m for a Phase 3 university teaching facility to bring capacity up to 12,500 students by 2030.



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 3.1
29 APRIL 2020	PUBLIC REPORT

UPDATE ON THE COMBINED AUTHORITY RESPONSE TO COVID-19 AND FUNDING DECISIONS

1.0 PURPOSE

- 1.1. The purpose of this report is to provide an update on the Combined Authority's response to COVID-19 and proposes further recommendations to enhance the response work. Given that the recommendations made on 25 March 2020 were noted at that meeting, it is recommended that those recommendations be approved as part of the formal transparent decision-making process of the Combined Authority.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor James Palmer
Lead Officer:	Kim Sawyer
Forward Plan Ref: KD2020/037	Key Decision: Yes
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> (a) Approve the Combined Authority responses to COVID-19, as described in this report; (b) Approve the Recover Orient Adapt and Regrowth (ROAR) approach, set out in Appendix 1; (c) Approve the offer of interest-accruing repayment holidays to companies in receipt of a Local Growth Fund loans, covering repayments due between 24 March 2020 and 31 August 2020; (d) Approve the adjustment of the current Small Capital Grant Scheme eligibility criteria on Intervention rates, Jobs output-value ratio to grant-value, including safeguarded jobs in output measures for grants, subject to consultation with BEIS where appropriate; (e) Approve the allocation of £3million Local Growth Funding to the COVID-19 Capital Grant Scheme, from returned unallocated Local Growth Funding; 	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

<p>(f) Approve the creation of a £500,000 capital grant scheme aimed at supporting the smallest businesses in the Cambridgeshire and Peterborough Combined Authority area and delegate to the Director of Business and Skills, in consultation with the Mayor, the Section 73 and the Monitoring Officer, the setting of detailed parameters and criteria for the scheme.</p>	
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2.0 BACKGROUND

- 2.1. At the Mayoral decision-making meeting held on 25 March 2020, the COVID-19 response recommendations were noted [report available to view at <https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/853/Committee/63/SelectedTab/Documents/Default.aspx> - Item 7.1 refers] . Officers have since implemented the response. This report provides an update on progress and includes further recommendations.

3.0 GOVERNANCE CHANGES

- 3.1 The introduction of the *Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020* provides for a range of flexibilities which will enable the Combined Authority to conduct business in the context of public health measures, such as social-distancing. For example, Combined Authority Board and Committee Meetings may take place virtually, and documentation (including statutory meeting notices, reports and background papers) may be published solely in a digital format. These flexibilities are in place until May 2021.

MAYORAL COMBINED AUTHORITY M9 DISCUSSIONS WITH THE MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT (MHCLG)

- 3.2 The Mayor has been in regular contact with MHCLG and the minister, with the other M9 Mayors. MHCLG recognises the key role of Mayoral Combined Authorities in economic recovery and recognises their role in place-based thinking.
- 3.3 The Minister is committed to working with Mayors on recovery planning, along with partners such as the LGA and LEPS/Business Boards and is proposing to establish a working group while work goes on to identify an appropriate approach to emerging from lockdown, and relating that emergence with economic activity.
- 3.4 In relation to funding, MHCLG is committed to a pragmatic and flexible approach to funding which it controls.
- 3.5 Recovery planning was discussed in detail, with the following key points being noted:
- Government response to recovery should be cross-departmental and regionally led by Mayoral Combined Authorities, freeing up Local Authorities to deal with practicalities of the response.
 - Each Mayoral Combined Authority regional economy has particular features and needs and there will be a need for flexibility to respond to that.

- Lockdown exit should take a thematic, rather than a place-based model that may be challenging to implement in practice. Officials are anticipating a phased approach to opening businesses and continuing social distancing in public spaces and on transport.
- The importance of skills and need to preserve funding base of skills providers. For example, open air construction may be an early recovery area so skills providers will need to support that.
- The devolution White Paper remains a core 2020 piece of work and is vital to recovery.

3.6 Mayors also raised issues relevant to the immediate response in relation to personal protective equipment (PPE), social care, testing, financial support and furlough payments.

COMBINED AUTHORITY RESPONSE

3.7 The Combined Authority aims to support recovery and formulated an approach covering an immediate, short term and medium-term response to COVID-19.

3.8 The Combined Authority remains 'open for business'. The Combined Authority's workforce continues to work from home. The Alconbury Office is now closed.

- All staff have laptops which can remotely connect to the CPCA network.
- All staff have access to Microsoft Teams, Skype and Zoom for remote meetings.
- Guidance has been circulated by HR on managers maintaining contact with teams and on notification procedures where staff are self-isolating or are diagnosed with COVID-19.
- Remote all-staff meetings are being held by the Chief Executive and also particularly for staff with parental responsibilities to discuss the issues arising for parents working from home and how the CPCA can support them.
- The Happenings communications stream is being used to communicate with staff and to encourage morale boosting activities and to pass on wider messages relating to the COVID-19 situation.

3.9 Future measures will depend upon the onward impact of COVID-19, In particular on CPCA staff absence. Assessment and monitoring continue and such measures may include:

- Arrangements for management and decision-making should senior leaders be absent due to COVID-19
- Identifying the CPCA delivery priorities in the event of staff resource depletion
- Re-prioritisation of work including re-deployment of staff to other duties or other teams
- Re-deployment of staff to support other local agencies if their normal duties are no longer a priority for the CPCA and there is sufficient capacity.

3.10 Local Resilience Forum - the CPCA is participant in the Local Resilience Forum and is involved in the civil contingencies' emergency planning response and response planning for the recovery phase.

4.0 BUSINESS BOARD: LOAN AND GRANT PROVISION

Repayment holidays to companies in receipt of a Local Growth Fund loans

4.1 Two projects have so far requested, and were granted, loan repayments holidays.

Small Grants Applications

4.2 As of the 15th April 2020, the COVID-19 Capital Grant Scheme had the following applications and successful offer of grants in process to date:

- Number of Applications Received to Date: 135 (Total value: £6,280,645)
- Number of Applications Still in Progress: 89 (Pipeline value: £5,211,785)
- Number of Applications at Grant Offer Stage: 7 (Grant value: £518,000)

4.3 The current pipeline of applications in process already exceeds the £2.4million initially available and additional Local Growth Funding is sought into the COVID-19 Capital Grant scheme to achieve a total of £5.4million to service current demand in the system. Please see the Business Board Report at Appendix 1.

Additional Proposed Enhancements to Covid-19 Capital Grants Scheme

4.4 The current LGF funded scheme has seen a high level of applications and interest, from Sole Traders, Non-Limited companies such as partnerships, and companies with less than five employees who are not eligible for support by that scheme.

4.5 To address this issue, it is proposed that the Combined Authority approves the allocation of £500,000 of its Gainshare Capital funding to create a fund specifically to support this sector of the economy by offering capital grants between £2,000 and £5,000 to enable these businesses to maintain their ability to adapt and survive the crisis.

4.6 As this scheme will involve a high volume (100-250 based on the thresholds above) of small value grants, this is significantly different to the existing LGF funded scheme. As such due consideration needs to be given to how the Combined Authority will ensure that it has mitigated the risks of such a scheme, from resourcing impacts, to outcome measurement and fraud prevention.

4.7 Establishing the right controls and potential mitigations, has not been possible in the time available to meet the deadline for bringing a comprehensive proposal to the April meeting of the Combined Authority Board.

Therefore, in order to implement this scheme with the speed required to address the immediate market need, while still fulfilling its duties as a publicly funded organisation, it is recommended that the Combined Authority Board approve the high level principle of the scheme (total value, funding source, and sector of the business community being supported) now, and delegate the final decision on the criteria and parameters to the Director of Business and Skills in consultation with the Mayor, Section 73 and Monitoring Officer.

Growth Hub

- 4.8** The Growth Hub service has been exponentially busy with a peak over last two weeks of 200 calls and 400 emails a day from clients who are not qualifying for Government Support Packages, signposting them to appropriate local sector Business Networks such as FSB, NFU, Make UK, etc, where they can benefit from sector specific guidance and support. At this stage, there has been triage with these clients to assess whether the client should be directed to either of following additional levels of Support including CPCA COVID-19 Capital Grant

Scheme & Additional 121 Support Provided Through our Contractor V4 Services.

- 4.9** Through our existing contractor V4 Services (who are an existing vetted and approved partner) there has been delivery of additional 1-2-1 support for businesses contacting the Growth Hub, CPCA Business & Skills team. This service has been provided through a network of 11 Business Advisers covering multiple business topics such as finance, liquidity, accessing Government support, legal, HR, premises, technology, supplier management etc. Funded by CPCA, we are initially delivering this service over a 3-month period at which point we may augment the service to provide more focussed business planning for the post COVID-19 recovery period.
- 4.10** There have been many enquiries from businesses who have a specific technical requirement where a specialist/professional service provider is required. We have engaged and are signposting to specific expertise and 1-2- 1 Support from referred private sector specialists who are solution-focussed. Growth Hub Advisers are using a database of local, well-established contacts to refer the client to at least two potential sources of support.
- 4.11** In response to concerns that normal Business Board governance processes being too slow to respond to the needs of businesses, officers have incorporated this into the continued design and requests for approval, of COVID response and recovery interventions. This has included further approvals being sought via emergency procedures, for example £3m of LGF at paragraph 4.4 above. In addition, the prompt response detailed at 4.5 in relation to £500k Gainshare funding. In the face of a fast-moving business needs environment, the officers have demonstrated they are able to work in a highly agile manner to meet the needs of business, within the normal and emergency governance processes.

Membership of Economic Recovery Sub-Group (ERSG)

- 4.12** Membership of the Economic Recovery Sub-Group of the Covid-19 Strategic Co-ordination Group is reserved for Officers, however as there was a clear need to involve elected members in the oversight, planning and delivery of Covid-19 response and recovery interventions the Mayor convened a political forum to fill this requirement.

Publicity & Communications

- 4.13** Publicity undertaken to date, to inform businesses of the support available from the Combined Authority includes:

- 14 Business Bulletins, signposting to government which has reached c40,000 business across the region

- 150 social media posts to an audience of 8,896 people, signposting business support, public health and good news stories
- Email and media campaigns regarding the Capital Grant Scheme and soon to be launched Talent Portal
- New media partnership with Archant across the Business Board region to ensure consistent public business messaging, business blogs, Q&A, sharing good news business stories and case studies

5.0 HOUSING & DEVELOPMENT

- 5.1** Housing and Development are considering whether we need a package of measures for borrowers in the £40m revolving fund. If so, this will be presented to the Combined Authority Board. This could comprise components like potential interest free repayment holidays whilst the construction industry is disrupted and extensions of the duration of the loans to enable the developers to cope with the additional disruption and uncertainty around the demand for the sale and occupation of completed units in order to re-pay the loans.
- 5.2** To prepare for this, discussions with developers will take place regarding their position and needs. Discussion will include re-programming of cashflows to reflect how developers see the current situation evolving and impacting on their schemes. Developers are having to either delay their main construction start or suffer an enforced mid-construction delay. Developers could be faced with a market delay in selling products. Any impacts of future proposals upon the overall programme will be financially modelled. The likely outcome will be to extend the periods for the payback, so not as much new business as hoped from the £40m revolving fund until paybacks from the existing loan book becomes more certain. With a support package, we are not anticipating any write offs, loan default or developer failure that might require us to step in at this time. The intention will be to support borrowers and to encourage them to still deliver the schemes for which loans have been approved.
- 5.3** The grant supported schemes continue to see new applications coming forward and other than construction programme delays, it is too early to determine whether there are other impacts that may require further support. Dialogue will continue with grant supported housing providers, advising the Housing and Communities Committee and the Combined Authority Board of any significant impacts or recommended interventions.

TRANSPORT

- 5.4** The lockdown has had a very significant impact on public transport operators. Patronage on buses is down some 90%. The operators have reduced services in response. About half the normal level of bus services has been running. This means that the providers have faced greater reductions in fare income than their ability to cut costs. Bus companies have significant fixed costs and do not benefit from the government's rate relief scheme. The position of smaller firms is likely to be particularly challenging.
- 5.5** The Mayor raised the challenges of the local bus sector in conversations with the Secretary of State for Transport and the Buses Minister, Baroness Vere. He made specific proposals for providing targeted assistance to Ministers on 26 March 2020.

On 4 April 2020 the government announced a package of support for the bus industry. The majority of this support will be provided directly, but the Combined Authority will distribute a proportion of the funding. Officers estimate that Cambridge and Peterborough bus firms will receive some £5 million over 12 weeks as a result of this package. Within that total, some £275,000 will be distributed by the Combined Authority.

- 5.6** The Mayor also raised with Ministers the position of school transport providers. Subsequently, government guidance made it clear that contracts with school transport providers should be honoured in full for the coming term, even if schools remain shut. Cambridgeshire County Council have confirmed that this will be their approach.

Construction: Road Schemes

- 5.7** Government guidance indicates that, where appropriate social distancing measures can be put in place, construction works should continue. The Combined Authority is working with its partners to ensure that highways schemes funded by the Authority and due to start construction in the coming weeks will remain on track wherever possible. The Mayor has also been in correspondence with Ministers on this issue. Officers are also working on innovative approaches to public consultation that would allow schemes still in their development and business case stages to remain on-programme.

Impact of COVID-19 on Travel Habits

- 5.8** The Transport and Infrastructure Committee will discuss the impact of the lockdown on travel patterns with a view to understanding the risks and opportunities the coming recovery phase may present for the achievement of the Combined Authority's aims as set out in the Local Transport plan, including for carbon reductions and air quality, and modal shift. The risk profile of the Authority's bus reform project has also been reviewed in the light of emerging evidence from the lockdown period.

Impact of COVID-19 on Consultation Plans

- 5.9** The March Area Transport Study (MATS) public consultation was scheduled to start on Saturday 28 March for a period of 6 weeks with an invitation only event for key stakeholders planned for Thursday 26 March 2020.
- 5.10** The consultation plan (which involved face to face meetings) has been affected. For example, the social-distancing measures preclude public drop-in events such as those planned for April 2020. By adopting an innovative approach to consultation, it will be possible to maintain progress.
- 5.11** Officers have investigated different online tools to 'kick start' the consultation and have adopted a tool which will enable engagement with the public and consultees, meeting virtually and bringing the community together.
- 5.12** With this new platform, a virtual event can be personalised to show consultation materials including virtual reality and sound demonstrations, videos, maps, plans and pop up banners. The tool allows for instant feedback so public reaction can be captured and saved for analysis and accurate reporting.

5.13 An example where the tool is already in use is Oxfordshire. The County Council there have made live their consultation boards in this virtual space to counter the effects of the lockdown. Please see link - <https://hif1project.consultation.ai/>.

5.14 The tool will be used for the MATS study, in addition to the public face to face events which it is intended to conduct in the future.

6.0 REGULATORY FLEXIBILITIES

6.1 A range of measures are in place to provide for flexibility in responding to the COVID-19 situation. These include measures around procurement, state aid, and meetings.

6.2 On procurement, the Cabinet Office has issued Practice Note 02/20 "*Procurement Policy Note - Supplier relief due to COVID-19*". The key messages were:

- *The public sector must act quickly and take immediate steps to pay all suppliers as a matter of urgency to support their survival over the coming months. Where goods and services are either reduced or paused temporarily, authorities should continue to pay at risk suppliers to ensure cash flow and supplier survival.*
- *Contracting authorities should pay suppliers as quickly as possible to maintain cash flow and protect jobs. The public sector must pay suppliers within 30 days under the Public Contracts Regulations 2015 but contracting authorities now need to accelerate their payment practice.*

6.3 On state aid, a range of sector specific flexibilities have been developed, which allow of a lighter-touch approach.

6.4 The *Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020* provide for key flexibilities, including:

- Local and combined authorities can determine not to hold their annual meeting.
- Local and combined authorities have the flexibility to hold meetings at any time of day and on any day, to alter how frequently meetings can be held and to move or cancel meetings without requiring further notice.
- Meetings can be held remotely. For the purposes of any statutory requirement, members of the authority will be considered as attending a meeting if they can hear, and where practicable see, and be heard and, where practicable, be seen by other members and the public. This allows for meetings to be held by remote means including via telephone conferencing, video conferencing, live webchat and live streaming.
- Local and combined authorities can make standing orders about remote attendance at meetings in relation to voting, access to documents and facilities that can be employed to allow the meeting to be held remotely to suit their own circumstances.
- The "place" at which a meeting is held is not confined to the council building. The "place" may be where the instigator or arranger of the meeting is, or electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers. It could be an officer's or member's home.
- Requirements for a meeting being "open to the public" are satisfied by holding the meeting remotely. This facilitates the holding of remote meetings outside of

the normal offices and/or remotely and allows for members of the public to attend remotely.

- Where documents must be “open to inspection”, this is satisfied by the documents being published on the authority’s website. Documents include notices, agendas, reports, background papers, minutes etc. The publication, posting or making available of documents at the authority’s offices includes publication on the website of the authority.
- Where the annual meeting is not held, the appointments which would normally be dealt with at the meeting will continue until the next annual meeting of the authority or when the authority determines, providing continuity of membership.

7.0 FINANCIAL IMPLICATIONS

- 7.1** The allocation of £3million Local Growth Funding to the COVID-19 Capital Grant Scheme is to be made from returned unallocated Local Growth Funding and is therefore affordable.
- 7.2** The recommendation to approve the creation of a £500,000 capital grant scheme to support sole traders and small businesses can be made available from existing revenue reserves.

8.0 LEGAL IMPLICATIONS

- 8.1** The Combined Authority has the power to make grants. The LGF is administered by the Business Board and the Combined Authority is the accountable body responsible for financial oversight. The National Assurance Framework and the Combined Authority Assurance Framework both set out the remit under which the Business Board must operate. Given the current climate and the unprecedented events, all proposals should be implemented in consultation with the Department for Business, Energy and Industrial Strategy where appropriate.

9.0 APPENDICES

- 9.1** Appendix 1: Report to the Business Board 17 April 2020 - Covid-19 Capital Grant Scheme
- 9.2** Appendix 2: Covid-19 Grant Scheme Process
- 9.3** Appendix 3: Snapshot 16 April 2020 Covid-19 Response Development

<u>Source Documents</u>	<u>Location</u>
Mayoral Decision-Making meeting reports 25 March 2020	https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/853/Committee/63/SelectedTab/Documents/Default.aspx

BUSINESS BOARD	AGENDA ITEM No: 2.1
26 MAY 2020	PUBLIC REPORT

BUSINESS BOARD STRATEGIC FUNDS UPDATE

1.0 PURPOSE

- 1.1 To provide an update and overview of the revenue funding lines that are within the Business & Skills Directorate to assist the Board to enable informed decision making regarding the expenditure of these funds.

<u>DECISION REQUIRED</u>	
Lead Member:	Austen Adams, Chair of the Business Board
Lead Officer:	Vanessa Ainsworth, Finance Manager
Forward Plan Ref: N/A	Key Decision: No
<p>The Business Board is recommended to:</p> <p>Note the update and financial position relating to the revenue funding lines under the control of the Business Board.</p>	

2.0 BACKGROUND & OVERVIEW

- 2.1 The Business Board has requested a summary of the revenue funding lines available within the Business & Skills Directorate, to assist in ensuring financial decisions relating to the revenue funding lines under their control are well informed, financially viable, and procedurally robust.

3.0 BUSINESS & SKILLS FUNDING LINES – BUSINESS BOARD

- 3.1 A breakdown of the Business and Skills Directorate Revenue Expenditure for funding lines under direct control of the Business Board for the twelve-month period to 31st March 2020, is set out in Table 1.1 below. The budget lines reported are those with a direct relationship to the Business Board.

Table 1.1 Business & Skills Revenue - Business Board				
Para Ref.	Revenue	Revised 19-20 Budget	Actual Outturn as at 31 Mar 2020	Outturn Variance
		£'000	£'000	£'000
3.3.1	CPCA LIS Implementation	£ 200.0	£ 218.7	£ 18.7
3.3.2	EU Exit Funding	£ 90.9	£ 141.2	£ 50.3
3.3.3	Growth Company Development	£ 63.0	£ 62.3	-£ 0.7
3.3.4	Growth Hub	£ 92.2	£ 235.7	£ 143.5
3.3.5	LEP Capacity Funding	£ 320.0	£ 132.0	-£ 188.0
3.3.6	Trade and Investment Programme	£ 100.0	£ 49.8	-£ 50.2
	Total Business & Skills Expenditure (B-B)	£ 866.1	£ 839.7	-£ 26.4

3.2 The actual outturn in the table above are provisional, based on incurred expenditure adjusted for pre-payments and accruals, as our accounts have yet to be audited. The outturn variance shows a reduction in expected costs for the year of £26.4k compared to the budget.

3.3 Variances between the predicted revenue outturn position and the annual budget for the main budget headings are set out below:

3.3.1 CPCA LIS Implementation has exceeded budget by £18.7k due to costs forecast for next year arriving earlier than predicted. This will result in the budget for 2020/21 being reduced by this amount

3.3.2 EU Exit Funding has exceeded budget by £50.3k due to the invoicing schedule for the delivery partner. However, the grant funding has been received for this therefore there is no resultant no cashflow issue, and the 2020/21 budget will be reduced accordingly.

3.3.3. The Growth Hub budget did not include salaries as these were accounted for separately within previous MTFP's, however, amended accounting practices during the year have meant these are now reflected within the budget line. The full budget for this programme from BEIS is £246k and there has been a £7k accrual for services that ensure this budget is fully spent.

3.3.4 LEP Capacity Funding has underspent by £188k due to planned costs for Business Board Members and associated Business Board expenditure now being funded by LGF. Additionally, the forecast expenditure for the OxCam Arc did not occur, thereby increasing the underspend. As these changes occurred late in the FY there was no opportunity to spend the funding on alternative initiatives. This programme is funded by a ringfenced grant which has been received and so the underspend will be applied to be carried forward into 2020/21.

3.3.5 There are a wide range of activities currently in discussion, particularly relating to COVID-19 and the LEP capabilities to provide services to the CPCA constituent Councils. The carry forward of this funding will ensure that there will be funds available to carry out many of these programmes once they have been finalised and approved by the Business Board.

- 3.3.6 The delivery of the Trade & Investment Programme was outsourced to Peterborough City Council, with costs less than forecast, and the underspend of £50.2k will be applied to be carried into 2020/21. £25k of this underspend has been committed for work to be carried out in the first three months of the FY, with further additional programmes scheduled, particularly in light of COVID-19 to encourage and develop trade in the region.

4.0 BUSINESS & SKILLS FUNDING LINES – NON-BUSINESS BOARD

- 4.1 A breakdown of the Business and Skills Directorate Revenue Expenditure for funding lines not under direct control of the Business Board for the twelve-month period to 31st March 2020, is set out in Table 1.2 below. This data is provided for information purposes only.

Table 1.2 Business & Skills Revenue - Non Business Board				
Para Ref.	Revenue	Revised 19-20 Budget	Actual Outturn as at 31 Mar 2020	Outturn Variance
		£'000	£'000	£'000
	AEB Devolution programme - Grant	£ 5,576.3	£ 5,576.3	-£ 0.0
	AEB Devolution programme - ITP	£ 1,282.3	£ 608.9	-£ 673.4
	AEB Programme Costs	£ 115.4	£ 412.6	£ 297.2
	Energy Hub	£ 615.4	£ 492.4	-£ 123.0
	Health and Social Care Work Academy	£ 1,500.0	£ 432.2	-£ 1,067.8
	Market Town Strategy Implementation	£ 200.0	£ 152.1	-£ 47.9
	Rural Communities Energy Fund	£ 1,052.5	£ -	-£ 1,052.5
	Skills Advisory Panel (SAP)	£ 75.0	£ 55.0	-£ 20.0
	Skills Brokerage	£ 344.2	£ 260.8	-£ 83.4
	Skills Strategy Programme Delivery	£ 150.0	£ 148.0	-£ 2.0
	St Neots Masterplan Revenue	£ 171.9	£ 84.8	-£ 87.1
	University of Peterborough	£ 235.0	£ 230.8	-£ 4.2
	University of Peterborough (Taught Degree Awarding Powers)	£ 201.9	£ 182.9	-£ 19.0
	Work Readiness Programme (Hamptons)	£ 110.0	£ 109.6	-£ 0.4
	Total Business & Skills Expenditure (Non B-B)	£ 11,629.9	£ 8,746.4	-£ 2,883.5

- 4.2 The outturn variance, as set out in the table above, shows a reduction in expenditure for the year of £2,883.5k compared to the budget.
- 4.3 Variances between the predicted revenue outturn position and the annual budget for the budget headings are detailed to the Skills Committee, and where possible, underspends will be applied to be carried forward to the 2020/21 FY.

5.0 FINANCIAL IMPLICATIONS

- 5.1 There are no direct financial implications beyond those set out in the report.

6.0 LEGAL IMPLICATIONS

- 6.1 There are no direct legal implications

7.0 IMPLICATIONS FOR NATURE

7.1 There are no implications for nature

8.0 OTHER SIGNIFICANT IMPLICATIONS

8.1 There are no significant implications

9.0 APPENDICES

9.1 There are no appendices

<u>Source Documents</u>	<u>Location</u>
None	N/A

BUSINESS BOARD	AGENDA ITEM No: 2.2
DATE: 26 MAY 2020	PUBLIC REPORT

LOCAL GROWTH FUND PROGRAMME MANAGEMENT REVIEW – MAY 2020

1.0 PURPOSE

- 1.1. The Greater Cambridge and Greater Peterborough Local Enterprise Partnership (GCGP LEP) negotiated three successive Growth Deals with Government between 2014 and 2017, securing £146.7m to deliver new homes, jobs and skills across the LEP area. This report provides an update on the programme's performance since April 2015 for the Local Growth Fund (LGF).
- 1.2. To provide the Board with operational updates on the LGF from July 2014 to 1 May 2020 based on the following items:
 - (a) 2020/21 LGF annual grant payment to Combined Authority from Cities and Local Government Unit (CLGU)
 - (b) Financial update on programme spend
 - (c) Q4 2019/20 Quarterly Growth Deal return to MCHLG
 - (d) Pipeline of projects currently in delivery including pre-contract
 - (e) Update new COVID Business Capital Grant scheme
 - (f) Eastern Agri-Tech Growth Initiative update
 - (g) Proposed allocation of returned LGF to Adult Education Budget (AEB) Innovation Fund to support the FE Sector for Apprenticeships and Retraining
 - (h) LGF pipeline assessment for Allocation of remaining funds
 - (i) LGF Monitoring and Evaluation update

<u>DECISION REQUIRED</u>	
Lead Member:	Austen Adams, Chair Business Board
Lead Officer:	John T Hill, Director Business & Skills
Forward Plan Ref: Standing item on FP Key Decision: No	
<p>The Business Board is invited to:</p> <ul style="list-style-type: none"> (a) Note the updates for the Local Growth Fund programme to the Combined Authority Board; (b) Note the Local Growth Fund Project Delivery Risk Register; (c) Recommend to the Combined Authority Board approval of an allocation of £320,000 returned Local Growth Funding into the new Adult Education Budget Innovation Fund as capital match to that fund to support the FE Sector plus Apprenticeships and Retraining; and (d) Note the proposed approach for allocating the remaining Local Growth Funding to remaining projects in pipeline 	

1.0 BACKGROUND

- 1.1 The Local Growth Funds must be spent by 31 March 2021 but programme outcomes can be delivered beyond 2021. Local Growth Funds can provide Grants, Loans or other forms of funding such as Equity Capital Investment.
- 1.2 In addition to the Local Growth Funding there is recycled funding as a result of the Growing Places Loan Fund successfully lent and repaid during the programme which has established a recyclable pot of grants and loans for projects delivering economic benefit across the region, this pot has no spend deadline.

2.0 2020/21 LOCAL GROWTH FUND ANNUAL GRANT PAYMENT

- 2.1 There was an announcement made by Stephen Jones Director in the Cities & Local Government Unit, that the final payments against the Local Enterprise Partnership's (LEP) LGF allocations for financial year 2020/21 would be delayed. After internal assessment this position appears relatively risk free for the Combined Authority and Business Board as the outlined management approach from Cities & Local Government Unit standpoint as funders is a reasonable one.
- 2.2 THE ISSUE PRESENTED

- The Combined Authority (and previous Greater Cambridge Greater Peterborough Enterprise Partnership) total allocation of LGF over the current three rounds was £146.7million and there is a £35million payment for final year 2020/21 outstanding due to be paid to Combined Authority in May 2020.
- The Business Board Annual Performance review challenged all Combined Authorities and LEPs on whether they would defray all of this year's allocation by the deadline of 31 March 2021.
- The answer was not clear from those reviews and BEIS/CLGU were left with the risk that some Combined Authorities and LEPs may not complete full defrayment by the deadline, and BEIS/CLGU would have made the final payment 10 months earlier to that deadline on the basis that most had.
- The solution proposed by CLGU is the reasonable withholding of part of the final payment, pending a clearer, more forensic review and proof from Combined Authorities and LEPs that they can defray their full year 2020/21 allocation by 31 March 2021.
- The plan from BEIS/CLGU is that the Combined Authority will be paid 66.66% of our final £35million payment in May as planned, but 33.33% will be withheld pending a review to run between July and September to check and demonstrate all our projects have robust plans to defray by the deadline.

2.3 MITIGATING THE IMPACT ON COMBINED AUTHORITY ABILITY TO PAY

- No firm date given for payment of the last third but, after the completion of the Review in September 2020, the expectation is payment of funding will be in time to meet our contractual commitments with grant recipients (loan and equity investments will already have been defrayed).
- This also serves to identify in September, funding that will not (contractually) need to be paid to grant recipients by 31 March, giving the opportunity for it to be reallocated centrally and repurposed onto the COVID recovery schemes (like the European Structural Investment Funds have been).
- This scrutinising of projects on their ability to defray their approved grant funding is exactly what Officers are already doing internally so that, if required we can recover and reallocate funding in the Combined Authority area (ahead of the BEIS/CLGU Review). We have already identified at least one new grant we can recover and repurpose for the COVID recovery phase. This could be through adaptations to the Growth Service in Sept-March 2021 which could include additional recovery coaching support and/or additional funding into the Equity Investment element of the service for the Start-ups investment support scheme.

2.4 THIS SHOULD NOT IMPACT OUR WILLINGNESS TO CONTRACT

1. Some LEPs' Accountable Bodies have suggested they cannot lay grant offer contracts without HMG guarantee of funding against those contracts.
2. However, discussions with CLGU indicate that this is not a risk and is not the intent from BEIS, as HMG want the money granted and defrayed. We are

assured this is not a clawback but a re-phasing of agreed payments and that **BEIS will ensure all grant offer commitments are honoured**. That said, the non-payment of a grant instalment not defrayed by 31 March, is indeed allowed for within the contract.

3. We have asked for more detailed reassurance that this BEIS commitment extends to contracts entered into after this announcement and not just those before it.

3.0 LOCAL GROWTH FUND PROGRAMME POSITION

- 3.1. On 1 May 2020, the Combined Authority's Local Growth Fund programme had 14 projects including the new COVID capital grant scheme in delivery, listed in table below:

LGF Project Name	Start date	End date	Completed / In Delivery / Pre-Contract
Medtech Accelerator - Health Enterprise East	30/12/2016	31/03/2021	In Delivery
Agri-Tech Growth Initiative - CPCA	01/08/2015	31/03/2018	In Delivery
COVID Capital Growth Grant Scheme	14/10/2019	31/03/2021	In Delivery
Whittlesey Access Phase 1 King's Dyke Crossing	01/07/2016	30/06/2018	In Delivery
Wisbech Access Strategy	01/05/2015	31/03/2021	In Delivery
Hauxton House Incubator Development	15/07/2019	31/03/2020	In Delivery
NIAB - AgriTech Start Up Incubator	02/02/2020	31/03/2021	In Delivery
NIAB - Agri-Gate Hasse Fen extension	01/03/2020	31/03/2021	In Delivery
3D Centre of Excellence Relocation - Photocentric	10/03/2020	31/03/2021	In Delivery
Aerotron Relocation - Repair centre of excellence	01/04/2020	31/03/2021	In Delivery
M11 J8 - Essex County Council	02/04/2019	31/03/2021	In Delivery
Haverhill Epicentre - Jaynic	01/07/2019	31/03/2021	In Delivery
Lancaster way Phase 2 Grant	30/12/2017	31/03/2021	In Delivery
Living Cell - Aracaris Capital Ltd	26/03/2020	31/03/2021	In Delivery

- 3.2. At 1 May 2020 there were 16 projects approved for funding by the Business Board which are in contract/funding agreement negotiation pre-commencement of delivery with a total value of £44million (see table below) This means that the Business Board had allocated a total of £139.9million of the £146.7million available.

LGF Project Name	Start date	End date	Completed / In Delivery / Pre-Contract
The Growth Service - CPCA	TBC	31/03/2021	Pre Contract
Illumina Genomics Accelerator - Illumina	TBC	31/03/2021	Pre Contract
Cambridge Healthcare & Life Science Start-up Accelerator - Startcodon	TBC	31/03/2021	Pre Contract
Sci-Tech village - U+I PLC	TBC	31/03/2021	Pre Contract
Ascendal New Technology Accelerator	TBC	31/03/2021	Pre Contract
University of Peterborough phase 1 - JV with PCC	TBC	31/03/2021	Pre Contract
South Fen Enterprise Park - Fenland District Council	TBC	31/03/2021	Pre Contract
Logistics Launchpad - Endurance Estates - Brampton	TBC	31/03/2021	Pre Contract
Advanced Manufacturing Launchpad - Metalcraft	TBC	31/03/2021	Pre Contract
Construction Skills centre - Wisbech College	TBC	31/03/2021	Pre Contract
TWI Ecosystem Innovation centre - TWI	TBC	31/03/2021	Pre Contract
CUHP - Cambridge Biomedical Campus Multi Occupancy Building	TBC	31/03/2021	Pre Contract
TTP Life Sciences Incubator	TBC	31/03/2021	Pre Contract
March Adult Edu Centre Expansion - Cambridgeshire Skills	TBC	31/03/2021	Pre Contract
West Cambridgeshire Innovation Park - Uni of Cambridge	TBC	31/03/2021	Pre Contract
Opportunity Peterborough - Smart Manufacturing Association	TBC	31/03/2021	Pre Contract

- 3.3. There are three projects in delivery which will not now be taking their full allocation of funds which results in £3.8million still required to be allocated and spent before the end of March 2021. The remaining funding needs to be allocated to additional proposals that can deliver spend of Local Growth Funds by the end of March 2021.
- 3.4. The total programme expenditure to the 1 May 2020 including completed projects is £79.56million. This spend total actually paid out to projects runs well behind the combined project approval/allocation figure.
- 3.5. There are 18 completed Local Growth Fund projects (see table below) subject to evaluation over the coming months as part of the Local Growth Funding Monitoring & Evaluation plan agreed at the last Business Board meeting. The two projects struck-through are related to West Anglia Training Association which went into liquidation and the Local Growth Fund has repatriated £323,700 from the liquidator to add into the fund pot to be allocated. There is a separate paper to this Business Board meeting in relation to iMET – Technical and Vocational Centre project.

LGF Project Name	Start date	End date	Completed / In Delivery / Pre-Contract
Bourges Boulevard Phase 1	04/01/2014	31/07/2015	Completed
Bourges Boulevard Phase 2	01/03/2016	31/03/2019	Completed
A47/A15 Junction 20	01/03/2016	31/03/2017	Completed
TWI (The Welding Institute) Expansion	01/09/2015	31/03/2018	Completed
Cambridge Biomedical Innovation Centre - CUHP	01/12/2015	31/10/2016	Completed
Highways Academy – West Anglia Training Assoc	01/03/2015	31/05/2016	Completed
EZ Plant Centre Alconbury	01/01/2016	31/03/2016	Completed
Ely Southern Bypass	01/10/2016	01/06/2018	Completed
iMET - Technical and Vocational Centre, Alconbury Weald	01/05/2015	31/03/2018	Completed
Peterborough Regional College Food Mfg Centre	07/01/2015	31/07/2016	Completed
CITB Construction Academy	10/01/2016	29/12/2017	Completed
Growing Places Fund Extension	07/08/2015	31/03/2021	Completed
Lancaster Way Phase 1 Loan	01/12/2016	31/03/2021	Completed
Lancaster way Phase 2 Loan	31/01/2017	31/03/2021	Completed
Manea & Whittlesea Stations	31/01/2017	31/03/2021	Completed
Terraview Loan - Terraview	01/12/2018	30/04/2019	Completed
Soham Station	04/07/2019	31/03/2021	Completed
Signpost to Grant - CPCA Growth Hub	01/02/2016	31/03/2021	Completed

4.0 GROWTH DEAL MONITORING RETURN Q4 2019/20

- 4.1. The Business Board is required to submit formal monitoring returns to Government on Growth Deal performance and forecasts on a quarterly basis.
- 4.2. The return for Q4 2019/20 has had its submission postponed by the Ministry of Housing, Communities and Local Government [MHCLG] due to COVID and will now be prepared in the coming two months.
- 4.3. The LGF team has however been compiling and updating a risk log for all projects live in delivery or in pre-contract negotiation. This is being shared with MHCLG and BEIS colleagues to appraise the situation regards COVID upon LGF delivery. Please see the table below and the LGF Project Delivery Risk register at Appendix A.
- 4.4. Projects shown in amber have slightly delayed delivery but with resolutions agreed with delivery partners to complete schemes by the delivery end date. The RAG rating of all transport projects remain Amber or Amber/Green. There are currently no projects red-flagged as at the end of Qtr.4 (31 March 2020).

Project RAG Ratings					
Project Name	Prev Qtr Q3_1920	This Qtr Q4_1920	Project Name	Prev Qtr Q3_1920	This Qtr Q4_1920
Whittlesey Access Phase 1 King's Dyke Crossing	A	A	The Growth Service	-	-
Ely Southern Bypass	G	G	NIAB - Hasse Fen Extension	G	G
Bourges Boulevard Phase 1	G	G	TWI - Innovation Network Ecosystem	G	G
Bourges Boulevard Phase 2	G	G	Illumina Accelerator Global Expansion	G	G
A47/A15 Junction 20	G	G	Advanced Manufacturing Facility - Living Cell	G	G
Wisbech Access Strategy	A	A	Cambridge Northern Fringe - Sci Tech Container Village	G	G
TWI (The Welding Institute) Expansion	G	G	LGF Topslice	G	-
Technical and Vocational Centre, Alconbury Weald	G	G	Ascendal New Technology Accelerator	G	G
Agri-Tech Growth Initiative	G	G	3D Centre of Excellence	N/A	AG
Cambridge Biomedical Innovation Centre	G	G	Aerotron CAPEX Relocation Project	N/A	G
Haverhill Innovation Centre	N/A	N/A	Start Codon - Healthcare & Life Science Accelerator	-	G
Peterborough Regional College Food Mfg Centre	G	G	Advanced Manufacturing Innovation Launchpad - Chatter	-	G
Growing Places Fund Extension	G	G	Smart Manufacturing Association	-	G
Highways Academy	G	G	Cambridge Biomedical Campus - Multi Occupancy Buildir	-	G
CITB Construction Academy	G	G	TTP Life Science Incubator	-	G
EZ Plant Centre Alconbury	G	G	Wisbech Construction Careers Hub	-	AG
Signpost to Grant	G	G	University of Peterborough	-	G
Medtech Accelerator	G	G	South Fens Enterprise Park Phase 3	-	G
Lancaster Way Phase 1 Loan	G	G	Skills & Training Space Expansion	-	G
Lancaster way Phase 2 Loan	G	G	Brampton Hub - Mobility, Fuels & Logistics Launchpad	-	G
Lancaster way Phase 2 Grant	AG	A	West Cambridge Innovation Park	-	G
Manea & Whittlesea Stations	G	G	-	-	-
M11 J8	AG	AG	-	-	-
Terraviva Loan	G	G	-	-	-
Soham Station	AG	AG	-	-	-
Haverhill Epicentre	G	G	-	-	-
Forecast	G	G	-	-	-
COVID-19 Capital Growth Grant Scheme	G	G	-	-	-
Hauxton House Incubator Development	G	G	-	-	-
NIAB - AgriTech Start Up	G	G	-	-	-

5.0 NEW COVID BUSINESS CAPITAL GRANTS PROGRAMME

- 5.1 The Business Board agreed repurposing the balance of the previous Small Business Capital Grant Scheme for which administrative support was contracted through V4 Services Ltd into a new scheme managed in-house by Officers and V4 Services Ltd contract directed onto providing 1-2-1 business support and advice to COVID affected businesses.

- 5.2 The balance from the Small Business Capital Grant Scheme after subtracting the £740,000 grants in process and the V4 Services Ltd administrative costs left £2.2million into new COVID scheme.
- 5.2 Utilising the remaining £2.2million plus another £3million LGF from the unallocated balance approved by the Business Board under Urgency Procedures into the new scheme launched on 7th April 2020, the 'COVID-19 Capital Growth Fund' is a scheme offering grants from £2k to £150k for new capital investment projects, to support businesses during this emergency. The objective being; to help companies survive this period of enforced downtime and enable them to strengthen their capacity to recover.
- 5.3 The scheme is offering the following:
- For grants of £2,000 - £49,999, up to 80% of the equipment costs will be funded.
 - For grants of £50,000 - £150,000, up to 50% of the costs will be funded.
 - All applicants must be able to demonstrate how the purchase of grant funded equipment or capital expenditure will protect or create jobs.
 - A requirement that at least one job is protected or created for every £25,000 (or part of) of grant funding.
- 5.4 The pipeline and outputs as of 5th May 2020 were:

Total Current Budget (including £3m approved 29 April)	£5.4m
Total Grant Awarded/committed (Grant Offer Letters issued)	£3m
Total Funds left to award/commit	£2.4m
Number of companies awarded (Grant Offer Letters issued)	70
Number of new jobs forecast	141
Number of Safe guarded jobs forecast	376
Pipeline Breakdown:	
<i>Number of applications received since the launch</i>	<i>331</i>
<i>Total amount of grant requested since the launch</i>	<i>£12.8m</i>
<i>Number of applications still to be processed or in system</i>	<i>180</i>
<i>Total value of applications still in process in the system</i>	<i>£6.5m</i>

To note confidential Appendix B contains the list of companies awarded grant offers as at 5th May 2020.

- 5.5 The scheme was very quickly over-subscribed with applications and was paused on 1st May 2020 to processing any new applications but the portal was left open for applicants who wish to record a grant application to be kept on file as potential pipeline should the scheme be allocated any further funding.

6.0 EASTERN AGRI-TECH GROWTH INITIATIVE UPDATE

- 6.1 The Eastern Agri-Tech Growth Initiative currently has 5 applications for grant support which are being appraised, with a total grant value of just over £380,000; 3 are R&D project proposals and 2 are Growth Capital Expenditure. These projects were due to go to Agri-Tech programme board on 31 March but because of COVID19 this meeting did not go ahead, and the decisions are now being considered by email procedures.
2 new enquiries have been received to the scheme in April.
There is currently a total of 9 live projects across Business Board /New Anglia (NALEP) geography, which are on track to complete to their planned schedules.
- 6.2 NALEP second and final tranche of £500,000 into the scheme was received by the Combined Authority to be allocated by 31 March 2021.

7.0 ALLOCATION OF LGF TO ADULT EDUCATION BUDGET (AEB) INNOVATION FUND TO SUPPORT THE FE SECTOR FOR APPRENTICESHIPS AND RETRAINING

- 7.1 Through a more flexible and adaptive adult learning approach the AEB Innovation Fund aims to support residents and employers through the Covid19 pandemic and its aftermath.
- To help in this regard, the funding provided to grant and contracted providers through the new AEB innovation fund will be eligible to use as match funding for LGF in a similar way to the new CPCA Covid19 Business Capital Grant programme.
- 7.2 This is proposed on the basis for projects comprised of a 20% revenue match element from the AEB innovation fund added to an 80% capital grant element from allocated LGF with a combined maximum total grant value of £50,000 per project. Projects are expected to require more capital for equipment than revenue for development similar in nature to the COVID capital grant scheme. AEB grant and contract suppliers will be allowed to apply for multiple grants up to a maximum of four.
- 7.3 This combined AEB Innovation fund supported with LGF will deliver outcomes for residents, employers and AEB providers so they are better prepared to adapt to changes in the education and learning market, learner behaviours and industry needs post the pandemic.
It may include, but is not limited to:

- i. LGF capital funding for more technology-based products such as hardware to deliver distance learning to all
 - ii. Support for hard to reach learners
 - iii. Flexible adult learning and new faculty capabilities to meet employer needs – new qualifications
 - iv. Revenue funding to support course and content development
- 7.4 The AEB Innovation Fund will be administered inhouse by the AEB team working closely with the LGF and Workforce Skills teams to ensure that:
- Projects must assist in achieving AEB, Apprenticeships and Retraining and skills strategy priorities
 - Comply with Assessment criteria that includes:
 - o Engagement
 - o Learning content
 - o Progression
 - o Measurement of outcomes
 - Proposals will need to have at least one learning outcome (achievement, occupational skills, basic skills) and one employment or social outcome (gaining employment, progression in learning, social wellbeing)
 - It will seek projects that will be considered against following criteria:
 - o Priorities that need addressing
 - o How proposal addresses those challenges
 - o How is it innovative?
 - o Learning and employment outcomes
- 7.5 The AEB Innovation Fund was approved to be created using the AEB underspend at the last Combined Authority Board meeting and the Business Board is invited to consider recommending allocation of £320,000 of the returned LGF received from the West Anglia Training Association (WATA) liquidation that was repatriated into the LGF earlier this year. This outcomes of the WATA project which has returned these funds were for skills and educational outcomes, as such, re-allocating the funding to the AEB Innovation Fund would keep the funding aligned with obtaining skills and educational outcomes to support the wider FE Sector
- 7.6 The Skills Committee paper proposing the creation of the AEB Innovation fund is Appendix C to this paper.
- 7.7 The AEB Innovation Fund would be used to support the wider FE Sector to supply apprenticeships and retraining. Since the ESFA have moved to an employer led delivery model it has put the financial control in the hands of the employer. As a result of this, apprenticeship providers have lost the security that a direct contract would have offered. Of the 1,600 Providers currently operating in the Apprenticeships marketplace, 600 of those are Levy Providers only, meaning they have no financial support or supplier relief available to them.
- 7.8 Compounding these issues further, Government announced on the 4th May that the rollout of the non-levy Digital Apprenticeship Service has been delayed, which

would have provided a route for certain providers to receive funding to support the SME market.

- 7.9 We have established, through feedback from employers, that many of the Apprentices in the area have been furloughed. Anecdotal evidence through speaking with the Provider base has identified 2 barriers below:
- I. Many Apprentices do not have internet access, therefore remote learning to continue this training is more important than ever in the downtime while they are furloughed.
 - II. Second barrier to engagement and continued learning is having access to the equipment needed to be able to access learning content.
- 7.16 Some recommendations to remove these barriers could include:
- Laptops and internet dongles
 - Mobile Technologies; Learning Platforms
 - Subscriptions and Additional Licences for current Platforms. Due to 100% of the Provision moving to remote learning, all staff need to access this.
 - Additional equipment to enable successful remote working for those staff who need it.
 - Cross functional teams.
- 7.17 The programme Outcomes, Process and Criteria as attached at Appendix D

8.0 LGF PIPELINE ASSESSMENT TO ALLOCATE ANY REMAINING AND RETURNING FUNDS

- 8.1 As reported at the last Business Board there was potential scope for up to £6.8million of LGF to be returned for re-allocation because of probable changes within spending profiles or agreements of other approved projects. Officers have also received formal notification that the Sci-Tech container village project will now not be going ahead this financial year and the project applicant U+I PLC will not be drawing the £700,000 loan which then adds to the projected returned figure for allocation of up to a probable £7.5million
- 8.2 The Business Board recommended that £3million of this funding be approved by the Combined Authority Board for allocation into the COVID Capital Grant Scheme, which leaves a possible £4.5million to award to projects that can defray funding by 31 March 2021, such as the AEB Innovation Fund proposal above. This figure will be confirmed as projects bring back their formal change requests or notify Officers formally of not continuing with the projects.
- 8.3 The previous call for projects which opened in summer 2019 had elicited projects which had exceeded the value of the LGF available when approvals were given in January. There were projects from that call that were not at full application stage to be ready for consideration for approval in January but have since remained in

our pipeline and are proposed to be brought forward to the July Business Board for consideration of recommendation to Combined Authority Board for funding.

- 8.4 The current assessment of the projects and a projection of which are most likely to be at a stage to be considered for the returned/unallocated LGF yet to be awarded is shown in confidential Appendix E.

9.0 LOCAL GROWTH FUND MONITORING AND EVALUATION UPDATE

- 9.1 The LGF Monitoring and Evaluation plan was agreed by the Business Board at its meeting in January 2020.
- 9.2 The Monitoring of projects in delivery continues by LGF on a monthly and quarterly basis.
- 9.3 The LGF team were due to commence delivery of the Evaluation part of the plan (phase one; historical completed projects) this financial year which included procurement of a contractor to provide data analysis and impact reports for each project.
- 9.4 Due to COVID19 the LGF team has been refocussed to support COVID grant schemes and support for existing in delivery and pre-contract projects, this has meant that the team have not been able to enact the evaluation plan yet and an update will be taken to Business Board in July 2020.
- 9.5 There is also a new plan to procure a single contractor to provide insight, data analysis and economic impact data in light of COVID across whole of Business and Skills directorate – this will include the LGF Evaluation data analysis and reporting provision wrapped into this procurement.

10.0 SIGNIFICANT IMPLICATIONS

- 10.1 None

11.0 FINANCIAL IMPLICATIONS

- 11.1 The funding sought for the AEB Innovation Fund has been received from the liquidators of WATA thus there are no wider implications on the Combined Authority's budgets.

12.0 LEGAL IMPLICATIONS

- 12.1 The Cambridgeshire and Peterborough Combined Authority Order 2017 granted the Combined Authority a general power of competence. This power permits the

Combined Authority to make grants to providers in order to deliver the terms of the devolution deal signed with Government

- 12.2 The Business Board is responsible for programme direction of the Local Growth Funds. The Combined Authority, as the Accountable Body, maintains the legal agreements with project delivery bodies.

12.0 IMPLICATIONS FOR NATURE

- 13.1 None

14.0 OTHER SIGNIFICANT IMPLICATIONS

- 14.1 None

15.0 APPENDICES

- 15.1 **Appendix A** – Local Growth Fund Project Issues Log
- 15.2 **Appendix B (EXEMPT)** – COVID-19 Business Capital Grant Scheme successful awards as at 5th May 2020
- 15.3 **Appendix C** – Skills Committee Report - Adult Education Budget - Innovation Fund
- 15.4 **Appendix D** – Adult Education Budget Innovation Fund Criteria
- 15.5 **Appendix E (EXEMPT)** – Local Growth Fund Pipeline Analysis - May 2020

<u>Background Papers</u>	<u>Location</u>
i. Local Growth Fund Documents, Investment Prospectus, guidance and application forms	https://cambridgeshirepeterborough-ca.gov.uk/business-board/growth-funds/
ii. Eastern Agri-tech Growth initiative guidance and application forms	https://cambridgeshirepeterborough-ca.gov.uk/business-board/eastern-agri-tech-growth-initiative/
iii. List of funded projects and MHCLG monitoring returns	https://cambridgeshirepeterborough-ca.gov.uk/business-board/opportunities/

<ul style="list-style-type: none"> iv. Local Industrial Strategy and associated sector strategies v. COVID Business Capital Grant Scheme 	<p>https://cambridgeshirepeterborough-ca.gov.uk/business-board/strategies/</p> <p>https://capitalgrantscheme.co.uk/</p>
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LGF Project Name	Position	Status	23/03/2020	30/03/2020	06/04/2020	13/04/2020	20/04/2020	27/04/2020
illumina Genomics Accelerator - illumina	Delayed start	Pre Contract	No contact from illumina - suspect the COVID is impacting on the project	illumina are diverted to COVID		Now looking like they will be okay to enter into contract	Contract documents with illumina for review	Meeting with illumina w/c 11/05 to confirm all legal documents
Ascendal New Technology Accelerator	Delayed start	Pre Contract	Awaiting documents	Awaiting documents		Legal Meeting taking place	Contract documents being reviewed	Final draft of contract documents being reviewed w/c 11/04
Logistics Launchpad - Endurance Estates - Brampton	Delayed start	Pre Contract	Grant Agreement has been agreed, with Endurance for sign off, all information has been passed to finance, legal etc	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - awaiting formal update from project		Ready to sign agreement	Contract is ready to sign - there are currently slight concerns regarding spend of the LGF element of the funding. An extension of the lockdown past another 3 months will impact on the spend	Awaiting contract from Endurance Estates
Advanced Manufacturing Launchpad - Metacraft	Delayed start	Pre Contract	Awaiting grant agreement feedback	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - awaiting formal update from project			Contract is with the applicant for review, at present they are stating they will be delivering on time, if lockdown continues for another 3 months there may be an issue with delivery	Awaiting contract from Metacraft - due w/c 11/04
TWI Ecosystem Innovation centre - TWI	Delayed start	Pre Contract	Renegotiation of outputs due to changes in the market	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - project have requested confirmation of extension to deadline spend before entering into contract - update from BEIS requested		Ready to sign grant agreement	Contract is ready to sign, there are some concerns regarding the deadline but they are hopeful they will spend the LGF funds by the March deadline	Contract with Monitoring at CPCA for execution
CUHP - Cambridge Biomedical Campus Multi Occupancy Building	Delayed start	Pre Contract	Awaiting grant agreement feedback	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - awaiting formal update from project	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - awaiting formal update from project		Awaiting Contract from the applicant. Delay with project likely due to Covid.	Working to get agreement back ASAP. They are in the 1. Process of selecting funding partners. 2. Pre-Planning Application with Council. 3. The timing of the above 2 points will impact delivery, hence want to know if extension to March '21 is possible
TTP Life Sciences Incubator	Delayed start	Pre Contract	Awaiting grant agreement feedback. 27/03/20- Working on Covid for now.	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - awaiting formal update from project.	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - awaiting formal update from project.		Awaiting Contract from the applicant. There has been delay to the process due to Covid.	Agreement to be sent back to us by this week. Asked if extension to March 2021 longstop is considered
March Adult Edu Centre Expansion - Cambridgeshire Skills	Delayed start	Pre Contract	Grant Agreement agreed - awaiting signed copy	Grant Agreement agreed - awaiting signed copy	Email sent but no response. Will chase again next week.		No update /response from the applicant	Updated agreement with Applicant. Asbestos found in building. There may be slippage in delivery by 2 months, but will endeavour to meet march 21 deadline
West Cambridgeshire Innovation Park - Uni of Cambridge	Delayed start	Pre Contract	Awaiting grant agreement feedback	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - awaiting formal update from project.			Contract being reviewed	Awaiting updated agreement from the applicant. Chased but no response.
Opportunity Peterborough - Smart Manufacturing Association	Delayed start	Pre Contract	Awaiting share agreement feedback. 27/3/20- Seeking state aid advice. Will work to complete whole process within the next quarter.	Awaiting state aid advice and shareholders agreement			Awaiting State aid report and contract from the applicant	Awaiting agreement from OP. Chased, but no response
Sci-Tech village - U+I PLC	Major concern	Pre Contract	Delayed but contact has been resumed	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - awaiting formal update from project			Concerns raised by U&I regarding spend by the 31 March - if there is no agreed extension they have advised they will be returning the agreement	Meeting 07/05 to discuss options
Construction Skills centre - Wisbech College	Major concern	Pre Contract	Concern regarding completion by March 2021 due to obvious delays being caused by COVID	Delays with the project likely due to tight timeframe for completion of works and delays now inevitable due to close down - project have requested confirmation of extension to deadline spend before entering into contract - update from BEIS requested			The college are very reluctant to start a project that they will not finish by the 31 March with lockdown as is. They have requested an extension to funding, but we can not do this without guidance from BEIS, we cannot guarantee a capital swap due to other capital projects being delayed	Ongoing issues re end date, have requested new programme for delivery and then will review in light of potential delays
Aerotron Relocation - Repair centre of excellence	On-track	Pre Contract	Grant Agreement has been signed by client, all information has been passed to finance, legal etc	No issues	No issues	No issues	No issues with spend within the LGF end date of March 2021	Project completed LGF spend
The Growth Service - CPCA	On-track	Pre Contract	The company is being established, it was disjointed but we are now working together on the forming of the company linked to the procurement linked to the LGF funding	No issues			Procurement ongoing	Procurement ongoing
Cambridge Healthcare & Life Science Start-up Accelerator - Startcodon	On-track	Pre Contract	Documentation being developed - no issues	Meeting booked - no issues		Milner Institute have raised delays due to COVID on the small works potential delay 6 months	Contract documents being reviewed	
University of Peterborough phase 1 - JV with PCC	On-track	Pre Contract	The company is being established, it was disjointed but we are now working together on the forming of the company linked to the procurement linked to the LGF funding	No issues	No issues	No issues	Currently at a phase where COVID is not impacting on the status, if the lockdown extends past another 3 months this will be impacted on.	Progressing
South Fen Enterprise Park - Fenland District Council	On-track	Pre Contract	Awaiting grant agreement feedback	Awaiting grant agreement feedback		Ready to sign agreement	Contract is ready to sign - partner organisation - grant funds being transferred up front and monitored	Awaiting contract for FDC
Living Cell - Aracaris Capital Ltd	On-track	In Delivery	Legal papers have been shared and completed awaiting final repayment schedule	All papers have been signed and executed			No issues reported	No issues



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

SKILLS COMMITTEE	AGENDA ITEM No: 2.1
27 APRIL 2020	PUBLIC REPORT

ADULT EDUCATION BUDGET – INNOVATION FUND

1.0 PURPOSE

- 1.1. The purpose of this report is to recommend the establishment of an Adult Education Budget (AEB) Innovation Fund that supports Providers to deliver education and training that addresses the AEB Commissioning Strategy priorities that reduces skills and employment gaps of CPCA learners disproportionately underrepresented in the labour market. These groups include the unemployed, English for Speakers of Other Languages (ESOL), health volunteers, special educational needs and disabilities (SEND) learners and ex-offenders.
- 1.2. It details how the Cambridgeshire and Peterborough Combined Authority (CPCA) Innovation Fund will be managed for funded delivery with immediate effect, and during the 2020/21 academic year. The Fund will support all CPCA grant funded provision and contract services Providers to apply for additional funding to deliver innovative provision that meets the CPCA priorities for skills and training. It will now give special priority to the COVID-19 pandemic and the impact it is having on the delivery of learning for residents.

<u>DECISION REQUIRED</u>	
Lead Member:	Councillor John Holdich
Lead Officer:	Francis Lawlor AEB Strategy Executive
Forward Plan Ref: KD2020/024	Key Decision: No
<p>The Skills Committee is invited to::</p> <ul style="list-style-type: none"> a) Approve the recommended approach for creation and management of the AEB Innovation Fund; and b) Recommend the Combined Authority Board approve the carry forward of 50% of the 2019-20 underspend on the “AEB Devolution Programme – ITP” funding line and ringfence this for the Innovation Fund in the 2020-21 Budget, up to a maximum of £500k. 	

2.0 BACKGROUND

2.1. The CPCA will enable both grant-funded and procured AEB providers delivering to learners in Cambridgeshire & Peterborough to apply for additional funding until the end of the 2019/20 academic year and for 2020/21.

2.2. The CPCA is recommended to create an Innovation Fund and allocate it half the underspend on procured AEB provision from the financial year 2019-20, up to a maximum of £500k. This fund will be available to pay for additional, innovative, provision from providers who are performing well.

2.3. The fund will support

- (a) Innovative proposals that support and maximise learning participation in the next 6 months

For instance

- Supporting distance learning for disadvantaged learners
- Creative ways for accessing the internet
- Short course digital skills training

- (b) Additional activity including specific pilots and change programmes funded by AEB that

- Meets the AEB Commissioning Strategy priorities for skills and training in Cambridgeshire & Peterborough
- Demonstrate innovation
- Deliver tangible outcomes

For instance

- English for Speakers of Other Languages
- Addressing sectoral priorities in Cambridgeshire & Peterborough
- Support for those affected by jobs displacement and redundancies
- Improving participation in digital skills training

2.4. Annex 1 expands on the type of activity anticipated and the expected rationale, aims and outcomes from innovative projects. We will encourage more collaborative projects across providers with multiple partners.

2.5. Delivering the CPCA economic and social ambition will take time and the changes to the AEB funded skills system will be evolutionary. However, there is scope from the academic year 2019/20 to use AEB differently and more flexibly for some groups and/or specific skills within the economy. Changes and innovations will consider the following prioritised by the order below

- (c) The short term immediate needs of the next six months

- (d) The medium to long term so that proposals can be more developmental or seeking to plug gaps that is not within existing funding criteria such as new qualifications or meeting employer skills gaps
- 2.6. This process will allow for further data gathering and analysis from fully funded pilot provision to ensure an evidenced based approach to change.
- 2.7. Funding allocated will be additional to the amount already allocated to grant providers and contract service providers delivering to Cambridgeshire & Peterborough learners in 2019/20 and 2020/21.
- 2.8. Flexibilities and any pilots are intended to help providers develop different methodologies that can be mainstreamed in the longer-term dependent upon successful outcomes being realised that go beyond the delivery of qualifications for residents, with a stronger emphasis on outcomes or progression to further learning, employment or progression at work.
- 2.9. In future academic years, the Combined Authority will test further areas of innovation and embed earlier piloted delivery and reporting mechanisms within the AEB funding and performance management rules if any pilots are successful.
- 2.10. The Fund will only support applications that demonstrate innovation in the delivery of adult education providers.
- 2.11. Provision could be innovative in terms of
 - (a) Engagement – the method through which the provider engages with or targets learner groups
 - (b) Learning content – the approach taken by the provider to the delivery or content of the curriculum
 - (c) Progression – how the Provider supports learners to achieve employment, learning or social outcomes and progression
 - (d) Measurement – how the impact and outcomes of adult learning are captured and measured
- 2.12. The Fund will support both
 - (a) The testing of new approaches through piloting
 - (b) The scaleup of previously small scale projects which are not eligible to be funded through the current AEB funded rules
- 2.13. Applicants will need to identify the learning, employment and/or social outcomes their proposed activity will deliver for residents, communities and employers within Cambridgeshire & Peterborough
- 2.14. Table 1, also in appendix 1 outlines the general type of outcomes that could be delivered. Providers will be expected to deliver at least one learner outcome and one employment and skills outcome.

2.15. The CPCA AEB team will publish further guidance to providers on how to measure and evidence these outcomes in due course.

2.16. Providers will be required to set out

- (a) The priorities their proposed activity addresses (from the AEB Commissioning Strategy and the Skills Strategy)
- (b) A convincing account of how the proposed activity will address the challenges identified under the relevant priorities
- (c) The innovation they believe their proposed activity demonstrates
- (d) The learning, employment and/or social outcomes their proposed activity will deliver

3.0 SIGNIFICANT IMPLICATIONS

4.0 FINANCIAL IMPLICATIONS

- 4.1. In the short term this is proposed to utilise a current underspend from the 19-20 financial year. As the CPCA Board had already allocated this funding for AEB provision, and it is funded via the devolved AEB there would be no wider impacts on the CPCA's finances.
- 4.2. If this project is continued in future years this would rely on either continued underspend on AEB procured provision, or a reduction in the value of procured AEB delivery in future academic years.

5.0 LEGAL IMPLICATIONS

- 5.1. The Cambridgeshire and Peterborough Combined Authority (Adult Education Functions) Order 2018 (SI 2018/1146) transfers functions from the Secretary of State to the Combined Authority..

6.0 OTHER SIGNIFICANT IMPLICATIONS

- 6.1. There are no other significant implications

7.0 APPENDICES

<u>Source Documents</u>	<u>Location</u>
None	N/A

APPENDICES

Appendix 1

1. Covid-19

Rationale

Through more flexible and adaptive adult learning AEB aims to support local residents and employers through the Covid 19 pandemic and its aftermath.

To help in this regard, the funding provided to grant and contracted providers through the innovation fund will be eligible to use as match funding for the new CPCA Covid 19 small grant.

This will be on the basis of a 20% revenue match from the AEB innovation fund attracting an 80% capital grant fund from the Covid-19 small grant fund with a maximum total allocation of £50,000 per project. AEB grant and contract suppliers will be allowed to apply for multiple grants up to a maximum of four.

Outcome

Residents, employers and AEB providers are better prepared to adapt to changes in the education and learning market, learner behaviours and industry needs post the pandemic.

It may include

- i. Links to the Covid 19 small grant fund for more technology based products to deliver distance learning to all
- ii. Support for hard to reach learners
- iii. Flexible adult learning and new faculty capabilities to meet employer needs – new qualifications

2. English for Speakers of Other Languages (ESOL) – flexible and responsive delivery

Rationale

The Government's Casey Review (2016) stated that 'English language is a common denominator and a strong enabler of integration'. The report recommends 'improving English Language provision through funding for community based classes and appropriate prioritisation of adult skills budgets'. Our emerging findings from consultations with Providers, and the local Jobcentreplus offices details the need for

- i. more ESOL tutors to meet demand;
- ii. discrete learning opportunities for those with skills needs related to
 - a. speaking and listening;
 - b. reading and writing;

- c. ESOL needs appropriate to the workplace.
- iii. opportunities for progression across these disciplines;
- iv. courses at the right level and intensity for learners who may range from illiterate in their own language to graduates including pre-entry ESOL support;
- v. learning experience enrichment with other learning alongside language skills.

The Combined Authority wishes to see true innovation in the delivery of ESOL locally that meets learner needs. Without being prescriptive, key features of a pilot could include one or more of the following:

- i. ESOL tutor training for use across the region – support new peer mentors with teaching qualifications
- ii. Effective initial assessment tools / diagnostic of the ESOL skills needs of learners;
- iii. Testing of bespoke delivery for reading and writing and speaking and listening compared to employment and progression results from mainstream ESOL offers;
- iv. Testing of results from RARPA (Recognising and Recording Progress and Achievement) approaches compared to mainstream ESOL qualifications;
- v. Development of pre-entry level provision for those illiterate in their own language with opportunities for progression to speaking and listening and reading and writing skills;
- vi. Delivery as a minimum of 8 guided learning hours per week – in smaller class sizes or over an intensive initial period with reported comparisons to mainstream provision;
- vii. Supporting peer language conversational clubs with peer mentor and volunteer support;
- viii. Supporting tutor Continuous Professional Development (CPD) for multiple Providers.

Outcomes

This may include the following:

- i. Progression to employment or further learning other than ESOL by
 - a. Better initial assessment and diagnostic tools developed;
 - b. Number of new qualified ESOL tutors developed;
 - c. Developing new and better learning pedagogies co-designed with ESOL learners;
 - d. Greater collaboration between Providers to meet needs and support progression;
 - e. Successful testing of co-production techniques that informs future curriculum design;
 - f. Test the success of intensive smaller class sizes for a short initial period of learning.

3. Digital skills – flexible and responsive delivery

Rationale

Digital skills are vitally important to the economic success of Cambridgeshire & Peterborough, both as a skill necessary for social inclusion and as they become more prevalent within the skills needs demanded by all employers. A response is needed to the digital skills capabilities needed by employers facing the challenges of industrial digitisation and residents requiring improved digital skills across longer working lives. Digital skills are vitally important to the economic and social cohesion of the region.

Our research on digital skills demand and supply is limited but what little there has identified significant a need for a broad range of skills including Excel, coding skills, web editing and the ability to bring these skills to enhance existing job roles. Nearly all job roles need digital skills and increasingly we all need digital skills to participate in the modern world; employability skills delivery needs to get people digitally equipped to enter the labour market.

Aim

To meet the demand for digitally skilled labour while ensuring that new workers have access to digital skills. The economic development potential of digitalisation is clear. We will support tackling barriers to accessing digital skills for employment rather than displace current basic AEB funded digital skills that support familiarity with technology and IT confidence.

Target groups for supporting digital skills for inclusive growth will include:

- i. Economically inactive and in need of digital skills to enable employment;
- ii. Learners aged over 50 whose digital skills need improving to support work related skills and employment goals (including changing job roles or sector);
- iii. Those looking to retrain who are already in work;
- iv. Those looking to return to work with greater digital skills following an absence,

The Combined Authority wishes to see true innovation in the delivery of digital skills that delivers skills needed by employers in support of inclusive growth. Key features could include one or more of the following:

- i. Encourage participation of adult returners and the upskilling of learners to progress into employment and progress to further digital learning;
- ii. Delivery across a range of skill levels including units at Level 1 to Level 3
- iii. Digital employability skills and/or skills needed for employment in the digital and creative sector or those digital skills required by other employers;
- iv. Engage employers to help design bite-sized digital skills for new qualifications;

- v. Consideration of employer input - developing a partnership between local employers, to re-train older learners with digital skills that will enable career progression and potentially lengthen the time that they are economically active.
- vi. Flexibility of learning, using blended approaches of classroom and digital mechanisms that allow repeats of learning sessions and catch up on missed lessons;
- vii. Flexible timing of learning around shift patterns or at weekends reflecting learners' work-life balance;
- viii. Consideration of location of delivery offering local 'pop-up' learning access points to support learning/re-training;
- ix. Delivery in the workplace with digital skills needs that meet learners and employers digital upskilling need supporting learners to retain and progress in employment.

Outcomes - This may include the following:

- i. Better initial assessment and diagnostic tools developed;
- ii. Attract, support and retrain those in work in commercially valued digital skills;
- iii. Participation and upskilling of older working learners (aged 50 and above);
- iv. Number of employers engaged in digital skills co-design and offering access to workers;
- v. Upskilled learners progressing into employment and further digital skills;
- vi. Supporting social mobility - re-training under-represented learners in digital skills.

1.1 Table 1

Table 1 – Outcomes

Learning Outcomes	
Qualification achievements	Any learning activity with a clearly defined learning aim that results in a qualification awarded by an awarding body approved by Ofqual.
Occupational skills	Any learning activity that equips an individual with the skills required for a particular occupation. This might be to enable them to enter an occupation, make a career change or improve skills identified by their current employer.
Basic skills	Any learning activity that leads to improvements in an individual's basic English or maths skills. This may result in qualifications at a level appropriate to that individual
Employment and skills outcomes	
Poverty reduction	Any learning activity that results in an improvement to the extent to which the material resources available to a household is sufficient to meet its material needs.

Self-efficacy	Any learning activity that supports improvements in an individual's belief in their ability to achieve goals, which may have been impaired by illness, disability or a life experience.
Financial capability	Any learning activity that supports individuals to better manage their money, prepare for and manage life events, and deal with financial difficulties
Digital inclusion	Any learning activity that improves an individual's skills and motivation to confidently go online to access the opportunities of the internet – including use of digital public services
Family learning	Any learning activity that has an impact on the learning outcomes of both children and adult family members and that contributes to a culture of learning in the family
Social integration	Any learning activity that supports how people positively interact and connect with others who are different to themselves and contributes to improvements in the life of a community
Health & wellbeing	Any learning activity that positively impacts on an individual's mental or physical health, on their ability to manage a health condition, or has a positive impact on personal or community wellbeing.
Work readiness	Any learning activity that improves an individual's capacity to find and secure employment.
Progression into employment/ further learning	Any learning activity that results in a learner either gaining employment or enrolling on a further course of learning. This could include access to higher education or higher levels in further education.
In-work progression	Any learning activity that supports an individual's progression at work (e.g. securing extra hours, an increase in pay and benefits, transition to a more secure job status).



**CAMBRIDGESHIRE
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COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR



THE BUSINESS BOARD

AEB Innovation Fund Criteria

Proposed new Adult Education Budget Innovation Fund Programme outline:

New grant programme combining Adult Education Budget (AEB) and Local Growth Fund (LGF) funds into a blended Revenue and Capital grant provision to be managed by AEB Officers mirroring the LGF process of project call, application, scoring assessment internally and externally, then finally delegated authority to award grants.

What will be achieved if the new programme does not receive the Local Growth Fund investment:

The LGF will add more funds into the Innovation fund to be able to target a higher number of disadvantaged learners and communities who cannot easily access distant or remote learning and have a strong desire to do so as the effect of COVID 19 restricts normal learning practices. It will assist in providing access to remote learning through physical equipment or internet access and support. Without it many learners will be unable to access provision. It will also help to provide learning support for the most disadvantaged learners and communities.

Reach of Innovation fund curtailed but level of adaptations and new ideas for learning delivery and outcomes will be half utilising the AEB funding element only.

What additional outcomes will the LGF investment into this Programme enable:

For a maximum funding of £50,000 per project, each project will assist 150 residents which for a fund of approximately £350,000 will be up to 1,000 residents who will need to reskills, update their skills and be prepared for the new employment market place. It will also have many social outcomes through improving social confidence and local communities to prepare for any difficult economic circumstances the future presents.

Jobs (both created through learner's future outcomes plus safeguarded staff at FE and providers being able to maintain delivery), Apprenticeships, new business led skills course development online etc, faster course development flexing to COVID impacts

How does this fit with what the Business Board aims to achieve:

All strategies are being looked at for refresh in light of COVID (including the LIS and Skills Strategy) and with the current COVID driven trend for more online and virtual delivery plus risks to future workforce skills levels there is an immediate need to facilitate the maximisation of participation in adult learning.

It will meet the outcomes detailed in the AEB Commissioning Strategy and ensure they are more achievable with the advent of COVID 19 namely

- target people in priority communities
- target sustainable employment for residents during learning and after learning
- improve learning progression and if appropriate onto Apprenticeships
- target low-skilled and low-paid adult residents
- Increase self-confidence for the low skilled and those furthest from the labour market
- Increase skills and qualification at level 2 and level 3
- increase digital skills for residents with no basic digital skills
- increase flexible delivery of learning that supports adults in work to upskill.

In addition, it will enhance the likelihood of achieving the three priorities set out in the skills strategy

- Achieve a high-quality offer tailored to the needs of the three sub economies
- Empower local people to access education and skills to participate fully in society, to raise aspirations and enhance progress into further learning and/or work and career progression
- Develop a dynamic skills market that responds to the changing needs of local business

What are the timescales for the Programme:

This will be an open competition leading to bids being received into AEB team for processing and assessing. The successful grants approved and offered a grant funding agreement which protects CPCA, then claims received for drawdown on the funds with outcomes achieved over coming 12 to 18 months.

- June – bids from FE Colleges, ITPs, local community groups and local providers with a three week
- July – bids approved at the latest
- Allocations and activity from July
- Outcomes measured from September – every quarter and annually

The Programme will be planning to achieve the following outcomes:

Grants up to a value of £50k with a minimum requirement in applications to contribute towards one or more of the programme outcomes of for example:

- 150 learners supported (who could not otherwise access learning) per £50,000 (outcome cost £333 per learner)
- 15 new jobs and 45 jobs retained per £50,000 grant (outcome cost £833 per job)
- 30 new apprentices supported per £50,000 (outcome cost £1,666 per apprenticeship)
- 50% from disadvantaged communities (this outcome does not have a £ value but counts strongly in assessment criteria for scoring bids)

Projects will be expected to hit one of the outcomes above or a combination of these outcomes with the hurdle rates above based on £1 per outcome totalled up.

The programme will ensure that the bidding process is fair, open, and transparent:

The grant fund will be open to all FE and training providers in the CPCA/BB area and the call for applications will either be advertised publicly or will be communicated to all FE and

training providers or through providers forums – or a combination of all these channels. The applications must hit a hurdle rate based on the outcomes above before being progressed into being assessed against the criteria below using a panel of internal Officers from AEB/Skills/LGF teams and independent assessors with AEB experience scoring the 'fit' to the criteria and all decisions plus grant awards made will be loaded onto the CPCA website for transparency. Plus reported through Skills committee and Business Board in programme update reports.

Programme decision making on which projects to invest in:

Officers in AEB team will lead administration of the new scheme but Officers from Skills team and LGF team will form the scoring panel, with independent assessors and decision based on the panel scores.

All grants awarded will be signed off by the Director of Business and Skills with oversight from legal and finance in the preparation of standard grant funding agreements.

Programme Assessment criteria

Applications will be assessed according to the criteria set out in the table below. Answers will be scored using a scale of 1-4 with four being the highest score. All questions must be answered for applications to be assessed.

Questions	Weighting	Excellent (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 points)
Please provide a summary of your proposal	20%	a clear and compelling case for why the project will add value to existing provision and a clear and detailed summary of the proposed activity.	A good case as to why the project add value to existing provision with a reasonable summary of the activity proposed	A reasonable case as to why it adds value to existing activity and a basic summary of the activity proposed	Fails to make the case for why it adds to existing provision and there is no or a limited summary of the activity
Please explain which AEB and/or skills strategy priority/ priorities including COVID 19 your proposed activity will seek to address ?	25%	shows a clear and comprehensive understanding of the AEB and skills priorities and how the proposed activity will seek to address them	shows a reasonable understanding of the AEB and skills priorities and how the proposed activity will seek to address them.	shows a partial understanding of the AEB and skills priorities and how the proposed activity will seek to address them	shows no or minimal understanding of the AEB and skills priorities and how the proposed activity will seek to address them.
How many participants do you expect to reach through your proposed activity?	0%	Gateway question to be able to apply	Gateway question to be able to apply	Gateway question to be able to apply	Gateway question to be able to apply
Please explain what you	20%	Provides a clear and compelling	Provides a reasonable	Provides a partial	Provides no explanation as

consider to be innovative about your proposed activity		<p>case as to why the proposals are innovative in at least one of the following areas</p> <ul style="list-style-type: none"> - Learner engagement - Curriculum - Learner progression - Measuring outcomes 	<p>explanation as to why the proposals are innovative in at least one of the following areas</p> <p>Learner engagement Curriculum Learner progression Measuring outcomes</p>	<p>explanation as to why the proposals are innovative in at least one of the following</p> <p>Learner engagement Curriculum Learner progression Measuring outcomes</p>	<p>to why the proposals are innovative in at least one of the following</p> <p>Learner engagement Curriculum Learner progression Measuring outcomes</p>
Please explain how this overcomes the issues prevalent from COVID 19 especially for disadvantaged learners or communities	15%	A clear and comprehensive explanation of the impact of COVID 19 and how the project overcomes them	A reasonable explanation	A partial explanation	Fails to explain
Please identify the outcomes expected	25%	A thorough identification of relevant outcomes that match the AEB and skills strategy	A reasonable explanation	A partial explanation	Fails to explain
Please explain how the outcomes will be measured and how the success of the project will be evaluated?	5%	Provides a clear and comprehensive demonstration of the expected outcomes and how these will be measured	Provides a reasonable demonstration of the expected outcomes and how these will be measured	Provides a partial demonstration of the expected outcomes and how these will be measured	Fails to demonstrate the expected outcomes and how these will be measured

BUSINESS BOARD	AGENDA ITEM No: 2.3
27 MAY 2020	PUBLIC REPORT <i>This report contains appendices which are exempt from publication under Part 5 of Schedule 12A of the Local Government Act 1972, as amended, and it would not be in the public interest for this information to be disclosed</i>

IMET INVESTMENT UPDATE AND OPTIONS RECOMMENDATION

1.0 PURPOSE

- 1.1 The purpose of this paper is to update the Business Board on recent events relating to the viability of the GCGP investment of £10,502m in the design and build of a vocational training centre at Alconbury Weald, that make the achievement of the original outcomes forecast unlikely.
- 1.2 The paper introduces potential options for the Business Board to consider to recover funding or recycle the asset.

<u>DECISION REQUIRED</u>	
Lead Member:	Austen Adams, Chair of the Business Board
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: N/A	Key Decision: No
<p>The Business Board is asked to:</p> <ol style="list-style-type: none"> (a) Note the recent position of iMET LFG investment; and (b) Note the potential options available to the Business Board in relation to the iMET investment that will be explored further by the Chief Officer of the Business Board, complimented with legal advice and reported back to the Business Board in July 2020. 	

2.0 BACKGROUND

2.1 The Greater Cambridge & Greater Peterborough LEP provided a 100% grant to Huntingdonshire Regional College (HRC) to design and build a vocational training centre on Alconbury Weald. This was in the form of a three phased grant offer as follows:

(a) A Phase 1 Design Project	£250,000
(b) A Phase 2 Design Project	£300,000
(c) A Phase 3 Build Project	£9,952,000

2.2 This was on the basis that GCGP awarded full ownership and management of the centre, to be known as iMET, to Huntingdonshire Regional College. The Phase 3 (see Appendix 1) grant offer was signed by HRC in July 2016. However, the land (valued at £500k at the time) remained the freehold property of Urban & Civic, which for the purposes of education, leased the land to HRC.

2.3 The outcomes contained within the GCGP grant offer were low in comparison to those expected from LGF applicants to the CPCA. These were;

- (a) 12 jobs at an average cost of £875,000 per job. Note; the recent LGF investment in the Skills Brokerage was 324 jobs at an average cost of £12,345 per job
- (b) 360 apprenticeships at an average cost of £29,116 per apprenticeship. Note; the recent LGF investment in the Skills Brokerage was 1,800 apprenticeships and 1,000 traineeships at an average cost of £1,052 per apprenticeship/traineeship.
- (c) These have not been met for 19/20 and 20/21 and given the closure of the iMET building as a training facility delivered by PRC and CRC, will now not be met going forward.

Project Outcome	2019/20	2020/21	2021/22	2022/23
Number of jobs to be created	+4	+2	+4	+2
Number of Level 3 apprenticeships	48	88	105	119

2.4 However, by December of the same year, HRC had run into financial difficulty and was subsequently merged with Cambridge Regional College (CRC) in August 2017. As a result of this, the building asset became the property of CRC, but the operational business became the subject of a joint venture between CRC and Peterborough Regional College (PRC). This proposal served to eliminate the risk of competition, within the same market space, between iMET and a rival centre that PRC were planning to create, whilst provided for a pooling of expertise, resources, and employer clients between the two largest colleges within the region.

2.5 iMET was conceived to meet a forecast skills gap in STEM and advanced manufacturing occupations to facilitate further economic growth in Huntingdonshire and especially of the Enterprise Zone at Alconbury Weald. It was to deliver skills in Innovation, Materials, Engineering & Technology (iMET)

as well as develop opportunities for business support, consultancy and R&D services.

- 2.6 In any event, business growth in the effective catchment area of the centre, especially within the Enterprise Zone, did not manifest to support the growth in demand for vocational education and apprenticeships in the target disciplines. Whilst apprenticeship demand in the central Huntingdon campus has remained strong, it has proven prohibitive for students to travel from the town, out to Alconbury Weald.
- 2.7 As a result, the business has made significant losses since opening. The impacts of the current COVID crisis and a contraction of the core revenues of both CRC and PRC, have placed additional pressure on both organisations' ability to sustain those losses. For instance, employers have cancelled apprenticeship enrolments expected to start both during the remainder of this academic year, and in September 2020, as a result of the challenges being faced by their businesses.
- 2.8 The combination of these market dynamics means that neither college can continue the significant, and now likely to be more significant, subsidies required to keep iMET open and trading in its current location at Alconbury Weald. The Joint Venture between CRC and PRC will be wound down, to enable a solvent dissolution of the business.
- 2.9 It is intended by PRC and CRC that the apprentices currently in learning will be protected by transferring their apprenticeship programmes to the colleges and their learning will therefore be completed at CRC and PRC as appropriate. For information, Appendix 2 contains an email communication received on the 4th May 2020, from CRC. This email is yet to be responded to.

3.0 OPTIONS FOR RECOVERY

- 3.1 In line with the Local Assurance Framework and National Guidance the CPCA, as the Accountable Body for the LGF is charged with approving clawback of funds on underperforming or non-compliant projects. However, the Business board as the administrators of the LGF, should make recommendations to the CPCA on the risks and implications of recovery.
- 3.3 National Guidance only deals specifically with the clawback of funds, rather than assets, hence Officers will need to consult with BEIS on any proposed recommendations the Business Board makes to the Combined Authority related clawback, via the recovery of assets.

The original grant agreements set out the clawback arrangements in the event of pursuing funding recovery where there has been non-compliance, misrepresentation or underperformance. The option of legal recovery of the funding is dealt with in Appendix 3 and includes an analysis of risks and implications.

4.0 IMPACTS ON FUTURE APPLICATIONS FROM CRC

- 4.1 CRC is the current owner of the asset, but not the original applicant for the iMET LGF grant. However, they are the legal entity against which any action to recovery funds might be taken. Separately, CRC is in the process of applying for LGF funding for a separate project.
- 4.2 The Local Assurance Framework implies that decisions on grant clawback and grant funding offers should be separate. Hence, CRC's current proposal should not be prejudiced, and should be evaluated separately and objectively through the established processes and by independent application evaluators, followed by the Entrepreneurs Assessment Panel, culminating in a recommendation to the Business Board as per the Assurance Framework.
- 4.3 However, the Board is asked to note that within their current application for £2.95m of LGF funding, CRC propose to use the full freehold value of the iMET building as match funding, transferring ownership of the building to the CPCA.

5.0 OPTIONS FOR REUSE OF THE ASSET & RECYCLING FUNDS

- 5.1 There are several commercial options for reusing the asset and its net value should it be possible to liquidate the asset, to generate new and additional skills and jobs outcomes for the economy. Appendix 4 deals with those potential options. It is proposed that the Chief Officer of the Business Board explore the viability and benefits of each option, in light of legal advice and report back to Board in July 2020.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The detailed financial implications are unclear at this stage, as the potential options are still being explored. If the CPCA were to take control of the asset then there would be maintenance and upkeep costs associated with this (e.g. business rates) which would be payable regardless of whether there were any income, or sale, produced and thus this route does present a risk to the CPCA's limited revenue finances
- 6.2 As part of the further report in July a more detailed review of the potential costs of operating the asset if vacant will be undertaken, together with an analysis of whether any other implications arise as a result of a given option (for example Stamp Duty Land Tax, or a premium in respect of a lease assignment or surrender and regrant).

7.0 LEGAL IMPLICATIONS

- 7.1 There are no direct legal implications.

8.0 APPENDICES (EXEMPT FROM PUBLICATION)

8.1 Appendix 1: Phase 3 Grant Offer

8.2 Appendix 2: Communication received from Cambridge Regional College

8.3 Appendix 3: Risks & Implications of Legal Recovery of Funds

8.4 Appendix 4: Options for Reuse or Liquidation of the Asset

<u>Background Papers</u>	<u>Location</u>
None	N/A



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

BUSINESS BOARD	AGENDA ITEM No: 3.1
26 MAY 2020	PUBLIC REPORT

INTEGRATED BUSINESS & SKILLS INSIGHT & EVALUATION PROGRAMME

1.0 PURPOSE

1.1 To propose the consolidation of all Business & Skills activities to provide:

- (a) Economic, sector and place insight to inform the focus of current and future programmes, and
- (b) Monitoring and evaluation of the efficacy of current and past projects to inform the selection of the most effective intervention types for that focus

1.2. This consolidation will integrate currently separate activities as below to create an Integrated Business & Skills Insight & Evaluation Programme:

- (a) The current COVID-19 Impact Survey (co-funded with GCP)
- (b) The planned COVID-19 Impact Econometric Assessment
- (c) The planned COVID-19 refresh of the LIS, Skills and Sector Strategies
- (d) The planned Growth Observatory to identify clients for Growth Service
- (e) The ongoing skills market insight for workforce skills and adult education

1.3. The report recommends resourcing the commissioning exercise through existing MTFP budgets and seek authorisation to consolidate these.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor Palmer
Lead Officer:	John T Hill, Director of Business & Skills
Forward Plan Ref: N/A	Key Decision: No
<p>The Business Board is recommended to:</p> <ul style="list-style-type: none"> (a) Endorse the commissioning of an Integrated Business & Skills Insight & Evaluation Programme; (b) Recommend the Combined Authority approve the consolidation of the SME Observatory budget and the of LGF Top Slice and BEIS Support Funding as detailed in Table 1, to resource the commissioning; and (c) Note that a recommendation will be made, via the Skills Committee to the Combined Authority Board, to approve the consolidation of budgets details in Table 2, to resource the commissioning 	

2.0 BACKGROUND

- 2.1 In April 2020 the Greater Cambridge Partnership (GCP) and CPCA jointly resourced and commissioned a study into the short-term implications of COVID-19 on business and the economy, through a telephone and virtual meeting survey. This is being led by the GCP and will be completed in early June 2020. The survey findings will assist the CPCA and Partners in the design of the medium term COVID-19 recovery focus and intervention portfolio.
- 2.2 A more detailed, econometric analysis is required over 6 months to ensure initial interventions are based on quantitative as well as qualitative data and to take into account secondary and tertiary impacts on the local economy.
- 2.3 Other regular insight is undertaken by separate teams for the Employment Skills Board and to inform the commissioning strategy for AEB.
- 2.4 The Business Board have already approved a further piece of insight work to complement the launch of the Business Growth Service to provide a data driven approach to identifying potential scale-ups for inclusion within the Growth Coaching Service – This was named the SME Observatory.

3.0 THE COMMISSIONING AND TIMELINE

- 3.1. Independent and specialist support will be commissioned through a procurement exercise by the end of June in order to undertake detailed research, review and evaluation.
- 3.2 The outputs will be a detailed report published in September 2020, followed by an updated refresh of recovery status in April 2021
- 3.3 These detailed reports will enable the CPCA to better design the focus of interventions, the form of interventions and how those should develop and adapt as recovery progresses.
- 3.4 Key to this work will be partnership working with all constituent authorities in the CPCA, business organisations and partner agencies such as Opportunity Peterborough and GCP.

4.0 COVID-19 ECONOMIC IMPACT ASSESSMENT

- 4.1 The proposed assessment will be undertaken to define the impacts of COVID-19 in the short to medium term. This will include reviewing key CPCA Strategies and Plans including the Local Industrial Strategy, the Skills Strategy, and Sector Strategies. It will also include detailed econometric assessment of COVID-19 impacts onto the economy, by sector and place.
- 4.2 The Assessment will build upon the programme undertaken in partnership with the Greater Cambridge Partnership (GCP) to review the 'what' and 'how' the CPCA will adapt to deliver economic recovery, growth and prosperity.

5.0 EVALUATION OF ALL LGF PROJECTS

- 5.1 The LGF Monitoring and Evaluation plan was agreed by the Business Board at its meeting in January 2020.
- 5.2 The LGF team were due to commence delivery this financial year of the Evaluation part of the plan (phase one; historical completed projects) which included procurement of a contractor to provide data analysis, output/outcome modelling and impact reports for each project.
- 5.3 Due to COVID-19 the LGF team have been refocussed to support COVID-19 grant schemes and support for existing in delivery and pre-contract projects. This has meant that the team have not been able to enact an evaluation plan yet and an update will be taken to Business Board in July 2020.
- 5.4 The work will include the activity of the two temporary staff taken on to assess the success, and efficacy of all LGF funded projects, this is in order to identify which project types and interventions deliver effectively, and which don't.

As part of this joint procurement of a single contractor to provide insight, data analysis and economic impact data in light of COVID-19 across the whole of Business and Skills directorate – will include the LGF Evaluation data analysis, outputs/outcomes modelling, and reporting provision for each project wrapped into this procurement.

6.0 INSIGHT FOR CURRENT DELIVERY PROGRAMMES

- 6.1 The SME Observatory - As part of a parallel procurement of the Business Growth Service, the CPCA will carry out a review of the current, but dispersed evidence base on the flags, characteristics and features within firms and their activities, that indicate the potential for high growth and scale-up.

We will make this body of evidence available to the winning bidders.

- 6.2 Skills Insight – funded through the HMG budgets provided to the CPCA for the Employers Skills Board and AEB, this will allow programmes of activity the CPCA undertakes to reorient and adapt, these include Adult Education Budget (AEB), National Retraining Scheme (NRS) and Apprenticeships.

7.0. RESOURCING

- 7.1 The CPCA Business & Skills Directorate currently have budgets that include insight, as well as monitoring and evaluation as cost elements within their expenditure. The report outlines what could be achieved through pooling these currently disparate budgets into a consolidated and integrated insight and evaluation programme. The pooling of these budget elements will provide a more cost-effective resource and provide for a more comprehensive procurement rather than undertake a piecemeal approach. It is proposed that the following budget lines contribute towards this commissioning. All Programme Managers have been involved with this proposal and fully support it.

Business Board – Table 1			
Budget Line	Amount	Budget	Comments
LGF Top Slice	£80,000		Evaluation & Monitoring and Pre & Post Scheme Business Engagement Segments
SME Observatory	£40,000	£40,000	Whole Budget
BEIS Support Funding	£19,000	£290,000	Recently announced funding
Total	£139,000		

Skills Committee – Table 2			
Budget Line	Amount	Budget	Comments
Skills Committee			
AEB Programme Costs	£25,000	£394,100	Partial Budget
National Retraining Scheme	£15,000	£81,400	Partial Budget
Apprenticeships	£10,000	£110,000	Partial Budget
Total	£50,000		

- 7.2 A paper will also be taken to the Skills Committee for approval relating to the budget lines under their delegation detailed in table 2, following which, a paper will then proceed to the CA Board for final approval.
- 7.3 As this is a multi-budget funded proposal, with funding in place via these budgets, the procurement is able to proceed. However, as it is proposed for this budget line to remain in place for two years minimum, approval is sought to allow this to continue without returning to Board for approval. It is likely that this new budget line will remain in place longer than two years, however, some of the budget lines supporting this do not have continued funding at present so this will be reviewed as time progresses to determine ongoing viability.

8.0 FINANCIAL IMPLICATIONS

- 8.1 This paper proposes a virement of funds from current budgets into one new consolidated budget line rather than a request for additional funding therefore there is no net impact on the CPCA's overall budget.

9.0 LEGAL IMPLICATIONS

- 9.1 There are no direct legal implications.

10.0 SIGNIFICANT IMPLICATIONS

- 10.1 There are no specific implications within the decisions recommended. As part of the commission. Officers will ensure a comprehensive and robust consultation and engagement exercise is undertaken with key partners and stakeholders to ensure that the reports presented have both value in the specialism and knowledge acquired and are trusted, implemented and prized by stakeholders and partners.

11.0 APPENDICES

- 11.1 None

<u>Source Documents</u>	<u>Location</u>
None	N/A



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM No: 3.2
26 MAY 2020	PUBLIC REPORT

REVIEW OF CONSTITUTION (APPENDIX 5 - BUSINESS BOARD)

1.0 PURPOSE

- 1.1. In the interests of good governance, the Business Board reviews its constitution annually.
- 1.2. There are a number of suggested changes set out in **Appendix 1**.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of Business Board
Lead Officer:	Deputy Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
The Business Board is asked to recommend the Combined Authority Board: Approve the amendments to the constitution set out in Appendix 1.	

2.0 BACKGROUND

- 2.1. The Business Board's rules for its governance arrangements are set out in its constitution. The Board's constitution has been prepared with a view to ensuring effective, open and transparent decision making and to conform with legislation and Government guidance relating to local enterprise partnerships.
- 2.2. The Board approved its first constitution on 24th September 2018. On 28 May 2019 the Business Board recommended the Combined Authority Board approve amendments to the Business Board Constitution, which has been kept up to date to take account of changes to the constitution agreed by the Combined Authority Board throughout the year. The latest version is available on the Combined Authority website.
- 2.3. A number of changes to the Constitution are suggested in **Appendix 1**, via tracked changed amendments. The changes include the amendments proposed by the governance review, reported to the Business Board and the Combined Authority in March 2020. A future paper will be brought to Board proposing amendments to the Assurance Framework to ensure that both the Constitution and the Assurance Framework align.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There are no financial implications

4.0 LEGAL IMPLICATIONS

- 4.1. There are no legal implications

5.0 SIGNIFICANT IMPLICATIONS

N/A

6.0 APPENDICES

- 6.1. **Appendix 1** – Business Board Constitution – Tracked Changes

<u>Source Documents</u>	<u>Location</u>
Constitution	

Appendix 5 - Business Board

Part 1 – Functions and Membership

1. Governance

- 1.1. Local Enterprise Partnerships (LEPs) are private sector led voluntary partnerships between local authorities and businesses set up in 2010 by the Department of Business Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within the local area.
- 1.2. The Business Board is a non-statutory body which is the Local Enterprise Partnership for its area. It is independent of the Combined Authority operating as a private-public sector partnership, focusing on the key business sectors to provide strategic leadership and drive growth in the Cambridgeshire and Peterborough and wider Local Enterprise area.

2. Current Geographical area (under review)

- 2.1. The current geographical area is under review. The Department for Business Enterprise and Industry are considering proposals for a coterminous boundary with the Combined Authority.
- 2.2. The geographical area of the **bb**Business Board is set out in the table below:

District	Areas	Council
Cambridgeshire		Cambridgeshire County Council
Cambridge		Cambridge City Council
East Cambridgeshire	Ely, Littleport and Soham	East Cambs DC
Fenland	Wisbech, March Whittlesey & Chatteris	Fenland DC
Huntingdonshire	Huntingdon, St Ives, St Neots and Ramsey	Huntingdonshire DC
South Cambridgeshire	Cambourne	South Cambs DC
Peterborough		Peterborough City Council
North Hertfordshire	Royston	North Hertfordshire DC

South Kesteven (Lincs)	Grantham, Stamford, Bourne and Market Deeping.	South Kesteven DC
Rutland	Oakham	Rutland County Council
West Suffolk	Bury St Edmunds, Haverhill, Newmarket and Mildenhall	West Suffolk Council
Uttlesford (Essex)	Saffron Walden, Great Dunmow, Stansted Mountfitchet and Thaxted	Uttlesford DC
West Norfolk & King's Lynn	King's Lynn, Downham Market and Hunstanton	BC of King's Lynn and West Norfolk
South Holland (Lincs)	Spalding, Crowland, Donington, Holbeach, Long Sutton and Sutton Bridge	South Holland DC

3. Functions

- 3.1. In Mayoral combined authorities, there is a requirement to have a single local industrial strategy. The strategy provides the basis for investment decisions for the Cambridgeshire and Peterborough Combined Authority as the accountable decision-making authority.¹ The Business Board has a vital leadership role to play in its development and is the custodian of the strategy. The Mayor will work in partnership with the Business Board to jointly develop and agree the strategy², and the Combined Authority will be responsible for its delivery.
- 3.2. The Business Board will allocate local growth funds to improve economic opportunity in the area and will monitor the delivery of funded projects.
- 3.3. Working in conjunction with the Combined Authority the Business Board will develop initiatives to address the local skills challenges and will play a key role in developing the University of Peterborough as an employer focused provider of higher education.
- 3.4. The Business Board will act as an enabler for delivery of sector deals at local level.

² See Industrial Strategy: Building a Britain fit for the future, DBE&IS 27 November, 2017

- 3.5. The Business Board will support applications for the Industrial Strategy Challenge Fund programme and will work collaboratively with the Combined Authorities universities, businesses and research organisations to produce programmes which impact productivity.
- 3.6. In accordance with the Single Pot Assurance Framework National Guidance, the Business Board and the Combined Authority Board, as the accountable ~~decision-making~~decision-making body, have agreed a single local assurance framework ~~which was approved by, and have submitted it to the~~ the Ministry of Housing, Communities and Local Government ~~for approval~~. The Assurance Framework will be reviewed annually. All decisions must comply with the framework.

4. Terms of Reference

- 4.1. The purpose of the Business Board is set out below³:

Strategy:

- (a) In collaboration with the Cambridgeshire and Peterborough Combined Authority, develop and deliver an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.
- (b) Set strategy and commission interventions to drive growth, jobs and private sector investment to deliver the strategy.

Allocation of funds

- (c) Identify and develop investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.
- (d) ensure that bids for public funding made available by government support economic growth.
- (e) ensure any decisions which are made in contravention of the process will be invalid.

Co-ordination

- (f) Use its Business convening power, for example to co-ordinate responses to economic shocks; and bringing together partners

³ These four roles are set out in Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

from the private, public and third sectors.

- (g) Ensure Business Board and Combined Authority policy and decisions receive the input and views of key business leaders and take account of the views of the wider business community.
- (h) Engage with local businesses to understand the needs of different sectors and markets.

Advocacy

- (i) Collaborate with a wide-range of local partners to act as an informed and independent voice for business across their area.
- (j) Engage businesses, opinion formers and policy makers at a national and international level in promoting economic growth in the region.

4.2. In pursuit of this role the Business Board will:

- (a) In collaboration with the Cambridgeshire and Peterborough Combined Authority develop local agreements which clearly set out their respective roles, responsibilities and accountability
- (b) Produce an annual delivery plan and end of year report in accordance with Government guidance;
- (c) Develop, agree and review a joint Combined Authority and Business Board Assurance Framework
- (d) Support the supply of skills to an area as they respond to the Skills Advisory Panels programme
- (e) capture and communicate business requirements for changes to, and development of, economic policy and commission associated appropriate interventions
- (f) work collaboratively with all partners, including the Combined Authority and Local Authorities, to address barriers to growth and drive efficiency
- (g) bring together intelligence and expertise to identify priorities and develop solutions to maximise private sector investment in the local enterprise and combined authority area, and secure sustainable growth
- (h) work to create an environment for business growth ensuring appropriate mechanisms exist through which, as a co-ordinated

voice, the private sector can inform and influence the shape and future direction of local and national government policy.

- (i) have strategic oversight for the delivery of the Enterprise Zone Programme

4.3. To ensure the Business Board is effective in this role it has the authority to:

- (a) engage in dialogue with Government and respond to policy, proposals and opportunities to bid for funding in support of economic growth
- (b) engage with investors, businesses and advisors to secure growth opportunities
- (c) develop and consult on regional economic policy, programmes and interventions designed to maximise growth in the region
- (d) provide leadership in key themes and priorities to promote growth
- (e) raise the profile, image, reputation and influence of the Business Board and Combined Authority area at a regional, national and international level.

5. Legal Status

5.1. The Business Board is an informal partnership. It does not have legal status to enter into contracts and will act through the Cambridgeshire and Peterborough Combined Authority as the Accountable Body.

6. The Business Board's accountable body

6.1. Cambridgeshire and Peterborough Combined Authority ('the Combined Authority') is the accountable body for funding allocated to the Business Board; that is the Combined Authority is responsible to Government for complying with any conditions or requirements attached to any such funding.

7. Role of Members and Accountability

7.1. Irrespective of his or her background or geography, it is the duty of a Business Board member to act in the best interests of the Local Enterprise area and in accordance with the policies of the Business Board.

7.2. All private sector members of the Business Board act in their individual capacity and not as representatives of their respective organisations.

- 7.3. All Business Board members are expected to discharge their duties in line with the Nolan Principles for Standards of Public Life⁴ and the Code of Practice for Board Members of Public Bodies⁵. Members must comply with the Business Board Code of Conduct. Political Leaders who are Members of the Combined Authority must also comply with the Business Board Code of Conduct in addition to that of the Combined Authority.
- 7.4. All Business Board and sub-committee or sub-group members will make decisions on merit having taken into account all the relevant information available at the time.

8. Membership

- 8.1. The Business Board membership will comprise of up to 14 members; two public sector members and up to 12 business representatives as follows:

Public Sector Representatives

- 8.2. The Mayor and the Lead Member for Economic Growth of the Combined Authority shall be members of the Business Board by virtue of their office. The Combined Authority may appoint at least one Substitute Member to act in their absence. These shall be non-voting members of the Board.

Private Sector Representatives

- 8.3. Up to 12 business representatives— one member will be appointed specifically to represent the interests of the Small and Medium Sized Enterprises (SME) sector, one member will represent the education sector and one member will be appointed as an international business representative.
- 8.4. The Business Board membership meets the requirements for two thirds of the Business Board members to be private sector representatives and does not exceed the maximum of 20 members⁶.
- 8.5. Whilst all appointments to the Business Board will be on merit, in accordance with Government requirements, the Business Board will aim to improve the gender balance and representation of those with protected characteristics on its board with the following aims:
- (a) that women make up at least one third of Business Board by 2020
 - (b) with an expectation for equal representation by 2023, and

⁴ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/409604/code-of-conduct_tcm6-38901.pdf

⁶ Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

- (c) ensure its Board is representative of the businesses and communities they serve⁷.

9. Recruitment, Appointment and Termination of Private Sector Members

9.1. The private sector representatives, the Chair and the Vice Chair of the Business Board shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with the Business Board's diversity statement, Government Guidance and the Nolan Principles. This will include a public advertisement and an interview process conducted by a Business Board's appointments panel.

9.2. Formal appointment panels will be constituted as follows

Position	Panel
Appointment of a Chair	Mayor of Cambridgeshire and Peterborough Combined Authority, <u>the</u> or the Combined Authority's Lead Member for Economic Growth plus three <u>two</u> private sector Business Board members supported by the Director of Business and Skills or his/her nominee.
Appointment of private sector board Members	Chair and or Vice-Chair of the Business Board Mayor of Cambridgeshire and Peterborough Combined Authority or the Combined Authority's Lead Member for Economic Growth.
Vice-Chair (where there is more than one candidate)	<u>Mayor of Cambridgeshire and Peterborough Combined Authority or the Combined Authority's Lead Member for Economic Growth plus two private sector Business Board members supported by the Director of Business and Skills or his/her nominee.</u> Chair of the Business Board and Mayor of Cambridgeshire and Peterborough Combined Authority or the Combined Authority's Lead Member for Economic Growth.

Interview panels will be advised by the Director of Business and Skills.

Requirements for Private Sector Representatives

⁷ Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

- 9.3. The Private Sector Board members must not:
- (a) be a member, officer of the Combined Authority, or a County Council, Unitary Council, District tier Council within the area served by the Business Board, or otherwise employed under the direction of a local authority;
 - (b) be a non-executive director or officer of an NHS Trust;
 - (c) be subject to a bankruptcy restriction order or interim order;
 - (d) be subject to a sexual risk order or be on the sexual offender's register;
 - (e) be subject to a civil injunction or criminal behaviour order;
 - (f) be disqualified from acting as a director, a charter trustee or charity trustee
 - (g) within five years before the date of submission of application, have been a director or person of significant control of a company subject to a creditor's compulsory liquidation
 - (h) within five years before the date of submission of application, have been convicted of any offence and have had passed on them a sentence of imprisonment, whether suspended or not, for a period of not less than three months without the option of a fine.
 - (h)(i) be an active member of parliament, serve as an officer in any recognised political party or make substantial personal contributions to any recognised political party

~~9.4. Private Sector Members should not have made substantial personal contributions to any recognised political party and must not serve as an officer in any recognised political party.~~

~~9.5:~~9.4. Members should be employed by, or have a substantial interest (by virtue of ownership / control) in businesses in the area served by the Business Board

~~9.6:~~9.5. The Appointments Panel shall appoint the **private sector representatives** to the Business Board following an interview process and completion of the induction programme.

9.6. Each private sector representative on the Business Board is appointed in their individual capacity, and not as a representative of their employer or any other organisation. No substitute members will be appointed for private sector representatives.

9.7. Following a recruitment process, where there are more appointable candidates than vacancies, a reserve list of suitable candidates for the positions of Chair, Vice Chair and private sector representative will be maintained for 12 months.

Appointment

9.8. A formal offer will be made to successful candidates. On appointment Board members are required to sign a declaration affirming their understanding and commitment to the Code of Conduct.

9.9. Within the period of 28 days of the appointment being made to the Business Board, the Business Board shall publish a notice on its website which:

- (a) states that it has made an appointment;
- (b) identifies each Business Board member who has been appointed and any substitute members; and
- (c) specifies the term of office of those appointed
- (d) Publishing the members' and substitute members' register of interest form.

Term of Appointment

9.10. The term of office for **private sector representatives** will normally be a maximum of three years, and subject to a maximum of one consecutive term, unless

- (a) they cease to qualify to be a member of the Business Board;
- (b) they resign from their membership and communicate this in writing to the Monitoring Officer; ~~or~~
- (c) the Business Board terminates the membership of any private sector representative which it may do at any time or;
- (d) upon receipt of a vote of no confidence by the Combined Authority Board, the Board must consider whether to terminate the terms of office of the Chair at the next meeting of the Board.

9.11. The term of office of **public sector** members and substitute members appointed by the Combined Authority is at their discretion; the Combined Authority Board may terminate their appointment or appoint a representative at any time, to be of effect on receipt of a notice by the Combined Authority's Monitoring Officer.

9.12. The Business Board may appoint co-opted members as necessary to complement the skills and expertise on the Board. Membership may not exceed 20 members.

10. Chair and Vice-Chair of Business Board

10.1. The Business Board will appoint a private sector representative as Chair and Vice Chair.

- 10.2. The ~~Chair~~ Chair and Vice Chair shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with the Business Board's diversity statement, Government Guidance and the Nolan Principles. This will include a public advertisement and an interview process conducted by a Business Board's appointments panel. The Business Board will consult widely and transparently with the business community before appointing a new Chair and Vice Chair~~Chair~~.
- 10.3. The terms of the appointment will be set out in an appointment letter from the Combined Authority to the Chair and Vice Chair~~Chair~~. A person ceases to be Chair or ~~Deputy Vice~~ Chair if they cease to be a Business Board member.
- 10.4. The terms of office of the Chair and Vice Chair will be for two (2) years with one consecutive term permitted upon unanimous vote of the Board members present and voting.
- 10.5. The Chair and Vice Chair ~~are~~will be a voting memberss of the Combined Authority Board.
- 10.6. ~~The Business Board shall appoint a vice chair from amongst its membership. A member may only be appointed as vice chair if they have secured membership through an open recruitment process.~~ The Vice-Chair will be the Chair's substitute on the Combined Authority Board.

Resignation of the Chairmanship Mid-TermPrivate Sector Representatives

- 10.7. Where there is a resignation of the ~~chairmanship~~ Chair, the Vice Chair will assume all responsibilities of the Chair until the appointment of a permanent Chair, from the reserve list or following an open, transparent and non-discriminatory recruitment process.

Resignation of the Vice Chair

- 10.8. Where there is a resignation of the Vice Chair, the Chair may appoint any private sector representative into position of Vice Chair, on an interim basis until a permanent appointment is made from the reserve list or following an open, transparent and non-discriminatory recruitment process.

Resignation of private sector representative

- 10.9. Where there is a resignation of any private sector representative, an appointment will be made from the reserve list or following an open, transparent and non-discriminatory recruitment process.
~~_mid-term following a full recruitment process, existing members of the Business Board shall be invited to apply for the position. Applicants will be~~

~~interviewed and appointed by the Business Board's recruitment panel. The appointment will take effect immediately on an interim basis. The business community then will be consulted widely and transparently before formally appointing the new chair. The appointments panel shall consider any representations from the business community before formally confirming the appointment. The appointment shall continue until the end of the (retired) chair's term.~~

~~10.7.—~~

11. Code of Conduct and Register of Interests

- 11.1. Every Business Board member must sign and comply with the Business Board member code of conduct.

12. Co-opted Members

- 12.1. Where specific skills or abilities are required which are not available among existing members co-optees may be appointed to the Business Board. The appointment will be made by the Chair, in consultation with the Board, for 12 months. Co-opted members will not have voting rights and will not count towards the quorum. In accordance with Government Guidance, the maximum number of co-opted members should not exceed five.

13. Committees

- 13.1. The Business Board may establish committees or sub-committees as it thinks fit to discharge its functions. The Business Board has established the following committee:
 - (a) Eastern Agri-Tech Programme Board (a sub board of the Business Board);
- 13.2. The terms of reference and membership are appended at Appendix 1 and their delegation of powers are set out in Part 3.

14. Working Groups

- 14.1. The Business Board may appoint informal non-decision making working groups. Any such subordinate body set up by the Business Board shall include one or more Business Board Members, as nominated by the Board. With the consent of the Chair, any such group may also co-opt onto it any independent person with the relevant expertise - judged against pre-determined criteria - on the issues within the remit of these groups.
- 14.2. The remit and terms of reference for any such subordinate body shall be approved by the Business Board.

- 14.3. The Business Board has established the following working group:
- (a) Local Growth Fund Entrepreneur Assessment Panel.
- 14.4. The terms of reference and membership are appended at Appendix 2.
- 14.5. The Business Board has established the following working groups to oversee Enterprise Zone delivery and management
- (a) Enterprise Zone Programme Board (Alconbury Weald) and
 - (b) Enterprise Zone Project Boards (Cambridge Compass).
- 14.6. The terms of reference and membership are appended at Appendix 3.

15. Scrutiny Arrangements

- 15.1. The Combined Authority's Overview and Scrutiny Committee may review or scrutinise any Combined Authority decision in its role as accountable body for the Business Board. The Combined Authority's Scrutiny Officer shall ensure that this includes appropriate scrutiny of Business Board decision-making and achievements.
- 15.2. Any Business Board member may be asked to attend, or otherwise contribute to, a meeting of the Combined Authority's Overview and Scrutiny Committee.
- 15.3. The Combined Authority's Audit and Governance Committees will also review the local assurance framework and how the local assurance frameworks are operating in practice.

16. Complaints and Whistleblowing

- 16.1. Any complaint received about the Business Board will be dealt with under either the Combined Authority and Business Board's Complaints or Confidential Complaints Policy.
- 16.2. Any complaint about an individual Business Board member alleging a breach of the Code of Conduct will be dealt with in accordance with paragraph [16.17](#) above.
- 16.3. Any whistleblowing concerns raised about the Business Board will be dealt with under the Combined Authority and Business Board's Whistleblowing Policy.

- 16.4. Each of these procedures or policies shall be published on the Combined Authority web-site and accessible from the Business Board's web-site.

17. Remuneration

- 17.1. Allowances or expenses shall be payable to ~~any~~ Business Board members, in accordance with a scheme approved from time to time by the Combined Authority.

18. Secretariat Arrangements

- 18.1. In accordance with Government requirements to have a secretariat independent of local government to support the Chair and Board, a S73 Chief Finance Officer and Monitoring Officer has been appointed to advise the Board who ~~is~~ are independent of the Cambridgeshire and Peterborough Combined Authority.

19. Local Area Agreement

- 19.1. In accordance with Government requirements for mayoral areas there is a requirement for a Local Agreement between the Business Board and the Combined Authority and the Accountable Body setting out the responsibilities of the Chair, Board and Accountable Body. (To be developed).

20. Amendments to the Constitution

- 20.1. These terms of reference will be reviewed annually. The Business Board will recommend any proposed changes to the Constitution to the Combined Authority.
- 20.2. The Combined Authority's Monitoring Officer is authorised to make any changes to any constitutional or governance documents which are required:
- (a) as a result of any government guidance, legislative change or decisions of the Business Board, or
 - (b) to enable the documents to be kept up to date, or
 - (c) for the purposes of clarification only.

21. Publication of constitution and other governance documents

- 21.1. This constitution and other governance documents shall be published on the Combined Authority website and accessible from the Business Board website.

Part 2 – Procedure Rules

1. Meetings

- 1.1. The Business Board shall have at least one public meeting a year which will be its Annual General Meeting.
- 1.2. The Business Board will hold annual general meetings open to the public to attend to ensure the communities that they represent can understand and influence the economic plans for the area⁸.
- 1.3. With the exception of 1.1 above, meetings of the Business Board shall not be open to the public unless determined otherwise by the Chair.
- 1.4. An extraordinary meeting of the Business Board may be called by the:
 - (a) Chair of the Business Board; or
 - (b) any two Members of the ~~Committee~~Business Board;
 - (c) Chief Executive of the Combined Authority.

2. Agendas and Minutes

- 2.1. Agendas and reports for the Business Board will be available on the Cambridgeshire and Peterborough Combined Authority website at least five clear working days before the meeting to which they relate in accordance with the Transparency rules in chapter 6 of the Combined Authority constitution. Any funding decisions shall be ratified by the Combined Authority as accountable body for the Business Board.
- 2.2. The public ~~may~~ will have access to agenda, reports and minutes of public and private meetings except where they are exempt from disclosure under the Freedom of Information Act 2000 (FOIA).

Freedom of Information

- 2.3. Reports will be released with the agenda, except in those cases where the information contained in the reports is exempt from disclosure under the Freedom of Information Act 2000 (FOIA). These papers will be classed as reserved papers.
- 2.4. Likely exemptions that are likely to make information reserved include but are not limited to:
 - Commercial sensitivity
 - Information provided in confidence
 - Personal data
 - Legal professional privilege

⁸ Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

- Information intended for publication at a future date

3. Attendance

- 3.1. Business Board members may participate in meetings remotely e.g. through video conferencing or Skype. They must be able to see and hear the meeting proceedings, and be heard, and as far as possible seen, by the other Board members attending the meeting at the venue. Board members who participate in this way may vote and count towards quorum. These arrangements would not apply to the annual meeting of the Business Board or any other Business Board meetings which are held in public.
- 3.2. The membership of pPrivate sector Business Board members who fail to attend a third or more of the total number of annual scheduled Business Board meetings, the scheduled Board meetings in a 12-month period shall be reviewed ed byby the Chair, who may recommend termination of -and their membership to the Business Board may be terminated.

4. Quorum

- 4.1. No business is to be transacted at a meeting of the Business Board unless a majority of the total number of Members of the Board are present (either at the venue or remotely) which should include the majority of private sector members and at least one public sector member.
- 4.2. During any meeting if the Chair counts the number of members present and declares there is not a quorum present, then the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the Chair. If the Chair does not fix a date, the remaining business will be considered at the next ordinary meeting.

5. Decision Making and Voting

- 5.1. Wherever possible, decisions of the Board will be by consensus, without the need for a vote. Where this is not possible a vote may be taken where the Chair considers it to be necessary to establish whether a consensus exists.
- 5.2. Each private sector Member of the Business Board is to have one vote and no Member (including the Chair) is to have a casting vote. The public sector members of the Board shall be non-voting members.
- 5.3. The vote will be by way of a show of hands and recorded in the minutes.
- 5.4. Any questions that are to be decided by the Business Board are to be decided by a simple majority of the Members present and voting. If a vote is tied on any matter it is deemed not to have been carried.

6. Conflicts of Interest

Register of Interests

- 6.1. It is the responsibility of Board members to ensure an up to date Register of Interests is maintained. Each Business Board member must complete and keep up to date a register of interest form required under the code of conduct. The register of interest form will be published on the Combined Authority's website within 28 days from the date of the appointment and is a condition of appointment. A member must within 28 days of becoming aware of any change in their interests provide written notification of this.
- 6.2. It is the responsibility of Board members to declare any interest on any item of business being conducted at a Business Board or working group meeting. Any declarations of interest made by a Business Board member at a meeting and any action taken, (such as leaving the room, or not taking part), will be recorded in the minutes for that meeting. The member should update their register of interest form within 7 days of the meeting if a new interest has been declared.
- 6.3. Any alleged breach of the Business Board member code of conduct will be dealt with under the Combined Authority's Member Complaints Procedure.

Declaration of Interests at a meeting

- 6.4. It is the responsibility of Board members to declare any interest on any item of business being conducted at a Business Board. Where a 'pecuniary interest is declared Members will leave the meeting, where a 'non- pecuniary interest is declared, Members may remain at the meeting but not participate in business in accordance with the Board members' code of conduct.

7. Decisions of the Business Board

- 7.1. The draft minutes of each meeting of the Business Board will be posted on the Combined Authority and Business Board website within 10 clear working days of the meeting taking place. The agreed minutes of each meeting will be published within two clear working days after approval at the subsequent meeting.
- 7.2. All decisions of the Business Board will be ratified at the next meeting of the Combined Authority Board. Where the Combined Authority does not agree with the recommendations, they will refer the matter back to the Business Board with the reasons and ask the Business Board to reconsider.

8. Urgency procedure

- 8.1. In order to ensure that the Business Board is able to progress its business in an efficient manner, comments on urgent matters may be sought by the Chief Executive or other Statutory Officer outside the meeting cycle.

Process for urgent decision making

- 8.2. Members will receive email notification which identifies:
- (a) Details of the matter requiring comment and/or endorsement and the reason for urgency (including an explanation as to why an emergency meeting is not proposed ~~to be held~~ to conduct the business);
 - (b) The date responses are required by;
 - (c) The name of the person or persons making or putting forward the proposal/decision
- 8.3. Two working days after the close of responses, the following will be circulated to all Business Board Members:
- (a) The outcome of the decision taken by Statutory Officers (including responses received in agreement and responses received in disagreement); and the date when any decision comes into effect; and
 - (b) Any mitigating action taken to address Members' stated views or concerns.

Decisions and actions taken will be retrospectively reported to the next meeting of the Business Board.

9. Forward Plan

- 9.1. The Business Board will set its own work programme and its forward plan will be published in accordance with the Transparency rules in Error! Reference source not found. Chapter 6 – Transparency Rules, Forward Plan and Key Decisions of the Combined Authority constitution.

Part 3 – Sub Committees - Delegations

1. Delegations to Committees and Boards

- 1.1. Delegated authority has been granted to the Eastern Agri-Tech Programme Board (a sub board of the Business Board) to make decisions about applications for grant funding on behalf of both the CA/BB and NALEP (New Anglia Local Enterprise Partnership). The terms of reference and membership are appended at Appendix 1.
- 1.2. Delegated authority has been granted to the Greater South East Energy Hub to assume the Rural Community Energy Fund management role.

Part 4 – Delegations

1. Officer Scheme of Delegation and Proper Officers

- 1.1. In addition to the delegations set out in the Cambridgeshire and Peterborough Combined Authority, the following delegations have been granted to the following by the Business Board:
- 1.2. Delegated authority to the Director of Business & Skills, in consultation with the Chair of Business Board to approve small grants to SMEs ~~between £2,000 and £20,000~~ 150,000 subject to Section 73 Officer approval and reporting all approvals to the next scheduled meeting of the Business Board.
- 1.3. Delegate the appointment of the Energy Hub Board member (representative of the Business Board) to the Director of Business, Skills & Energy.
- 1.4. Delegated authority to **the Head of Transport**, in consultation with the Chair of the Transport Committee, at key gateway stages to deliver the agreed Wisbech Access Strategy Package works on behalf of the Business Board.

Version Control

Version 1	24 September 2018	Constitution approved by Business Board and CA Board
Version 2	28 May 201 9 ⁸	Constitution approved by Business Board and CA Board (July 2019)
Version 3	2 August 2019	Amended to take account of decision of Business Board and Combined Authority Board and to include terms of reference of Enterprise Zone Programme and Project Boards.
<u>Version 4</u>		

Eastern Agri-Tech Programme Board

Terms of Reference

Background

1. The Eastern Agri-Tech Growth Initiative brings together leading agriculture, research, science and technology assets in the East of England to strengthen a nationally significant, vibrant cluster that brings a truly global reach and impetus to the emerging UK Agri-tech sector. The (grant) funding provides a significant boost to the food, drink and horticulture sector by supporting businesses looking to invest in specialist equipment, new market and supply chain development, ways to improve productivity and efficiency, and the application and commercialisation of Research and Development.
2. The Eastern Agri-Tech Growth Initiative operates across both the Cambridgeshire and Peterborough Combined Authority (CPCA)/Business Board (BB) and New Anglia Local Enterprise Partnership (NALEP) areas and is run by the CPCA. It is promoted both directly to businesses across the food, drink & horticulture sector as well as working through key intermediaries including banks; accountants and sector specific consultants.
3. The Eastern Agri-Tech Growth Initiative has two main funds:
 - (a) An **Agri-Tech Growth Fund** which provides grants of between £10,000 and £150,000 to enhance business and jobs growth, and support product development. The Fund is aimed at supporting improvements in agricultural productivity through the introduction of new products or processes and encourage improvements to existing product/ processes and energy efficiency. The Growth funds supports the creation of new jobs and the protecting existing jobs.
 - (b) An **R&D and Prototyping Fund** which provides financial assistance to attract innovative and novel technologies. Planned research critical to the development of new products or processes within the Agri-Tech sector can be supported with grants of between £10,000 and £60,000 to cover the costs of research and development.
4. The Programme Board has been given the delegated authority to undertake this role, on behalf of the CPCA and NALEP Boards. Both the CPCA/BB and NALEP are represented on the Programme Board and will receive regular updates on the operation of the programme. A representative of the Business Board will Chair the Programme Board.

5. The CPCA is responsible for delivering the Agri-Tech scheme across the two geographical areas. A CPCA representative chairs the Programme Board. Agri-Tech Programme Manager CPCA, manages the scheme across the two geographical areas and acts as the Secretariat to the Programme Board. The CPCA is the Accountable Body for the programme.
6. The Programme Board's main task is to consider and take decisions on applications for grant support. The Programme Board should only see and consider an application once an application is deemed eligible and has been assessed by one of the independent team of assessors. Agri-Tech Programme Manager is responsible for ensuring that the assessors deliver quality assessments, undertake the necessary due diligence and in a timely way.
7. The Programme Board will have access to the agenda and supporting documents about each project proposal at least five days before meetings. This includes a report on each application which contains a suggested recommendation to approve or decline the application and, if approved, whether there should be any conditions to be placed on the project and/or applicant. For each meeting, the Programme Manager will record the decisions taken by the Programme Board on each application.
8. All applicants are invited to the meeting where their particular project will be considered. Each applicant will have the opportunity to give a short presentation and take questions from/provide clarification to the Programme Board. The Programme Board will judge each application fairly and on its own merits. The final decision about each application rests with Programme Board, unless the application is deemed ineligible during the assessment process in which case the Programme Manager will notify the applicant. The Programme Manager will notify all applicants of the decisions taken by the Programme Board.
9. The assessors will, if possible, attend the relevant meeting to introduce the projects for which they have assessed.
10. The Programme Board will receive regular updates from the Programme Manager on the progress of the Agri-tech programme, which will include the overall take up of the funding and the numbers of jobs created and protected.

Membership

11. The membership of the Programme Board shall be appointed by the Business Board. Membership of the Programme Board will include eight members, to include:
 - (a) A representative of the CPCA Business Board representatives to be appointed by the Business Board (Chair)
 - (b) A Councillor representative and substitute representative from Cambridgeshire County Council to be decided by the County Council

- (c) A Councillor representative and substitute representative from Norfolk County Council to be decided by the County Council
- (d) A representative from Agri-Tech East
- (e) A representative from New Anglia LEP
- (f) Three experts with experience and knowledge of agriculture and the food, drink and horticulture industry, including research, farming and food processing to include
 - i. A representative from Syngenta UK
 - ii. A representative from National Institute for Agricultural Botany
 - iii. A representative from John Innes Centre

Board Members were recruited based on their expertise and knowledge of the sector and in particular from the research and scientific community. Membership of the Programme Board will be kept under review.

12. In attendance will be:

- (a) CPCA Agri-Tech Programme Manager
- (b) Officer from Norfolk County Council
- (c) Officer New Anglia LEP

13. Whilst all appointments to the Board will be on merit, the Board will aim to maintain the gender balance and representation of those with protected characteristics on its board with the following minimum requirements:
- (a) that women make up at least one third of Board by 2020
 - (b) with an expectation for equal representation by 2023, and
 - (c) ensure its Board is representative of the businesses and communities they serve.

Appointments to the Programme Board

14. The Agri-tech Programme Board Members shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with the Business Board's diversity statement, Government Guidance and the Nolan Principles.
15. Given the specific nature of the sector, a number of activities shall be undertaken to attract the right people with the specialism required in an open and transparent way. This will include
- (a) a public advertisement
 - (b) writing to all organisations with specialism in Agri-Tech knowledge in the Combined Authority area.
16. A selection panel will be constituted to include:
- (a) two representatives from the Agri-Tech Programme Board and

- (b) a Business Board member.
17. The selection panel shall make recommendations to the Business Board which would make the final decision.
 18. A quorum shall be four Programme Board members. The Programme Board shall meet at appropriate intervals, ideally monthly, provided a quorum is available and there are enough applications ready for the Programme Board to consider.
 19. If a Programme Board member cannot attend a meeting, they can send written comments using the assessment sheets on an application(s) to the Programme Manager who will ensure they form part of the discussion and decision taken.
 20. If the Chair is unable to attend a meeting, providing that the meeting is quorate, those Board Members attending the meeting can agree a substitute chair at the beginning of the meeting.
 21. When a quorum is unavailable and project decisions cannot be held over until the next available meeting, a "Virtual Meeting" can be called. In these circumstances, the Programme Manager will provide Programme Board Members with access to the project papers and invite and co-ordinate comments. The Programme Manager will provide the Chair, with a summary of the comments received and a recommendation based on these comments. The Programme Manager will then provide Programme Board Members with written confirmation of the Board's decision whether to support or decline the application(s) in question.

Conflicts of Interest

22. Every Board member must sign and comply with the Business Board member code of conduct.
23. Once an application passes the assessment and is deemed ready for the Programme Board's consideration, the Programme Manager provides the applicant(s) with the names of all Programme Board Members, in writing, and asks each applicant to confirm if any Programme Board Member is conflicted. If so, those Programme Board Members do not have access to the relevant project papers.
24. Similarly, and in the event that the applicants have not recognised that a Board Member(s) is conflicted, a Programme Board Member must declare at each meeting if a conflict of interest arises, especially where an application is received from a competitor business or from a Programme Board Member's own organisation. In either of these circumstances, the Programme Board Member(s) will not be asked for their views about the application in question and must abstain from commenting on that particular application. It must be left to the other Programme Board Members to take the appropriate decision.

Confidentiality

25. All the information provided by the applicants will be treated in confidence and protected accordingly.

Equal Opportunities

26. The Board should comply with the Business Board's diversity statement. The members of the Programme Board shall at all times take into consideration the principles of equal opportunity irrespective of age, gender, race, nationality, ethnic origin, sexual orientation or disability

Procedure rules

27. The procedure rules for the Business Board should apply to the Programme Board where applicable

Local Growth Fund – Entrepreneur Assessment Panel

Terms of Reference

1. Purpose

- 1.1. The Local Growth Fun – Entrepreneur Assessment Panel (EAP) is a formally formed sub-committee of the Business Board with delegated authority to make recommendations for funding to the Combined Authority board, which makes the final decision as the Managing Authority of the Business Board (which has no legal status or standing).
- 1.2. The Entrepreneur Assessment Panel has responsibility to provide a business focused appraised assessment and a recommendation for funding (or not) to the Combined Authority Board via a presentation made by the applicants. Applicants will be invited to make presentations to the Entrepreneur Assessment Panel, only in the event that their written application has been recommended for funding by an independent evaluator as part of the formal appraisal process.
- 1.3. The Panel aims to ensure the projects have clearly defined rationale, strategic fit, and clearly defined, measurable outputs. A report based on the Panel evaluation will be included in the final recommendation reports presented to the Combined Authority Board, by the Chair of the Business Board for ratification.

2. Roles & Responsibilities

- 2.1. Members of the Entrepreneur Assessment Panel will be nominated and elected by the Business Board. Their responsibilities are to:
 - (a) Attend bid presentation meetings – these will be presentations from projects totalling over £500k
 - (b) Produce feedback based on a pre-agreed evaluation matrix – the matrix will be provided for each project and members will be required to complete the scoring inserting comments against each score.
 - (c) Contribute to a formal report produced by the Business Board for the Combined Authority Board for ratification.

3. Meeting Arrangements

- 3.1. Agenda and relevant papers will be produced and circulated five working days before the EAP meet.
- 3.2. A report will be produced based on the scoring matrix. This report will remain in draft form until agreed by the EAP chair.

- 3.3. The final report will be included in the Business Board papers for note and circulated to Business Board members on a bi-monthly basis.

4. Frequency of Meetings

- 4.1. The Entrepreneur Assessment Panel will meet as a minimum bi-monthly, the frequency may increase depending on the number of bids submitted in the current funding cycle.

5. Membership

- 5.1. The members of the Entrepreneur Assessment Panel are:
- (a) Mayor (Chair)
 - (b) Up to three other members of the Business Board
 - (c) Up to three further representatives of the business community
 - (d) Combined Authority officer advisor (none scoring rights)

6. Declaration of Interest

- 6.1. Declaration of Interest will be made in accordance with the Business Board's Conflict of Interest Policy.

7. Confidentiality

- 7.1. All the information provided by the applicants will be treated in confidence and protected accordingly.

8. Code of Conduct

- 8.1. Every Entrepreneur Assessment Panel member must sign and comply with the Business Board member code of conduct.

9. Decisions of the Entrepreneur Assessment Panel

- 9.1. Applications will have been independently appraised prior to being invited to present to the Entrepreneur Assessment Panel.
- 9.2. Only applications over £500k will be required to present to the Entrepreneur Assessment Panel.
- 9.3. Each member of the Entrepreneur Assessment Panel will be required to evaluate and score the bid.

10. Appeals

- 10.1. The decision made by the Entrepreneur Assessment Panel is final. There is no appeals process. If a complaint is raised it is dealt with through the CPCA complaints procedure.

Enterprise Zone Programme

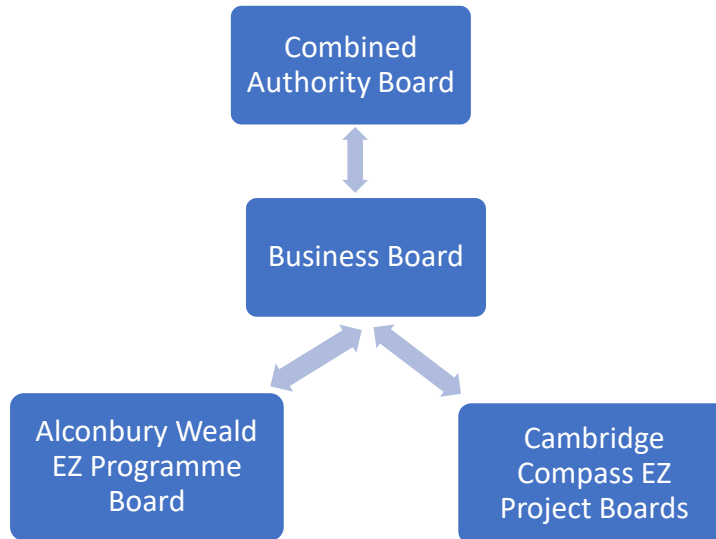
Terms of Reference

1. Executive Summary

- 1.1. Set out below is the governance arrangements between the Cambridgeshire & Peterborough Combined Authority and key stakeholders in relation to Enterprise Zone programme, for which the Business Board is responsible and the Cambridgeshire & Peterborough Combined Authority Board has overall accountability.

2. Governance Structure

- 2.1. The Business Board retains strategic oversight for the delivery of the Enterprise Zone Programme and will report to the Combined Authority Board as accountable body.
- 2.2. Overseeing Enterprise Zone delivery and management is delegated to Enterprise Zone Programme Board (Alconbury Weald) and Enterprise Zone Project Boards (Cambridge Compass).
- 2.3. The following diagram sets out how the Enterprise Zone Programme Boards align within the CPCA governance structure:



3. Alconbury Weald Enterprise Zone Programme Board

Purpose

- 3.1. To co-ordinate the delivery of development, regeneration and management of the Enterprise Zone, focusing largely on operational matters and is responsible for co-ordinating proposed project activity from the agreed Enterprise Zone Investment & Delivery Plan for Alconbury Weald Enterprise Zone.
- 3.2. Decisions on the use of the 'Enterprise Zone and Infrastructure Fund' monies as set out at 6.1.3 of the Cambridgeshire and Peterborough Combined Authority (CPCA)/Huntingdon District Council (HDC) Alconbury Weald Enterprise Zone Memorandum of Understanding (MOU) will be decided solely by the CPCA and HDC and can only be approved by joint agreement.

Constitution and Membership

- 3.3. The Board will be made up of an elected member of both HDC and CPCA and an appropriate senior officer of each. The Chair should be elected by Board member and alternate on a 3-year cycle between the parties. The group may include, by invitation, representatives from local Government (BEIS), Cambridgeshire County Council the developer/land owner. Membership of the Alconbury Weald Enterprise Zone Programme Board will be published on the Business Board website.

Accountability

- 3.4. The Alconbury Weald Enterprise Zone Programme Board is responsible for reporting to both the Business Board and CPCA Board as accountable body.

Terms of Reference

- 3.5. The Alconbury Weald Enterprise Zone Programme Board will:
- (a) Develop and maintain the Alconbury Weald Enterprise Zone Investment & Delivery Plan on behalf of the Business Board;
 - (b) Update financial reports to set-out Enterprise Zone-related business rate retention, income streams and cost commitments;
 - (c) Provide quarterly output figures to inform monitoring obligations back to Government;
 - (d) Agree on managing the identity and communication of activity taking place on the Enterprise Zone in supporting the overarching programme branding;
 - (e) Maximise the benefits of the Enterprise Zone and to identify potential sources of funding to support site delivery and occupancy; and
 - (f) Prepare site updates and briefing documents for the Business Board; and
 - (g) Escalate and report on any high-level risks and conflicts to the Business Board that cannot be resolved at the Enterprise Zone Programme Board level.

Meetings

- 3.6. The Alconbury Weald Enterprise Zone Programme Board will meet on a quarterly cycle or at such other intervals as the Board may agree. The Chair of the Alconbury Weald Enterprise Zone Programme Board may decide to cancel meetings or call additional meetings as required.

4. Cambridge Compass Enterprise Zone Project Board

Purpose

- 4.1. Project Boards are individual officer-level working groups representing each site and responsible for overseeing delivering the Enterprise Zone and to co-ordinate the delivery of developments, regeneration and management of the Enterprise Zone. The Boards will focus largely on operational matters and report to the Business Board.

Constitution and Membership

- 4.2. The Cambridge Compass Enterprise Zone Project Boards will comprise of CPCA and Local Authority officers and, in an advisory capacity, representatives from the developer or landowner/agent. The group may include, by invitation, representatives from local Government (BEIS), Cambridgeshire County Council the developer/land owner. Membership of each Cambridge Compass Enterprise Zone Project Boards will be published on the Business Board website.

Terms of Reference

- 4.3. The Cambridge Compass Enterprise Zone Project Boards will:
- (a) Develop and maintain Enterprise Zone Investment & Delivery Plan on behalf of the Business Board;
 - (b) Update financial reports to set-out Enterprise Zone -related business rate retention, income streams and cost commitments;
 - (c) Provide quarterly output figures to inform monitoring obligations back to Government;
 - (d) Agree on managing the identity and communication of activity taking place on the Enterprise Zone in supporting the overarching programme branding;
 - (e) Maximise the benefits of the Enterprise Zone and to identify potential sources of funding to support site delivery and occupancy;
 - (f) Prepare site updates and briefing documents for the Business Board; and
 - (g) Escalate and report on any high-level risks and conflicts to the Business Board that cannot be resolved at the Enterprise Zone Project Board level.

Meetings

- 4.4. The Cambridge Compass Enterprise Zone Project Boards will meet at least on a quarterly basis ahead of the Business Board to allow enough time for the submission of reports and Board papers.



BUSINESS BOARD	AGENDA ITEM NO: 3.3
26 MAY 2020	PUBLIC REPORT

NOMINATION OF BUSINESS BOARD REPRESENTATIVE FOR THE COMBINED AUTHORITY BOARD

1.0 PURPOSE

- 1.1. The purpose of this paper is for the Business Board to nominate the Chair (Austen Adams) and Vice-Chair (Andy Neely) to be member and substitute member of the Combined Authority Board.

<u>DECISION REQUIRED</u>	
Lead Member/s:	Austen Adams, Chair of the Business Board
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: n/a	Key Decision: No
<p>The Business Board is recommended to:</p> <ul style="list-style-type: none"> (a) Nominate the Chair of the Business Board to be the Business Board Member of the Combined Authority for the municipal year 2020/21; (b) Nominate the Vice Chair of the Business Board to be the Substitute Member of the Combined Authority for the municipal year 2020/21; (c) Recommend the nominations in (a) and (b) above to the Combined Authority. 	

2.0 BACKGROUND

- 2.1. This appointment is made in accordance with the CPCA Constitution and Assurance Framework, which sets out the Membership requirements for both the Combined Authority Board and Business Board.

Wording of the CPCA Constitution

- 2.2. *Section 3.1:* The Business Board will nominate one of its Members, normally the Chair, to be a Member of the Combined Authority and another Member to act in the absence of the appointed Member (the Substitute Member).
- 2.3. *Section 3.2:* The Combined Authority will consider the nomination and appoint the Business Board Member and the Business Board Substitute Member. Each appointment shall be for a one-year term.

Wording of the Business Board Constitution (Appendix 5)

- 2.4. *Section 10.5:* The Chair will be a voting member of the Combined Authority Board.
- 2.5. *Section 10.6:* The Business Board shall appoint a vice chair from amongst its membership. A member may only be appointed as vice chair if they have secured membership through an open recruitment process. The Vice-Chair will be the Chair's substitute on the Combined Authority Board.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There are no direct financial implications.

4.0 LEGAL IMPLICATIONS

- 4.1 None.

5.0 APPENDICES

- 5.1. None

<u>Source Documents</u>	<u>Location</u>
Cambridgeshire & Peterborough Combined Authority Constitution	https://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Constitution-2019-10-24.pdf

BUSINESS BOARD	AGENDA ITEM NO: 3.4
26 MAY 2020	PUBLIC REPORT

NOMINATION OF BUSINESS BOARD MEMBER AS CHAIR OF THE EMPLOYMENT AND SKILLS BOARD

1.0 PURPOSE

- 1.1. The purpose of this paper to nominate a member of the Business Board as Chair of the Employment & Skills Board.

<u>DECISION REQUIRED</u>	
Lead Member/s:	Austen Adams, Chair of the Business Board
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: N/A	Key Decision: No
<p>The Business Board is recommended to:</p> <p>Nominate a Business Board Member for the role of Chair of the Employment & Skills Board</p>	

2.0 BACKGROUND

- 2.1. The recommended appointment seeks to improve the interface and eliminate overlaps between the Boards.
- 2.2. The CPCA's Employment and Skills Board fulfils the role of the Skills Advisory Panel (SAP), the existence of which is required by the Department for Education (DfE). The DfE guidance on SAPs, attached as **Appendix 1**, states:

"We expect the Chair of the Skills Advisory Panel to be a member of the strategic MCA or LEP Board, to ensure that the Skills Advisory Panel advice is reflected in strategic board discussions".

- 2.3. As such, to bring us in line with the DfE guidance it is recommended that the Business Board nominate one of their Members to be Chair of the Employment and Skills Board.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There are no direct financial implications.

4.0 LEGAL IMPLICATIONS

- 4.1. None.

5.0 APPENDICES

- 5.1. Appendix 1: Department for Education Guidance on Skills Advisory Panels
- 5.2. Appendix 2: Criteria for Cambridgeshire and Peterborough Employment and Skills Board Membership
- 5.3. Appendix 3: Briefing for potential applicants for Employment and Skills Board Membership
- 5.4. Appendix 4: Employment and Skills Board Terms of Reference

<u>Source Documents</u>	<u>Location</u>
None	N/A/



Department
for Education

Skills Advisory Panels

Guidance on the Role and Governance

December 2018

Guidance on the Role and Governance of Skills Advisory Panels

This guidance sets out how the Government will support Skills Advisory Panels, and its expectations as to their role, structure and governance.

Role of Skills Advisory Panels and how Government will support them

1. Skills Advisory Panels aim to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. This includes both immediate needs and challenges and looking at what is required to help local areas adapt to future labour market changes and to grasp future opportunities. This will help colleges, universities and other providers deliver the skills required by employers, now and in the future.
2. Almost all Local Enterprise Partnerships (LEPs) and Mayoral Combined Authorities (MCAs)¹ have an employment and skills sub-board. Where existing employment and skills boards are functioning well, they will take on the Skills Advisory Panel function (in addition to any other responsibilities they hold) rather than a new body needing to be created. The development of Skills Advisory Panels aims to strengthen the capability of LEPs and MCAs to carry out this new role.
3. LEPs and MCAs are responsible for decisions on how large amounts of public money are spent and have an important local leadership role in the skills system. Understanding current and future skills needs and labour market challenges in their local areas helps them do this more effectively. It allows LEPs and MCAs to draw up action plans to address skills issues which, in turn, can give more people in the local community access to high quality skills provision which leads to good jobs.
4. The introduction of Skills Advisory Panels will help LEPs and MCAs achieve this by ensuring all areas have strong governance arrangements in place for their employment and skills boards (or alternative bodies taking the Skills Advisory Panel role), meaningful analytical capability and access to the right data. This will allow them to:

¹ References to Mayoral Combined Authorities in this guidance, also include and apply to the Greater London Authority (GLA).

- generate analysis of their local skills and labour markets to understand the local position
 - discuss and agree local skills needs priorities in the short-term and more longer-term
 - consider how these will be met through local provision over time
5. Skills Advisory Panels' analysis will also support strong Local Industrial Strategies, which all areas will have in place by early 2020². By understanding likely future skills needs, Skills Advisory Panels will address skills gaps more effectively as it will take time to see the results of a more responsive skills system. The remit and responsibilities of Skills Advisory Panels is set out in more detail at annex A.
6. The consultation *Provider funding for the delivery of T Levels* was published in November 2018³. This proposes a requirement in provider funding agreements to have due regard to the skills analysis, local plans and strategies published by the Skills Advisory Panel, and expects providers to work together to provide the skills offer that is needed without undue duplication. It is proposed that this is reciprocated with a requirement on Skills Advisory Panels to have regard for providers' missions and capabilities in their planning work.
7. An analytical toolkit⁴ has been published alongside this guidance to support Skills Advisory Panels to carry out high quality local skills analysis, which will be used by Skills Advisory Panels to identify their existing and future skills gaps and employment priorities. We will also provide £75,000 to each Skills Advisory Panel to grow their analytical capability. Where applicable, this will be after any resolution on LEP geography has been agreed in line with government expectations set out in *Strengthened Local Enterprise Partnerships*, published by the Ministry of Housing, Communities and Local Government (MHCLG) in July 2018⁵. In addition, the Department for Education's Skills Advisory Panels programme team will look at how to spread best practice across Local Enterprise Partnerships and Mayoral Combined Authorities, how to address concerns around data availability and what analytical support central government should provide.
8. In developing Skills Advisory Panels, we have worked with seven areas (Greater Manchester and West Midlands Combined Authorities, as well as Cornwall and

² <https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships>

³ <https://www.gov.uk/government/consultations/funding-for-the-delivery-of-t-levels>

⁴ <https://www.gov.uk/government/publications/skills-advisory-panels-analytical-toolkit>

⁵ <https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships>

the Isles of Scilly, Greater Lincolnshire, Lancashire, Leeds City Region and Thames Valley Berkshire Local Enterprise Partnerships). In developing this guidance, we have also sought the views of all LEPs and MCAs.

Expectations around structure and governance

9. We expect the Skills Advisory Panels to reflect the geography of the Local Industrial Strategies. Where the MCA leads on the Local Industrial Strategy, we expect that it will lead on the development of the local Skills Advisory Panel. Where the MCA leads on the development of the local Skills Advisory Panel but the relevant LEP boundaries extend beyond the MCA area, we would expect that the Skills Advisory Panel analysis covers the full geography of those LEPs and for those LEPs to be appropriately represented on the Panel.
10. In areas where a strong and representative employment and skills board exists, in line with the requirements set out below, we expect LEPs and MCAs to nominate an existing board to take on the new role of the Skills Advisory Panel. Where they do not, we expect areas to reform existing boards so that they have a membership that represents:
 - all types of skills providers
 - employers (large and small, and representing both the private and public sectors)
 - the voluntary and community sector
 - other key local stakeholders (including at least one local authority for non-Mayoral Combined Authority areas and Greater London).
11. The board members should be able to identify local skills priorities, based on analysis of the local area, and agree how these will be met through local education and training provision, both in the immediate future and looking ahead to the next decade.
12. We also expect Skills Advisory Panels to be able to advise on, and help implement, funding and investment decisions for local skills and employment provision. Each Skills Advisory Panel will need to ensure that it has, through its membership, the capability to do this.
13. The governance expectations set out in *Strengthened Local Enterprise Partnerships*⁶ apply equally to Skills Advisory Panels. Each Skills Advisory Panel, as part of the wider LEP, should adhere to the standards of transparency,

⁶ <https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships>

conflicts of interest, accountability and diversity, as set out in the *Local Enterprise Partnership: National Assurance Framework*⁷ and *Strengthened Local Enterprise Partnerships*. Skills Advisory Panels in MCAs will be required to adhere to the governance requirements of their combined authority.

Board Members

14. We expect the chair of the Skills Advisory Panel to be a member of the strategic MCA or LEP board, to ensure that the Skills Advisory Panel advice is reflected in strategic board discussions. We expect the arrangements for the chair's term to be in line with the arrangements for the LEP board's chair.
15. The board should be diverse and have members with the necessary knowledge and expertise to oversee influential skills and labour market analysis, advise on effective local strategies, and advise on, and assist in the implementation of, effective local funding and investment decisions.
16. It is important that Skills Advisory Panels have a strong employer element with representatives from businesses of different sizes and different sectors.
17. To support the supply of skills into local areas we also expect that all the main types of education and employment services providers will be represented on the Skills Advisory Panel. This could include representatives of the local higher education institutions, colleges and independent training providers.
18. We expect that the Skills Advisory Panel will invite relevant local representatives of the Education and Skills Funding Agency, the Cities and Local Growth Unit and Jobcentre Plus to attend meetings periodically. Local Authorities should be represented in Local Enterprise Partnership-led Skills Advisory Panels. Where possible, other key local partners, such as from the community and voluntary sectors, should also be included.
19. The Skills Advisory Panel should reflect the needs of the local area in terms of its size and membership. However, we would normally expect the Skills Advisory Panel to have between 15 and 20 members depending on local circumstances, including those with specialist knowledge (such as analytical and financial experts).

⁷ <https://www.gov.uk/government/publications/local-enterprise-partnership-national-assurance-framework>

20. With respect to the MCA boards, there may need to be wider panel membership in order for the board to effectively address the full range of its responsibilities.
21. The government expects LEPs and MCAs to improve gender balance and representation of those with protected characteristics on all boards and sub-boards⁸.

Next Steps

22. The DfE's Skills Advisory Panels programme team will work with local areas to support their progress in implementing these changes, which we expect to be in place by October 2019. We will review with them their progress both in developing robust governance structures and analytical capacity in summer 2019 to determine whether they are on track. If any further funding is made available to Skills Advisory Panels, it will be dependent on sufficient progress. In addition, levels of progress could have implications for any future requirements on skills providers and government agencies to make use of a Skills Advisory Panel's analysis.
23. We will work with local areas to determine:
- how to spread best practice across LEPs and MCAs
 - how to address concerns around data availability
 - what analytical support central government should provide
 - and what influence Skills Advisory Panels might have over skills provision

⁸ <https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships>

Annex A - Remit and Responsibilities of Skills Advisory Panels

We expect Skills Advisory Panels to have an advisory role with regard to their LEP or MCA with the following responsibilities:

1. Provide a strong leadership role on skills in the local area, engaging with employers and providers and providing skills advice to the accountable board of the LEP or MCA.
2. Developing a clear understanding of current and future local skills needs and local labour market as well as the present skills and employment support provision in the local area. We expect Skills Advisory Panels to do this by:
 - producing robust and authoritative evidence-based skills and labour market analysis which clearly identifies existing local skills and employment challenges, and identifies key areas of future needs relating to projected local employment growth areas
 - developing a sophisticated understanding of both the local labour market and skills provision in the local area, the extent to which labour mobility within, or into, a local economy can address skills needs, and the projected gaps between skills needs and skills provision
 - building knowledge of the range of both local, regional and national employment provision that exists or is planned
 - presenting the analysis at board level and sharing it with the wider employer and provider communities to ensure that their perspective on the local labour market and local employment and skills system is reflected in the prioritisation the board takes forward
 - providing analysis to inform the development and the implementation of the 'People' element of Local Industrial Strategies
3. Building on this high quality analysis to develop a clear approach to addressing skills and employment challenges within the local area, including by looking ahead to likely skills priorities in the coming decade. We expect Skills Advisory Panels to do this by:
 - building an understanding of the local area across a range of partners including employers (SME and larger employers from across the private and public sectors), all types of providers and other key partners (including the community & voluntary sector) to agree shared approaches to addressing the challenges the analysis has identified
 - working with the LEP or MCA to develop the 'People' element of the Local Industrial Strategy

4. Understanding the wider dependencies in the local area and working together with other parts of the LEP or MCA to:
 - link them to the skills and employment analysis as well as strategic plans
 - ensure the 'People' element of the Local Industrial Strategy is integrated effectively with the wider work of the LEP or MCA
5. Acting as co-ordinator of local skills providers. We expect Skills Advisory Panels to do this by:
 - fostering co-operation between providers in mix of provision
 - actively working with a range of local providers (Further Education, Higher Education and independent) to plan for how the skills needs are to be met
 - encouraging local providers to reflect the Skills Advisory Panel analysis when planning for T Levels implementation and delivery, and for the Skills Advisory Panel analysis to inform the investments that are made in the provider base to prepare for T Levels roll-out
6. Working closely with careers advisory services (National Careers Service and Careers Enterprise Company) to ensure that potential learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information. This will involve Skills Advisory Panels working with:
 - the Careers & Enterprise Company's Enterprise Advisor Network, based in LEPs, to ensure that the Skills Advisory Panel analysis is shared through the network and informs the activities they support locally
 - the National Careers Service area-based contractors to ensure that Skills Advisory Panel analysis is embedded into advice and guidance given to adults
7. Raising the profile of apprenticeships with local employers and providers.
8. Advising where skills and labour market resource should be directed to support local employers and residents, using its understanding of existing employment support provision in the local area and the needs of the local labour market.
9. Sharing analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.



Department
for Education

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Criteria for Cambridgeshire and Peterborough Employment and Skills Board Membership

Selection criteria for private sector business representatives and a guide to the skills and competencies needed

Cambridgeshire and Peterborough Combined Authority key ambitions include:

- doubling the size of the local economy
- accelerating house building rates to meet local and UK need
- delivering outstanding and much needed connectivity in terms of transport and digital links
- providing the UK's most technically skilled workforce
- transforming public service delivery to be much more seamless and responsive to local need
- growing international recognition for our knowledge based economy
- improving the quality of life by tackling areas suffering from deprivation.

Guidance to private sector business representatives

- Your expertise, skills and contribution will be vital to the success of the Employment and Skills Board
- Your primary role will be to represent the views and interests of private sector businesses whilst always ensuring that decisions are taken in the best interests of the Cambridgeshire and Peterborough business community as a whole
- Appointments will be on merit
- Your role is not to represent your own business or personal interests
- Creating an environment where businesses flourish by sharing the ambitions of the Cambridgeshire and Peterborough Combined Authority around driving inclusion and skills should be the primary reason for your interest in the role
- Representatives are welcome from for profit, not for profit and social enterprises
- The Board has 6 meetings a year or as determined by the programme of work required. Additional sub-groups and other commitments on behalf of the Employment and Skills Board may be required.
- We would expect board members to make themselves available to represent the Employment and Skills Board in speaking and other external engagements for which support will be provided by the executive team

Skills and competencies

- Experienced person with at least three years in a senior appointment
- A successful individual
- Good standing in the business community and education sector
- Good team player
- Strong communicator
- Reliable, effective and efficient
- Good influencing skills
- Intelligent, clear thinking, active listener
- A logical approach to problem solving and able to demonstrate sound judgement
- Has the interests of the Cambridgeshire and Peterborough economy and residences at heart
- Has the time and the commitment to give to the Employment and Skills Board
- Can bring demonstrable relevant skills and experience
- Can demonstrate a focus on skills and employment
- Is making a difference to the Cambridgeshire and Peterborough business economy and skills development now

Sector Coverage

Cambridgeshire and Peterborough are home to world-leading center's for excellence and key sectors that drive our economy. It is it is important to have business representatives with experience of these sectors and who can represent the interests of and engage with businesses within them. Good connections into relevant networks will be an advantage. Key sectors we will seek to cover are:

- ICT/Digital creative
- Advanced Manufacturing
- Life Sciences
- Agritech including Food and drink
- Logistics
- Construction
- Financial and business services

Geographic Coverage

It is important that the make-up of the Board reflects the different business communities and geographic areas in Cambridgeshire and Peterborough and we will seek to appoint business representatives from all areas.

This will enable each business representative to benefit the Employment and Skills Board by representing their connections into relevant networks.

Business Size

The size of their business or the experience representatives have had in a number of businesses will be an important asset for the Employment and Skills Board. The issues facing the different sizes of organisations need to be understood by the Employment and Skills Board.

Tenure

Appointments for an initial period are typically three years with the option to renew.

Remuneration

The Board positions are not remunerated.

Please note; this is not recruitment for membership of the Business Board, it is recruitment for membership of the Employment and Skills Board.

Cambridgeshire and Peterborough Combined Authority Employment and Skills Board (Skills Advisory Panel) Membership

Briefing for potential applicants

Introduction

This document provides background on the Cambridgeshire and Peterborough Combined Authority for potential Employment and Skills Board applicants. It should be read in conjunction with the Skills Board Member criteria document, which outlines the criteria used in the appointment of new board members.

Background to the Cambridgeshire and Peterborough Combined Authority

The Cambridgeshire and Peterborough Combined Authority covering Cambridgeshire and Peterborough is one of 8 Mayoral Combined Authorities. The Business Board formerly the GCGP LEP supports the functions of the LEP of which there are 36 Local Enterprise Partnerships which were established in 2011.

Government requires that they have the support of local authorities, businesses and education and the board must be chaired by a business leader. Business representatives should also be a majority of the members.

On 3rd March 2017, Cambridgeshire and Peterborough Combined Authority was established as a Mayoral Combined Authority for the Cambridgeshire and Peterborough area. (It is a corporate body and can be referred to as the Combined Authority).

It is made up of a directly elected Mayor and the following seven local authorities (referred to as the Constituent Councils) and the Business Board (Local Enterprise Partnership):

- Cambridge City Council;
- Cambridgeshire County Council;
- East Cambridgeshire District Council;
- Fenland District Council;
- Huntingdonshire District Council;
- Peterborough City Council;
- South Cambridgeshire District Council.

The Combined Authority will work with local councils, the Business Board (Local Enterprise Partnership), local public services, Government departments and agencies.

CPCA Skills Priorities

The Skills Strategy provides the evidence and opportunities for the CPCA to understand the unique circumstances of local people, employers, communities and the suppliers of education and training including independent training providers, FE Colleges and local authorities. It will give the CPCA the advantage of being closer to the locality and therefore an ability to be more responsive flexible and agile to meeting local priorities. The CPCA has produced a Local Industrial Strategy and Skills Strategy that set out our skills priorities and their expected impact.

These priorities will look to:

- 1. Achieve a high-quality offer tailored to the needs of the three sub economies (The Fens, Peterborough and South Cambridgeshire)**
- 2. Empower local people to access education and skills to participate fully in society, to raise aspirations and enhance progress into further learning to work**
- 3. Develop a dynamic skills market that responds to the changing needs of local business**

One of the paradoxes of our area, highlighted by the CPIER, is the existence of a low level of skills and educational aspiration in some communities, and mismatches with employer needs in the education system, alongside the high-skilled economy of Cambridge. The Combined Authority will continue to prioritise skills interventions, including supporting the establishment of a new University in Peterborough with a course mix driven by local employer demand for skills in both public and private sectors, encouraging apprenticeships, and through the LIS working to activate employer demand and motivate learners and their families to aspire.

Membership of Cambridgeshire and Peterborough Combined Authority Employment and Skills Board

The board will comprise of business leaders, education representatives, local authority leaders, and other government agencies.

It will be established in the Autumn of 2019 and will help to steer the skills agenda in Cambridgeshire and Peterborough plus build on the good work being undertaken by all partners. It will support the implementation of the Local Industrial Strategy and support the recommendations of the Skills Strategy and supporting evidence base.

The Employment and Skills Board will be chaired by a member of the ESB Board representing the private sector and the Chair will report directly to the Chief Officer of the Business Board/ Director Business and Skills.

Please note; this is not recruitment for membership of the Business Board, it is recruitment for membership of the Employment and Skills Board.

Role of private sector board members

Private sector board members will be drawn from across Cambridgeshire and Peterborough and ensure a spread of representation of our key sectors and varying sizes of employers.

Members are selected through an open call for nominations and a process agreed by the Board.

The current role and governance of the board is under development so the input of new members is very welcomed.

Cambridgeshire and Peterborough Combined Authority Skills Priorities;

The focus on skills and evidence of this can be seen in the following strategies, evidence base, and documents:

- CPCA Skills Strategy <https://www.cambridgeshirepeterborough-ca.gov.uk/assets/Employment-and-Skills/Skills-Strategy-Final-Version-5.6.19.pdf>
- Skills Strategy Evidence Base <https://www.cambridgeshirepeterborough-ca.gov.uk/assets/Employment-and-Skills/Cambridgeshire-and-Peterborough-Combined-Authority-FINAL-DEC-2018-Appendix-A.pdf>
- Cambridgeshire and Peterborough Independent Economic Review <http://www.cpier.org.uk/final-report/>
- CPCA Growth Ambition Statement <https://www.cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/GROWTH-AMBITION-STATEMENT-.pdf>

Through the implementation of the People pillar of the Local Industrial Strategy and the CPCA Skills Strategy, we will produce clear statements about the skills businesses need now and in the future. Some of those priorities are listed below;

- Develop an integrated skills offer for businesses across Cambridgeshire and Peterborough.
- Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need.
- Delivering a new University of Peterborough with a curriculum offer to support local business.
- Using the devolved Adult Education Budget to deliver high quality adult education in the local area.
- Support the implementation of the Skills Talent Apprenticeship & Recruitment (STAR) Hub coordinating all skills activity and initiatives to connect as a one stop shop.
- Promotion of the Health and Care Sector Work Academy to support skills and training in the health and care sectors.
- Step up our efforts to promote and support the delivery of high-quality Apprenticeships.
- Work with Government/ DfE to establish a localised and co-designed National Retraining Scheme for Cambridgeshire and Peterborough.
- Grow the number of Enterprise Advisers and schools that are engaged working in partnership with the CEC to further support quality CEIAG and the Careers Strategy.
- Develop new approaches and remove barriers to getting people back into work.
- Prioritise leadership support for our entrepreneurs and those in new high growth businesses

Terms of Reference

Employment & Skills Board for Cambridgeshire & Peterborough Combined Authority (Incorporating Skills Advisory Panel Role)

Governance Context for an Employment & Skills Board;

The Cambridgeshire & Peterborough locality, after becoming a Mayoral Combined Authority Area in 2017, took on responsibility for the Local Enterprise Partnership governance in 2018. In Autumn 2018 a newly formed Business Board was created to provide a business voice for the area. The constitution of the CPCA Board can be found here; (attach hyperlink)

The Cambridgeshire & Peterborough Business Board is:

- a non-statutory body which is the Local Enterprise Partnership for the CPCA area; and
- independent of the CPCA, operating as a private-public sector partnership, which focuses on the key business sectors to provide strategic leadership and drive growth in Cambridgeshire and Peterborough and the wider Local Enterprise area.

The Cambridgeshire & Peterborough Business Board Terms of Reference can be found here;
<http://cambridgeshirepeterborough-ca.gov.uk/meetings/business-board-meeting/>

Diagram One – Governance of CPCA

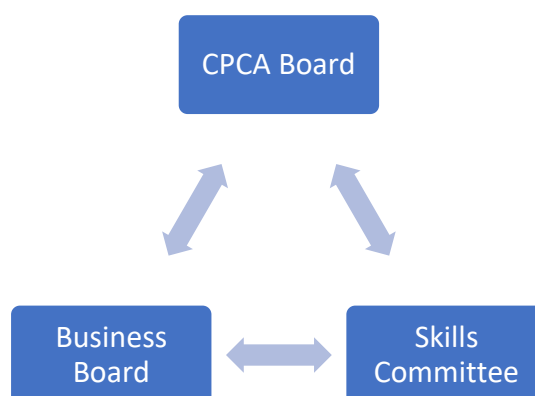
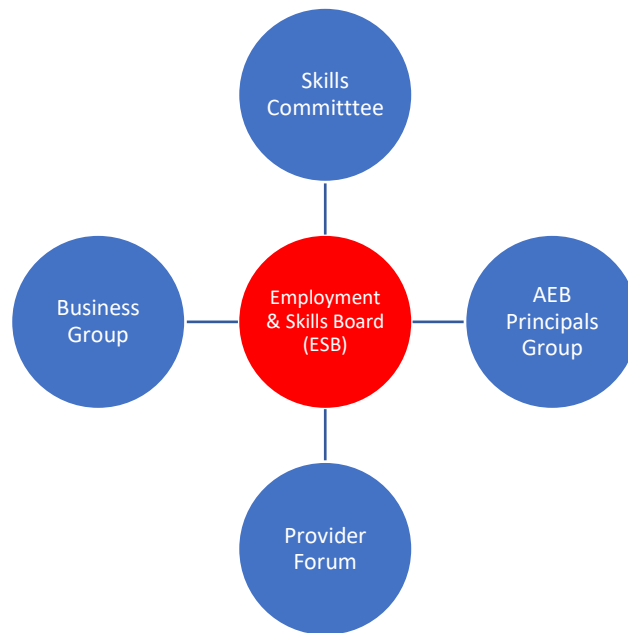


Diagram Two: Governance of Skills Committee and Employment & Skills Board

This structure identifies how the Employment & Skills Board connects with the Skills Committee and associated specialist forums to deliver a strong role for stakeholders in shaping a designing a future skills system for the CPCA area.



The Cambridgeshire & Peterborough Employment & Skills Board (ESB) will;

1. Provide strong leadership on skills in the local area, engaging with employers and providers and providing skills advice to the accountable board of the CPCA Skills Committee
2. Advise on the strategic direction, determine priorities and monitor progress of the devolved AEB.
3. Develop a clear understanding of current and future local skills needs and the local labour market as well as the present skills and employment support provision in the local area
4. Focus on the needs of future learners and employers which have been identified by local partners, including colleges, university providers and employers
5. Consist of employers, those with knowledge and experience of skills and education, and Cambridgeshire & Peterborough representatives.
6. Establish systems to ensure the student voice is heard
7. Raise the profile of apprenticeships with local employers and providers
8. Work closely with careers advisory services to ensure that learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information
9. Be underpinned by a stakeholder group including all providers
10. Produce robust, authoritative evidence-based skills & labour market analysis and skills provision in Cambridgeshire & Peterborough
11. Build knowledge of the range of both local, regional and national employment provision that exists or is planned
12. Present data analysis and share it with the wider employer and provider communities to ensure that their perspective on the local labour market and local employment and skills system is reflected
13. Provide analysis to inform the development and the implementation of the 'People' element of the Local Industrial Strategy.

Agreed Membership

The Membership of the Board is [DN: List organisations/ job role.] The current members of the ESB are provided at Annex 1. When a member is unable to attend a meeting, they may provide a substitute, provided such substitute has delegated authority to represent their organisation. Members are expected to attend at least 70% of meetings.

Board Composition & Meetings

The ESB is an advisory body with no legal status but with a specific role as part of the CPCA Skills Committee. There will be a maximum of 20 members including the Chair. The Chair will be a private sector member of the CPCA Business Board or a member of the Skills Committee. The Board will comprise of at least 10 business people from across the CPCA area who between them will represent a variety industry sectors, different sizes of businesses, profit, and social enterprise businesses, and at least 3 to represent the publicly funded sector of the economy including but not limited to government, NHS, education and training and skills providers. One position will be retained for the Community and Voluntary sector.

Task & Finish Groups

From time to time it may be necessary to establish a skills task and finish group, and other skills specialists may be invited to join these meetings. Any group would need to be sponsored by an ESB Board member, who may or may not chair the group, depending on the issues under consideration. Any discussions or agreed actions will be reported back to the ESB.

Role of Board Members

The specific role of a Board Member is to;

- Use their experience and knowledge to help shape strategy and policy on learning and skills development
- Influence the prioritisation, planning and investment in skills supply and the shape of delivery
- Support the strategic aims of the Cambridgeshire & Peterborough Business Board
- Represent a range of people, organisations or views, not just their own or that of their organisation

The way the Board will do business

The Board will adopt good practise and its members will act within the General Duties and Obligations set out in this document and adopt the following values:

- Championing to influence and lead by example
- Developing enterprising solutions that are creative
- Partnership working across the private, public and third sector
- Sharing best practise
- Being inclusive of each locality and community across Cambridgeshire & Peterborough.

A Code of Conduct & Register of Interest is in place and all board members and observers are required to complete a declaration.

Observers

Specialists may be invited by the Chair to attend specific Board meetings or Agenda items where expertise is required.

Occasional observers may request to attend a meeting through the Chair.

Specialist Forums & Groups

The Cambridgeshire & Peterborough ESB has a number of specialist advisory groups that will feed into the decision-making processes. This includes;

- 1) Existing Provider Forums; there are a number of existing forums operating within the CPCA area, and these can be supported to articulate a voice on skills to the ESB
- 2) An AEB Principals Group; a specialist group for AEB funding only with the twelve (12) identified grant funded institutions indigenous or contiguous to the CPCA area
- 3) A Data Analysis Group; formed to provide an analysis of the local skills and labour markets to develop robust Labour Market Intelligence.

These Forums will be sub groups of the Cambridgeshire & Peterborough ESB.

In developing these forums, Members will:

- Have a current understanding of the operational and strategic aspects of training provision through operating significant contracts within Cambridgeshire & Peterborough.
- Be expected to disseminate information, and collate thoughts, about the Forums business from within their own organisations.
- Ensure that those not directly represented around the table, involved in smaller, niche or rural sub contract delivery, hear the same messages and that their views are considered and fed into the ESB.

The Forum(s) will:

- Provide a voice about the Skills Funding system
- Advise the ESB Board on matters of vocational training and employment scheme delivery
- Advise the ESB on short, medium and long-term strategies associated with skills funding
- Identify freedoms, flexibilities, and improvements that could be made to government and local funded training provision so that the ESB Board can promote changes that will improve local provision.

Administration

The ESB and connect Forum(s), and any identified sub groups will be supported (and/or attended) by a professional secretariat hosted by the CPCA. The meetings and papers of the ESB Board will be

prepared by the CPCA, with members subject to the same conditions of operation, shared values and code of conduct.



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM NO: 3.5
26 MAY 2020	PUBLIC REPORT

BUSINESS BOARD COMMUNICATIONS UPDATE

1.0 PURPOSE

- 1.1 The purpose of this report is to update members on Business Board related communications and PR activity.

<u>DECISION REQUIRED</u>	
Lead Member:	Austen Adams, Chair of the Business Board
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: n/a Key Decision: No	
The Business Board is recommended to: Note the content of this report.	

2.0 BACKGROUND

- 2.1 The Business Board requested a Communications update as a standing item on the agenda for meetings to ensure Members are fully aware and engaged on both Business Board and Combined Authority communication and PR activity, with a particular focus on reporting support available for Covid-19 recovery. The information is included in **Appendices 1, 2 and 3**.

3.0 FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications arising from the report.

4.0 LEGAL IMPLICATIONS

4.1 There are no direct legal implications arising from the report.

5.0 APPENDICES

5.1 Appendix 1: Covid 19 Business Resilience Communications Strategic Objectives and Plan (April 2020)

5.2 Appendix 2: Press Release Coronavirus Communications to Date (1st May 2020)

5.3 Appendix 3 - Digital Marketing Analytics (April 2020)

<u>Background Papers</u>	<u>Location</u>
None	



Covid 19 Business Resilience Communications Strategic Objectives and Plan

The Mayor of Cambridgeshire and Peterborough Combined Authority is in a unique position to focus on economic recovery of our region as we move through our response to Covid -19.

Mayoral Objectives

- The Mayor's focus is to alleviate the short term distress of business and building business resilience based on evidence, planning and response to deliver a strong local economy so Cambridgeshire is on the front foot to recovery after COVID 19.
- The Combined Authority Business Board to be the single leading and coordinating voice of business in Cambridgeshire.
- The Mayor is the focal point for change having direct access to Government to lobby for the needs of local business.

The communications response to Covid-19 is to deliver the Mayor's priority to alleviate the short term distress of business and build business resilience based on evidence, planning and response to deliver a strong local economy so Cambridgeshire is on the front foot to recovery post Covid-19.

Strategies

1. Work closely with the Mayor to ensure his voice and vision are reflected in this strategy with a regular taskforce meeting.
2. Continue to work closely with the Business & Skill team with a monthly communications meeting.
3. Provide timely public communications across multiple media channels including traditional and digital media.
4. Raise the Mayors profile as the leading business voice in the region.
5. Disseminate good news business success stories across the region.
6. Signpost business to Combined Authority, Governmental and Partner support.
7. Intelligence gathering, collating and listening to business on the impact of Covid19 via the Mayors Forum and business resilience survey, social media
8. Establish regular reporting and analytics to ensure the Mayor's Covid-19 priorities are being met.

Covid 19 -Communications to date

- **Regular Business Bulletins** - 14 Business Bulletins signposting to government support reaching c.40,000 business across the region
- **Social Media** 160 social posts to an audience of 8,896 people, signposting business support, public health and good news stories.
- **Intelligence Gathering** 4 business resilience reports benchmarking and gathering business intelligence to determine the CPCA service offer, feed back to BIES and evidence for the Mayor to lobby Government. This will be used to produce a report on the impact of Covid-19 for the region
- **CPCA Covid-19 focused support.** Set up the communications for and deliver targeted communications about Covid-19 related services via email campaigns and media campaigns regarding the Micro and Capital Grant Scheme, talent portal, 121 business triage support and any future projects.
- **Media partnerships** across the Business Board region to ensure consistent public business messaging, business blogs, q&a, sharing good news business stories and case studies.

Future projects include

- Micro Capital Grant Scheme
- Free Membership to business focused partner organisations eg FSB
- Regular dissemination of good news business stories from LGF and Covid 19 CPCA Grants awarded work.
- Covid-19 Town Master Plan support £12.2m

For discussion –

What more can the Combined Authority Communications be doing to support the Mayor's priority to alleviate the short term distress of business and build business resilience based on evidence, planning and response to deliver a strong local economy so Cambridgeshire is on the front foot to recovery after COVID 19.

Discussion Actions – from meeting

- Continue to strengthen the Mayors voice - by positioning him as the coordinating voice of business in Cambridgeshire.
- Work in collaboration and to encourage collaboration in sharing business intelligence with partners eg Chamber of Commerce, FSB, IOD etc
- Move comms strategy from launching projects to storytelling – telling people what we have done, sharing good news and stats. Providing a personal touch
- Time to polish the comms – provide strong branded assets and strong visuals to
- Provide analytics based comms.

Next meeting in two weeks.

Press Release Coronavirus Communications to Date (1st May 2020)

March

- 18th - Announcement that CPCA will WFH and link to new Business newsletter
- 20th - Announcement of Co-ordination Hub to help tackle Covid-19 impact
- 21st – Mayor’s Blog – Open for Business – but not Business as Usual
- 24th – Mayor’s Blog/Statement on staying at home and supporting local businesses
- 24th – News Release CPCA decision-making by Mayor’s emergency powers so business continues
- 26th – News Release – Local democracy goes digital – Board meets virtually
- 30th – News Release – CPCA will support local firms through virus crisis

April

- 1st – News Release Mayor launches £2.3 million war chest of grants to help SMEs bounce back
- 9th - News Release Mayor sets up C-19 forum to inform advocacy to Government
- 9th – Mayor’s Blog – Life v Lifestyle – C-19 capital grants
- Jane on leave
- 17th – Mayor’s Blog – Digital connectivity proved by C-19 as vital for C&P future
- 23rd – News Release – Mayor launches match-making service for employers & would-be employees
- 24th – Mayor’s Blog – Fools Rush Out. Launch of Talent Portal and Business 121 advice
- 29th – News Release - new 121 phone advisory service for business
- 29th - News Release – CPCA Employment courses go online to meet rising demand

May

- 1st - Mayor’s Blog – Keep calm and....qualify. Employment courses go online to meet demand
- 1st May – Joint Statement on economic recovery with Government

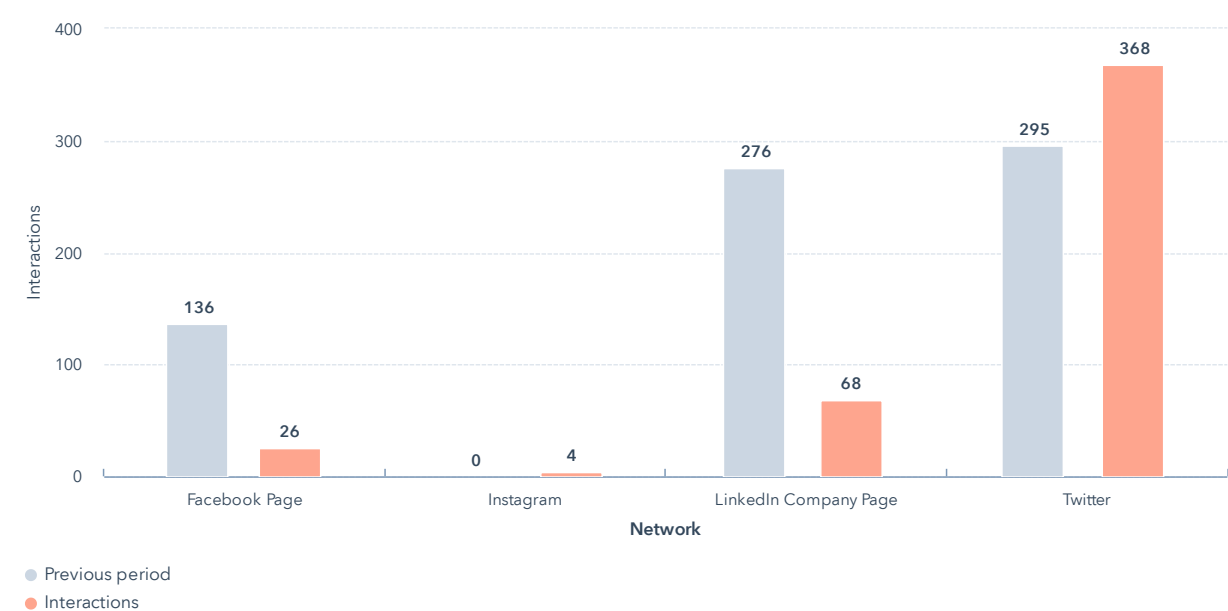
Email totals by sent, opened, and clicked

Date range: In the last 30 days

SENT	OPENED	CLICKS	CLICK RATE
18,226	4,036	579	3.22%
▼ 11.54%	▼ 10.29%	▼ 20.58%	▼ 11.46%

Social interactions by network

Date range: In the last 30 days





Top forms by views

Date range: In the last 30 days

FORM	FORM TYPE 	VIEWS 	SUBMISSIONS 	CONVERSION RATE 
COVID 19 CAPIT...	Regular	2,766	333	12.04%
Collected form: #f...	Non-Hubspot	0	85	-
£100k Homes - Re...	Regular	0	37	-
Talent Portal - Job...	Regular	7	36	-
Covid-19 Business...	Regular	44	16	36.36%

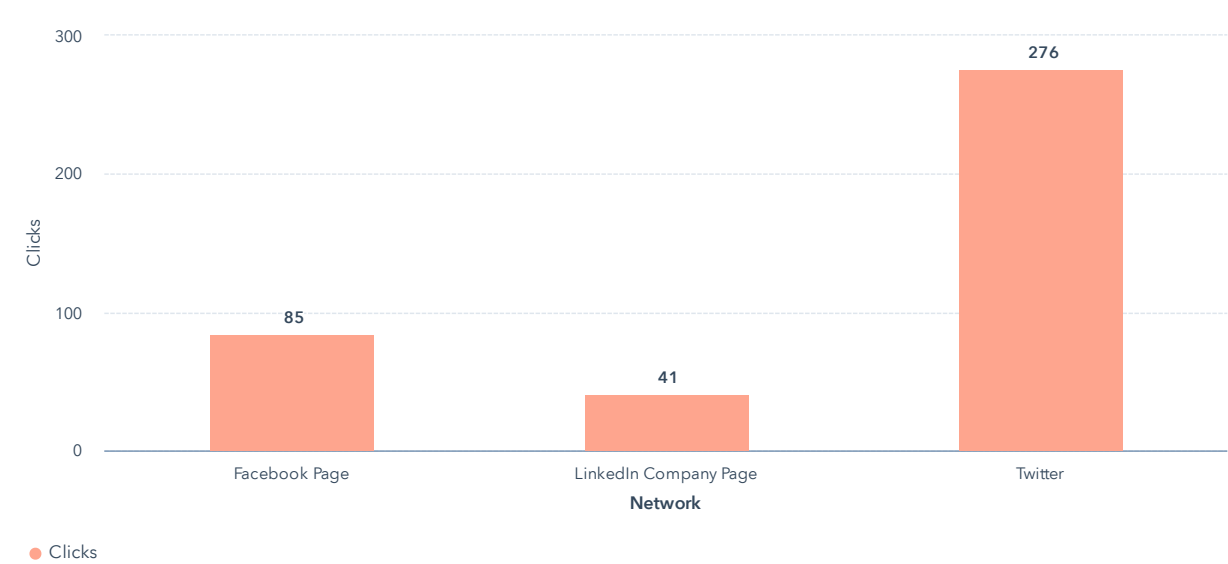
Top landing pages by submission

Date range: In the last 30 days

LANDING PAGE	PUBLISH STATUS 	VIEWS 	TOTAL SUBMISSIONS 
CPCA Business Board: Business Resilience COVID-19 Upd...	Published	44	16
100K Homes Support Us Landing Page	Published	3	0
Sample - Convert visitors with a HubSpot landing page	Published	0	0
Positive RSVP Westminster 100K	Deleted	0	0
100K Homes Westminster Positive RSVP	Deleted	0	0

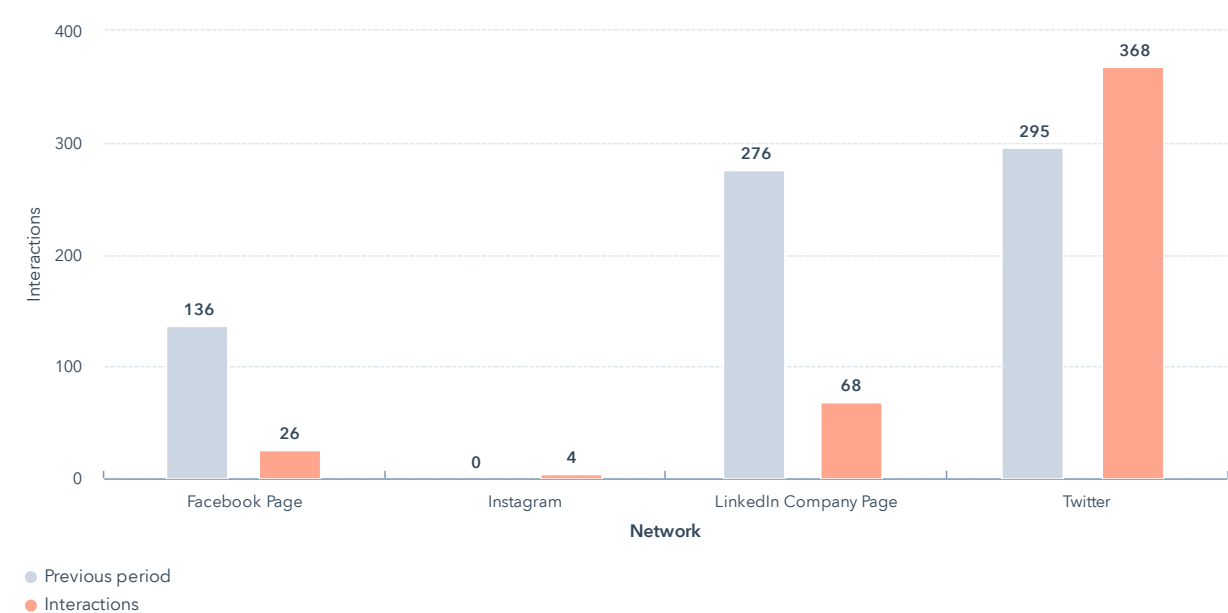
Social posts clicks by network

Date range: From 23/1/2020 to 21/2/2020



Social interactions by network

Date range: In the last 30 days



Some reports may not print in full. Please visit your dashboard to view the complete data set.



THE BUSINESS BOARD

FORWARD PLAN

PUBLISHED ON 15TH MAY 2020

Business Board Virtual Meeting – 26th May 2020

	REPORT TITLE	DECISION MAKER	DECISION EXPECTED	DECISION	PURPOSE	REPORT AUTHOR	LEAD MEMBER
1.	Minutes of the Meeting Held on 23rd March 2020	Business Board	26th May 2020	Decision	To approve the minutes of the last meeting as a correct report.	<i>Monitoring Officer for Combined Authority</i>	Chair
2.	Combined Authority Update – May 2020	Business Board			To provide BB members with an update on overall issues concerning the Combined Authority.	<i>Brian Hyland, Deputy Chief Officer - Business & Skills</i>	Mayor
3.	Update on the Business Board and Wider Combined Authority Response to COVID-19	Business Board	26th May 2020		To update members on interventions being mobilised in support of Covid-19 economic recovery for the local business community.	<i>Domenico Cirillo, Business Programmes Manager - Business & Skills</i>	Chair
4.	Business Board Strategic Funds Update	Business Board			To provide an update and overview of the revenue funding lines that are within the Business & Skills Directorate.	<i>Robert Emery, Chief Accountant</i>	Chair

5.	Local Growth Fund Programme Management Review – May 2020	Combined Authority Board	3 rd June 2020	Decision	To monitor and review programme performance and risks, and to recommend for approval to CA Board allocation of Local Growth Funding into Adult Education Budget Innovation Fund as capital match to that fund.	<i>Steve Clarke, Strategic Funds Manager – Business & Skills</i>	Chair
6.	iMET Investment Update & Options Recommendation	Business Board	26 th May 2020		To provide an update on the iMET investment and introduce potential options to recover funding or recycle the asset.	<i>John T Hill, Director Business & Skills</i>	Chair
7.	Consolidated Economic, Business & Skills Insight Programme	Combined Authority Board	29 th July 2020	Decision	To approve the reprofiling of budgets to create a Consolidated Business & Skills Insight Programme for Cambridgeshire & Peterborough.	<i>Alan Downton, Senior Interim Programme Manager – Business & Skills</i>	Chair
8.	Constitution Review (Appendix 5 – Business Board)	Combined Authority Board	3 rd June 2020	Decision	To review the Business Board section of the CPCA Constitution (Appendix 5).	<i>Rochelle White, Monitoring Officer for Combined Authority</i>	Chair
9.	Nomination of Business Board Representative for the Combined Authority Board	Combined Authority Board	3 rd June 2020	Decision	To nominate Business Board representatives for the Combined Authority Board, as required by the CPCA Constitution	<i>Domenico Cirillo, Business Programme Manager – Business & Skills</i>	Chair
10.	Nomination of Business Board member as Chair of the Employment and Skills Board	Business Board	26 th May 2020	Decision	To nominate a Chair for the Employment & Skills Board from Business Board membership.	<i>Fiona McGonigle, Skills Manager – Business & Skills</i>	Chair

11.	Business Board Communications Update – May 2020	Business Board	26 th May 2020		To update members on Business Board related communications and PR activity.	<i>Emily Martin, Head of Comms</i>	Chair
12.	Business Board Headlines for Combined Authority Board	Business Board					
13.	Forward Plan	Business Board	26th May 2020	Decision	To note the forward plan	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 27th July 2020 (date and venue to be confirmed)							
	REPORT TITLE	DECISION MAKER	DECISION EXPECTED	DECISION	PURPOSE	REPORT AUTHOR	LEAD MEMBER
1.	Minutes of the Meeting Held on 26th May 2020	Business Board	26th May 2020	Decision	To approve the minutes of the last meeting as a correct report.	<i>Monitoring Officer for Combined Authority</i>	Chair
2.	Combined Authority Update – July 2020	Business Board			To provide BB members with an update on overall issues concerning the Combined Authority.	<i>Brian Hyland, Deputy Chief Officer - Business & Skills</i>	Mayor
3.	Update on the Business Board and Wider Combined Authority Response to COVID-19	Business Board			To update members on interventions being mobilised in support of Covid-19 economic recovery for the local business community.	<i>John T Hill, Director Business & Skills</i>	

4.	Local Growth Fund – Monitoring & Evaluation Update	Business Board	July 2020 (Business Board)			<i>Steve Clarke, Strategic Funds Manager</i>	Chair
5.	Local Enterprise Partnership Partnering Strategy – 2020 Update	Combined Authority Board	July 2020 (CA Board)	Decision	To recommend the Local Enterprise Partnership Partnering Strategy	<i>John T Hill, Director Business & Skills</i>	Chair
6.	Growth Service – Full Business Case	Combined Authority Board	July 2020 (CA Board)	Decision	To approve the Full Business Case for mobilisation of the Growth Service.	<i>John T Hill, Director Business & Skills</i>	Chair
7.	Market Towns Programme Update	Business Board	July 2020 (Business Board)		To provide BB members with an update on progress made with the Market Town Masterplans Programme.	<i>Domenico Cirillo, Business Programme Manager</i>	Chair
8.	Coronavirus Update	Business Board	July 2020 (Business Board)		To update members on interventions being mobilised in support of Covid-19 economic recovery for the local business community.	<i>John T Hill, Director Business & Skills</i>	Chair
9.	Business Board Communications Update	Business Board	July 2020 (Business Board)		To update members on Business Board related communications and PR activity.	<i>Emily Martin, Head of Comms</i>	Chair
10.	Forward Plan	Business Board	July 2020 (Business Board)	Decision	To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – September 2020
(date and venue to be confirmed)

	REPORT TITLE	DECISION MAKER	DECISION EXPECTED	DECISION	PURPOSE	REPORT AUTHOR	LEAD MEMBER
1.	Minutes of the Meeting Held on 27th July 2020	Business Board	26th May 2020	Decision	To approve the minutes of the last meeting as a correct report.	<i>Monitoring Officer for Combined Authority</i>	Chair
2.	Combined Authority Update – September 2020	Business Board			To provide BB members with an update on overall issues concerning the Combined Authority.	<i>Brian Hyland, Deputy Chief Officer - Business & Skills</i>	Mayor
3.	Update on the Business Board and Wider Combined Authority Response to COVID-19	Business Board			To update and take feedback from members on how to better support the local business community/ contingency planning	<i>John T Hill, Director Business & Skills</i>	
4.	GCP LIS Delivery Plan	Business Board			Presentation to update members on GCP LIS Delivery Plan.	<i>Rachel Stopard – Chief Executive of Greater Cambridge Partnership</i>	Chair
5.	Sector Strategies - Advanced Material & Manufacturing, Life Sciences and Agritech	Combined Authority Board			To update and take feedback from Members on the Advanced Material & Manufacturing, Life Sciences, and Agritech Sector Strategies post Covid-19.	<i>Steve Clarke, Strategic Funds Manager</i>	Chair

SUBMIT YOUR COMMENTS OR QUERIES TO BUSINESS BOARD

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

.....

Tel:

Email:

Who would you like to respond?

