

PRIVATE MEETING

Monday, 26th November 2018
2.30p.m – 4:30p.m.

East Cambridgeshire District Council, The Chamber Room, The Grange,
Nutholt Lane, Ely, Cambridgeshire, CB7 4EE

AGENDA

Number	Agenda Item	Chair/ Lead Member/ Chief Officer	Papers	Pages
1.	Part 1 – Governance Items			
1.1.	Apologies and Declarations of Interests	Monitoring Officer	Oral	
1.2.	Minutes of the Meetings on 24th September 2018	Monitoring Officer	Yes	4 – 14
1.3.	Forward Plan	Monitoring Officer	Yes	15 – 23
2.	Part 2 – Funding and Growth Fund			
2.1.	Growth Programme Update	Director Business & Skills	Yes	24 – 31
2.2.	Growth Fund Projects	Director Business & Skills	Yes	32 – 49
2.3.	Eastern Agri-Tech Growth Initiative	Director Business & Skills	Yes	50 – 68
2.4.	Wisbech Access Strategy	Director Business & Skills	Yes	69 – 87
2.5.	M11 Junction 8 Improvement Project	Director Business & Skills	Yes	88-92

Number	Agenda Item	Chair/ Lead Member/ Chief Officer	Papers	Pages
3.	Part 3 – Strategy and Policy			
3.1.	The Greater South East Energy Hub – Rural Community Energy Fund	Director Business & Skills	Yes	93 - 97
3.2.	Growth Hub Progress	Director Business & Skills	Yes	98 – 137
3.3.	Local Industrial Strategy	Director Business & Skills	Yes	138–141
3.4.	Business Board Private Sector Board Members – Expenses and Allowances Scheme	Monitoring Officer / Governance Advisor	Yes	142–151
4.	Part 4 – Date of next meeting			
4.1	Date: 28 January 2019 – 2.30pm, Council Chamber, Fenland Hall, County Road, March, Cambridgeshire, PE15 8NQ	Chair	Oral	

All decisions, when made by the Combined Authority, will be conditional pending confirmation from Government that local growth funds have been released for allocation by the Business Board.

Membership

The Board currently comprises

Public Sector Members

Name	Position	Body
James Palmer Substitute Cllr Steve Count	Mayor	Cambridgeshire and Peterborough Combined Authority
Cllr Charles Roberts Substitute Councillor Anna Bailey	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
Douglass Cuff	Life Sciences and Healthcare	BioMed Realty
William Haire	Agri-tech	East of England Agricultural Society
Aamir Khalid	Advanced Manufacturing and Skills	The Welding Institute (TWI)
Mark Dorsett	Advanced Manufacturing	Perkins Engines/ Caterpillar UK
Andy Neely	Education	University of Cambridge
Tina Barsby	Agri-tech	NIAB

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

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY **BUSINESS BOARD: MINUTES**

Date: Monday, 24 September 2018

Time: 2.30pm – 2.36pm

Location: Kreis Viersen Room, Shire Hall, Cambridge

Present: Councillor Charles Roberts (Chairman), James Palmer (Mayor), Professor Andy Neely and Councillor Wayne Fitzgerald

35. APOLOGIES AND DECLARATIONS OF INTERESTS

Apologies received from Councillor Lance Stanbury.

The Chairman welcomed the public, and extended a special welcome to the new Board Members, attending the meeting as observers.

It was noted that Councillor Roberts and James Palmer were members of the Combined Authority Board, but that there were no conflicts of interest in relation to the items to be considered.

36. MINUTES OF THE MEETING – 23rd JULY 2018

The minutes of the Business Board meeting held on 23rd July 2018 were agreed as a correct record and signed by the Chairman.

37. APPOINTMENT OF SUBSTITUTE MEMBERS

The Board considered a report on membership of the new Business Board, following a recruitment campaign and interview process for private sector members.

Presenting the report, the Interim Director of Business and Skills reminded Members that there had been a significant recruitment campaign since April, in an attempt to attract key opinion leaders to the new Business Board. The Shadow Business Board was being asked to agree membership for a three year period, and a two year period for the Chair and Vice Chair. It was noted that the Chair of the Business Board would be a voting Member of the Combined Authority Board, whereas the Vice Chair would not have any voting rights, except when he/she was substituting for the Chair.

The proposals for Business Board membership also included two public sector representatives, the Mayor and the Deputy Mayor, who would not have voting rights.

Government had given Combined Authorities a very clear steer that the Business Boards should be industry led. At a previous meeting, the Business Board agreed the membership of the new Business Board should comprise two public sector members

and eight private sector members. Following the selection process, seven very high quality industry leaders were being recommended as Members of the new Business Board. All candidates would be asked to sign a declaration affirming their understanding and commitment to the Code of Conduct.

The Mayor commented that the shortlisting and interview panels had been a very rigorous process, to find appropriate individuals to represent the Cambridgeshire and Peterborough business communities. The applicants that had come forward had been outstanding, and thanks was due to all applicants for applying, and apologies to those who did not make the final group, due to the high calibre of applicants. Thanks was also due to those successful applicants for their commitment to the Business Board.

The Interim Director advised that the LEP Review had indicated that wherever possible, there should be a good number of female representatives on the Business Board, specifically a third of the Board by 2020. Two of the shortlisted candidates females had been female, including one of the successful applicants.

The Chairman thanked the officer team and all Members, especially Councillors Stanbury and Fitzgerald, who had brought the process to this stage. He also thanked members of the public for attending, but indicated that they would be required to withdraw for the next meeting, which would be held in private.

It was resolved unanimously to:

1. agree the appointments of private sector members to the Business Board as for a period of three years until September 2021;
2. note that the new Business Board shall be asked to appoint a Chair and Vice-Chair for a period of two years until September 2021;
3. note the Chair of the Business Board will be a voting member of the Combined Authority Board. The Vice Chair will be a non-voting member of the Combined Authority Board except when substituting for the Chair.

Chairman



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY **BUSINESS BOARD: MINUTES**

Date: Monday, 24th September 2018

Time: 2.40-4.00pm

Location: Shire Hall, Cambridge

Present: Austen Adams, Tina Barsby, Douglass Cuff, William Haire, Aamir Khalid (Chair), Professor Andy Neely (Vice-Chair), Councillor Charles Roberts, James Palmer (Mayor)

1. APOLOGIES AND DECLARATIONS OF INTERESTS

Apologies had been received from Mark Dorsett, who would be attempting to participate in the meeting electronically.

It was noted that Councillor Roberts and James Palmer were members of the Combined Authority Board, but that there were no conflicts of interest in relation to the items to be considered.

2. MEMBERSHIP AND APPOINTMENT OF CHAIR AND VICE CHAIR

The Monitoring Officer requested nominations for Chairman. Charles Roberts nominated Aamir Khalid, and this was seconded by James Palmer. There being no further nominations, the Monitoring Officer declared Aamir Khalid elected as Chair.

The Chair welcomed everyone to the first meeting of new the Business Board. He asked for nominations for Vice Chair. From the Chair, he nominated Professor Andy Neely, which was seconded by Charles Roberts. There being no further nominations, Professor Andy Neely was appointed Vice Chair.

It was resolved unanimously to:

- a) note the membership of the Business Board shall comprise up to 10 members as follows:
 - i. Two public sector members
 - ii. Eight private sector members;
- b) note the appointments made by the Business Board at the meeting prior to this meeting for a period of three years until September 2021;
- c) appoint Aamir Khalid as Chair and Andy Neely as Vice Chair of the Business Board for a period of two years until September 2021.

3. TERMS OF REFERENCE AND CONSTITUTIONAL ARRANGEMENTS

The Monitoring Officer presented a report on the terms of reference and governance arrangements for the new Business Board.

The following points were noted:

- the Business Board would comprise eight private sector Members and two public sector Members. Each of the eight private sector members would be appointed for three years, with the Chair and Vice-Chair appointed for two years. Both the Member, Chair and Vice Chair positions could be extended by one successive term;
- the constitutional arrangements for the Business Board had to comply with the Local Enterprise Partnership governance and transparency: best practice guidance issued by the Ministry of Housing, Communities and Local Government, which supported LEPs in meeting the recommendations made by the Mary Ney review. The key focus was ensuring that LEPs were open and transparent, e.g. availability of agendas and reports in advance of meetings, publishing minutes, and the geography of the Combined Authority area. Members' attention was drawn to Sections 9 and 10, which specified that the appointments of private sector representatives was for a maximum of three years, and subject to a maximum of one successive term. The appointments to Chair and Vice-Chair were for a maximum of two years, and both appointments were for a maximum of two years, also subject to one successive term;
- that the Chair would be a voting member of the Combined Authority Board, and the Vice Chair would be a non-voting member of the Combined Authority Board, except when substituting for the Chair;
- minor corrections to the detail of the constituent authorities.

It was resolved unanimously to:

agree the terms of reference of the Business Board and constitutional arrangements, as amended, at Appendix 1 to the report.

4. FORWARD PLAN

Members considered the Forward Plan, which set out the items to be considered by the Business Board at forthcoming meetings, and was published to give both Members and the wider public information on the future work of the Board. All decision items would go on to the Combined Authority Board meetings for approval, which were open to the public.

Members noted the updated Forward Plan.

5. GOVERNMENT REVIEW OF LEPS – STRENGTHENED LOCAL ENTERPRISE PARTNERSHIPS

The Interim Director of Business and Skills advised that in July the government had launched a review of LEPS, with each LEP required to send a response by 28th September on the LEP geography issues. A response on the other issues did not have to be submitted until the end of October. Attention was drawn to Appendix A to the report, which gave a summary of activity in each of the geographical areas of the LEP. Appendix B contained the questions and the proposed responses, based on boundary of the Business Board being coterminous with the Combined Authority.

The background to the issues that had arisen with the Greater Cambridge Greater Peterborough (GCGP) LEP were noted, and the impact this had had on the funding stream. Funding had been withheld and eventually transferred to the Combined Authority in April.

The government's aim was to reduce duality, i.e. communities served by more than one LEP. The GCGP LEP area included areas in the adjacent counties of Lincolnshire, Norfolk, Suffolk, Essex, Hertfordshire and Rutland. It was proposed that the LEP area should be coterminous with the Combined Authority area i.e. Cambridgeshire and Peterborough. The Combined Authority Board was therefore minded to support a reduction in the LEP area to mirror the Mayoral Combined Authority area. It was confirmed that the other authorities were aware of the Combined Authority's position.

The Mayor advised that he had been contacted by the leaders of West Suffolk and Rutland Councils who were concerned that funding for those areas, previously agreed by the LEP, may be withheld by the Business Board. Members commented that it would be helpful to know the size of that commitment. Officers explained that the expectation - but not the confirmed position - was that the funding for that broader geographic area would not expire until 2020. The total funding commitment carried over from the LEP to the new Business Board was approximately £47M, but the assumption was that allocations would need to be agreed by the Business Board, i.e. the Business Board would remain the accountable body and be making recommendations on unallocated funding to the broader geography until 2020. There were two significant provisional allocations within the wider geographic area: (i) Haverhill Research Park (£1.3M) in West Suffolk, and (ii) M11 Junction 8 improvements (£1M) in Uttlesford. There were no contractual obligations to those projects at the moment, and decisions on those allocations would come to the Business Board for recommendation to the Combined Authority.

In response to a Member question, it was confirmed that the only authority not already covered by an alternative host LEP was Rutland. There had been discussions with the Chief Executive of Rutland, and it was likely that Rutland would be included in a neighbouring LEP.

It was suggested that the funding notionally allocated by the previous Board to the wider geographic area was not for large amounts, and that this should be taken to full Business Case. However, looking forward, the Business Board may be more cautious about granting funding to areas covered by another LEP. The Mayor commented that the investment to the Haverhill Research Park would result in benefits to

Cambridgeshire and Peterborough, as it is part of the Cambridge Compass Enterprise Zone.

It was confirmed that the wider geographic area would still apply until Government made the decision to agree with the proposal on coterminosity.

It was resolved unanimously to:

- a) agree to submit a proposal to Government for the boundary of the Business Board to be coterminous with the Combined Authority Boundary;
- b) agree the response (attached to the report) for submission to the Government by 29 September and consideration by the Combined Authority on the 26 September;
- c) agree that any final amendments to the Government response can be made by the Chair prior to submission to the Government;
- d) note the deadlines and changes as set out in the Strengthened LEPs paper and that a report will be brought back to the Board addressing these requirements.

6. CAMBRIDGESHIRE AND PETERBOROUGH INDEPENDENT ECONOMIC REVIEW (FINAL)

The Interim Director for Business and Skills presented a report on the interim Cambridgeshire and Peterborough Independent Economic Report (CPIER) which had been published on 14th September 2018.

Members were advised that the CPIER had been led by an independent Commission, chaired by Dame Kate Barker, and composed of other leading economic, business and political figures. The Commission had engaged across Cambridgeshire and Peterborough, including two rounds of public consultation, and targeted sessions with local authorities and local communities. Nationally Cambridgeshire and Peterborough Combined Authority was seen as an exemplar, with some of the most robust evidence bases.

Members' views were sought on the CPIER in advance of the upcoming engagement sessions. There would be further opportunity for the Business Board to explore the Industrial Strategy at their induction session on 29th October, which would include presentations from John Hill, the new Director of Business and Skills, and a workshop with Mike Emerich of Metro Dynamics, an organisation involved in the development of the CPIER. Metro Dynamics would also be leading on the development of the Industrial Strategy, having been selected through a competitive process. There was a real appetite to progress the Industrial Strategy as soon as possible.

The Mayor commented that the Cambridge – Milton Keynes – Oxford corridor was not the only strategic corridor in the LEP area, but there were key corridors in all directions.

Professor Neely declared a non-pecuniary interest as he was an acquaintance of one of the commissioners involved in the Review. He commented that the CPIER was a really good piece of work, and it would be really helpful to know how Mike Emerich would be developing the Industrial Strategy, to reflect the varied nature of industry across Cambridgeshire and Peterborough, and also to have some idea about the data and evidence gap. Officers outlined the proposals for developing the Industrial Strategy, which would include mapping out the engagement process at a very early stage. The main points would include an innovation audit, skills strategy, and an analysis by geographical areas, looking at the companies in those areas. Members' comments on companies that should be included in the Industrial Strategy were welcomed. Professor Neely commented that it would be helpful to utilise existing networks e.g. Cambridge Network, Cambridge Wireless, etc, in this process. Officers advised that business-led sector specific strategies would be created, and a tender had gone out to attract sector specialists with experience in skills, innovation, etc. In response to a Member comment, it was confirmed that feedback from government indicated that the Combined Authority was in a good position to attract further funding because of the CPIER.

In response to a Member question, it was noted that there was noted that the sector specific strategy for Agritech would be led in-house by Martin Lutman, who was an expert in this field.

It was resolved unanimously to:

- a) note the publication of the Cambridgeshire and Peterborough Independent Economic Review (CPIER) as a major milestone in the development of our Local Industrial Strategy;
- b) provide any initial on the findings of the CPIER, in advance of the upcoming engagement sessions.

7. ASSURANCE FRAMEWORK

The Business Board considered a report on the Assurance Framework. It was noted that the Assurance Framework was necessary to set out the systems and processes which would be used to manage the delegated funding from government budgets effectively. The document would be updated to include further recent government guidance, such as the recent Review of LEPs, and brought back to a future Business Board meeting, for Members' consideration.

It was resolved unanimously to:

agree the current Business Board Assurance Framework.

8. GROWTH PROSPECTUS

John Hill, Director of Business and Skills, introduced a report on the Growth Prospectus. He advised that the Local Growth Fund was established by government in 2014 and distributed across England via LEPs. The Greater Cambridge Greater

Peterborough (GCGP) LEP negotiated three growth Deals, securing £146.7M to deliver new homes, jobs and skills in the LEP area.

The following points were noted:

- that this funding was for capital expenditure only, i.e. land, buildings, infrastructure and equipment, and could be given as either a grant or loan for equity investment;
- all funding must be spent by 31/03/21, but the Growing Places fund has no end date;
- Value Added needed to be demonstrated for businesses, jobs/skills and innovation outcomes;
- the Prospectus provided outline guidance on the areas where bids would be welcomed, and the criteria against which bids would be evaluated;
- a key question would be, if the Business Board did not fund it, would it happen?
- bids would need to be checked against State Aid rules.

The Growth Deal allocation from Government was awarded on the basis that the funding would be used to create 22,500 jobs and 10,440 new homes. While the programme was broadly on track to deliver the homes targets, it was behind on jobs outcomes with around 12,000 jobs currently forecast through contracted schemes. Whilst the jobs were clearly a focus, housing, skills and innovation, and the gross value added were also key factors. The option of making a second call in March, once the outcomes of the Industrial Strategy was known was suggested, and other feedback could also be taken into consideration e.g. any gaps left, and potentially the coterminous geography too.

Business Board Members' views were sought on the draft Growth Prospectus 2018/19, and moving forward, matching the funding allocation to meet the aspirations of the Industrial Strategy.

A Member queried what happened to provisional allocations, especially those outside the Cambridgeshire and Peterborough area. It was noted that those outline applications, would need to be determined by the Business Board upon receipt of a full Business Case. This process would run in parallel, alongside the new call for bids. If the Business Board concluded that those original outline applications did not meet the Board's aspirations, they could be rejected. Officers were already in dialogue with the relevant bodies, who were developing the business cases.

A Member commented that it was vital to get the Industrial Strategy in place, and for the Business Board to have full engagement with and ownership of that Strategy, and he expressed some concerns about shortcutting that process.

In response to a Member question, it was confirmed that the provisional allocation was made on the basis that it may change going forward. It was noted that it had been

frozen for some time, and it would be good to get this process going again. Members also noted the proposed programme allocations for 2018-2021, including £39M for major projects – it was important to rekindle the enthusiasm of applicants. It was noted that one of the conditions of the Business Board was that it should have its own website (a microsite was satisfactory).

One Member observed that there was a danger that businesses would put a lot of work in to applications, before the direction of the Industrial Strategy was known. Mr Hill responded that the prospectus sets out to applicants broadly what was required, in advance of agreeing the Industrial Strategy. Whilst it would be possible to wait until February/March 2019, when the full criteria was available, there would be less time to spend the funding. It was confirmed that funding had to be spent, not just allocated, by March 2021. The pressures on the process were further exacerbated by there having been a hiatus for 18 months, whilst at the same time there were really good proposals out there with no route in to funding.

The Mayor suggested that the Business Board could be provided with an interim report on the direction that the Industrial Strategy was going in.

It was resolved unanimously to:

- a) agree the draft Growth Prospectus 2018/19 and the programmes contained therein, subject to final version to be signed off by Chief Executive (Acting);
- b) agree provisional allocations for each programme within the Prospectus, subject to review and cashflow within Growth Deal and Growing Places Fund budgets;
- c) agree processes for due diligence and appraisal, subject to review;
- d) note that applications and business cases will be brought to the Business Board for consideration and recommendation to the Combined Authority, from November 2018 onwards;
- e) receive an interim report on the Industrial Strategy be provided, setting out the direction of the Industrial Strategy.

9. GROWTH FUNDS UPDATE

Alex Francis, Growth Deal Manager, presented an update on both the Growth Deal and Growing Places Fund, which had both been transferred across to the new Local Enterprise Partnership arrangements from 1st April 2018. Expenditure to date, planned payments over the current financial year and monitoring arrangements were noted.

Members noted that £146.7M in growth deal funding had been allocated from government to deliver a six-year programme of new homes, jobs and skills across the LEP area. Additionally, £16.1M had been secured from the Growing Places Fund to establish a recyclable pot of grants and loans for projects delivering economic benefit across the region. The current programme position was noted, including all the

schemes and expenditure committed to date. The largest project currently being delivered was the Ely Southern Bypass (receiving £22M from Growth Deal).

Members noted the risks associated with King's Dyke in Whittlesey, a County Council project where there had been some issues, including protracted land purchases: the revised designs for the scheme had resulted in a considerable increase in costs, and the funding package had not yet been agreed or finalised by the County Council. To date, just over £1M had been claimed from Growth Deal from the Kings Dyke scheme. The Mayor explained that the Kings Dyke project was vital for the area, and a revised Business Case would be considered at the Combined Authority Board in November, to take into account the increase in costs. The Mayor urged the Business Board to uphold the Combined Authority's commitment to Kings Dyke.

The following points were noted:

- Ely Southern Bypass was shown as 'amber' because there may be some slight delays to the finish date, but it was very close to completion. Any financial risks on that scheme would be shared between the County Council and the contractor;
- A scheme to deliver a roundabout on Lancaster Way in Ely was linked to the longer term improvement on the A10, and this particular scheme was essential for Lancaster Way to expand into the next phase;
- the largest current Growing Places scheme was *Ely Area Capacity Enhancements*, where there had been some delays to payment arrangements but this was now broadly on track;
- the University of Peterborough project was currently undergoing a governance review.

In response to a Member question, it was confirmed that Growth Deal funding had to be spent by 31 March 2021, specifically spent by the project. There was a programme profile for the LEP's allocation, with much of the expenditure backloaded into 2020-21. When there had previously been underspends, dialogue with Government was necessary to roll it forward – there was no assumption that it would happen automatically.

It was resolved unanimously to:

agree the programme position to 31 August 2018

10. DATE OF NEXT MEETING

It was resolved unanimously to note the date of the next meeting – Monday, 26 November 2018 at 2.30pm, at East Cambridgeshire District Council offices, Nutholt Lane, Ely.

Chairman

BUSINESS BOARD FORWARD PLAN

PUBLISHED: 16TH NOVEMBER 2018

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	DECISION	PURPOSE	CONTACT DETAILS / REPORT AUTHORS	LEAD MEMBER
Business Board - 26th November 2018							
1.	Minutes of the Meeting on 24th September 2018	Business Board	26th November 2018	Decision	Relevant internal and external stakeholders	<i>Monitoring Officer for Combined Authority</i>	Chair
2.	Eastern Agri-Growth Initiative	Business Board for recommendations to Combined Authority	26th November 2018	Key Decision	To consider continued funding from the Growth Deal for the Eastern Agri-Tech Growth Initiative	<i>John Hill, Director Business & Skills</i>	Chair
3.	Greater South East Energy Hub	Business Board	26th November 2018	Decision	To update on progress with the Greater South East Energy Hub	<i>John Hill, Director Business & Skills</i>	Chair
4.	Growth Programme Update	Business Board	26th November 2018	Decision	To monitor and review programme performance and risks Agree submission for 18/19 Annual Conversation to BEIS/CLOG	<i>John Hill, Director Business & Skills</i>	Chair
5.	Growth Fund Projects	Business Board for recommendations to Combined Authority	26th November 2018	Decision	New project pipeline – recommend first project approvals to Combined Authority Board	<i>John Hill, Director Business & Skills</i>	Chair

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	DECISION	PURPOSE	CONTACT DETAILS / REPORT AUTHORS	LEAD MEMBER
6.	Wisbech Access Strategy	Business Board for recommendations to Combined Authority	26th November 2018	Decision	Wisbech access strategy – summary of study work and request to proceed to delivery of design with simultaneous construction	<i>John Hill, Director Business & Skills</i>	Chair
7.	M11 J8 Improvement Project	Business Board for recommendations to Combined Authority	26th November 2018	Decision	Details the M11 Junction 8 improvement project that is being led by Essex County Council (ECC) and requests that the Business Board support the recommendation to release £1million of Growth Funding towards this project	<i>John Hill, Director Business & Skills</i>	Chair
8.	Growth Hub Progress	Business Board	26th November 2018	For consultation	To update on the role of the Growth Hub and report six-monthly update	<i>John Hill, Director Business & Skills</i>	Chair
9.	Local Industrial Strategy	Business Board	26th November 2018	For consultation	To update on work to date to develop the Local Industrial Strategy	<i>John Hill, Director Business & Skills</i>	Chair
10.	Business Board Private Sector Board Members – Expenses and Allowances Scheme	Business Board for recommendations to Combined Authority	26th November 2018	Decision	To instigate an IRP to review the level of allowances. The IRP will also be asked to consider whether there should be a standard allowance for any members attending commissions (such as the Public Sector reform commission)	<i>Monitoring Officer / Debbie Forde, Governance Advisor</i>	

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	DECISION	PURPOSE	CONTACT DETAILS / REPORT AUTHORS	LEAD MEMBER
11.	Forward Plan	Business Board	26th November 2018	Decision	To note the forward plan	<i>Monitoring Officer for Combined Authority</i>	Chair
Business Board - 28th January 2019							
12.	Minutes of the Meeting on 26th November 2018	Business Board	28th January 2019	Decision	To approve the minutes of the last meeting as a correct report	<i>Monitoring Officer for Combined Authority</i>	Chair
13.	Annual Plan for Business and Skills/ Treasury Management Strategy	Business Board	28th January 2019	Decision		<i>Section 151 Officer for the Business Board</i>	
14.	Growth Fund Projects	Business Board	28th January 2019	Decision	To agree further projects for approval by the Combined Authority 13 February Budget meeting	<i>John Hill, Director Business & Skills</i>	Chair
15.	Growth Fund Update	Business Board	28th January 2019	Decision	To monitor and review programme performance and risks	<i>John Hill, Director Business & Skills</i>	Chair

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	DECISION	PURPOSE	CONTACT DETAILS / REPORT AUTHORS	LEAD MEMBER
16.	Monitoring Reports Updates for Financial Information	Cambridgeshire and Peterborough Combined Authority	28th January 2019	For Information	To review financial monitoring reports	<i>Noel O'Neill, Interim Deputy Chief Finance Officer / Rob Emery, Financial Support</i>	Chair
17.	Ox Cam Growth Corridor Collaboration		28th January 2019				
18.	Local Industrial Strategy	Business Board	28th January 2019	Decision	To review the draft Local Industrial Strategy for recommendation to the Combined Authority	<i>John Hill, Director Business & Skills</i>	Chair
19.	Forward Plan	Business Board	28th January 2019	Decision	To note the forward plan	<i>Monitoring Officer for Combined Authority</i>	Chair
Business Board – 25th March 2019							
20.	Minutes of the Meeting on 28th January 2019	Business Board	25th March 2019	Decision	To approve the minutes of the last meeting as a correct report	<i>Monitoring Officer for Combined Authority</i>	Chair

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	DECISION	PURPOSE	CONTACT DETAILS / REPORT AUTHORS	LEAD MEMBER
21.	Growth Fund Update	Business Board	25th March 2019	Decision	To monitor and review programme performance and risks Recommend projects for approval to CA Board (if required)	<i>John Hill, Director Business & Skills</i>	Char
22.	Monitoring Reports Updates for Financial Information	Cambridgeshire and Peterborough Combined Authority	25th March 2019	For Information	To review financial monitoring reports	<i>Noel O'Neill, Interim Deputy Chief Finance Officer / Rob Emery, Financial Support</i>	Chair
23.	Skills Strategy	Cambridgeshire and Peterborough Combined Authority	25th March 2019	For consultation	To consider and review strategy	<i>Stephen Rosevear, Interim Director of Skills</i>	Councillor John Holdich Portfolio Holder for Employment and Skills
24.	Peterborough University	Business Board	25th March 2019	Decision		<i>John Hill, Director Business & Skills</i>	Chair
25.	Sector Strategies	Business Board	25th March 2019	Decision		<i>John Hill, Director Business & Skills</i>	Chair
26.	Forward Plan	Business Board	25th March 2019	Decision	To note the forward plan	<i>Monitoring Officer for Combined Authority</i>	Chair

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	DECISION	PURPOSE	CONTACT DETAILS / REPORT AUTHORS	LEAD MEMBER
Business Board – 28th May 2019							
27.	Minutes of the Meeting on 25th March 2019	Business Board	28th May 2019	Decision	To approve the minutes of the last meeting as a correct report	<i>Monitoring Officer for Combined Authority</i>	Chair
28.	Schedule of meetings 2019/20	Business Board	28th May 2019	Decision	To agree schedule of meetings for 2019/20	<i>Monitoring Officer for Combined Authority</i>	Chair
29.	Progress on Growth Fund Programme and Risk Register	Business Board	28th May 2019	Decision	To monitor and review programme performance and risks Recommend projects for approval to CA Board (if required)	<i>John Hill, Director Business & Skills</i>	Char
30.	Market Town Master Plan	Business Board	28th May 2019				
31.	Monitoring Reports Updates for Financial Information	Cambridgeshire and Peterborough Combined Authority	28th May 2019	For Information	To review financial monitoring reports	<i>Noel O'Neill, Interim Deputy Chief Finance Officer / Rob Emery, Financial Support</i>	Chair
32.	Forward Plan	Business Board	28th May 2019	Decision	To note the forward plan	<i>Monitoring Officer for Combined Authority</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?

BUSINESS BOARD	AGENDA ITEM No: 2.1
26 NOVEMBER 2018	PUBLIC REPORT

GROWTH PROGRAMME UPDATE

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 paper provides an update on the programme's performance since April 2015, a summary of the programme monitoring report to Government to end September 2018 and the current in-year position to end October 2018.
- 1.2. Progress to 31 October 2018 shows;
 - £6.42 million in Growth Deal payments made to projects in 2018/19, an increase of £4.2 million since the end of August
 - accumulative total programme spend of £65.9 million
 - forecast spend of £10.2 million remaining in 2018/19 on contracted projects
 - forecast total contracted spend of £75.31 million.
- 1.3. In addition to the Growth Deal, GCGP secured £16.1m from the Growing Places Fund to establish a recyclable pot of grants and loans for projects delivering economic benefit across the region. This paper also provides a summary of the current position of that fund.
- 1.4. Progress to 31 October 2018 for Growing Places Fund shows £321,920 in payments made to projects to in 2018/19 against a total forecast spend for the financial year of £3.75 million.
- 1.5. The Business Board is recommended to note progress on the programme within 2018/19 and accumulatively to date and approve the submission of the Growth Deal programme monitoring report to Government to end Q2 2018/19.
- 1.6. The Business Board approved a Growth Prospectus as a call for new project proposals for Growth Deal and Growing Places funding in September 2018. New funding programmes were opened on 8 October 2018. New project proposals will be brought to the Business Board for consideration from January 2019.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of Business Board
Lead Officer:	John T Hill, Director, Business and Skills
Forward Plan Ref: N/A	Key Decision: No
<p>The Business Board is recommended to:</p> <p>(a) note the accumulative and in-year programme position to 31 October 2018 for Growth Deal and Growing Places Fund;</p> <p>(b) note and agree the submission of the Growth Deal monitoring report to Government to end Q2 2018/19;</p> <p>(c) approve an extension to the funding period for the Lancaster Way Phase 2 (grant). See sections 3.8 to 3.11.</p>	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

2.0 BACKGROUND

- 2.1. The Greater Cambridge and Greater Peterborough Local Enterprise Partnership (GCGP LEP) negotiated three successive deals with Government (known as Growth Deals) between 2014 and 2017, securing £146.7m from the Local Growth Fund (LGF) to deliver new homes, jobs and skills across the LEP area. The Growth Deal funds must be spent from 2015/16 to 2020/2021 but programme outcomes can be delivered beyond 2021.
- 2.2. In addition to Growth Deal, GCGP secured £16.1m from the Growing Places Fund to establish a recyclable pot of grants and loans for projects delivering economic benefit across the region.
- 2.3. A report on progress was provided to the Business Board and the Combined Authority Board in September 2018 which provided a programme position to end 31 August 18/19.

3.0 GROWTH DEAL PROGRAMME POSITION

- 3.1. At 31 October 2018, CPCA's Growth Deal programme has eight projects in delivery in 2018/19 (as shown in Table 1) the forecast spend total for the current financial year is £16.83m.
- 3.2. The accumulative programme spend including completed projects is £65.9 million.

3.3. £6.42 million has been paid out to Growth Deal projects in the financial year 2018/19 to date. This is an increase of £4.2 million since the end of August which is largely due to a final payment to Cambridgeshire County Council of £3.8 million in respect of Ely Southern Bypass.

Table 1) Growth Deal Programme Position to 31 October 2018

GROWTH DEAL 2018/19			In year monitoring				Project Lifetime monitoring			
	Total Growth Deal Allocation	Prior years' expenditure	Budgeted Spend 18/19 (as at 1 April)	Actuals paid 1 Apr - 31 Oct 2018	Current forecast outturn 18/19	Forecast outturn variance	Forecast post 18/19	Total project forecast	Overall Status	DoT
Projects In Delivery										
Kings Dyke Whittlesey	8,000,000	1,114,171	6,885,829	0	6,885,829	0	0	8,000,000	GREEN	↑
Ely Southern Bypass*	22,000,000	18,194,370	3,805,630	3,805,630	3,805,630	0	0	22,000,000	GREEN	↑
Bourges Boulevard Phase 2	9,200,000	7,848,348	1,351,653	1,022,037	1,351,653	0	0	9,200,000	GREEN	→
IMET Technical & Vocational Centre**	10,473,654	8,833,067	1,640,497	1,019,376	1,640,497	0	0	10,473,564	GREEN	→
AgriTech Initiative***	4,096,000	2,113,808	1,982,192	354,468	1,982,192	0	0	4,096,000	GREEN	→
Lancaster Way Ph2 Grant	1,445,000	581,516	863,484	0	863,484	0	0	1,445,000	AMBER	→
Manea and Whittlesea Stations Feasibility	395,000	49,291	345,709	226,669	301,592	-44,117	0	350,883	GREEN	→
Programme Management	1,345,315	1,345,315	0	0	0	0	0	1,345,315	AMBER	→
Sub-total projects in delivery	56,954,969	40,079,886	16,874,994	6,428,180	16,830,877	-44,117	0	56,910,763		
*includes 16m paid directly to CCC and reported as Growth Deal										
**Growth Deal allocation for IMET reduced by £26,346 as was paid as revenue from Growing Places Fund										
***includes 996k match-funding from New Anglia LEP, not included in reported Growth Deal spend total to BEIS										
Provisional Projects - subject to business case							Forecast post 18/19			
Soham Station	1,000,000	0	0	0	0	0	0	0		
Wisbech Access Strategy - Delivery	10,500,000	0	0	0	0	0	0	0		
A428 Public Transport Improvements	9,000,000	0	0	0	0	0	0	0		
Haverhill Innovation Centre	1,300,000	0	0	0	0	0	0	0		
M11 Junction 8	1,000,000	0	0	0	0	0	0	0		
Sub total provisional projects	22,800,000	0	0	0	0	0	0	0		
Completed Projects										
Bourges Boulevard Ph 1	2,100,000	2,100,000	0	0	0	0	0	2,100,000		
A47/A15 Junction 20	6,300,000	6,300,000	0	0	0	0	0	6,300,000		
Wisbech Access Strategy - Feasibility	1,000,000	1,000,000	0	0	0	0	0	1,000,000		
New Testing Facility TWI	2,100,000	2,100,000	0	0	0	0	0	2,100,000		
Cambridge Biomedical Innovation Centre	1,000,000	1,000,000	0	0	0	0	0	1,000,000		
PRC Excellence in Food Manufacturing	586,000	586,000	0	0	0	0	0	586,000		
WATA Highways Academy	415,000	415,000	0	0	0	0	0	415,000		
CITB Advanced Construction Training	450,000	450,000	0	0	0	0	0	450,000		
WATA EZ Plant Centre Alconbury	65,000	65,000	0	0	0	0	0	65,000		
Signpost to Grant***	200,000	200,000	0	0	0	0	0	200,000		
Medtech Accelerator Share Purchase	500,000	500,000	0	0	0	0	0	500,000		
Lancaster Way Ph1 Loan	1,000,000	1,000,000	0	0	0	0	0	1,000,000		
Lancaster Way Ph 2 Loan	3,680,000	3,680,000	0	0	0	0	0	3,680,000		
Sub-total completed projects	19,396,000	19,396,000	0	0	0	0	0	19,396,000		
***paid to LEP from GD not all paid out to projects circa 67k remaining										
SUMMARY										
			In year monitoring				Lifetime Monitoring			
	Total Growth Deal Allocation	Prior years' expenditure	Budgeted Spend 18/19 (as at 1 April)	Actual claim to date Q1 18/19	Current forecast outturn 18/19	Forecast outturn variance	Forecast post 18/19	Total project forecast		
Projects In Delivery - Summary										
Total in delivery and completed	76,350,969	59,475,886	16,874,994	6,428,180	16,830,877	-44,117	0	76,306,763		
Sub total provisional projects	22,800,000	0	0	0	0	0	0	0		
Totals all projects	99,150,969	59,475,886	16,874,994	6,428,180	16,830,877	-44,117	0	76,306,763		
Less NALP match 18/19	-996,000	0	-996,000	0	-996,000	0	0	-996,000		
Total Growth Deal commitments	98,154,969	59,475,886	15,878,994	6,428,180	15,834,877	-44,117	0	75,310,763		

3.4. There are five projects with provisional allocations totalling £22.8 million and officers are working with project delivery bodies to bring forward business cases for consideration by the Business Board. Of the total £146.7 million Growth Deal awarded to the LEP area, there are £98.1 million of contracted or provisional commitments leaving just under £49m remaining to allocate.

3.5. The Business Board approved a Growth Prospectus in September 2018 as a call for new project proposals for Growth Deal and Growing Places funding. New funding programmes were opened on 8 October 2018 and information regarding the growth funds application process and a downloadable version of the Prospectus can be found at <http://cambridgeshirepeterborough-ca.gov.uk/business-board/growth-funds/> New project proposals will be brought to the Business Board for consideration from January 2019.

- 3.6. Kings Dyke Crossing's risk rating has since improved from amber to green as the Combined Authority approved a business case for the scheme on 31 October with additional funding of £16.4 million, plus an agreement to share final costs should they increase. Full costs are now better understood and are anticipated to be £29.98 million. The Growth Deal contribution is limited to £8m and £1.114m has been paid out to date.
- 3.7. Ely Southern Bypass' rating has improved from amber to green. While there remains a minor risk that there will be increased costs beyond current forecast total cost, the new road and bridges opened to the public on 31 October 2018. The £22 million funding from Growth Deal has been fully paid to the County Council (£16 million from DfT and £6 million from LEP/CPCA).
- 3.8. The Business Board are asked to recognise the Lancaster Way Phase 2 (grant) project is now moving from feasibility to delivery stage. In September 2016, Grovemere was awarded £1,445,000 grant funding towards infrastructure works as required by the S106 Agreement (dated 30th March 2011 for planning application 08/00563/ESO) for the expansion of Lancaster Way Business Park and Enterprise Zone. The works include the upgrading of A10/A142 roundabout, with new cycle path and A10/A142 cycle crossing points. Without these upgrade works, the business park cannot be further expanded due to existing planning thresholds around site development capacity.
- 3.9. The highways feasibility study was delayed due to circumstances outside of the applicants control, and unfortunately this has impacted on project delivery. A request has been made to extend the grant funding period from October 2018 to March 2021 to enable project delivery. There are no material changes or requests for additional funding. This extension will allow for the detailed design and delivery of the original scheme and will retain the original outcomes from the approved project business case.
- 3.10. The feasibility study has now been submitted to Cambridgeshire County Council (CCC) by the supplier, but this delay means Lancaster Way Phase 2 (grant) remains as amber. The updated costs and timescales were received on 7th November, and following confirmation of this detail, Grovemere is now in a position to formally request the extension to the funding period end date to 31st March 2021. There is £863,484 remaining grant allocated to the project.
- 3.11. Grovemere Properties, in conjunction with CCC and other stakeholders, are implementing additional project controls to ensure that the delays experienced on the feasibility study will not reoccur. These include monthly project boards, monthly reporting and the establishment of appropriate project logs. Additionally, a mid-point review date is recommended for the 31st March 2020 to allow the Combined Authority to assure the project is continuing against agreed schedules.

4.0 GROWTH DEAL MONITORING RETURN Q2 2018/19

- 4.1. The Business Board is required to submit formal monitoring returns to Government regarding Growth Deal performance and forecasts on a quarterly basis. The return for Q2 2018/19 is due to be submitted at the end of November.

4.2. Figure 1) below shows the Financial Progress extracted from the programme dashboard which shows an accumulative total spend of £61.74 million at the end of September 2018.

Financial Progress								
LGF Award		2015-16	2016-17	17-18	18-19	19-20	20-21	Total
		£21,100,000	£33,625,463	£23,664,705	£16,705,458	£15,875,346	£35,737,637	£146,708,609
LGF Outturn	This Quarter		15-17	17-18	18-19	19-20	20-21	Total
Actual	£ 1,905,428		£ 24,283,295	£ 35,192,590	£ 2,264,344	£ -	£ -	£ 61,740,229
Forecast for year	£ 15,905,428		£ 24,283,295	£ 35,192,590	£ 15,905,430	£ -	£ -	£ 75,381,315
Progress towards forecast	12%			100%	14%	-	-	82%
LGF Expenditure								
Actual	£ 1,184,067		£ 35,239,639	£ 30,039,265	£ 2,552,671	£ -	£ -	£ 67,831,575
Forecast for year	£ 10,102,410		£ 35,239,639	£ 30,039,265	£ 10,102,411	£ -	£ -	£ 75,381,315
Progress towards forecast	12%			100%	25%	-	-	90%
Non-LGF Expenditure								
Actual	£ 3,766,534		£ 10,359,819	£ 12,810,959	£ 3,993,968	£ -	£ -	£ 27,164,746
Forecast for year	£ 18,883,137		£ 10,359,819	£ 12,810,959	£ 18,883,137	£ 9,038,000	£ -	£ 51,091,915
Progress towards forecast	20%			100%	21%	0%	-	53%
Total LGF + non-LGF Expenditure								
Actual	£ 4,950,601		£ 45,599,458	£ 42,850,224	£ 6,546,639	£ -	£ -	£ 94,996,321
Forecast for year	£ 28,985,547		£ 45,599,458	£ 42,850,224	£ 28,985,547	£ 9,038,000	£ -	£ 126,473,229
Progress towards forecast	17%			+100%	+23%	+0%	-	75%

4.3. A summary of the Q2 2018/19 return is attached as Appendix 1 to this paper. The full return has been approved by the S151 Officer and the Board is asked to agree that it can be submitted to the Local Growth Fund monitoring team within the Ministry of Housing, Communities and Local Government.

5.0 GROWING PLACES FUND PROGRAMME POSITION AT 31 OCTOBER 2018

- 5.1. The Growing Places Fund was established in 2014 to help Local Enterprise Partnerships deliver jobs and growth, and to set up recycled pots to enable reinvestment. GCGP LEP was awarded £16.1m, the majority of which was capital.
- 5.2. Over £7m remains within the Growing Places Fund that can be allocated to future projects, subject to forecast claims from contracted schemes and successful repayment of loans. Opportunities to apply for funding under this programme are included within the new Growth Prospectus.
- 5.3. The Growing Places Fund currently has six projects in delivery worth £4.88 million and contracted forecast payments of £157,830 extending into 2019/20, as shown in Table 2) overleaf. The largest of these a £3.3 million contribution to the Ely Area Capacity Enhancements project which is funding feasibility work to GRIP 3 stage for improvements to capacity in and around Ely North Junction.
- 5.4. £321,920 has been paid to date in 2018/19, an increase from £143,408 at the end of August. Although the individual claim amounts are small, claims take a while to evidence and process as each project and funding agreement is structured very differently.
- 5.5. Ely Area Capacity Enhancements is shown as amber as the Combined Authority and Network Rail have taken some time to agree how to evidence project costs.

This has now been resolved and it is anticipated that this will improve to a green rating. The project itself is progressing towards submitting a business case to the Department for Transport in 2019 for design and delivery stages.

- 5.6. The University of Peterborough TDAP project (Taught Degree Awarding Powers) remains amber while the project's performance and governance under review.

Table 2) Growing Places Fund Programme Position to 31 October 2018/19

GROWING PLACES FUND 2018/19	Grant or Loan			In year monitoring				Spend forecast post 18/19	Project Lifetime monitoring		
				Budgeted Spend 18/19 (as at 1 April)	Actual claim to 31 Oct 2018	Current forecast outturn 18/19	Forecast outturn variance		Total project forecast outturn	Overall Status	DoT
Projects in Delivery		Total GPF Allocation	Prior years' expenditure								
COSMOS Cambridge Science Centre	Grant	275,000	247,857	27,143	27,143	27,143	0	0	275,000	GREEN	→
Ely Area Capacity Enhancements	Grant	3,300,000	162,462	3,137,538	69,379	3,137,538	0	0	3,300,000	AMBER	→
In Collusion	Grant	325,000	186,000	124,000	62,000	124,000	0	15,000	325,000	GREEN	→
University of Peterborough Project Team	Grant	120,000	106,645	13,355	8,398	8,398	-4,957	0	115,043	GREEN	→
University of Peterborough TDAP	Grant	600,000	154,066	303,104	0	303,104	0	142,830	600,000	AMBER	→
Opportunity Peterborough Skills Service 17/18	Grant	265,000	110,000	155,000	155,000	155,000	0	0	265,000	GREEN	↑
Sub-total in delivery		4,885,000	967,030	3,760,140	321,920	3,755,183	-4,957	157,830	4,880,043		
Completed Projects - Capital										Total Repaid to date	
Fletton Parkway Peterborough	Grant and Loan	4,500,000	4,500,000	0	0	0	0	0	4,500,000	3,000,000	
Haverhill Research Park	Loan	2,000,000	2,000,000	0	0	0	0	0	2,000,000	2,000,000	
Ely Crossing	Loan	654,000	654,000	0	0	0	0	0	654,000	654,000	
Future Business Centre	Loan	1,000,000	1,000,000	0	0	0	0	0	1,000,000	1,000,000	
Fenland Horticultural Skills Centre	Grant and Loan	200,000	200,000	0	0	0	0	0	200,000	50,000	
Babraham Park and Ride	Loan	1,300,000	1,300,000	0	0	0	0	0	1,300,000	1,300,000	
Ashwell Business Park	Loan	630,000	630,000	0	0	0	0	0	630,000	0	
Huntingdon West Link Road	Loan	3,050,000	3,050,000	0	0	0	0	0	3,050,000	3,050,000	
Peterborough Southbank Skills Centre	Loan	784,448	784,448	0	0	0	0	0	784,448	784,448	
Babraham to Abingdon Cycleway	Loan	45,891	45,891	0	0	0	0	0	45,891	45,891	
Sub-total completed projects - capital		14,164,339	14,164,339						14,164,339	11,884,339	
Completed Projects - Revenue											
Skills Service Phase 2	Grant	265,000	265,000	0	0	0	0	0	265,000		
Signpost 2 Skills	Grant	75,000	75,000	0	0	0	0	0	75,000		
Form the Future Skills Service	Grant	50,000	50,000	0	0	0	0	0	50,000		
LEP Prize Challenge Fund Phase 1	Grant	396,375	396,375	0	0	0	0	0	396,375		
LEP Prize Challenge Fund Phase 2	Grant	450,000	410,452	0	0	0	0	0	410,452		
The Skills Service	Grant	285,711	285,711	0	0	0	0	0	285,711		
Skills Survey	Grant	33,243	33,243	0	0	0	0	0	33,243		
IMET Revenue	Grant	26,436	26,436	0	0	0	0	0	26,436		
Signpost 2 Skills Brokerage	Grant	135,000	135,000	0	0	0	0	0	135,000		
Flag Fen Feasibility	Grant	12,000	12,000	0	0	0	0	0	12,000		
Sub-total completed projects - revenue		1,728,765	1,689,217						1,689,217		
GPF Summary		Total GPF Allocation	Prior years' expenditure	Budgeted Spend 18/19 (as at 1 April)	Actual claim to date Q1 18/19	Current forecast outturn 18/19	Forecast outturn variance	Spend forecast post 18/19	Total project forecast outturn		
In delivery		4,885,000	967,030	3,760,140	321,920	3,755,183	-4,957	157,830	4,880,043		
Completed - capital		14,164,339	14,164,339	0	0	0	0	0	14,164,339		
Completed - revenue		1,728,765	1,689,217	0	0	0	0	0	1,689,217		
Totals all projects		20,778,104	15,131,369	3,760,140	321,920	3,755,183	-4,957	157,830	19,044,382		

6.0 Financial Implications

- 6.1. Sufficient cash funding for the contracted capital projects within the Growth Programme was received by the CA as part of the transfer of Accountable Body responsibilities on 1 April 2018. This funding is ringfenced for these projects therefore there is no call on other CA funding.

7.0 Legal Implications

- 7.1. The Combined Authority has authority under section 1 Localism Act 2011 to exercise a general power of competence. The Combined Authority can exercise this power by virtue of the Cambridgeshire and Peterborough Combined Authority Order 2017. This power permits the Combined Authority to make grants to providers in order to deliver the terms of the devolution deal signed with Government
- 7.2. The Business Board is responsible for programme direction of the Growth Funds. The Combined Authority, as the Accountable Body, maintains the legal agreements with project delivery bodies.
- 7.3. The Legal Team shall be responsible for placing any required contractual arrangements, usually through its current partnering arrangements with the Local Authorities.

8.0 Significant Implications

- 8.1. The Growth Deal is a substantial funding agreement between the local area and Government, with scope for significant impacts on the growth of the local economy. Successful delivery has positive benefits to residents, businesses and workers within the Business Board area.

9.0 Appendices

- 9.1. Appendix 1) Growth Deal Return Q2 2018/19 - Summary

<u>Source Documents</u>	<u>Location</u>
Business Board Local Assurance Framework	http://cambridgeshirepeterborough-ca.gov.uk/business-board/governance/
Business Board Growth Prospectus 2018/19	http://cambridgeshirepeterborough-ca.gov.uk/business-board/growth-funds/

APPENDIX 1) GROWTH DEAL RETURN Q2 2018/19 - SUMMARY

Growth Deal 2015-2021							Financials to Date as at 30 Sept 2018			Forecast Outputs			Actual Outputs		
Project	Theme	Status	StartDate	EndDate	TotalBudget	LGFBudget	Outturn	LGFSpend	TotalNonLGF	Jobs	Homes	Skills	Jobs	Homes	Skills
Whittlesey King's Dyke	Transport	Ongoing	07/01/16	03/31/19	£13,600,000	£8,000,000	£ 1,114,171	£ 1,737,313	£ 281,000	1000	740	0	0	0	0
Ely Southern Bypass	Transport	Ongoing	10/01/16	06/01/18	£49,000,000	£22,000,000	£ 18,194,370	£ 22,000,000	£ 12,763,831	1950	1800	0	0	0	0
Bourges Boulevard Phase 1	Transport	Completed	01/04/14	31/07/2015	£2,100,000	£2,100,000	£ 2,100,000	£ 2,100,000	£ 615,000	2640	1508	0	240	200	0
Bourges Boulevard Phase 2	Transport	Ongoing	03/01/16	03/31/19	£9,200,000	£9,200,000	£ 8,870,385	£ 8,893,159	£ -	700	620	0	100	0	0
A47/A15 Junction 20	Transport	Completed	03/01/16	03/31/17	£6,300,000	£6,300,000	£ 6,300,000	£ 6,300,000	£ -	0	2363	0	0	0	0
Wisbech Access Strategy	Transport	Ongoing	05/01/15	03/31/21	£1,227,434	£1,000,000	£ 1,000,000	£ 1,000,000	£ 227,434	2500	3550	0	0	0	0
TWI (The Welding Institute)	Innovation	Completed	09/01/15	03/31/18	£3,001,063	£2,100,000	£ 2,100,000	£ 2,100,000	£ 901,063	62	0	0	22	0	0
iMET Technical Skills Centre	Skills	Ongoing	05/01/15	03/31/18	£10,500,000	£10,500,000	£ 9,610,782	£ 9,646,196	£ -	6	0	623	1	0	0
Agri-Tech Growth Initiative	Innovation	Ongoing	08/01/15	03/31/18	£4,096,000	£3,100,000	£ 2,351,731	£ 2,615,124	£ 3,766,534	110	0	0	53	0	0
Biomedical Innovation Centre	Innovation	Completed	12/01/15	10/31/16	£4,064,000	£1,000,000	£ 1,000,000	£ 1,000,000	£ 3,064,000	119	0	0	29	0	0
Haverhill Innovation Centre	Innovation	Ongoing	04/01/18	03/31/19	£0	£0	£ -	£ -	£ -	0	0	0	0	0	0
PRC Food Manufacturing	Skills	Completed	01/07/15	31/07/2016	£1,172,000	£586,000	£ 586,000	£ 586,000	£ 586,000	0	0	300	0	0	0
Growing Places Fund Extension*	Enterprise	Ongoing	08/07/15	03/31/21	£10,341,797	£8,630,315	£ 7,647,791	£ 7,727,821	£ 3,161,126	520	0	2	378	0	2
Highways Academy	Skills	Completed	03/01/15	05/31/16	£1,490,000	£415,000	£ 415,000	£ 415,000	£ 1,075,000	0	0	236	0	0	86
CITB Construction Academy	Skills	Completed	01/10/16	12/29/17	£946,324	£450,000	£ 450,000	£ 450,000	£ 496,324	1	0	511	0	0	511
Total Contracted Projects					£117,038,618	£75,381,315	£ 61,740,230	£ 66,570,613	£ 26,937,312	9608	10581	1672	823	200	599
*For the purposes of Government reporting, the following projects are included within the Growth Deal 'Growing Places Fund Extension'															
Signpost2Grant	Enterprise	Ongoing			£200,000	£200,000	£200,000	£200,000	£0	40	0	0	28	0	0
Lancaster Way Ph1 Loan	Enterprise	Completed			£1,365,260	£1,000,000	£1,000,000	£1,000,000	£365,260	50	0	0	50	0	0
Lancaster Way Ph2 Loan	Enterprise	Completed			£5,026,222	£3,680,000	£3,680,000	£3,680,000	£2,134,740	3200	0	0	300	0	0
Lancaster Way Phase 2 Grant	Enterprise	Ongoing			£1,445,000	£1,445,000	£581,516	£581,516	£0	0	0	0	0	0	0
Medtech Accelerator	Innovation	Completed			£500,000	£500,000	£500,000	£500,000	£0	0	0	0	0	0	0
EZ Plant Alconbury	Skills	Completed			£65,000	£65,000	£65,000	£65,000	£0	0	0	2	0	0	2
Manea and Whittlesea Stations	Transport	Ongoing			£395,000	£395,000	£275,960	£355,990	£0	0	0	0	0	0	0
Programme Management	n/a	Ongoing			£1,345,315	£1,345,315	£1,345,315	£1,345,315	£0	0	0	0	0	0	0



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM No: 2.2
26 November 2018	PUBLIC REPORT

Growth Fund Projects

1. PURPOSE

- 1.1. The Business Board approved a Growth Prospectus as a call for new project proposals for Growth Deal and Growing Places funding in September 2018. New funding programmes were opened on 8 October 2018.
- 1.2. The Growth Deal Prospectus was launched inviting applicants to apply for £56M of Growth Deal and Growing Places Funding remaining unallocated. By the 30th October, 28 applications had been received and are undergoing initial internal appraisal.
- 1.3. New project proposals will be brought to the Business Board for consideration from January 2019.
- 1.4. Small Grant applications if recommended will be brought to the Business Board at each meeting.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of Business Board
Lead Officer:	John T Hill, Director, Business and Skills
Forward Plan Ref: 5	Key Decision: Yes
<p>The Business Board is requested to:</p> <p>(a) Note that 28 applications are undergoing initial internal appraisal before selection to undertake full business case and subsequent external appraisal.</p>	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

<p>(b) Recommend the Combined Authority accept and approve recommendations from officers of small grant awards to SMEs totalling £19,490.</p> <p>(c) Recommend the Combined Authority agree delegated authority to approve small grants to SMEs between £2,000 and £20,000 to Director of Business & Skills subject to Section 151 Officer approval, and regular reporting to the Business Board.</p> <p>(d) Recommend the Combined Authority give approval to procure and appoint independent project appraisers of business cases over £20,000.</p>	
---	--

2. BACKGROUND

- 2.1. The Business Board approved the Growth Prospectus as a call for new project proposals for Growth Deal and Growing Places funding in September 2018. New funding programmes were opened on 8 October 2018 and Expression of Interest forms were received from the 15th October to the 30th October.
- 2.2. The Growth Deal Prospectus was launched inviting applicants to apply for £56M of Growth Deal and Growing Places Funding remaining unallocated. By the 30th October, 28 applications had been received (5 small grants and 23 Expressions of Interest) and are undergoing initial internal appraisal. This will be followed by full applications based upon feedback received to Expressions of Interest. At this stage it is not possible to provide detailed information on each project until commercially confidential items are identified and classified appropriately.
- 2.3. The first new project proposals will be brought to the Business Board for consideration from January 2019.
- 2.4. Small grant applications are being processed separately from project proposals. Of the five small grant applications received to date, one has withdrawn, two are recommended for approval totalling £19,490 and two are recommended for rejection. These recommendations were made in accordance with the Growth Deal outcomes of new job creating at the rate of at least £10,000 of grant per new job, increased GVA from improvements in productivity or capacity and increased potential to export where possible, and alignment with priority growth sectors.

- 2.5. In the interim, due to the long delay in approving small business grants and the unnecessary delay that would be imposed upon small businesses, our recommendation is to enable the Section 151 Officer to review and approve small grants between £2,000 and £20,000 and report all approvals to the Business Board at the next planned meeting of the Board.
- 2.6. The Business Board Assurance Framework requires to independent appraisal of business cases submitted against the major project schemes (those that are not small grants). External support is required to provide that assessment. This paper requests permission to undertake this procurement and appoint suitable appraisal organisations. The cost is likely to be less than £50,000.

3. FINANCIAL IMPLICATIONS

- 3.1. The grants approved total £19,490. If approved this will be paid from the approved pot of £300,000. The applicants will be notified of their success. However, the funds will only be paid on submission of a properly documented claim and after Government has released Growth Fund monies.
- 3.2. If delegation of small business grants is approved, a full financial position on grants awarded and funding remaining will be brought to each Business Board meeting.
- 3.3. Applicants for the major project funding may choose to submit a full business case based upon the initial feedback on their Expressions of Interest. These will be assessed and require some external assessment. This advice is currently being procured.

4. LEGAL IMPLICATIONS

- 4.1. All contacts to release grant/loan or investment funds shall be approved by the monitoring Officer.

5. SIGNIFICANT IMPLICATIONS

- 5.1. None

6. APPENDICES

- 6.1. 1. Growth Panel ToRs V1
2. Growth Prospectus – Funding Criteria – EOI Appraisal Matrix
3. CONFIDENTIAL – Summary of Small Grant Recommendations

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

See appendices	
----------------	--

Terms of Reference: Small Grants Panel

Overview of the Signpost 2 Grow Growth Hub & Small Grants Scheme

The Signpost 2 Grow Growth Programme stimulates business births and support established businesses to overcome barriers to growth and sustainability. It provides tailored support and addresses documented market failure around SME access to finance. To achieve this aim, the project has defined three clear objectives:

1. to help foster the necessary conditions and success factors to stimulate and sustain entrepreneurialism;
2. to help foster the necessary conditions to enable SMEs to invest-to-grow and to realise the associated business benefits: reduced operating costs; productivity; competitiveness; resilience;
3. to simplify the business landscape and create a one-stop-shop for local business support.

Four specific Activity Strands are included, for eligible pre-starts and SMEs:

- the provision of a one-stop-shop for local business support, providing information, diagnostics, brokerage and signposting;
- intensive scale-up support service for businesses seeking to unlock their enterprise potential;
- free, confidential and impartial SFEDI-accredited support for those SMEs best-placed to unlock growth and investment;
- an innovative package of discretionary capital grant-based support to enable SMEs to realise increased transformative growth, competitiveness, quantifiable efficiency savings and resilience.

Advisors will key account manage the beneficiaries throughout their participation in the Project, ensuring consistent and personalised support.

Business Board and Operational Team structure

The Project will operate under a *Business Board* and *Operational Team* structure, based on similar models successfully used elsewhere. The ultimate purpose of this dual arrangement is to ensure that the Project continues to deliver desired outcomes at the required quality to meet the objectives outlined in the CPIER/LIS – i.e. Full Application and Funding Agreement – and respond appropriately to changing requirements of the business community and the operational environment. This also meets the requirements of the *PRINCE2* project management framework. The *Grants Panel* is another key delivery and oversight structure. Their respective roles are as follows:

Business Board:

The senior management body for the Project, The Business Board will provide oversight of the Operational Team's delivery of the Project to ensure that it fulfils the aspirations and expectations of key stakeholders in line with the Growth Prospectus. Members of the Business Board will champion and communicate key messages about the project at a local and sub-regional level. The Business Board will also direct future development and replication.

Operational Team:

The Operational Team comprises the Delivery Partners and – at their discretion – key subcontractors. It will be responsible, at an operational level, for day-to-day delivery of the Project, dealing with technical delivery matters, financial monitoring and compliance, funder interaction etc.

Grants Panel:

The Grants Panel's function is to provide critical evaluation of grant applications in a consistent and transparent manner and is subject to declarations of interest requirements. It will meet/videoconference or otherwise correspond at least fortnightly to consider applications and on an ad hoc basis as demand dictates. It will comprise a minimum of three members, representing technical competencies in finance/compliance and the business economy. At the Business Board's discretion, it may also include local representation.

Grants Panel responsibilities

The Grants Panel will:

- be subject to declarations of interest requirements;
- be responsible to and have delegated authority from the Business Board to assess and make decisions with regard to the distribution of grant aid to SMEs;
- meet/videoconference or otherwise correspond at least fortnightly to consider applications and on an ad hoc basis as demand dictates;
- comprise a minimum of three members, representing technical competencies in finance/compliance, economic development, environmental science and/or clean tech
- consider delegated grant applications presented in the form of *New Grant Application Forms*, and completed *New Grants Assessment Form*;
- pass back queries arising and requests for clarifications/amendments to the Application's sponsor for clarification before consideration;
- have a specific investment due diligence remit and a function to provide critical, multidisciplinary evaluation of applications in a consistent and transparent manner, including financial scrutiny of accounts, account level State Aid de minimis and signed declarations checks etc.;
- satisfy themselves that adequate screening has to ensure that applicants and applications meet BEIS and other requirements – e.g. eligibility, 'cross-contamination' with other public-sector funding/finance;
- make additionality and compliance checks in terms of supported initiatives in the context of the Grant's function is to act as a catalyst for growth and investment, not to offset programmed/planned expenditure or asset renewal;
- have its meetings formally minuted in the form of completed/signed *New Grants Assessment Form*;

Grants Panel commitment

Members of the Grants Panel will be expected to prioritise the appraisal and determination of delegated grant applications. In exceptional circumstances, it may be necessary to call emergency meetings of the Grants Panel. Additional members may be added to the Grants Panel, subject to approval by the Business Board. Grants Panel members are expected to communicate queries/decisions in writing.

Decision-making

If a majority of Grants Panel members are in agreement, an application is deemed successful and the offer amount, timeframe for investment and any other conditions requested will be processed within CPCA.

There is in-built flexibility; the average grant award will invariably comprise larger and smaller grant offers as justified by total eligible costs, associated outputs and additionality. It is not envisaged that the actual delegated grant intervention rate will exceed 20% in any instances. The maximum grant offer value is £20,000, the minimum grant level is £2,000.

Declarations of interest

A declarable conflict of interest is a set of circumstances that creates a risk that professional judgment and actions regarding and influence of a primary interest – the business of the Grants Panel – will be unduly influenced by a secondary interest. For these purposes, secondary interests include financial/pecuniary interests and Business interests relating to a third party. Grants Panel members must declare an interest to the other members if in the course of the business of a meeting they become aware that they have or may have a financial or other beneficial interest in a specific item of business to be transacted at the meeting.

Grants Panel membership

Role	Name / Organisation / Position	Responsibilities
Quality Assurance: Business Growth and Chair	Dan Thorpe (Assistant Director Business & Skills)	To chair Grants Panels and provide technical input on the provision of grant support to catalyse growth
Quality Assurance: Project and Deputy Chair	Noel O'Neill (Deputy Section 151 Officer)	Assuring alignment with overall Project objectives, Guidance and compliance
Quality Assurance: Business Growth	John Stenhouse (Growth Hub Manager)	Provide technical input on the provision of grant support to catalyse growth

Other observers, including Business partners, may be invited to specific meetings at the discretion of the Business Board.

Alignment with the Nolan Rules on standards in public life

The Committee on Standards in Public Life, chaired by Lord Nolan, was first established to look into *cash for questions* and its fall out. The Committee's original terms of reference were "to examine current concerns about standards of conduct of all holders of public office, including arrangements relating to financial and commercial activities, and make recommendations as to any changes in present arrangements which might be required to ensure the highest standards of propriety in public life".

Some of its conclusions have general application across the entire public service, including the advice that all public appointments should be governed by the overriding principle of appointment on merit. It is proposed that the Grants Panel's terms of reference incorporate the *Nolan Rules* as best practice. The seven principles of public life drawn up by the Nolan Committee and endorsed by parliament are as follows:

1. **Selflessness** – holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
2. **Integrity** – holders of public office should not place themselves under any financial obligation to outside individuals or organisations that might influence them in the performance of their official duties.
3. **Objectivity** – in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. **Accountability** – holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness** – holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty** – holders of public office have a duty to declare any private interests relating to their public duties and take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership** – holders of public office should promote and support these principles by leadership and example.

The Business Board will, therefore, ensure that the Grants Panel's composition represents a balance of relevant skills and backgrounds. The basis on which members are appointed and how they are expected to fulfil their role will be explicit and the range of skills and background which are sought should be clearly specified.

Duty of confidentiality

Grants Panel members have a duty to maintain the confidentiality of information that they acquire by virtue of their position. Each shall keep confidential any and all information relating to discussions at its meetings, including any and all materials unless compelled by legal process to disclose such information, for example, correspondence, reports, data (commercially sensitive or otherwise) relating to specific beneficiaries or prospective beneficiaries of support etc.

Grants Panel members must not disclose or discuss with another person or entity, or to use for their own purpose, information concerning the Delivery Partners' or beneficiaries' affairs received in their capacity as Grants Panel members, unless the Business Board authorises such disclosure. Grants Panel members must not make any statement to the press or the public in relation to the Grants Panel unless authorised to do so by the Business Board.

APPENDIX 2

Guidance for Growth Deal: Growth Prospectus – Assessment Guidance

Introduction

Through this Prospectus, the Cambridgeshire and Peterborough Combined Authority (CPCA) and the Business Board invite businesses and partner organisations to support its ambitions for growth and apply for investment to deliver projects which will create new jobs and increase productivity.

Growth Deals provide capital funding from the Government's Local Growth Fund via Local Enterprise Partnerships (LEPs). LEPs then invest in local projects which help overcome strategic barriers to growth - from road improvements and incubator space, through to new skills facilities and space for innovation.

The CPCA ambitions

- 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.

Growth Prospectus

The Growth Prospectus is a focused call to and applications are invited for capital funding in support of the following programmes.

Business Growth Programme, Skills Fund, and Eastern Agri-tech Growth Initiative

- Facilitating drivers of growth e.g. through loans for businesses to grow;
- Construction of new office, specialist space (eg. laboratories) or general employment space;
- Infrastructure and access works to unlock commercial or mixed-used developments;
- Acceleration of delivery of Cambridge Compass and Alconbury Weald Enterprise Zones;
- Site servicing to support the creation of new employment space and new 'Productivity Zones';
- Agri-Tech Growth Fund, which provides grants to support product development and improve agricultural productivity;
- Research, Development and Prototyping Fund, which helps to support the research and development of new product or processes;

- Support delivery of the Skills Strategy by investing in improved skills infrastructure or specialist equipment which will help to meet the needs of the area's businesses.

Signpost 2 Grow Growth Programme

The Signpost 2 Grow Growth Programme stimulates business births and support established businesses to overcome barriers to growth and sustainability. It provides tailored support and addresses documented market failure around SME access to finance. To achieve this aim, the project has defined three clear objectives:

- to help foster the necessary conditions and success factors to stimulate and sustain entrepreneurialism;
- to help foster the necessary conditions to enable SMEs to invest-to-grow and to realise the associated business benefits: reduced operating costs; productivity; competitiveness; resilience;
- to simplify the business landscape and create a one-stop-shop for local business support.

Four specific Activity Strands are included, for eligible pre-starts and SMEs:

- the provision of a one-stop-shop for local business support, providing information, diagnostics, brokerage and signposting;
- intensive start-up support service for individuals seeking to unlock their enterprise potential;
- free, confidential and impartial SFEDI-accredited support for those SMEs best-placed to unlock growth and investment;
- an innovative package of discretionary capital grant-based support to enable SMEs to realise increased transformative growth, competitiveness, quantifiable efficiency savings and resilience.

Eligibility Criteria

Only Capital projects located within the Business Board Local Enterprise Partnership area may apply. The funding must contribute to one or more of the following key outputs of the Growth Prospectus:

- Driving business growth and productivity;
- Driving inclusion and skills;
- Driving innovation through Agritech initiative;
- New high-quality jobs;
- New businesses;
- Match funding (private and/ or public).

All projects must be:

- Able to fully draw down LEP funding by 31 March 2021 (note LEP funding can only be drawn down in arrears upon satisfactory evidence of costs incurred);

- State Aid compliant;
- Able to demonstrate their contribution to the delivery of CPIER recommendations and the call focus of direct and indirect outputs;
- Able to demonstrate the need for funding and the additionality achieved by the funding.

It will not be possible to support:

- Revenue costs;
- Costs that have been incurred before a grant offer is made;
- Items that only benefit an individual or sole proprietor business;
- Items that are not directly needed to deliver the proposed work;
- Loan repayments or contributions to general appeals;
- Political or religious activities.

All projects approved for funding will be subject to a legal agreement drawn up in conjunction with the LEP's Accountable Body, the Cambridgeshire & Peterborough Combined Authority. The agreement will include the cycle of anticipated drawdown of funding and the outputs expected to be generated by the project.

Appraisers should ensure that they are familiar with the standards required for appraisals. Guidance for this can be found at: HM Treasury Green Book Appraisal and Evaluation in Central Government In addition, reference should be made to the DCLG Appraisal Guide (December 2016).

Application & Assessment Processes

Small Grants Programme

To be read in conjunction with the Grant Application Assessment Form

Ref: to be entered by the appraiser using the PROJ-NNNN issued by the CRM. This will ensure all applications are recorded and monitored using the CRM, allowing the uploading of document, recording of emails and telephone conversations allowing full transparency.

1. Applicant organisation: Only limited Companies or businesses with a traceable registration number for monitoring and have full management accounts are acceptable. Individuals should not be funded to ensure we have full visibility of the business applying. Public sector funding is intended to encourage and increase private sector investment; this is particularly significant in the context of reducing public sector resources. In addition, the commitment of the SME in contributing to the cost of the support marks one of the steps in addressing the imperfect information market failure on the benefit of business advice / support in helping SMEs to set up, sustain and/or grow their business.

SIC: code available from Companies House or by using the SIC code facility on the CRM.

Priority Sector: Whilst we have Advanced Materials & Manufacturing (AMM); AI; Life Sciences, Digital and Agri-Tech recognised by CPCA, these are not showing in the LEP Growth Prospectus for the Growth Deal. We shall in the event of prioritising use these four sectors, however all sectors are eligible (note Banking and Insurance companies: Financial Services; Primary Agriculture; Ship Building are not eligible).

Principle Activity: should be clear and unambiguous.

2. Are tick boxes relating to most of the above.
3. De minimis is currently 200,000 Euros which depending upon the month of the award given varies. It currently (Nov 2018) stands at £177,577 or 1.1267. <https://www.gov.uk/government/publications/rates-and-allowances-monthly-euro-conversion-rates-for-calculating-duty/monthly-euro-conversion-rates-for-calculating-duty>

Identify any items such as Revenue costs, that need to be excluded. This grant is for Capital only items and we stipulate only three items to reduce administrative burden, however items can be consolidated.

4. Panel to complete; Grant Awarded may be more or less than requested but never more than 20% of project cost. Match value is to show the private match which must not be less than 80%. Claim deadline is the time by which the claim must be made, usually between 3-6 months to avoid claims lapsing.

Special conditions can be applied ie subject to loan for match funding being approved; costs excluded; evidence of some nature essential to the grant which would affect the % ratio.

Brief summary of the grounds for this determination; may well go into the public domain hence the need for clarity and commercial confidentiality. We are seeking improved productivity, new job creation and growth which should be clear in this determination, as too the reason why this should go ahead (or not).

5. Grants Panel decision deferred pending What additional information is needed by the panel to make a full determination. A typical example could be a license or planning approval. It follows that the same form is used if the applicant subsequently provides the required information.
6. We request only three items are grant aided although consolidation of items is allowed. We do not fund any lease or HP agreements. We prefer client's own funds however any capital introduced is investment and we need to know the status as it will affect any conditions to the grant offer. The grant cannot exceed 20% of the total project but can be less. The Match must not fall below 80%.
7. Suitable accounts are; full set of management accounts prepared by the accountant showing all income and expenditure and we expect a robust financial forecast that demonstrates growth, improved productivity and new job creation if not immediately then in a reasonable period. If it is a relatively new business with no official trading history, we need to see evidence of sales revenue alongside a robust business plan. We are unlikely to award a non-revenue business as these should be serviced adequately by the Start Up Loan Company or they should seek equity investment rather than grant funding. We are to address market failure not substitute existing provision. The grant should be viewed as a last resort, most commonly because the applicant has insufficient equity or assets that a bank would regard as sufficient security, or a delay in funding would delay significant growth.
8. This is a statement based upon the historic facts presented, allowing a view to be taken on the business financial progress. The commentary on latest management accounts (if historic are six months or older) to note any significant changes.

The commentary on future is speculative and looks to see if any major pitfalls have been recognised. This can be followed by key risks (to the business) of under or over achieving projections.

9. Significantly the reason why this grant is important to this business especially those that align with the Growth Prospectus. We must consider direct displacement, ie a retail business with a reasonable distance from a similar business. The movement of staff may be a consideration although usual market forces would normally dictate this. Note any ethnic or religious implications that may arise. Sustainability, we do not want to see a business fail, whether that be over-trading or under-trading and the projections provided should enable a reasonable determination of future growth potential.
10. New products to market, new products to firm and exporting are key indicators of future potential and align with both BEIS and ERDF monitoring outcomes.
11. Digital acceptance should be sufficient, emails can be attached to the project file in the CRM as evidence.
12. Administration matters, it is useful to record when a visit to the client has taken place as part of subsequent monitoring.

Business Growth Programme, Skills Fund, and Eastern Agri-tech

Expression of Interests (Eol's) can only be considered if received by 5pm on 30th October 2018. All Eol's will be scored on a competitive basis against the criteria set out in the Appraisal Matrix (see below). The Eol's will be scored 1-5 for each against each assessment criteria, with 5 being the highest. If the Eol is accepted, then applicants will be invited to complete and submit a full application. The appraisal matrix will be used to assess all project Eol's against an agreed set of criteria, including:

- Strategic case for public money in delivering against the Growth Prospectus
- Project's fit with the project call, with a robust plan in place to deliver against the criteria
- Project governance and deliverability, including considerations of timescales, capacity, experience, risks and resources, alongside potential financial viability (whether the project is sufficiently well advanced to draw down LEP funding in the relevant timeframe)
- Assessment of the net additional outputs against the business case for strategic prioritisation and additionality in terms of the overall impact on the economic indicators

Full applications will be subject to a full appraisal by an independent consultant once submitted. A technical appraisal specialist may be sourced for individual projects if necessary. The appraisal will be in accordance with HM Treasury Green Book principles of viability, value for money, achievability, affordability and need. The LEP Business Board will consider all applications to determine whether to approve or reject each application.

Growth Prospectus EoI Appraisal Matrix (with Weighting) - Business Growth Programme, Skills Fund, and Eastern Agri-tech Growth Initiative – FOR ILLUSTRATIVE PURPOSES ONLY						Weighted Score (max 150 available)			
						Minimum pass is 81 marks (54%)		0	
5 = meets the criteria fully, 4 = meets the criteria largely, 3 = meets the criteria on balance, 2 = meets the criteria partially, 1 = does not meet the criteria, 0 = not answered									
Criteria	Definitions	Marking Guide (1-5)	Comments	Weight		Mark - Edit			Total
Rationale	Does the application evidence strong rationale and/or market failure?	1. No evidence of market failure 2. Passing reference 3. Identifies link between market failure and the project. 4. Clear rationale with links to LEP priorities 5. Very strong evidence of market failure with strong linkages to LEP priorities		2	x	0	=		Fail
Strategic Fit	Does the application demonstrate good fit with the Growth Prospectus, CPIER and Skills Strategy, and priority sectors?	1. No meaningful correlation with CPIER or other LEP strategies 2. Passing reference to LEP strategies 3. Potential to make minor contribution to 1 LEP priority 4. Potential to make a tangible impact on one or more LEP priorities 5. Very well evidence and longer term contribution impact to LEP strategies and CPCA priorities		3	x	0	=		Fail

Activities	How well defined are the principal activities and what more development work is needed? Does the project demonstrate how it will actually achieve the changes identified?	<ol style="list-style-type: none"> 1. Not defined/inadequate 2. Activities broken down 3. feasible attempt at likely activities to outputs and not well developed 4. Detailed breakdown of activities and how they will deliver the outputs 5. Clear information on cap/rev, exec able to have an understanding on the route forward, how outputs will be delivered 		2	x	0	=	Fail
Delivery Arrangements	How developed is the project? – e.g. planning approved, ready to start, on site, underway. Have any land ownership, planning and other approvals been secured? What is your track record of delivery? Are there any policy or communications issues that could impact in delivery of this project? <i>Deliverability to match call arrangements</i>	<ol style="list-style-type: none"> 1. Does not meet call priorities 2. Project has suitable deliverables but not a priority for this call. 3. Some questions answered and land part owned or not ready to start 4. Project has a good track record, landownership and details present and ability to start. 5. All questions and a good track record of delivery and landownership in control of applicant, project ready to start. Delivery matches LEP call priorities and timescales 		3	x	0	=	Fail
Governance Arrangements	Is there a strong governance structure/partnership in place?	<ol style="list-style-type: none"> 1. No governance in place or described, 2. Some governance in place 3. Sufficient governance 4. Good level of governance 5. Robust and well established governance arrangements in place 		1	x	0	=	Fail

Resourcing	What is the call on LEP funding and is this realistic? What is the leverage and/or match?	1. Unrealistic call on LEP funding 2. if some match and realistic call on funding 3. If match is over 40% 4. If over 50% 5. If over 60%		2	x	0	=	Fail
Costs	Are costs realistic and is the project financially viable? Is there a cost breakdown? Are costs primarily capital or revenue? Breakdown of Cap/Rev available? State rationale on cap/rev? Do costs include VAT? Suitable for grant?	1. No cost information 2. Realistic project costs 3. Low revenue identified, cost breakdown is clear, VAT , realistic costs identified 4. As 3 with cash flow included 5. As 4 with full financial breakdown		2	x	0	=	Fail
Outputs/Outcomes	Are outputs/outcomes realistic? Profiled by year?	1. No output information 2. Outputs deliverable but 'nice to have' and not core to the LEP 3. Realistic outputs additional outputs that would not appear if intervention did not go ahead. 4. Will help meet LEP core targets and outputs 5. Will help meet high priority LEP targets and outputs		3	x	0	=	Fail
Timescales and Milestones	What is the planned implementation timetable and what are the key milestones? Include post completion milestones to allow for the delivery of outputs.	1. No milestones or timetable, 2. Timescales fall within GD period 3. Timescales and milestones will be delivered early in GD period. 4. Matches LEP priorities but not this call fully 5. Full timeline with milestones is included and aligns with spend profile in appendix A. Match the priority of this call and the LEP and will be		2	x	0	=	Fail

		delivered early in the Growth Deal period					
VFM	Consider outputs/outcomes in relation to level of LEP investment. Does the project offer sound Value for Money based on the expected return of £5K funding per new job?	1. No VfM information 2. 3. Good value for money 4. 5. Good value for money, added and will be reviewed throughout project lifetime		3	x	0	= Fail
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Very limited explanation 3. External letter commissioned and narrative added, 4. Low Risk of challenge 5. Clear exemption. Letter is included; confirmation project will apply with state aid advice and sufficient narrative on exemption		1	x	0	= Fail
Funding	Is the project requesting Loan or Grant funding?	1. Not specified 2. 3. Request for Grant funding 4. 5. Request for Loan funding		2	x	0	= Fail
Risks	Is there a realistic assessment of risks?	1. No information 2. Sufficient risks are mentioned but not explained 3. Risks identified and explained 4. Risk register completed with some areas missing, mitigations included 5. A full risk register is included,		2	x	0	= Fail

		all areas considered and mitigated					
Procurement	Procurement information submitted? Dates and process included?	1. Insufficient or the process included is not transparent or in line with LEP requirements 2. Sufficient procedure included 3. Draft policy in place and available if requested 4. Board approved procurement policy included 5. Open and transparent board approved policy in line with OJEU and LEP requirements included in application		1	x	0	= Fail
Evaluation	How do you plan to evaluate the project when it is completed?	1. No evaluation 2. Light one step internal evaluation, 3. KPIs in place for an internal evaluation 4. Multistep/year KPI guided evaluation 5. Full external evaluation paid for by applicant and will share with the LEP		1	x	0	= Fail
Recommendation(s)	Approval and progress onto next stage (full application and detailed business case) Push back on applicant further information or clarity Reject as unsuitable. Please comment to explain recommendation decision.			Total Score			0

BUSINESS BOARD	AGENDA ITEM No: 2.3
26 NOVEMBER 2018	PUBLIC REPORT

EASTERN AGRI-TECH GROWTH INITIATIVE

1.0 PURPOSE

- 1.1 There are over 38,000 people employed in the Agri-Tech sector in the Business Board area and it generates approximately £4bn of economic value per annum. The area contains over 50% of the highest grade of farmland in the country. Agri-tech is a key growth sector for the region and is forecast to grow by over 10% over the next ten years.
- 1.2 The Eastern Agri-tech Growth Initiative was created in 2013, with £3.2m funding from the Government's Regional Growth Fund. The Initiative operates across both the Greater Cambridge and Greater Peterborough and New Anglia LEP areas. It exists to bring together leading agricultural, research, science and technology assets to strengthen a regional and nationally significant cluster.
- 1.3 The purpose of this paper is to:
 - inform the Business Board about the Eastern Agri-Tech Growth Initiative, which has transferred over from the previous Local Enterprise Partnership arrangements, and
 - ask the Business Board to recommend to the Combined Authority Board that the Initiative should continue until March 2021 with associated funding.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of the Business Board
Lead Officer:	John Hill, Director of Business & Skills
Forward Plan Ref: 2018/019	Key Decision: Yes
Business Board Subject to Department for Business, Energy and Industrial Strategy (BEIS) Ministerial approval to release further Growth Deal funding, the Business Board (BB) is invited to make the following recommendations to the Combined Authority (CA) Board: <ul style="list-style-type: none"> (a) Agree that the Eastern Agri-Tech Growth Initiative should continue across the existing geographical areas of both the BB and New Anglia Local Enterprise Partnership (NALEP); (b) Agree a funding allocation of £4m from new Growth Deal funding; (c) Agree the Terms of Reference for the Eastern Agri-Tech Programme Board. (d) Delegate authority to the Eastern Agri-Tech Programme Board to make decisions about applications for grant funding on behalf of both the CA/BB and NALEP; (e) Agree that the Eastern Agri-Tech Programme Board should become a Sub-Board of the BB, and (f) Agree that a member of the BB, nominated by the BB, should become Chair of the Eastern Agri-Tech Programme Board. 	Voting arrangements Simple majority of all Members.

2. BACKGROUND

- 2.1 This paper provides the BB with information about the Eastern Agri-Tech Growth Initiative.
- 2.2 The Eastern Agri-Tech Growth Initiative (referred to as the Agri-Tech Programme) 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 growing UK Agri-tech sector.

- 2.3 In essence, the Agri-Tech Programme provides grant funding to Small and Medium Sized Enterprise (SME) businesses across the food, drink and horticulture value chain. The funding provides a significant boost 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. To date the programme has:
- Approved 92 SME applications since the scheme was launched (to 31st October 2018)
 - Created the Eastern Agri-Tech Innovation Hub at Soham, East Cambridgeshire
 - Delivered over 700 jobs (new and protected) so far in Small and Medium Enterprises
 - Allocated nearly £5.8m of grant funding
 - Leveraged over £14m of Private Sector Investment
 - Developed a pipeline of grant applications worth just over £6m
- 2.4 The Agri-Tech programme is managed by officers of the CA Business Board.
- 2.5 The Agri-Tech programme has two funds; a Growth Fund, for grants of between £10,000 and £150,000 (supporting up to 25% of the total project cost) to support improvements in productivity and efficiency and job creation/protection; and the R&D Fund which provides grants of between £10,000 and £60,000 (covering up to 50% of the total project cost) to support the development of innovative ideas, products and technology.
- 2.6 There was a separate fund of £600k for the creation of a new Agri-Tech Innovation Centre in the East of England. Following competitive bidding, the successful application was led by the National Institute for Agricultural Botany (project known as Agri-Tech Innovation Hub). Total investment was just under £2m including match funding.

3. FUNDING & PROPOSED OUTCOMES

- 3.1 The Agri-Tech programme was created in late 2013 with funding of £3.2m from the Government's Regional Growth Fund. We have continued with the scheme supported with funding from our Growth Deal settlement with Government and a contribution of £1m initially from NALEP. In total and to date the programme has received £7.2m of public funding. There is currently approximately £709k left to award. Based on the current levels of applications received and grant funding approved, we envisage that the remaining £709k will be committed by 28th February 2019.
- 3.2 The Agri-Tech programme continues to receive new enquiries about the scheme and applications from businesses in both the BB and NALEP areas. To provide businesses with certainty about funding availability when

considering investment, timescales and sources of funding and meet current and anticipated future demand, a two-year funding allocation of £4m would be required based on our current (and growing) pipeline of potential project Applications. This is in line with the Growth Prospectus as approved by BB in September 2018.

- 3.3 If the additional funding of £4m is approved, we forecast that the funding would be spent as set out in the following table:

	2019-20	2020-21
Quarter 1	£500k	£500k
Quarter 2	£500k	£500k
Quarter 3	£500k	£500k
Quarter 4	£500k	£500k
Annual Total	£2m	£2m

- 3.4 Based on past performance and experience, we believe that the £4m sought would enable delivery of 35 new jobs and protect 350 jobs. Although jobs is a key requirement for receiving Growth Deal funding from the Government, the Government's main focus is essentially solely on the creation of new jobs. However, we believe safeguarding jobs and the development of key skills is equally important particularly in a sector such as agriculture, food and drink where upskilling opportunities should lead to productivity and efficiency gains. There is no jobs link to R&D projects given the uncertainty of R&D outcomes.
- 3.5 NALEP remains supportive of the scheme and sees this as complementary and supportive to its interventions and programmes. However, NALEP's continuance of funding (£1m) is predicated on our maintaining the Agri-Tech programme across the NALEP area and BEIS approval to release further Growth Deal funding. There is no time pressure to allocate the NALEP funding. NALEP would consider future funding requests in due course.

4. MARKETING/PROMOTION

- 4.1 Our Agri-Tech programme is promoted across the two geographical areas (using an existing, agreed "Eastern Agri-Tech" logo) directly to businesses and through key intermediaries including the National Farmers Union; banks; accountants; local authorities and sector specific consultants. NALEP's Growth Hub Advisors continue to promote the Agri-Tech programme and generate leads as appropriate.
- 4.2 The Agri-Tech programme has received very positive feedback from businesses about the scheme; its simplicity, focus, speed, and advice/guidance provided. There is positive media coverage across the range of media channels, including national trade press. News about successful applicants is handled either by the Cambridgeshire and Peterborough Combined Authority (CPCA) Communications Team or the NALEP Communications Team depending in which local authority area successful applicants are based/where the project will take place.

5. GOVERNANCE ARRANGEMENTS

- 5.1 Currently, the Agri-Tech programme is overseen by the Eastern Agri-Tech Programme Board. Membership of the Programme Board includes experts with experience and knowledge of agriculture and the food industry, including research, farming and food processing. In the past the Programme Board has been chaired by the Greater Cambridge Greater Peterborough (GCGP) LEP Chair, and GCGP LEP has provided the Secretariat. Interim arrangements are currently in place. The CPCA Programme Manager continues to undertake the Secretariat role. The CPCA Project Manager prepares and issues the funding agreements to successful applicants.
- 5.2 The Agri-Tech Programme Board's main task is to consider and make decisions on applications for grant support. All applicants are invited to the meeting where their particular project is considered. Each applicant has the opportunity to give a short presentation and take questions from/provide clarification to the Programme Board. Each application is judged fairly and on its own merits.
- 5.3 The Agri-Tech Programme Board had delegated authority to undertake this role on behalf of the former GCGP LEP and NALEP Boards. Both organisations were represented on the Programme Board and received regular updates on the operation of the programme.
- 5.4 The BB is asked to recommend that the CPCA Board delegates authority for funding decisions for Agri-Tech Programme applicants to the Agri-Tech Programme Board on behalf of both the CA/BB; that the Agri-Tech Programme Board becomes a sub-Board of the BB and that a nominated member of the BB should become the Chair of the Agri-Tech Programme Board. This would strengthen existing governance arrangements and provide continuity between the Boards. The agenda and decisions of the Agri-Tech Programme Board will be made public and published on the Combined Authority website. This will ensure that the operation of the fund is consistent with the Governance Framework for the BB and Combined Authority.
- 5.5 The proposed Terms of Reference for the Agri-Tech Programme Board, the two assessment sheets that the Agri-Tech Programme Board Members use to reach their decisions when considering applications for grant funding, and a flow chart which shows how applications are generated and considered are attached as appendices 1-4.

6. TRANSITION PERIOD POST 1 APRIL 2018

- 6.1 Following the transfer of GCGP LEP's business activities to the CA, we have been maintaining business as usual. Since 1 April, the Agri-Tech Programme Board has approved 9 applications and rejected 2. Another application was rejected at appraisal/due diligence stage. Six of the successful applicant businesses are based in the BB area; 2 are in the NALEP area and 1 is in a Shared Area. One of the rejected applicants has the opportunity to re-apply

with a stronger application. The total amount of grant awarded to the 6 successful applicants was nearly £327K.

- 6.2 The Agri-Tech Programme Board's next meetings are planned for 6 December 2018 and 10 January 2019 to consider further applications. We currently have held off from arranging meetings beyond January until a decision about the future of the Agri-Tech Programme has been made.

7. FINANCIAL IMPLICATIONS

- 7.1 As this is an indicative, programme level, allocation rather than commitment to funding a specific project, there is no direct financial implication to the requested £4m. However, approving delegation to the Agri-Tech Board would allow this level of funding to be awarded over 2 years without direct oversight of the BB beyond the regular reporting against Growth Funds as a whole which they already receive.
- 7.2 The £709k remaining from the prior round of funding (as referred to in 3.1 above) has already been received as part of previous years' allocations of Growth Deal funding and is therefore available for use immediately. Once the entire £709k has been committed, no further funding commitments will be made until after the release of further Growth Deal funding from Government, at which point sufficient funds will be available to continue with the Agri-Tech programme, along with the £1m contribution from NALEP.

8. LEGAL IMPLICATIONS

- 8.1 The Business Board is responsible for advising on programme direction of the CA's Growth Funds, including grant funding provided under the Eastern Agri-Tech Growth Initiative. The CA, as Accountable Body, maintains the legal agreements with the grant funding recipients.
- 8.2 A funding agreement is awaited from central Government but refer to paragraph 7.2 above.
- 8.3 If central Government funding is not received we can stop existing grant payments and cease funding for new applicants.

9. SIGNIFICANT IMPLICATIONS

- 9.1 The Eastern Agri-Tech Growth Initiative has had and continues to have a very positive impact on businesses across the BB and NALEP areas both in terms of creating and protecting jobs and supporting leading edge research and development.
- 9.2 As noted in paragraph 3.4, one of the primary aims of the Agri-Tech programme is to safeguard jobs. As these are not new jobs they do not contribute to the overall jobs target for the Growth Deal funds. Approximately 10,500 jobs are required from the growth prospectus funds (£56m), allocating £4m towards the achievement of 35 jobs will increase the average number of

jobs required per £1 awarded for the other programmes included in the prospectus.

10. APPENDICES

- 10.1 Appendix 1: Proposed Terms of Reference for the Agri-Tech Programme Board
- 10.2 Appendix 2: Agri-Tech Proposal Assessment Sheets-R&D Project Proposals
- 10.3 Appendix 3: Agri-Tech Proposal Assessment Sheets-Growth Project Proposals
- 10.4 Appendix 4: Project Application Process Flow Chart.

Source Documents	Location
Growth Prospectus	http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Business-Board-Growth-Prospectus-201819-F.pdf

APPENDIX 1

DRAFT



Eastern Agri-Tech Growth Initiative

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:
 - 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.
 - 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 BB 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. Martin Lutman, 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.

Key Tasks

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. Martin Lutman 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 5 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. Membership of the Programme Board will include experts with experience and knowledge of agriculture and the food, drink and horticulture industry, including research, farming and food processing. Cambridgeshire and Norfolk County Councils will each have a seat on the Programme Board. Should there be a change of circumstances, it will be left for each Council to decide who should represent their interests. Membership of the Programme Board will be kept under review.

To Be Confirmed (Chair)

Dr Dave Hughes
Dr Lydia Smith
Dr Jonathan Clarke
Cllr Ian Bates*/Cllr Mathew Shuter
Cllr Fabian Eagle
Dr Belinda Clarke
Mike Burrows

CPCA Business Board

Syngenta UK
National Institute for Agricultural Botany
John Innes Centre
Cambridgeshire County Council
Norfolk County Council
Agri-Tech East
New Anglia LEP

In attendance will be:

Martin Lutman
Kate DeVries
Julie West

CPCA Agri-Tech Programme Manager
Norfolk County Council
New Anglia LEP

*agreed substitute when required

12. 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.
13. 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.
14. 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.
15. 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

16. 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.
17. 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

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

Equal Opportunities

19. 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.

EASTERN AGRI-TECH R&D PROJECT – ASSESSMENT SHEET**APPLICANT NAME:****Board Member Name**

Category	Comments
<p>STRATEGIC FIT</p> <p>Assessment Guidance for Board Members:</p> <ul style="list-style-type: none">a) How innovative/novel is the proposed research/development project; does the proposal demonstrate how it will be of direct benefit to the sector and the business. Is there clear evidence of how the innovation or research will be scaled up and bought to market; is there an explanation about route to market.b) Is proposal investment ready and backed by a sound business plan.	
<p>PROJECT FINANCES/VFM & FUNDING LEVERAGE</p> <p>Assessment Guidance for Board Members:</p> <ul style="list-style-type: none">a) Are project finances thoroughly costed, appear reasonable and are backed by credible income and investment sources. Project offers good value for moneyb) Is there clear explanation of how applicant will fund its share of total project costs;c) What is the expected Return on Investment for the business; what is the commercial potential of the project; does the applicant already invest in other R&D projects and what is the track record	

<p>MANAGEMENT ARRANGEMENTS</p> <p>Assessment Guidance for Board Members:</p> <ul style="list-style-type: none"> a) Is there a clear explanation of how project will be managed and delivered; what are the strengths/experience b) Have risks been identified and adequately considered; are there mitigation measures in place 	
<p>INTELLECTUAL PROPERTY:</p> <p>Assessment Guidance for Board Members:</p> <ul style="list-style-type: none"> a) Can the outcomes be protected; what arrangements are in place; does applicant have freedom to operate; has applicant appointed Patent Agent and have any searches been undertaken b) What are the barriers to entry by competitors; will the applicant be able to protect its competitive advantage long enough before other entrants come to the market 	

<p>ADDITIONALITY:</p> <p>Assessment Guidance for Board Members:</p> <ul style="list-style-type: none"> a) What are the economic benefits to both applicant and sector; have these been explained b) Are there any environmental benefits 	
<p>CONCLUSION:</p> <p>Should the application be approved and why</p> <p>Should the application be rejected and why</p>	

APPENDIX 3

EASTERN AGRI-TECH GROWTH PROJECT ASSESSMENT

NAME OF APPLICANT:
BOARD MEMBER NAME:

STRATEGIC FIT	Comments:
Assessment Guidance For Board Members: a) Application delivers improvements in productivity through the use or application of new products or technology or processes or new equipment. b) Application is investment ready and backed by a sound business plan.	
JOBS	Comments:
Assessment Guidance for Board Members: a) Will the project deliver direct new jobs; how many and what type/NVQ Level and/or:	

<ul style="list-style-type: none"> b) Will the project protect jobs; how many and what type/NVQ Level c) Are there any new skills or upskilling opportunities; what are these d) Will the project benefit the sector through enhanced employment prospects in the supply chain; locally or nationally or both and how e) Will the project displace jobs. If so how many, where and what type 	
<p>PROJECT FINANCES</p> <p>Assessment Guidance For Board Members:</p> <ul style="list-style-type: none"> a) Are project finances thoroughly costed, appear reasonable and are backed by credible income and investment sources. Project offers good value for money; b) Is there clear explanation of how applicant will fund its share of total project costs; c) What is the expected Return on Investment for the business; what is the commercial potential of the 	<p>Comments:</p>

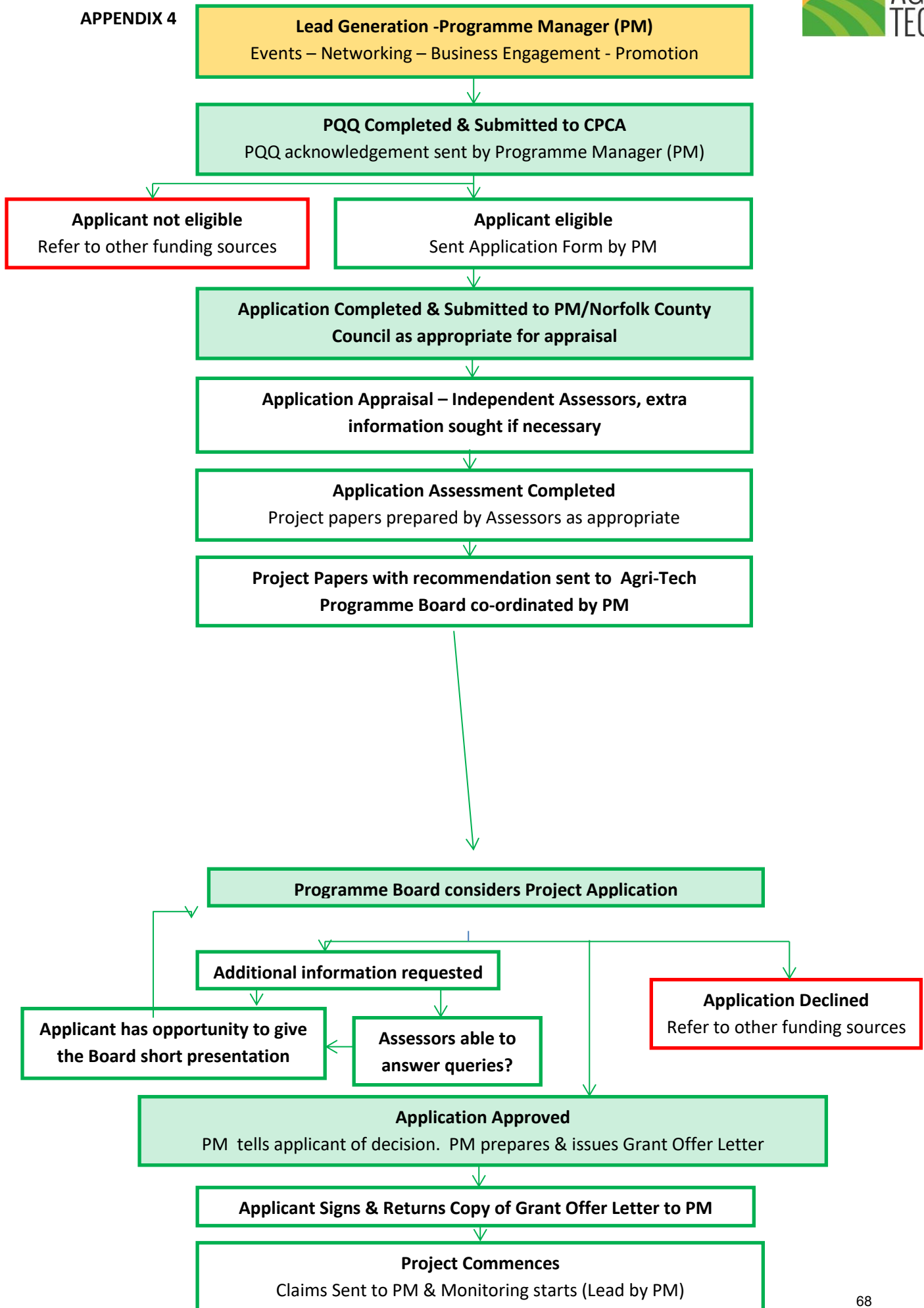
project; does the applicant already invest in other growth related capital projects and what is the track record.	
MANAGEMENT ARRANGEMENTS Assessment Guidance for Board Members: <ul style="list-style-type: none"> a) Is there a clear explanation of how project will be managed and delivered; what are the strengths/experience of project team; b) Have risks been identified and adequately considered; are there mitigation measures in place. 	Comments:
ADDITIONALITY: Assessment Guidance for Board Members: <ul style="list-style-type: none"> a) What are the economic benefits to both applicant and sector; have these been explained b) Will the project benefit the sector through supply chain growth and if so how 	Comments:

c) Are there any environmental benefits e.g. does the project address waste; manage water more efficiently encourage recycling; reduce the carbon footprint	
CONCLUSION: Either: Should the application be approved and why Or: Should the application be rejected and why	Comments:

AGRI-TECH GRANTS: PROCESS



APPENDIX 4



BUSINESS BOARD	AGENDA ITEM No: 2.4
DATE 26 November 2018	PUBLIC REPORT

WISBECH ACCESS STRATEGY – SUMMARY OF STUDY WORK AND REQUEST TO PROCEED TO DELIVERY OF DESIGN WITH SIMULTANEOUS CONSTRUCTION OF PHASE 1 INTERVENTIONS

1.0 PURPOSE

- 1.1. The Fenland Local Plan was adopted May 2014 and includes proposals for **3,550 new homes** in Wisbech and **30 hectares of new employment land** to deliver around **2,500 new jobs** to 2031.
- 1.2. In order to stimulate this growth, **£1m** from the **Growth Deal fund** and **£0.5m Combined Authority funding** was approved at the October 2017 and March 2018 Combined Authority Board as part of the Priority Transport Schemes paper to undertake feasibility studies of potential transport interventions (highway and rail).
- 1.3. A Business Case was produced with a very high **Benefit Cost Ratio (BCR)** for a preferred package of highway interventions identified for public consultation. BCR is a means of representing anticipated benefits of a given scheme proposal against the anticipated costs. A BCR above 2, is considered 'high' and is typically required to secure central government funding, this can be as low as 1.5 on occasions which is considered 'medium'.
- 1.4. A public consultation of the identified package schemes, resulted in amendments and the business case has subsequently been independently assessed as providing value for money for this revised package of schemes for which approval to complete preliminary design and proceed to an overlapped detailed design and construction programme via a design and build contract, is sought.
- 1.5. The Government's Growth Deal programme currently ends in March 2021. Due to the complexity of the nature of the interventions proposed, it is imperative that approval is given to enable this scheme to progress to the next stage now or the risk of not delivering within the time criteria is significant.

- 1.6. Based on the Business case and the need to deliver the proposed package of schemes prior to 31st March 2021, Business Board approval is sought for the full release of the previously allocated **£10.5m Growth Deal investment** in the October 2017 priority transport schemes paper of October 2017 and March 2018 to:

Enable the delivery phase to include:

- (a) Completion of the Preliminary and detailed design
- (b) to include land requirements, consents and possible land purchase,
- (c) to conduct surveys and apply for planning where appropriate, and
- (d) Sequence the design and construction of the interventions to run simultaneously, to synchronise interventions, ensuring minimum impact on traffic flows in and around Wisbech.

- 1.7. The Business Board at its meeting on 26 November will be asked to approve the funding, and if agreed, the Combined Authority Board is asked to ratify the Business Board's decision.

<u>DECISION REQUIRED</u>	
Lead Member:	Charles Roberts, Chair of 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 requested to:</p> <p>(a) Note the proposed package of measures for further development (Table 2 Recommended Wisbech Access Strategy Package).</p> <p>(b) Recommend the Combined Authority Board approve a budget of £10,500,000 to enable the procurement of an appropriate design and build contractor to immediately commence the delivery of an overlapped phased design and construction programme.</p> <p>(c) Recommend the Combined Authority Board delegate authority to the Transport Director, in consultation with the Chair of the Transport Committee, at key gateway</p>	<p>Voting arrangements</p> <p>(a) No vote required</p> <p>(b) No vote required</p> <p>(c) Simple majority of all members</p>

stages to deliver this package of works on behalf of the Business Board.	
(d) Recommend to the Combined Authority Board to, subject to BEIS Ministerial approval of the release of future Growth Deal funds, release of the £10.5m Growth Deal funding for the delivery of this vital scheme for the housing and economic growth of Wisbech.	(d) Simple majority of all members

2.0 BACKGROUND

Context to the Study

- 2.1. The Fenland Local Plan (adopted May 2014) includes proposals for 3,550 new homes in Wisbech and 30 hectares of new employment land to deliver around 2,500 new jobs to 2031. The Kings Lynn and West Norfolk Local Plan includes up to 550 new homes to 2026 on the eastern side of Wisbech. The development is split over three main sites, as detailed below:

Location	Number of dwellings	Number of Jobs
East Wisbech	1,000 Fenland 550 Kings Lynn and West Norfolk	
South Wisbech	350	30 hectares around 2,500 new jobs
West Wisbech	750	Small amount of employment
Smaller sites across Wisbech	900	
Total	3,550	2,500

Table 1 Wisbech Local Plan Growth Figures

- 2.2. In 2014, £1m of funding was allocated by the GC/GP/LEP to support the development of a package of measures to bring forward growth and regeneration, improve accessibility, and address congestion in and around the

town of Wisbech. This later became part of the Government's £147m Growth Deal allocation to Greater Cambridge Greater Peterborough Local Enterprise Partnership.

- 2.3. A further £10.5m has been provisionally allocated within the Growth Deal for a clearly identified, acceptable and deliverable package of measures to deliver the proposed 3,550 homes and 2,500 jobs. This is subject to approval of a satisfactory Business Case (see link within source documents table).
- 2.4. The Wisbech Access Strategy is a package of highway interventions that will meet these requirements. The interventions have been independently assessed to confirm value for money and tested to ensure they are the best solutions to address the current problems on the transport network, and support the intended homes and job growth.
- 2.5. An initial package of schemes (Phase 1) was developed to support these outcomes within the budget earmarked within the Growth Deal.
- 2.6. In addition to the £1m GCGP/LEP, Combined Authority Funding of:
 - (a) £0.2m was approved by the board in October 2017 as part of the £3.53m Priority Transport Schemes paper to undertake feasibility studies of potential transport interventions (highway and rail).
 - (b) An additional £0.3m was approved by the board in March 2018 as part of the £18.305m for the rolling programme of priority transport and infrastructure schemes.
 - (c) with an indication of a further funding in the future (appendix A of the board in March 2018 as part of the £18.305m for the rolling programme of priority transport and infrastructure schemes). This additional funding stream created opportunities to optimise the package of schemes in Phase 1 as well as enable the development of a second tranche of schemes (Phase 2).
 - (d) This Business Board paper focuses on the delivery of the revised Phase 1 package of schemes alone, and future additional studies relating to the accelerated phase 2 scheme will be presented to the Combined Authority Board at a subsequent date.
- 2.7. More detail around the development of the package of schemes within the Wisbech Access Strategy is provided in the source document presented to the Cambridgeshire County Council Economic and Environment Committee in May 2018. A link to this document is provided at the end of this paper.

3.0 THE PREFERRED PACKAGE AND NEXT STEPS

3.1. The package of interventions detailed below has been developed to support both housing and employment growth in Wisbech as outlined in the Fenland Local Plan and the funding criteria for the Growth Deal.

3.2. The revised package is a response to the public consultation and is adapted to:

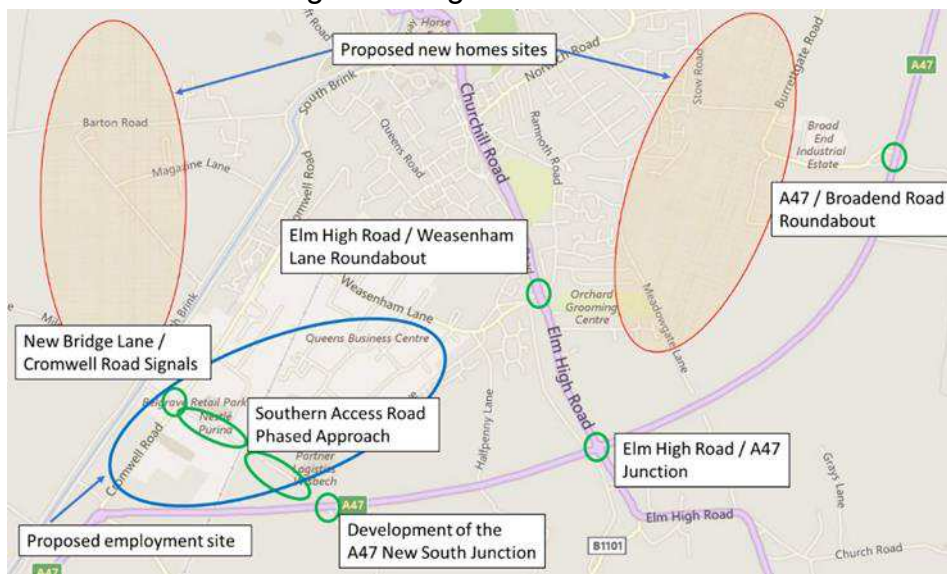
- (a) Revise the design of the Southern Access Road, to avoid severing the existing rail line whilst the Wisbech to March GRIP3 study establishes the viability of a Town Centre or Parkway station.

Scheme	Description	Benefits	Cost Estimate
New Bridge Lane / Cromwell Road Signals	New signalised staggered junction Unchanged following public consultation. See Graphic 1, appendix 1	<ul style="list-style-type: none"> Provides additional east-west connectivity across Wisbech. Helps to reduce congestion on the network. Help to alleviate pressure on Weasenham Lane. Provides access to the Wisbech South Local Plan development site for housing and employment 	£2.36m
Southern Access Road Phased Approach	New connection between New Bridge Lane and Boleness Road including development of three junctions Change following public consultation - Develop southern access road scheme to avoid crossing the railway line. See graphic 2, appendix 1		
Development of the A47 New South Junction	Change following public consultation - would be delivered if the rail study work (being carried out separately) concluded that north of the A47 was the best location of a station. See graphic 2.		
Elm High Road / Weasenham Lane Roundabout	New roundabout at junction of A1101 Elm High Road and Weasenham Lane Unchanged following public consultation. See graphic 3, appendix 1	<ul style="list-style-type: none"> Increases capacity on all approaches enables more vehicles to use the junction. Helps to improve access to the Wisbech South Development Site. Improved pedestrian facilities. All approaches work well within capacity 	£3.05m
A47/ Elm High Road Roundabout	Minor Improvement to the existing Elm High Road/A47 Roundabout	<ul style="list-style-type: none"> Elm High Road is a key transport corridor into and out of Wisbech especially from the East and the South The A1101 between the A47 and Ramnoth 	£1.66m

		Road/Weasenham Lane is a key congestion point on the Wisbech road network	
A47 / Broadend Road Roundabout	New roundabout at junction of A47 and Broadend Road Unchanged following public consultation. See graphic 5, appendix 1.	<ul style="list-style-type: none"> Roundabout would improve access of all approaches. Eliminates the need for vehicles to cross the road when turning onto the A47. Traffic calming effect in reducing vehicle speeds and accidents as they approach the roundabout. Designed to consider the high level of HGVs travelling on the A47 	£3.43m
Total Cost estimate			£10.5m

Table 2 Recommended Wisbech Access Strategy Package

3.3. Post public consultation additional preliminary design of the new A47 South Roundabout, will be required, the construction of this intervention will only be required should the Wisbech Rail study propose a town centre station location to the existing route alignment.



Graphic representation of Recommended Wisbech Access Strategy Package

3.4. To ensure completion of the interventions prior to the 31st March 2021 deadline, it is proposed to sequence the interventions with construction commencing on each intervention as each design is complete. This will enable detailed design and construction activities to be optimised for accelerated delivery when compared to traditional methods. Outline design and scheme development for the new A47 South Roundabout

- detailed design of each element
- Buildability and sequencing programme
- Identification of land and subsequent appropriate purchase

- (d) Consents to proceed
- (e) Commence all necessary surveys to enable the designs to be developed to establish required Consents, including planning approvals
- (f) Investigate cost/impact of proposals on statutory undertakers' apparatus
- (g) Full construction of each element as its design is complete sequenced to minimise travel flow disruption.

4.0 Key Risks

4.1. Key risks have been identified as:

Risk	Mitigation
Growth Deal funding requires delivery by March 2021	Produce a phased buildability and sequenced construction programme to optimise delivery.
Scheme costs and scheme details are subject to change as each intervention is developed	Monthly risk reviews by Project Board to identify and address changes at the earliest possible stage.
Preliminary design may identify constraints that challenge delivery	Early engagement with design teams to identify alternatives or key stakeholders that require early engagement in relation to land acquisition, noise or air quality mitigations.
Wisbech Rail study delays decisions associated with Southern Access Road design	Early and consistent liaison with the GRIP 3 study team. The Southern Access Road design will be developed further once the outcome of the Wisbech Rail study concludes on a town centre or a Parkway location for the station. This could create further delay to this element. This will be reviewed by the Transport Director and Chair of the Transport Committee for approval to proceed.
A47 Dualling Options Appraisal Report provides data that challenges the A47 interventions in this study	Early and consistent engagement with the A47 Dualling team, Highways England and Norfolk County Council.
Key stakeholder engagement and continued approval	Continued engagement Highways England as asset owner of the A47 for the delivery of the proposed A47 interventions and Norfolk county Council for the A47 Broadend Roundabout.
Planning consent may be required for some of the schemes	Continued engagement with appropriate and relevant planning authorities for approval to construct elements within their respective Authority boundaries.
Some of the schemes require 3 rd party land	Land ownership will be identified and a suitable route of acquisition established

5.0 FINANCIAL IMPLICATIONS

- 5.1. £10.5m of funding has previously been assigned to the Wisbech Access Strategy as part of the area's Growth Deal 1 bid with release contingent on a satisfactory Business Case being brought forward.
- 5.2. Board approval is being sought for full £10.5m Growth Deal funding allocation to deliver those activities set out earlier in this paper. The proposed phasing of this funding will be as follows:

2018/19	2019/20	2020/21	Total
£1m	£4.5m	£5m	£10.5m

- 5.3. The Wisbech Access Strategy was identified in the original Growth Deal bid to Government and £10.5m of the overall allocation has been earmarked for this programme. This funding has therefore not been included in the funding envelope of the Growth Prospectus and is available for allocation with no direct impact on other programme funding
- 5.4. As identified in section 4, delivery of several elements of the package (the Southern Access junction and A47 elements) will be impacted on the outcome of ongoing studies into the rail and road networks in the area. If the results of these studies are not forthcoming in a timely manner re-allocation and use of any underspend before March 2021 may not be possible presenting a risk that Growth Funds are unspent and require repayment to Government.
- 5.5. The Section 151 Officer for the Business Board has reviewed the Independent Technical Advisor's report and confirms they are satisfied that the scheme represents value for money.

6.0 LEGAL IMPLICATIONS

- 6.1. The Business Board is responsible for allocation of Growth Deal Funds, via CPCA Board as accountable body and the granting of these funds to the Combined Authority for the delivery of appropriate and relevant interventions, Wisbech Access Strategy having been identified as one of these priority schemes.
- 6.2. The Combined Authority assumed specific responsibility for strategic transport decisions under Article 8 of the Cambridgeshire and Peterborough Combined Authority Order 2017. This provision designated the Combined Authority as the local transport planning authority for this area.
- 6.3. The Combined Authority will delegate its responsibility for procurement and delivery to Cambridgeshire County Council to act as its agent to fulfil its procurement requirements by sourcing appropriate consultants under an appropriate framework agreement. This is in accordance with the Authority's financial regulations and statutory requirements.

- 6.4. There are no specific equality or other statutory implications arising from these decisions.
- 6.5. Identification of land issues and potential consents (including planning), will commence in this stage and will require legal support.
- 6.6. If central Government funding is not received we can stop existing grant payments and cease funding for new applicants.

7.0 SIGNIFICANT IMPLICATIONS

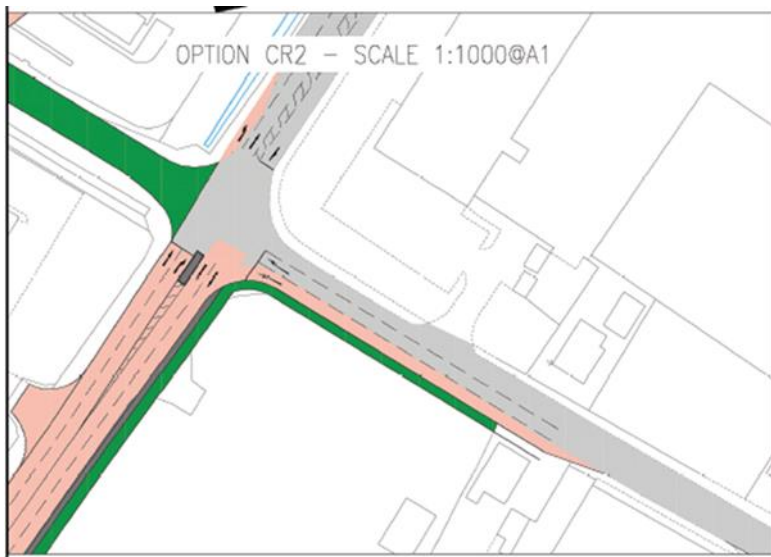
- 7.1. The Growth Deal funding requires that these interventions be delivered by March 2021. In order to meet this funding constraint, it is essential for the approval to proceed be given with full funding release, if this is not the case delivery of these interventions within the time criteria will be placed at significant risk.
- 7.2. The delivery of these interventions is totally dependent on the release of funding by the Department for Business, Energy & Industrial Strategy.

8.0 APPENDICES

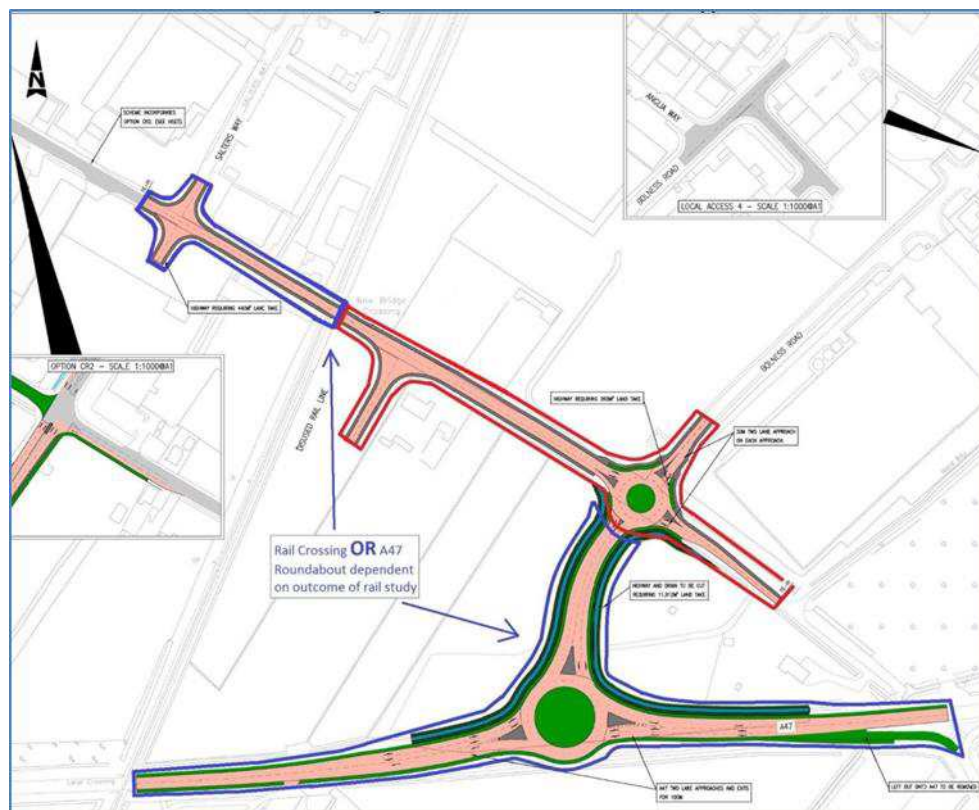
- 8.1. Appendix 1 – Plans for proposed Phase 1 Schemes
- 8.2. Appendix 2 – Technical Note

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

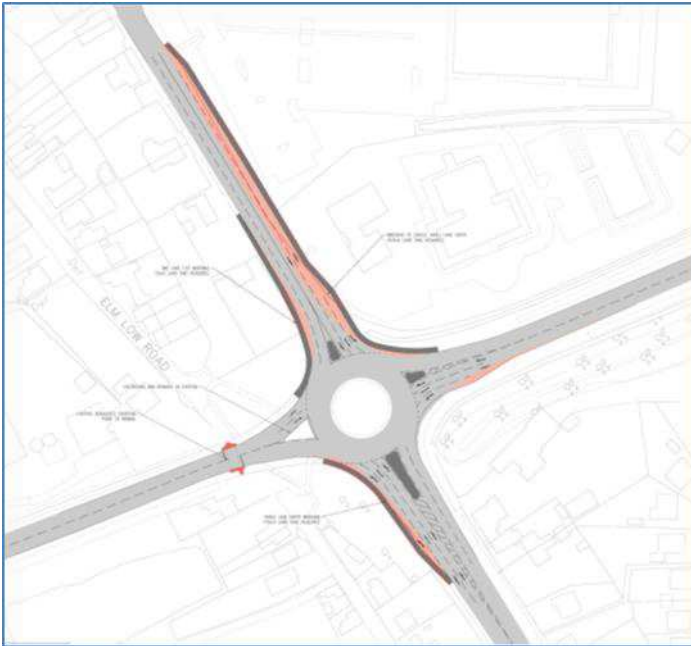
Graphic 1: New Bridge Lane / Cromwell Road Signals



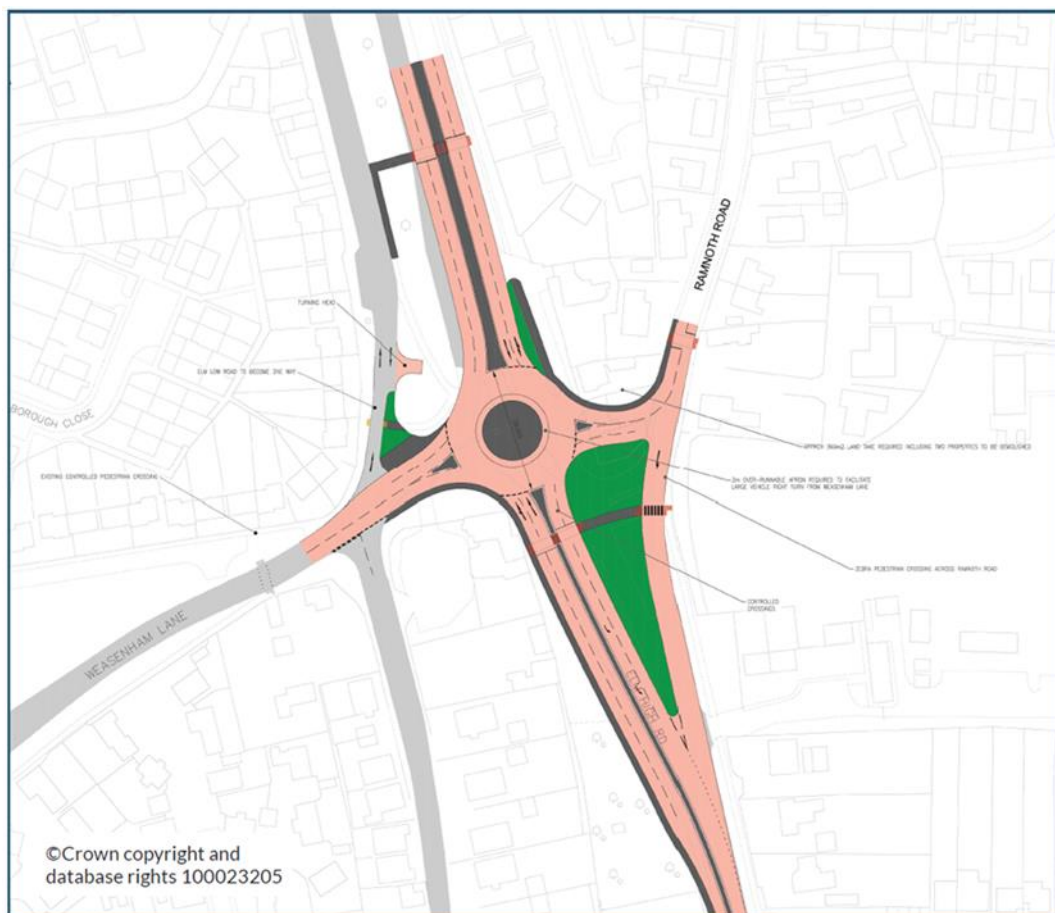
Graphic 2: Southern Access Road and the A47 New South Junction



Graphic 3: A47/Elm High Road Roundabout



Graphic 4: Elm High Road / Weasenham Lane Roundabout



Graphic 5: A47 Broadend Road Roundabout



Technical Note

Project:	Wisbech Access Study	To:	Jack Eagle
Subject:	Package 9 Economic Assessment	From:	Richard Jones
Date:	18/09/2018	cc:	Rowland Potter

1. Introduction

The purpose of this technical note is to provide an update on the Wisbech Access Study and detail the economic assessment of a new package of schemes (Package 9), that has been developed in response to the public and stakeholder engagement undertaken in late 2017.

This technical note and the assessment that it describes, builds upon the previous work undertaken as part of the Wisbech Access Study, with all assumptions and details remaining consistent with the previous work unless otherwise stated.

2. Further Package Development

Package 7a

The work undertaken in 2017 identified Package 7a as the preferred package of schemes, and this was the package taken to public consultation in December 2017. The package was divided into short term (2021), medium term (2026) and long term (2031) schemes, and it is the short term schemes that are the subject of the current Transport Business Case for funding. The short term schemes included within Package 7a are:

- CR2 - New Bridge Lane / Cromwell Road Signalisation
- SAR1 - Southern Access Road (without A47 Roundabout / without Railway line)
- EH7b - Elm High Road / Weasenham Lane Roundabout
- EH1 - A47 / Elm High Road Roundabout Improvements
- BER2 - A47 / Broadend Road Roundabout Opt 2.

The economic assessment undertaken as part of that work showed that Package 7a achieved the following Benefit to Cost Ratios (BCRs):

- 3.823 – Short term (2021) schemes only
- 1.705 – Full Package (2021, 2026 and 2031 schemes).

Further details about these BCRs and how they were calculated can be found within the Business Case and its supporting documents.

Public and Stakeholder Consultation

The public and stakeholder consultations were undertaken over a series of different dates during November and December 2017, at various locations throughout Wisbech. An online consultation also took place for one month. Consultees were given the opportunity to review the Preferred Package of schemes which had been identified as Package 7a, and to provide their feedback on individual schemes as well as the package as a whole.

The consultation was very informative, and based upon the feedback received during the consultation phase, CCC and FDC held further discussions with Councillors and have agreed to progress the development of two parallel packages of schemes. These are the original Package 7a and a new package (Package 9) which has been developed in response to the consultation feedback.

The key areas of the consultation that influenced the development of Package 9 are discussed beneath.

Southern Access Road

One key area of feedback received from the consultation was around the Southern Access Road, and the sentiment was that a scheme here should not predicate the potential reopening of the March to Wisbech Railway Line.

Option SAR1 within Package 7a would sever the existing disused railway line as it crosses New Bridge Lane to create a new east-west connection within the Wisbech South development site. This prevents a potential railway station being located to the north of New Bridge Lane, which is one of the potential options being considered.

The location of a potential railway station is still being investigated independently as part of the March to Wisbech Railway Study, and it has therefore been decided to progress a second package which does not sever New Bridge Lane and allows for the Railway Station to be located to the north of this point. Progressing two packages in parallel keeps all options open in relation to the railway station location and avoids predicating the outcome of the March to Wisbech Railway Study.

A47 / A1101 Elm High Road

Another key area of discussion during and following the consultation phase related to the proposed improvements at the A47 / A1101 Elm High Road Junction, and specifically Option EH3b (shown beneath).

Figure 1: Option EH3b – relocation and enlargement of the A47 / A1101 Roundabout



Additional funding was identified around the time of the consultation which presented the opportunity to bring forward one or more of the medium term schemes (and benefits). Using this additional funding, it was proposed to bring Option EH3b forward from the medium term (2026) into the short term (2021). The rationale for this was that it would deliver the benefits sooner, address existing congestion issues and would avoid the need for implementing two schemes at the same location (EH1 in the short term and EH3b in the medium term).

However, discussion with members of the public during the public consultation identified that multiple buildings alongside the proposed realignment of the A1101 had been built without foundations (historic cottages), meaning that EH3b was not considered to be viable in its current form. For the scheme to be built safely, these buildings would almost certainly need to be purchased and demolished, which would significantly impact the scheme cost and ultimately the BCR, as well as adding a great deal of complexity to the delivery of the scheme. As a result of this it was agreed that further improvement options would be considered for the Junction of the A47 / A1101.

This assessment of further options at this location is currently underway, but given the uncertainty over the detail of this scheme, the consents required from Highways England (HE) and the complexities involved in delivering it, it is not considered viable to include this within the short term set of schemes (regardless of available funding). Yet short term improvements are required at this location as the improvements at the A1101 Elm High Road / Weasenham Lane Junction (EH7b) are dependent on improved capacity to the south¹. Consequently Option EH1, which is the interim capacity

¹ Elm High Road Report, Wisbech Access Study, http://fenland.gov.uk/media/14292/Skanska-Report---Elm-High-Road/pdf/Skanska_Report_-_Elm_High_Road.pdf

improvements, has been retained as a short term scheme whilst further work is undertaken on a larger, medium term scheme at this location.

Package 9

The package developed in response to the public and stakeholder consultation is Package 9. Both Package 7a and Package 9 will be progressed in parallel until there is greater certainty over the potential location of the proposed railway station in Wisbech, at which point one or the other will be selected as the preferred package.

Package 9 differs from Package 7a only in regard to the Southern Access Road option, with Package 9 including the Southern Access Road Option SAR5b which creates a new A47 roundabout and does not sever the disused railway line, as opposed to SAR1 in Package 7a which severs the disused railway line and does not provide a new access onto the A47. Option SAR 5b which features in Package 9 is shown in Figure 2 beneath.

Figure 2: Option SAR5b – new A47 roundabout and access into Wisbech South Development Site



Note that consent from HE would be required for a new junction on the A47 and that this has not yet been granted, increasing the deliverability risk associated with Package 9. The short term schemes included within Package 9 are:

- CR2 - New Bridge Lane / Cromwell Road Signalisation
- SAR5b - Southern Access Road (with A47 Roundabout / with Railway line)
- EH7b - Elm High Road / Weasenham Lane Roundabout
- EH1 - A47 / Elm High Road Roundabout Improvements
- BER2 - A47 / Broadend Road Roundabout Opt 2.

The medium and long term schemes remain the same as for Package 7a.

3. Package 9 Economic Assessment

An economic assessment of Package 9 has been undertaken to mirror the assessment undertaken for Package 7a. The purpose of this assessment is to determine the BCR of Package 9, to ensure that it offers value for money and to enable a direct comparison to Package 7a. The assessment has been undertaken using model outputs files from the WATS Saturn model and the Transport User Benefits Appraisal software (TUBA). All parameters within the Package 9 assessment have been kept consistent with those in the Package 7a assessment to ensure that a fair comparison can be made.

Package 9 Costs

The difference in costs between the two packages are shown on the following page. These are the scheme costs that include a Quantified Risk Allowance (QRA at P50) and inflation. Note that the costs shown in Figure 3 and Figure 4 do not include Optimism Bias (OB). However, OB has been included within the economic assessment and factors into the package BCRs, but cannot form part of the funding requested within the Transport Business Case.

Details on how the QRA P50, inflation and OB have been calculated are included within the technical work undertaken for the original Package 7a assessment. All assumptions relating to costs have remained consistent between the Package 7a and Package 9 economic assessment, except for the scheme cost for the Southern Access Road.

The increase in cost in Package 9 is driven entirely by the replacement of SAR1 with SAR5b, and specifically relates to the construction of a new roundabout on the A47 and the access road from this new junction into the Wisbech South Development site. This difference between Package 7a and Package 9 has been highlighted in green in the figures beneath for clarity.

APPENDIX 2

Figure 3: Package 7a Cost Estimate (Scheme Cost + Risk Allowance + Inflation)

Costs: Scheme cost + Risk Allowance @ P50 (11.68%) + Inflation at 5% pa over 3 year profile			Scheme cost + Optimism Bias @ 45% + Inflation at 5% pa over 9 years			Scheme cost + Optimism Bias @ 45% + Inflation at 5% pa over 14 years		
Short Term (2021)			Medium Term (2026)			Long Term (2031)		
Scheme	Description	Cost	Scheme	Description	Cost	Scheme	Description	Cost
CR2	New Bridge Lane / Cromwell Road Signalisation	£ 0.57 m	WLR 1D S	Western Link Road (Southern Section)	£ 16.94 m	WLR 1D N	Western Link Road (Northern Section)	£ 71.74 m
SAR1	Southern Access Road (wout A47 Rdbt / wout Rway)	£ 2.91 m	NRC	New River Crossing	£ 9.84 m			
EH7b	Elm High Road / Weasenham Lane Roundabout	£ 2.35 m	CR7c	A47 / Cromwell Road Roundabout Upgrade	£ 6.22 m			
EH1	A47 / Elm High Road Roundabout Improvements	£ 0.87 m	FB5b	Freedom Bridge Roundabout Improvements	£ 4.45 m			
BER2	A47 / Broadend Road Roundabout Opt 2	£ 2.68 m	BS1a	Bus Station Option 1a	£ 2.69 m			
			EH3b	Relocated A47 / Elm High Road Roundabout	£ 16.93 m			
	Inflation as per construction programme @	£ 1.13 m						
	£1,129,508.86							
Total		£ 10.50 m	Total		£ 57.07 m	Total		£ 71.74 m

Total £ 139.31 m

Figure Error! No text of specified style in document.4: Package 9 Cost Estimate (Scheme Cost + Risk Allowance + Inflation)

Costs: Scheme cost + Risk Allowance @ P50 (11.68%) + Inflation at 5% pa over 3 year profile			Scheme cost + Optimism Bias @ 45% + Inflation at 5% pa over 9 years			Scheme cost + Optimism Bias @ 45% + Inflation at 5% pa over 14 years		
Short Term (2021)			Medium Term (2026)			Long Term (2031)		
Scheme	Description	Cost	Scheme	Description	Cost	Scheme	Description	Cost
CR2	New Bridge Lane / Cromwell Road Signalisation	£ 0.57 m	WLR 1D S	Western Link Road (Southern Section)	£ 16.94 m	WLR 1D N	Western Link Road (Northern Section)	£ 71.74 m
SAR5b	Southern Access Road (with A47 Rdbt / with Rway)	£ 6.53 m	NRC	New River Crossing	£ 9.84 m			
EH7b	Elm High Road / Weasenham Lane Roundabout	£ 2.35 m	CR7c	A47 / Cromwell Road Roundabout Upgrade	£ 6.22 m			
EH1	A47 / Elm High Road Roundabout Improvements	£ 0.87 m	FB5b	Freedom Bridge Roundabout Improvements	£ 4.45 m			
BER2	A47 / Broadend Road Roundabout Opt 2	£ 2.68 m	BS1a	Bus Station Option 1a	£ 2.69 m			
			EH3b	Relocated A47 / Elm High Road Roundabout	£ 16.93 m			
	Inflation as per construction programme @	£ 1.47 m						
	£ 1,470,414.49							
Total		£ 14.46 m	Total		£ 57.07 m	Total		£ 71.74 m

Total £ 143.28 m

Package 9 Benefits

The transport user benefits associated with Package 9 have been derived from the WATS Saturn model by coding in the highway improvements proposed by Option SAR5b and extracting the resultant user time and distance benefits associated with the package. These benefits are then monetised using TUBA and compared with the scheme costs (discounted and profiled) to calculate a BCR.

Package 9 BCR

The results from the economic analysis of Package 9 in comparison to Package 7a, are shown in Table 2 beneath. The results show that Package 9 achieves a higher BCR than Package 7a for both the short terms schemes (2021) and for the full package (2021, 2026 and 2031).

Table Error! No text of specified style in document.1: Package 7a & Package 9 Monetised Costs and Benefits (£,000)

Analysis of Monetised Costs and Benefits	Package 7a		Package 9	
	Short Term Schemes	Full Package	Short Term Schemes	Full Package
Benefits				
Greenhouse Gases	492	899	957	1,871
Economic Efficiency: Consumer Users (Commuting)	8,940	43,045	13,601	48,967
Economic Efficiency: Consumer Users (Other)	16,535	60,919	29,726	77,718
Economic Efficiency: Business Users and Providers	11,601	9,559	22,662	27,042
Wider Public Finances (Indirect Taxation Revenues)	-1,080	-1,936	-2,141	-4,034
Present Value of Benefits (PVB)	36,488	112,486	64,805	151,564
Costs				
Broad Transport Budget	9,544	65,972	13,834	70,277
Present Value of Costs (PVC)	9,544	65,972	13,834	70,277
Overall Impacts				
Net Present Value (NPV)	26,944	46,514	50,971	81,287
Benefit to Cost Ratio (BCR)	3.823	1.705	4.684	2.157
Value for Money (VfM) Statement	High	Medium	Very High	High

Note: All costs discounted to 2010 and shown in 2010 prices in line with DfT guidance

Crucially, the results show that both of the packages currently being progressed by CCC / FDC offer high or very high value for money in the short term, and medium or high value for money for the full package.

It should be noted that these BCRs can be used for comparative purposes and to inform the Strategic Outline Business Case (SOC). However the assumptions contained within the economic assessment have remained consistent with the Package 7a assessment undertaken in November 2017, and some of these may now be outdated. An updated assessment will be required once greater information is available from the Preliminary Highway Designs currently being undertaken.



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM No: 2.5
DATE OF MEETING: 26/11/2018	PUBLIC REPORT

M11 Junction 8 Improvement Project

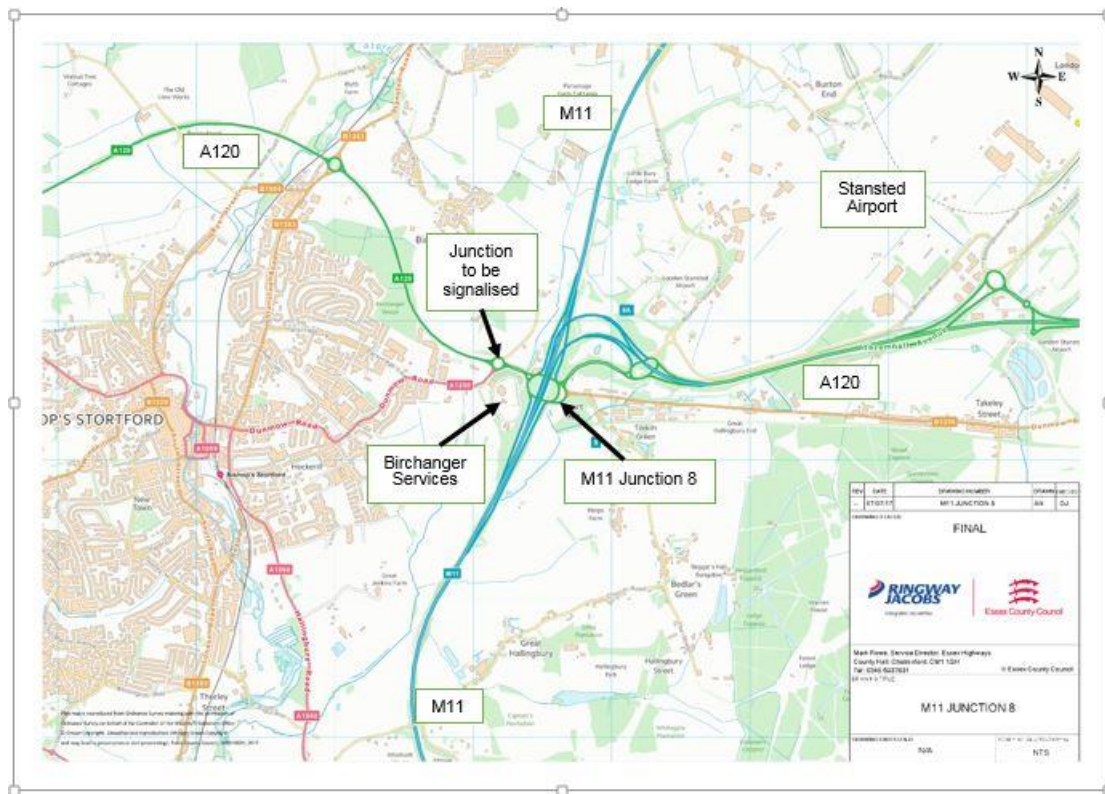
1.0 PURPOSE

- 1.1. This report details the M11 Junction 8 improvement project that is being led by Essex County Council (ECC) and requests that the Business Board support the recommendation to release £1million of Growth Funding towards this project.
- 1.2. The growth of Stansted Airport is seen as key in facilitating the development of the Cambridgeshire and Peterborough economy. The Cambridgeshire and Peterborough Independent Economic Review (CPIER) final report highlights the significance of the international connection that Stansted provides to the region, and the economic growth that it supports.
- 1.3. Junction 8 on the M11 is an important intersection for Stansted Airport, located at the junction of the M11 and A120, where the airport is located. The junction is currently operating at or near capacity during peak periods, limiting Stansted Airport's potential increase in passenger numbers. The project proposes to deliver a series of improvements designed to help alleviate congestion, allowing for around 10 years growth at the junction and facilitating further Stansted expansion which will generate employment growth connected to the airport and allow for the Uttlesford local plan to progress.
- 1.4. The total cost of the project is expected to be £9.056m and other funding bodies include the South East LEP (SELEP), ECC, housing developer contributions, funds from the Department for Transport (DFT) and Manchester Airport Group (MAG). The Greater Cambridge Greater Peterborough LEP had already allocated of £1million of Growth Deal funding, subject to the successful submission of business case. This report seeks to release that funding to enable the completion of the project, which is anticipated to complete May 2021.

<u>DECISION REQUIRED</u>	
Lead Member:	CHAIR OF BUSINESS BOARD
Lead Officer:	JOHN T HILL
Forward Plan Ref: 7	Key Decision: Yes
<p>The Business Board is requested to:</p> <p>(a) Note the independently reviewed business case commending the scheme as representing value for money and the anticipated economic benefits as a result of the project;</p> <p>(b) Recommend the Combined Authority Board release the £1m Growth Deal funding to Essex County Council, to support the delivery of the range of improvements outlined within this paper for the M11 Junction 8</p>	<p>Voting arrangements</p> <p>(a) No action required</p> <p>(b) Simple majority of all Members</p>

2.0 BACKGROUND

- 2.1. Junction 8 on the M11 is at the heart of the London-Stansted-Cambridge (LSC) corridor, one of the most dynamic economic regions in the country – generating over £160 billion for the UK economy. The recently published CPIER Final Report identified the growth of Stansted Airport as crucial in improving the Cambridgeshire and Peterborough regions’ ‘integration into the global economy, accessing new markets, and creating new business opportunities.’
- 2.2. The main access point to the airport from the north, south and west is the M11 Junction 8. The south provides access to London and a direct link to the M25, and to the north it provides access to Cambridge and then to the A10, A14 and A1. These routes are becoming increasingly congested with limited resilience.



Location of site

- 2.3. Junction 8 of the M11 is currently operating at capacity and already experiences significant queuing on some arms at peak periods. Stansted Airport is growing at an unprecedented rate of 2 million passengers per annum (mppa) and committed developments in the area, in particular in Bishop's Stortford, will add to this congestion. Reduction of congestion is considered crucial if the airport is to continue to increase passenger numbers and continue to grow up to its 35mppa cap permissible under current legislation.

Project deliverables

- 2.4. The Junction 8 improvements are designed to improve traffic flow across the junction and improve access to Stansted Airport. They involve, specifically, the southbound slip from the M11 for traffic accessing the A120, the northbound slip from the M11 for traffic accessing Bishop's Stortford / Birchanger Services and the roundabout to the west of the M11 and to the north of the services.

Location 1:

South-west of M11 Junction 8 – Addition of an additional approach lane from M11 J8 northbound exit slip onto existing A120

Location 2:

West of M11 J8 - Replace the existing A120/A1250 roundabout with a multi-arm signalised junction and widening to three lanes of the A120 “west link” (both directions) and A120 “east link” (eastbound only)

Location 3:

Improved and widened slip between the M11 Southbound slip and A120 East. At the junction with the roundabout, a gantry will be installed spanning the five lanes

Location 4:

Improved and widened two lane entry to B1256 Dunmow Road from roundabout (housing developer S278 funded and constructed).

Outcomes

- 2.5. The primary aim of this scheme is to improve traffic flows around and through Junction 8. The project will help realise key objectives, as well as meeting Growth Deal funding criteria, by delivering:
- (a) **Employment:** Contributing to the Combined Authority's target of doubling the areas GVA by 2030 through increased international access to the local economy, supporting the growth of employment relating to Stansted and increasing knowledge-based business opportunities. Specific to this project, 2,550 jobs are anticipated to be created.
 - (b) **Housing:** Enabling the delivery of committed housing growth of 3,400 homes in the Uttlesford District, with 2,500 homes enabled directly through the project. The business case submitted to SELEP identified potential challenges to the emerging Local Plan for Uttlesford at Inquiry if the junction improvements were not delivered.
 - (c) **Transport:** Reduced congestion at a critical juncture connecting multiple Strategic Opportunity Sites within the wider London-Stansted-Cambridge corridor.

Current project status

- 2.6. The project is currently at detailed design stage and nearing completion, with preparation being made for the tender process to appoint a delivery contractor. An application for certificate of Lawful Development is currently with Uttlesford District Council and consultation with locals and district members has been undertaken.
- (a) A delay to the programme has occurred due a service diversion taking place on site. Construction is now anticipated to commence in Spring 2019 and complete in Spring 2021. This is not anticipated to create any issues relating to the spending of Growth Deal funds by the deadline of March 2021.

3.0 FINANCIAL IMPLICATIONS

- 3.1. The total cost of the project is anticipated to be £9.056m and is being funded through various sources. ECC, the delivery body for the project, successfully

applied for £2.7 million of Local Growth Deal funding for these improvements from SELEP in November 2017. Funding has also been secured from DfT, MAG, ECC and a developer contribution, meaning that all other funding for the scheme is now secured. They are now seeking the £1m contribution from Business Board.

- 3.2. GCGP LEP initially allocated funding for the improvement as part of its Round Two Category One application for 16/17 Growth Deal funding. £1 million was identified for the project, subject to subsequent board approval following the submission of a business case. This report presents the business case and seeks the Business Board approval to the scheme and the release of £1m to ECC.
- 3.3. The material evidence underpinning the business case submitted to SELEP was submitted in a format compliant with the Business Board Assurance Framework and was independently verified following technical assessment by Steer, Davies Gleave.
- 3.4. If the Business Board approve this scheme, ECC will be notified of the outcome of the decision. However, payments will only be made once the Growth Fund monies are released by Central Government.

4.0 LEGAL IMPLICATIONS

- 4.1. The Business Board is responsible for Growth Deal Funds and the granting of these funds for the delivery of appropriate and relevant interventions. If the Business Board agree to the business case and the level of funding requested, a grant of £1m will be paid to Essex County Council to deliver the M11 junction 8 improvements.
- 4.2. Normal grant conditions will apply to this funding. ECC will submit claims for funding based upon spending in line with the project timeframe.

<u>Source Documents</u>	<u>Location</u>
<ul style="list-style-type: none"> Capital Project Business Case M11 Junction 8 Improvements GCGP letter of support Independent Technical Evaluator – Growth Deal Business Case Assessment (Q3 2017/18) 	Cambridgeshire and Peterborough Combined Authority, First Floor Incubator 2, The Boulevard, Enterprise Campus Alconbury Weald, Huntingdon, PE28 4XA



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM No: 3.1
DATE: 26 NOVEMBER 2018	PUBLIC REPORT

THE GREATER SOUTH EAST ENERGY HUB - RURAL COMMUNITY ENERGY FUND

1.0 PURPOSE

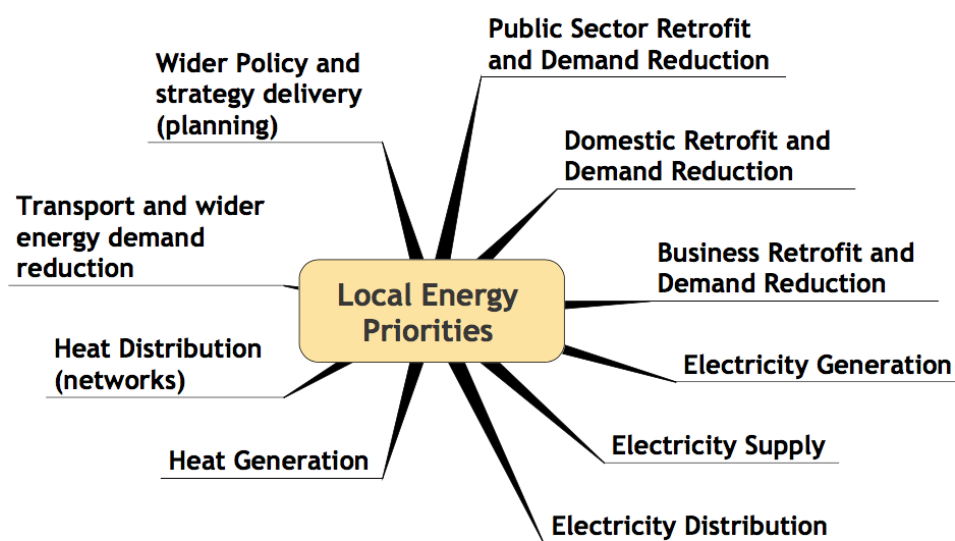
- 1.1. The Greater South East Energy Hub was established in April 2018 with funding from the Department of Business, Energy and Industrial Strategy to address technical, financial, regulatory and policy blockages in delivering and deploying local energy solutions.
- 1.2. The Cambridgeshire and Peterborough Combined Authority is the Accountable Body for the Greater South East Energy Hub that covers fifteen counties and Greater London. The Hub was funded (£1.29m) in advance for two years of operation by the Department of Business, Energy and Industrial Strategy (BEIS). A fully funded team of seven currently exists, with an eighth team member to be recruited, and is dedicated to local energy project delivery in the Greater South East area.
- 1.3. The Rural Community Energy Fund (RCEF), currently offered by WRAP (a charity contracted by the Department for the Environment, Food and Rural Affairs to deliver the funding in England) has been agreed by Ministers to be transferred to the five Local Energy Hubs in England with offer an improved funding level on that of the initial offer and be more connected with local energy delivery.
- 1.4. The Business Board (acting as the Local Enterprise Partnership for this area) is asked to approve the inclusion of the RCEF as an additional funding support offer by the Greater South East Energy Hub in advance of final agreement by the Combined Authority as Hub Accountable Body.
- 1.5. The RCEF will be funded in advance by BEIS for delivery in up to three years and will include funding for a full time Community Energy Advisor and a grant funding budget, £2.9m in total.

<u>DECISION REQUIRED</u>	
Lead Member:	Aamir Khalid, Chair of 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 requested to:</p> <p>Recommend the Combined Authority Board to agree that the Greater South East Energy Hub assumes the RCEF management role, administers the fund and employs the Community Energy Advisor.</p>	<p>Voting arrangements</p> <p>Simple majority of all members</p>

2.0 BACKGROUND

The Greater South East Energy Hub

- 2.1. The Combined Authority had the opportunity to establish and pioneer one of only five Local Energy Hubs in England. Chosen by the Greater South East LEPs (11) which included a 15 county area and Greater London, and endorsed by the Department for Energy, Business and Industrial Strategy (BEIS) the Combined Authority became the vanguard local energy organisation in the area.
- 2.2. The Local Energy agenda as defined by Government as national priorities are represented below.



- 2.3. Leading the co-ordination and management of intelligence, innovative finance and new accelerated delivery models will enable the area to respond more efficiently to infrastructure demands. The grid currently prohibits local housing delivery, vehicle charge point installation, the ability for public buildings to generate their own energy, e.g. schools, and significantly impedes sustainable economic growth and job creation in our SMEs and large employers.
- 2.4. The Hub is a new approach to assessing and enabling local solutions to national problems and translating these through government to other areas. Locally significant energy infrastructure and demand reduction projects will contribute to the construction of new homes, increased economic development and innovative transport solutions.

The Rural Community Energy Fund

- 2.5. The £15m Rural Community Energy Fund (RCEF) was launched in June 2013 jointly by the Department for Environment, Food and Rural Affairs (DEFRA) and the Department of Energy and Climate Change (DECC) as was, now Department for Business, Energy and Industrial Strategy (BEIS).
- 2.6. RCEF was created to specifically target help for rural communities to access the money needed to carry out feasibility studies into renewable energy projects and fund the costs associated with applying for planning permission. The scope was originally conceived included wind, solar, biomass, heat pumps, anaerobic digestion, gas Combined, Heat and Power (CHP), and hydro.
- 2.7. Waste and Resources Action Programme (WRAP) has delivered the fund since inception with an initial £20,000 feasibility grant and an option for an unsecured loan worth up to £130,000. The loan is repayable to Government once projects have received the necessary private sector funding required to get them up and running. Communities would also pay a set premium of 45% on top of the loan when paying it back to be reinvested in the fund enabling more communities to benefit.
- 2.8. Applications were considered from rural communities with less than 10,000 residents and larger communities located in local authority areas defined as predominantly rural.
- 2.9. During the first five years of fund operation take up has been limited with only one successful applicant in the Cambridgeshire and Peterborough area – Swaffham Prior Community Heat Scheme, and only three in the East of England. BEIS has identified that this is in part due to the limited feasibility fund available and the project development funding being a loan rather than a grant. Also notable is that the fund is operated by a national organisation with very little local presence. Devolution now presents an opportunity to increase impact through local leadership alongside delivery.
- 2.10. The BEIS Local Energy Team meets with all five Local Energy Hub leads once a month and stated at the October meeting that they had identified that with all five now operating the remaining £9m unspent could be split between the Hubs

for local delivery. In partnership with DEFRA they have calculated that the Greater South East area should receive £2.9m given the greater rural nature of the geography. This is the largest proportion being offered to any Local Energy Hub, and therefore presents a significant opportunity to facilitate sustainable rural growth across our area.

- 2.11. BEIS also recommend that the feasibility grant is increased up to £40,000 with the loan being replaced by a project development grant of up to £100,000. This is a significant improvement to the funding offer which is believed to enhance the appeal to rural communities and unlock new projects locally in Cambridgeshire and Peterborough and across the Greater South East.
- 2.12. BEIS have Ministerial and Treasury agreement to transfer funds to each Local Energy Hub through the existing Section 31 agreement. Official confirmation is expected at the end of November with an expectation that each Local Energy Hub should be in a position to sign off the additional funding, recruit the new Advisor and start promoting the fund in 2019.
- 2.13. The Greater South East Energy Hub has a Board comprised a representative from each constituent Local Enterprise Partnership area, for Cambridgeshire and Peterborough this is the Combined Authority's Head of Sustainability. The Hub Board is meeting on the 9th November and will be considering and agreeing the proposal to include this additional funding offer as part of the Greater South East Energy Hub programme.

Management of the RCEF by the Greater South East Energy Hub

- 2.14. The Community Energy Advisor would be employed by the Cambridgeshire and Peterborough Combined Authority and would sit within the Local Energy Team and managed by the Regional Hub Manager. £150,000 is notionally set aside for administration and employment costs.
- 2.15. Embedding the new Advisor within the existing Hub team means greater cross fertilisation and presence across the whole greater south east area, and crucially in the Cambridgeshire and Peterborough area where new community projects would be identified and supported. The Local Energy East Strategy local authority officer group have been briefed on this new opportunity and are keen to identify their suitable communities, signpost the offer and support the fund.
- 2.16. As a grant fund it is proposed that some of the budget could be used to administer the grant internally by utilising existing Combined Authority staff to enable the new Advisor to be outward facing. Existing DEFRA approved WRAP grant application processes can be deployed once assessed as appropriate.

3.0 FINANCIAL IMPLICATIONS

- 3.1. None

4.0 LEGAL IMPLICATIONS

- 4.1. Hub funding must solely be used for the purpose for which it is intended and complete and accurate records must be kept in order to show how funding has been utilised;
- 4.2. RCEF must be managed and administered with complete transparency and in strict accordance with any and all applicable laws governing such activities. and complete and accurate records must be kept to evidence this.
- 4.3. Any, and all data must be obtained, processed, stored and used, in strict accordance with GDPR

5.0 SIGNIFICANT IMPLICATIONS

- 5.1. None

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

BUSINESS BOARD	AGENDA ITEM No: 3.2
DATE OF MEETING 26th November 2018	PUBLIC REPORT

Growth Hub Progress

1.0 PURPOSE

- 1.1. To receive the half year report of Growth Hub activity as submitted to the Department for Business Energy and Industrial Strategy (BEIS) including a paper on the Cambridgeshire & Peterborough Better Business for All (BBfA) programme Chaired by the Growth Hub under the Devolution Deal.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of The Business Board
Lead Officer:	John T Hill, Director of Business & Skills
Forward Plan Ref: 8	Key Decision: No
<p>The Business Board is recommended to:</p> <p>(a) Note:</p> <ul style="list-style-type: none"> i. the Growth Hub six-month activity report; ii. Better Business for All paper(s) 	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

2.0 BACKGROUND

- 2.1. Signpost2Grow is the Growth Hub for the GCGP region providing support to growing businesses in the form of triage, diagnostics and referrals to other business support providers, locally and nationally, whether they be state funded, subsidised or commercially available. The support is delivered by The

Growth Hub Manager and two Sector Support staff, having lost one Navigator (previous job title) during this reporting period due to reorganisation. The Growth Hub is core funded annually by the Department for Business Energy and Industrial Strategy (BEIS) and has agreed funding for 2018/2019, requiring two reports each year to BEIS, half yearly and annually.

- 2.2. The Better Business for All programme is chaired by the Growth Hub as required under the Devolution Deal and forms part of the Industrial Strategy. It brings Local Authority regulators including Fire together, to reduce the burden on business to “get it right” first time and reduce business costs associated with regulation. This programme recently joined a national pilot led by BEIS to promote best practice in the delivery of Primary Authority, alongside Manchester, Herts and Coast2Capital (Sussex) Growth Hubs. Better Business for All is about building a better working relationship between regulatory services. Our offering is to join up business and regulatory support which will benefit business and promote economic growth.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There are no financial implications with this report. The Appendix 1 has items of a confidential nature (individual staff salary costs) removed.
- 3.2. The Section 151 Officer has approved the 2018/19 budget with BEIS and subsequent quarterly claims.

4.0 LEGAL IMPLICATIONS

- 4.1. There are no legal implications with this report.

5.0 SIGNIFICANT IMPLICATIONS

- (a) None applicable

6.0 APPENDICES

- 6.1. Appendix 1 – Growth Hub Biannual Review as submitted to BEIS
- 6.2. Appendix 2 – Better Business for All Public Service Board Report
- 6.3. Appendix A – ToR BBfA
- 6.4. Appendix B – BBfA Programme
- 6.5. Appendix C – BBfA Coordinator Role
- 6.6. Appendix D – BbfA Further information

<u>Source Documents</u>	<u>Location</u>
See Appendices	



Growth Hub Bi-annual Report 2018-2019 (1st April 2018 – 30th Sept 2018)

LEP Accountable Body:	Cambridgeshire & Peterborough Combined Authority
Local Enterprise Partnership:	The Business Board (former GCGP LEP)
Growth Hub name:	Signpost2Grow
Date of Annual Report:	30 th September 2018
Name of person completing report:	Noel O'Neill
Job Title:	Deputy Section 151 Officer
Contact phone number:	01480 277180
Contact email address:	Noel.o'neill@cambridgeshirepeterborough-ca.gov.uk
Deadline for return to BEIS:	Tuesday 16th October 2018

This template has been produced by the Department for Business, Energy and Industrial Strategy (BEIS) to help aid the production of 2018-2019 Growth Hub 'Bi-annual Reports'.

LEPs are asked to ensure that information is included that will be helpful to enable BEIS to assess how individual Growth Hubs are progressing and to aid the identification of best practice and local innovation to help inform the ongoing development of the Network.

LEPs are however; free to use an alternative format for their review (e.g. where part of LEP Annual Report) as long as the key content areas specified within the template are incorporated within final reports. This will ensure a level of consistency in order that BEIS and any externally contracted evaluation organisations are able to compare and contrast information presented by different Growth Hub models and typologies.

BEIS also need this information to ensure consistency and transparency and to help demonstrate the impact to HMT and others that the funding provided by BEIS in 2018-2019 has increased the level of take-up of business support and is helping to drive business growth in local places. This information is therefore critical in helping to inform the future development of Growth Hubs and in helping to shape future policy thinking.

BEIS therefore request that LEPs submit their Growth Hub Annual Report to **BEIS in word format (not as a pdf)** and that each section should provide the details requested in a short, informative and concise way without losing the key information. BEIS would also be grateful if LEPs avoided referring BEIS back to other reports for information, but provided the information needed to answer each question within the body of the template

Annual Reports should be submitted to Growth Hubs no later than **Tuesday 16th October 2018** and copied to your BEIS Local Area Lead.

Growth Hub 2018-2019 Grant Spend Position

B. Please confirm details of the financial position in respect of your 2018-2019 grant.

Total BEIS grant for 2018-2019 awarded	£246,000
Estimate of any underspend of the 2018-2019 awarded at this time (please provide reason for underspend)	£ nil

Please state how much of your 2018-19 grant has been spent by end of quarter 2 and how much of the remaining grant money has been committed.

Details	£
£ Funding spent in Q1 and Q2	
Q1 – 1 April to 30 June 2018	£59,567
Q2 – 1 July to 30 September 2018	£53,947
£ Funding Committed For	
Q3 – 1 Oct to 31 December 2018	£57,174
Q4 – 1 January to 31 March 2019	£76,209
TOTAL GRANT SPENT OR COMMITTED*	£246,000*

*due to an increase in staffing costs we are currently forecast to overspend by £3,912 – this overspend will be met by the Combined Authority, not claimed against BEIS funding.

Please provide a breakdown of the expenditure by activity to help inform a BEIS internal audit of Growth Hub budget spend in 2018-2019 (this can be taken from the ledger spreadsheet your Section 151 Officer completes with every claim submitted to BEIS).

Note that this only relates to core BEIS Growth Hub funding and not any other locally accessed funding streams e.g. ERDF:

Activity as shown on your Schedule 1 form	Q1 and Q2 Spend £
Business advisory staff	£90,875
Travel and expenses (where primary Growth Hub staff)	£1,873
Business to business events, networks and pop-ups	£1,350
Customer Relationship Management (CRM) system (maintenance)	£1,242
Operating and accommodation costs – rent and overheads	£18,175
Total April - Sept	£113,515

Please confirm what sources of additional funding and/or resources have been leveraged in by the LEP and/or Growth Hub in 2018-2019 to add further value to your Growth Hub service? Where possible please provide top line detail on how this funding and/or resource is being used. What are the benefits of this to the Growth Hub and its customers?

Funding: The Combined Authority has been providing funding to maintain the Growth Hub during this period.

Other resources:

Barclays Bank have provided funded events, such as Business Boost and subsidise the Judge Business School Scale Up Programme.

Other partners such as Local Authorities, Chambers, FSB, EEN, KTN, Innovate RUK and DIT have assisted with events by providing venues and catering.

Progress of Growth Hub in 2018-2019

C: Summary of Growth Hub progress in 2018-2019

1. Strategic Partnerships

- If you have made any recent changes to how the Growth Hub is delivered or are going through a re-procurement exercise, please provide further details. Please confirm if your Growth Hub service is likely to be brought in-house or delivered by an external organisation. Where known please confirm:
 - The Growth Hub is currently delivered by employees of the Combined Authority.
 - Full control over Growth Hub activities is desirable to ensure the Combined Authority's targets for economic growth are achieved within the timescales, providing a more consistent, flexible and coordinated approach than would be obtained through third party or contractual arrangements.
- We currently share events and clients with Hertfordshire GH, Lincolnshire Business GH, BEST GH and New Anglia GH, with regular contact and joint participation. Some of our schemes are joint ventures crossing LEP boundaries examples being Agri-Tech; EAHSN; the Oxford Cambridge Corridor; Innovate2Succeed; and regularly contribute to DIT, KTN and Innovate UK activities across the region. We use incubator space in Cambridge and Peterborough with private partners to enhance the reach of the Growth Hub and work closely with LA regulators under the BBfA programme.
- We have been building stronger relationships with banks and the EEF, who represent the manufacturing industries locally. The dissolution of GCGP LEP during this period created some confusion in the business community and we have taken

considerable steps to ensure the continuance of the Growth Hub activity at a sustainable level and keep the presence at the forefront of business support. We are building a stronger manufacturing community with the aid of BCC and EEF.

- The Growth Hub is fully engaged in the local industrial strategy planning, is mentioned in the CPIER final report and is making future plans to implement the LIS actions, such as leading on the delivery of growth deal funds to the business community and chairing the BBfA programme locally.

2. National and Local Integration

What approach is the LEP taking, via the Growth Hub, to continue to develop strong, inclusive partnerships with all of the local and national players (public and private) involved in the ongoing development and delivery of the Growth Hub? Please tell us about anything new and/or innovative that you are doing in partnership with the following:

Sector Deals:

Oxford, MK to Cambridge corridor, CPCA is lead partner working with consultants to develop the plan.

Innovate UK (IUK) / through Science and Innovation Audits:

Launch of Innovation Loans, marketing of calls for Innovation; attending region wide events organised by IUK both inside and outside of this LEP area.

Knowledge Transfer Network (KTN):

Joint event participation, 3D printing week; Discover New Markets; Launch of 4Manufacturing; Launch of Diagnostic Tools; training of navigators in 4manufacturing diagnostic tools to enhance the KTN coverage available in this area.

Department for International Trade (DIT) / Enterprise Europe Network (EEN):

Joint event planning, (Discover New Markets); regular contact with trade advisers and EEN advisers, IPO training for navigators; joint events with EEN in attendance; on steering group of Innovate2Succeed pilot in region.

British Business Bank (BBB):

On steering group of East of England Regional Growth Loan Scheme; assisting with the design of finance products to meet gaps in local provision. Attendance and support at BofE presentations.

Intellectual Property Office (IPO):

Regular contact directly and through local agent (EEN) with cross referrals. Navigators trained by IPO.

Be the Business (Productivity Leadership Group):

Have engaged with plans to pursue more close relationship when their resources and more readily available in this region.

Banks:

Regular cross referrals, joint events; Barclays Digital Eagles Incubator; Natwest Business Boost; Lloyds Advanced Manufacturing; Santander Export; Metro Bank Small Business; looking to work closer with HSBC in next quarter.

ICAEW / Accountants:

Presentations at ICAEW regional events; working with individual accounting practices with regular referrals; joint events with larger practices.

Angel Networks:

Cambridge Angel networks; Syndicate Room, AIM Investments; are in regular contact in addition to London based angel networks, and international VC contacts.

Universities/Business Schools:

Cambridge University, including Judge Business School, Cambridge Institute of Sustainable Leadership; Cambridge School of Chemistry; Institute of Manufacturing; Anglia Ruskin University; amongst many others. Access to Warwick and Cranfield as well as Essex University Business School.

Enterprise Zones:

We have seven Enterprise Zones including the largest in Europe at Alconbury, with a dedicated team to promote enterprise zones at the Combined Authority. We are developing Productivity Zones in other locations.

Catapults/Incubators and Accelerators:

We have 19 catapults and accelerators that we regularly work with, promoting and referring. More are anticipated especially in market towns following the Market Towns Strategy plan due soon.

Better Business for All (BBfA)/Regulators:

Chair of local BBfA committee which is part of the Public Protection Group. Working with BEIS support to promote primary authority and develop a cross themed business support package for use by regulators. Hosting of BBfA materials on Growth Hub website planned, holding page set up initially.

Libraries/Business & IP Centres:

Working closely with libraries for the provision of localised business support and knowledge transfer, assisting with the role out of IP centres in 34 locations across the region covering both cities and rural regions.

Others (public and private):

We have built a working relationship with the FD Centre and The Marketing Centre both part of the scale up programme, alongside the Judge Business School scale up programme, offering a wide selection of practitioner 1:2:1 support and academic group support. Both the FD and MD centres are national organisations and can provide valuable support to scalable enterprises.

3. Governance

- The GCGP LEP was closed on the 31st March 2018 and that role was assumed by the Cambridgeshire and Peterborough Combined Authority, with the creation of The Business Board specifically to take responsibility for LEP activity in the region. The recent National LEP review has recommended further changes that are being considered locally. The CPCA through The Business Board operate the Growth Hub through the Business and Skills Directorate and are compliant with the LEP Assurance Framework.

4. Triage, Diagnostics and Signposting

Local Infrastructure

- The decision was taken by CPCA to gradually withdraw from direct delivery over the coming years, however the Growth Hub is required to continue to deliver outputs in line with agreed targets set previously and continues to provide 1:2:1, triage, diagnostics and signposting where appropriate to do so, focussing on identified priority sectors and scale up enterprises. Much use has been made of the National Helpline in assisting early stage and pre-start enterprises. With further assistance from ERDF programmes of business support the Growth Hub has been able to concentrate on businesses with growth potential and has been able to direct clients to grants, loans and face to face business support.
- The Growth Hub Team has replaced one member of the Navigators team with a Specialist Agri-Tech Adviser which was to benefit the cross LEP programme on R&D and innovation support in that sector.
 - The Growth Hub continues to work collaboratively with DIT and Banks supporting exporting, the successful ERDF grant scheme has supported over 50 business to improve productivity and embrace new technology whilst other ERDF programmes have encouraged R&D collaborative working with Universities, adopt leadership skills, encourage apprenticeships and the promotion of both InTend and Compete4.

The Growth Hub is fully consulted on new ERDF/ESIF programmes to ensure the avoidance of duplication and seeks to make the process of business support easier to access and navigate, using BBfA, libraries and business support agencies together with private organisations such as banks, accountants, membership and professional organisations.

- The Growth Hub has received training and has access to the KTN 4Manufacturing diagnostic as well as the QUAD Financial Modelling Tool. Benchmarking is provided by Be The Business. Access to ONS data together with NESTA, SAGE, Smart Specialisation, HMRC Export and The One List (DIT), all combine to provide powerful data sets augmented by the purchase of MINT BvD.

Overview of Key Performance Outcomes

D. Key Performance Outcomes. Provide information on the key outcomes of your Growth Hub linked to the requirements of the 2018-2019 'Metrics and Evaluation Framework'.

Indicator	Local KPIs (where set by the LEP)	Bi-annual Total (1 April – 30 September 2018)	Cumulative Total (since launch of Growth Hub)
Businesses that have received 'light touch' triage, information and/or signposting support (excluding website traffic)		231	433
Individuals ¹ that have received 'light touch' triage, information and/or signposting support (excluding website traffic)		87	258
Total number of unique visitors to Growth Hub website		6,009	23,991
Businesses receiving 'medium intensity' information, diagnostic and brokerage support		89	689
Combined turnover (amount £) of businesses receiving 'Medium intensity' information, diagnostic and brokerage support.		£18,606,200	£792,581,500
Combined employee numbers (FTE) of businesses receiving 'Medium intensity' information, diagnostic and brokerage support.		14,054	20,541
Businesses receiving 'high intensity' support e.g. account management / intensive support directly provided by the Hub or partner organisation		51	294
Combined turnover (amount £) of businesses receiving 'High intensity' support i.e. sustained support and using significant Growth Hub resource.		tba	£122,365,345
Combined employee numbers (FTE) of businesses receiving 'High intensity' support i.e. sustained support and using significant Growth Hub resource.		tba	tba
Businesses receiving 'Medium' and 'High intensity' support that, have the opportunity, ambition and greatest		34	165

¹ Number of businesses and individuals are both required as (for example) several individuals from the same business may attend an event.

potential to grow (including Scale-Ups)			
Total number of individuals who been helped to start a business		61	640
Businesses referred to a mentoring programme (combined figure for 'Medium' and 'High' intensity interventions only)		N/A	N/a
Businesses referred to a skills or training programme (combined figure for 'Medium' and 'High' intensity interventions only)		N/A	N/a
Businesses referred to a finance and/or funding programme (combined figure for 'Medium' and 'High' intensity interventions only)		56	390
Businesses referred to an innovation and/or R&D programme (combined figure for 'Medium' and 'High' intensity interventions only).		13	390
£Private sector match secured (where linked to Growth Hub)		£2,500,000	£5,473,313

Notes:

Measures such as “combined turnover” or “combined employee numbers” should only include the local business office receiving support (in the case of multi-site businesses). They will be calculated by aggregating the values recorded at firm-level. They should be the most recent values held by the LEP/GH at the point of reporting.

Measures such as “total number of businesses referred” do not need to reflect whether (or not) the referral was taken up.

5. Customer Satisfaction

In line with the requirements of the 2018-2019 'Metrics and Evaluation Framework' for 'medium' and 'high' intensity interventions only, please provide the tabulated responses to the satisfaction question set out below:

“How satisfied or dissatisfied are you with the quality of this service?” rated on a five-point scale.

1/5	2/5	3/5	4/5	5/5	Total
0	6	2	6	86	100

For 'light-touch' interventions, a survey approach is sufficient. Questions that could be included based on standard questions asked of customers by all Growth Hubs.

“How likely would you be to recommend this service to a friend/colleague”, rated on a standard five point scale?

1/5	2/5	3/5	4/5	5/5	Total
0	0	3	12	85	100

Note: (1 Very Dissatisfied- very poor, 2 Somewhat Dissatisfied - poor, 3 Neither Satisfied nor Dissatisfied- average, 4 Somewhat Satisfied - good, 5 Very Satisfied – excellent)

6. Data, monitoring, reporting, evaluation and value for money

- The use of Workbooks CRM modified to collate data necessary to produce the data required by BEIS and others is operated by Navigator staff, who are responsible for checking the data recorded is as accurate as humanly possible, using VAT-Search to verify VAT registrations, Companies House for statutory data, MINT BvD for estimated turnover and employee numbers not available elsewhere and Doogee for Postcode verification. It has proved impossible to collect and verify PAYE details with any degree of consistency as most businesses do not have that information readily available. With pre-starts and individuals most are reluctant or unable to provide National Insurance numbers or UTR's and do not see the rationale to do so, unless it is to access further support such as a grant.
- At such an early stage of this Growth Hub's development it is unlikely that the firm level data could be relied upon to demonstrate significant economic improvement. A recent assessment of customer satisfaction in relation to the type of referral provided was undertaken on our behalf by Essex University Business School and we would anticipate further work in this respect in the future.
- We anticipate further work (see above) to be undertaken on this aspect. Initial reviews indicate that referrals to non-government funded support provide more positive feedback from clients, with some notable exceptions, such as the Innovate2Succeed programme co funded from IUK and ERDF.

7. Scale-Ups

Our Innovate2Succeed cross LEP part ERDF/Innovate UK programme has produced good results in supporting innovation and enhancing scale up activity as a result. We await the full review of this programme when it ends in March 2019.

We are awaiting the final approval from MCHLG for our sustainability and leadership part ERDF programme in conjunction with the Cambridge Institute of Sustainability and Leadership planned to commence in January 2019.

The Judge Business School Scale Up Programme is well attended and highly regarded in this region, it is run in conjunction with Barclays Bank whose customers gain a 50% cost reduction when attending.

Individual 1:2:1 scale up support is privately provided by a number of organisations including the FD Centre and The Marketing Centre.

Lessons Learned

Lessons learned/good practice in 2018-2019. Please indicate what lessons you have learned to date and how this has helped the LEP improve the Growth Hub service.

Face to face business support is still highly sought after by the majority of businesses and tops the lists of requests received. We have found that specialist advice is most attractive to businesses especially in export documentation (in light of recent Brexit announcements), manufacturing techniques, recruitment, retention of staff and exploitation of R&D especially when it comes to commercialisation of products or services.

Less attractive are generalist events, where generic talks on business support are provided, these tend to work best when used in conjunction with a specialist talk on a given subject, for example a talk on Biomedical Innovation or NHS procurement.

The mention of funding, even if it is not available to a specific audience, always attracts attention and open doors to other conversations around support in general.

Having a good events page on the website that is easy to navigate and is well stocked is the most visited area on a Growth Hub website, information pages less so and links to other websites must be active and current.

The changes experienced by the LEP over this uncertain period have led to a number of reviews on activities and changes are envisaged in the near future once the local industrial strategy Plan is agreed and implementation effects are known. During the period the Growth Hub has managed to maintain a constant presence, a testament to the diligence and professionalism of the team and the value partners and clients place on them.

Case Studies/Best Practice

Cambridge Software Ltd – Digital software

GH Display – productivity growth manufacturing

Virtual Design Cloud – Rural digital

Yo Yo Let's Go – Digital R&D Innovation

Note: If you have any additional material that you think would further illustrate the work and impact of your Growth Hub on driving business growth and/or increasing productivity please attach these,

listing what you are sending within your covering email. This could include info-graphics, diagrams and flow charts or case studies.

Other information could include quotes from businesses you have assisted and any innovative or collaborative activity with intermediaries.

What a great event you are building and never more needed with all the potential changes and 'plan B' scenarios we are all running.... It's long overdue and hopefully it's as well received as it should be by local business? At last we are getting the events that our county neighbours have been enjoying for years...I didn't say yesterday but this is a really excellent agenda that you have put together, congratulations to you and your team. It's the most concise and inspirational agenda that's been offered to the region in a long time, the great thing is its Huntingdon based. Stuart Gibbons Le Mark Ltd

Bless you. thank you very much **Polly Lee** Leep Financial FCA Chartered Accountant

God truly bless you indeed. Many thanks STAY BLESSED *Pastor Simeon & Pastor Joyce International Prayer Palace Church*

Just to say big congratulations and thank you for a splendid event today. You were all incredibly professional and helpful and it was great to see the networking so buzzing and the rooms so engaged. The Keynote speaker did a fabulous job. Harriet Fear MBE

Subject: Re: Finance advice - Wow, you're a sparkling reservoir of useful information, Joe! Thank you again, these pointers are so useful. Too much info out there. I really appreciate your time! Tam Henderson



Cambridge Software
Case Study FINAL (1).



#TRANSFORMATIONTUESDAY

signpost2grow



"You will always have more reason to give up than continue, but it's important to focussed and believe in your vision if you want to succeed."

Maintaining good control over projects is key, particularly keeping a close eye on cash flow whilst trying to get work done, are all important for the survival of your start-up. Invest in the right tools for managing and running your business and remember communication is key. . "

Phil Mashinchi - Cambridge Software



gh displays.docx

signpost2grow

#TRANSFORMATIONTUESDAY

"The next natural step is for us to further increase the size of our operation by purchasing bigger premises, allowing us to meet the growing demand. Without the offer of the Signpost 2 Grow grant we would not have been able to make that all important capital investment that has been the catalyst for the growth of GH Display"

Jenny Hodson, Director of GH Display



virtualdesigncloud
FINAL.docx

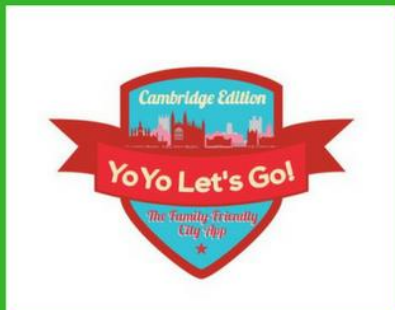
signpost2grow
#TRANSFORMATIONTUESDAY
virtualdesigncloud
 BRINGING BIG AGENCY EXPERTISE WITHIN REACH



"The challenge for virtualdesigncloud as a tech-startup, was to find funding to help develop our business and core software. Using Signpost 2 Grow, we were put in touch with Kieran Carr at the Cambridgeshire FENS LEADER programme, and gained a successful application for business funding. This funding has enabled us to launch virtualdesigncloud.com in the last few months, helping us to expand & grow our customer base rapidly."

Adrian Fry, Director of Virtual Design Cloud

Anglia Ruskin University **REACTOR** European Union European Regional Development Fund
#TRANSFORMATIONTUESDAY
 signpost2grow



"I now have incubator space as part of the REACTOR programme; we've worked on incorporating game mechanics into the app, all designed to help younger visitors enjoy and learn from the heritage around them, and encourage repeat visits. Game designers, Polygon Treehouse, have created these gamification elements of the app and new design guidelines, and the new product is looking great. With new technology and tools being added to the product, it's going to be a very exciting offering. "

Lorraine Turner - YoYo Let's Go

#TRANSFORMATIONTUESDAY

signpost2grow

"I now have incubator space as part of the REACTOR programme; we've worked on incorporating game mechanics into the app.

With new technology and tools being added to the product, it's going to be a very exciting offering."

Lorraine Turner, YoYoLet's Go



Report to Public Service Board

Better Business for All in Cambridgeshire & Peterborough

Purpose of report

1. To advise Chief Executives of the Cambridgeshire and Peterborough Better Business for All programme and how it aims to deliver part of the Devolution Deal
2. To ask Chief Executives to allocate a Champion for the programme.
3. To seek support in raising the programme with the Combined Authority
4. To seek support for funding the programme

Background

The Cambridgeshire and Peterborough Devolution Deal states

“The LEP and Local Authorities, led by Signpost2Grow (our local growth hub), will work with Government to develop a strategic approach to regulatory delivery, building on the Better Business for All national programme which will remove regulatory barriers to growth for businesses.”

Better Business for All (BBfA) is a Department for Business, Innovation and Skills initiative which brings together businesses and local regulators to consider and change how local regulation is delivered and received. More information can be found here:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/462384/bbfa-and-growth.pdf

Every year in excess of 10,000 businesses are visited by regulatory services across Cambridgeshire and Peterborough (excluding planning) and a further 1100 by the Growth Hub. Thus, regulatory services are best placed to reach and support the economic heart of the region because they are the ones who have a relationship with businesses. Inspections aim to be informative as well as ensuring regulatory compliance to protect public and worker safety and health, assuring sound decisions that support growth and providing a level playing field

In late 2017 Cambridgeshire and Peterborough regulators (originally the strategic public protection board) and fire service partners came together with Signpost2Grow (our growth hub) to form a Better Business for All group.

The group developed terms of reference, membership and a work programme (appendix A).

Department of Business, Enterprise and Industrial Strategy (BEIS) have given initial support in the form of a £10,000 grant and direct support of a consultant to help the initial development of the programme. Looking at other successful BBfA partnerships, such as Greater Manchester further resource will be required if the right pace of change is to be achieved.

This report sets out a summary of the group's delivery plan (appendix B) and achievements so far. The report also seeks to consult by asking the following questions:

1. What do members of the Public Service Board see are the key issues for regulatory services?
2. The contribution of regulatory services to business growth is recognised in the Devolution deal. In view of the high number of interactions with businesses made by regulatory services how do Chief Executives see regulatory services supporting wider ambitions for the economy and growth and what reporting lines should be in place to track progress?
3. Would the Board members to agree to maintain the current level of resource within their organisation to support the implementation of BBfA ?
4. Would the Board agree to resource a coordinator to drive this programme and where does the board see this post being placed? (Key actions for this role are listed in appendix C)

The Cambridgeshire and Peterborough Better Business for All Programme

To date the areas worked on include:

- A closer working relationship across the local authorities, sharing of best practice and business support, breaking down borders and offering support and advice, including shared service and resource discussions.
- A survey of businesses to understand what would help them to comply with regulation; results revealed support for a one stop shop for regulatory advice and business support and confirmed the one to one time businesses get with regulators during inspections is crucial.
- Development of a 'brochure' for regulatory support available across Cambridgeshire.
- Work towards a combined web presence on the Signpost2Grow website and development of web content on compliance with regulation. This will be shared with a National Helpline to enable enquiries to them to be signposted to the right person.
- Communication and engagement with business organisations such as the Chamber of Commerce and the Federation Of Small Businesses to develop partnership working and to develop a communications plan which reaches businesses with the right information, in the right format and at the right time.
- Harmonising policy and approach across the region starting with new animal welfare regulations.

Future work to be developed includes –

- Develop a wider workplan, taking on board local views from stakeholders.
- Building closer links with local business and developing membership of the BBfA group.
- Event for staff across regulatory services, Signpost2Grow, business organisations and businesses to gain a better understanding of each other's work with a view to enable better signposting between organisations and an enhanced understanding of the pressures facing business.

- An examination of policy, fees and charges across the region to look at areas for further harmonisation and commercialisation, including pre application advice charges.
- Regulatory services supporting one another with areas of expertise, for example the Primary Authority model, training for businesses and new animal welfare regulations.
- Events for Senior Management and Elected members to outline the programme and its benefits

Conclusions

The BBfA group are committed to reducing regulatory burden and making Cambridgeshire and Peterborough attractive to businesses of all sizes. Further information is available in Appendix D.

Any feedback or advice the public service board gives will be used to shape the future work programme of the group.

Supporting Documentation Available:

Appendix A - Cambridgeshire & Peterborough Better Business for All Programme Terms of Reference

Appendix B – Cambridgeshire & Peterborough Better Business for All Workplan

Appendix C - Coordinator role key actions

Appendix D - Further information on Cambridgeshire & Peterborough Better Business for All

Appendix A

Cambridgeshire and Peterborough Better Business for All (BBfA)

Terms of Reference

Overview

The Cambridgeshire and Peterborough Devolution Deal set out a vision to develop a strategic approach to regulatory delivery which will remove regulatory barriers to growth for businesses. The Cambridgeshire and Peterborough Better Business for All Partnership has drawn regulators and business representatives together with the aim of providing an effective signposting and targeted business support service tailored to meet local needs.

Title The Partnership will be known as the **Cambridgeshire and Peterborough Better Business for All (BBfA)**

Purpose

To support a relationship between businesses and regulators built upon trust, understanding and a desire to improve together in terms of compliance with regulation and support of business growth.

Aims

The partnership will develop a new relationship between businesses and regulatory services through:

- Seeking to reduce the regulatory burden on businesses, whilst ensuring compliance.
- Embracing the BBfA ethos to work collaboratively with each other and the Growth Hub to support business growth and compliance across the Combined Authority area.
- Adherence to the Regulators Code
- Streamlining and improving access to information, to enable businesses to understand and apply regulation and guidance.
- Helping to build confidence amongst the business community enabling them to plan and make compliant business decisions, for example signposting to funding and advice

- A commitment to consult with business to improve our understanding of how best we can assist them to achieve and maintain compliance
- Adoption of a proportionate approach to protect public safety and welfare whilst also providing a “level playing field” for business.
- Developing and sharing best practice amongst enforcing authorities.
- Promote and support the Primary Authority principle.
- Clear communication and provision of all information in one accessible location

Scope

In the first instance the Better Business for All Partnership will cover

1. Regulatory Partners covering :
 - Food Safety and standards
 - Fire Safety
 - Trading Standards
 - Licensing
 - Health and Safety
 - Private Sector Housing
 - Planning

Other areas of regulation can be added as the partnership develops.

2. Signpost – 2 Grow
3. Economic Development
4. Chamber of Commerce
5. Federation of Small Businesses

Steering Group

The Public Protection Partnership will form a Steering Group which will develop and implement the programme. This will comprise of a representative of regulatory services of the 6 constituent authorities of Cambridgeshire and Peterborough plus Cambridgeshire Fire Authority plus the Growth Hub. The steering group may co-opt other members on a temporary or permanent basis to meet the aims of the programme. It may also set up Task and Finish Groups to undertake specific pieces of work.

The group will report to the relevant senior management and appropriate elected members.

Meetings

The Partnership will aim to meet every 8 weeks or more frequently as work demands, a suitably briefed substitute will attend if the nominated representative cannot make it. Meeting dates will be set in advance for the year and notified to all members. The group will appoint a Secretary and Chair from amongst its members.

The secretary will ensure that an agenda and papers are sent out a week before the meeting and that smart action points are circulated within a week of the meeting. A forward plan of items for meetings will be developed and kept under review. Meetings will determine any points that need referring to senior management or members for decision or information.

The Partnership will review Terms of Reference and Progress at the first meeting of every financial year.

Appendix B

Cambridgeshire and Peterborough Better Business for All (BBfA) Partnership Programme Plan.

Overview

The Cambridgeshire and Peterborough Devolution Deal set out a vision to develop a strategic approach to regulatory delivery which will remove regulatory barriers to growth for businesses. The Cambridgeshire and Peterborough Better Business for All Partnership has drawn regulators, Signpost 2 Grow and business representatives together with the aim of providing an effective signposting and targeted business support service tailored to meet local needs.

Programme authority

The devolution deal has 3 specific areas that the BBfA programme will deliver –

- 1.The LEP and Local Authorities, led by Signpost 2 Grow (our local growth hub) will work with Government to develop a strategic approach to regulatory delivery, building on the Better Business for All national programme which will remove regulatory barriers to growth for businesses.
- 2.The LEP will continue to deliver a strong Growth Hub, (Signpost 2 Grow), providing an effective signposting and targeted support service business support tailored to meet local needs across Cambridgeshire and Peterborough (and the wider LEP area).
- 3.The LEP and the Combined Authority commit to working with UKTI (now DIT), strengthen joint working to increase inward investment and exporting. Local partners will invest in a concerted campaign to help more businesses, particularly smaller companies, export.

Note - The LEP has now been superseded by the Business Board

Support to Partnership

BEIS have provided support to develop the programme in the form of a £10k grant and input from a consultant to assist with the initial development of the programme.

Aims and Objectives of BBfA Partnership

- Developing a relationship between businesses, business focussed support organisations and regulators built upon trust, understanding and a desire to together improve compliance with regulation and support of business growth.

- Committing to consult with business to improve understanding of how the partnership can assist businesses to achieve and maintain compliance
- Clear communication and provision of all information in one accessible location
- Streamlining and improving access to information, to enable businesses to understand and apply regulation and guidance.
- Promoting and supporting Primary Authority with businesses that would benefit from being part of a partnership
- Helping to build confidence amongst the business community enabling them to plan and make compliant business decisions, for example by signposting to funding and advice
- Promoting exporting and support that DIT can provide to businesses who wish to expand their businesses to an overseas market

Underlying Principles for the delivery of the BBfA programme

Partners will –

- Adhere-to the Regulators Code
- Adopt a proportionate approach to protect public safety and welfare whilst also providing a “level playing field” for business.
- Develop consistent approaches and share best practice amongst enforcing authorities.
- Examine the cost / benefit before commencing work streams

Expected outcomes for Business from BBfA programme

Improving Business confidence by – Regulators having greater empathy and understanding of business needs. Ensuring businesses can	Reducing costs to Business by- Providing accurate advice on compliance. Finding appropriate solutions to enable compliance and minimise	Realising Wider Economic Benefits by- Supporting businesses to thrive and grow Providing advice to business start-ups, those who wish to grow and those who wish to export.
--	--	--

<p>access the advice they need from the right people via a single access point.</p> <p>Reserving enforcement for those businesses who deliberately disregard compliance thus giving a level playing field for businesses.</p>	<p>risk.</p> <p>Assisting businesses to get it right first time.</p> <p>Ensuring advice differentiates between legal requirements and good practice.</p>	<p>Work with partners including Signpost2grow to ensure a seamless service to business and ensure the right support is provided.</p> <p>Linking businesses to DIT for support on exports</p>
---	--	--

Organisations in Scope

In the first instance the Better Business for All Partnership will cover

1. **Regulatory Partners** from Local authorities and Fire Service in the Greater Cambridgeshire and Greater Peterborough area covering -

- Food Safety and standards
- Fire Safety
- Trading Standards
- Licensing
- Health and Safety
- Private Sector Housing

Other areas of regulation can be added as the partnership develops e.g.

- Planning
- Building Control

2. **Signpost – 2 Grow**

3. **Economic Development**

4. **ACAS** (currently via John Stenhouse)

5. **Ad Hoc national regulators as and when required**

6. Engagement with Business will be critical to the success of the partnership and this will be initially with the **Chamber of Commerce** and the **Federation of Small Businesses**

Steering Group

The Public Protection Partnership will become the Better Business for All Partnership which will develop and implement the programme. This will comprise of a representative of regulatory services of the 7 constituent authorities of Cambridgeshire and Peterborough plus Cambridgeshire Fire Authority, Signpost 2 Grow plus representatives of business. The partnership may co-opt other members on a temporary or permanent basis to meet the aims of the programme.

It will also set up Task and Finish Groups to undertake specific pieces of work. Task and finish groups will report progress back to the steering group at intervals determined by the steering group.

The partnership will report to their individual Directors and Chief Executives who can direct reports to the Public Sector Board or Combined Authority as appropriate.

Currently a report has been prepared to get endorsement to the programme which goes to -

Public Service Board 12th October

Business Board 26th November

As part of this Jo Lancaster the MD of Huntingdon DC is being approached to be the champion on the Public Service Board.

Meetings

The Partnership will aim to meet every 8 weeks or more frequently as work demands, a suitably briefed substitute will attend if the nominated representative cannot make it. Meeting dates will be set in advance for the year and notified to all members. The group will appoint a Secretary and Chair from amongst its members. Currently this is John Stenhouse chair, and Susan Walford secretary. The secretary will ensure that an agenda and papers are sent out a week before the meeting and that smart action points are circulated within a week of the meeting. A forward plan of items for meetings will be developed and kept under review. Meetings will determine any points that need referring to senior management or members for decision or information.

The Partnership will review the Programme document and Progress at the first meeting of every financial year.

Action Plan to Progress

The action plan has been refined to 2 themes to ensure the foundations are in place from which business offers will be developed–

- 1. Improve the understanding of business perceptions of regulation and the support business would like to thrive and grow. Develop and implement a communications and engagement plan for BBfA including how business can access advice from a single point of contact. (Business Communications)**

- 2. Improve the understanding of the business support landscape and business drivers by regulators and how value can be added to every contact with business. Ensure a consistent approach to supporting regulatory compliance across authorities. (Developing a consistent offer)**

Action and outcomes	Initial actions for Task and Finish Group	Task and Finish Group and progress
1. Improve the understanding of business perceptions of	<ul style="list-style-type: none">• Identify Champions in business who are willing to	Emma John

<p>regulation and the support business would like to thrive and grow. Develop and implement a communications and engagement plan for BBfA including how business can access advice from a single point of contact.</p> <p>(outward facing / communications) Outcomes Process in place to enable engagement with business to inform BBfA programme</p> <p>Single point of contact for regulatory information</p> <p>Basic information on regulation available in format that will be useful for business and start ups</p> <p>Then develop a communications plan for business</p>	<p>be part of the development and consider how best to engage with business.</p> <ul style="list-style-type: none"> • Consider emerging priorities from business surveys and messages from national surveys • Check understanding with business representatives • Consider information that will need to be developed to deliver what business needs and how that can best be delivered / accessed. Ensure this is relevant for start ups • Work with Growth Hub on how a single point of contact may be developed • Consider how the use of social media could contribute to this action • Consider how existing business events and forums could be used for BBfA engagement • Develop a delivery plan with clear outcomes and implementation timescales 	<p>Susan Rob, Karen</p> <p>Group established and have updated business pack ready to go on established Growth Hub landing page. Before going live, the content will be checked with business reps to ensure it meets their needs. Case studies showing the outcomes of regulators support to business to be gathered by end of November and animations to be developed with Anglia Ruskin uni. This will then populate the new Growth Hub website which will be the single point of contact. Links to Chambers and FSB made and contribution to their publications Business representation on the steering group to be considered at the December meeting</p>
<p>2. Improve the understanding of the business support landscape and business drivers by regulators and how value can be added to every contact with business. Ensure a consistent approach to supporting regulatory compliance across authorities.</p>	<ul style="list-style-type: none"> • Use feedback from business and LA surveys to map who the key non-business players will be in the BBfA programme. • Utilise information from other Task and Finish group to shape up BBfA offer • Consider a learning event with presentations from business reps for all 	<p>Learning event to be progressed once the programme has been endorsed by the Public Service and Business Boards.</p> <p>Group considering how better and more effective services can be provided. This includes looking at commercialisation of</p>

<p>(inward facing/process)</p> <p>Outcomes All those involved in BBfA understand each other's interface, offer and delivery to business and how to signpost business to additional relevant support</p> <p>A programme is in place to review exiting systems to ensure consistency between authority's approach to business where this is feasible.</p> <p>Look at where sharing resource and expertise might bring efficiencies</p>	<p>regulatory staff involved in the BBfA Programme. Include sessions on the role of the LEP and Growth Hub, etc. At the end of the event staff should</p> <ul style="list-style-type: none"> • <i>Have an understanding of business drivers and constraints</i> • <i>Have increased knowledge of the BBfA Offer</i> • <i>Be able to answer basic questions outside own sphere</i> • <i>Know organisations who can support business and how to Sign post to other services /organisations</i> • Prioritise areas for developing GC and GP wide protocols that contribute towards a consistent approach towards business regulation • Share best practice and develop case studies which demonstrate the benefits of good regulatory advice to business • Consider how Primary Authority might be developed • Develop a delivery plan with clear outcomes and implementation timescales 	<p>advice, how primary authority can be enhanced through collaboration between authorities. Consistent approaches across authorities also being considered.</p> <p>Collaboration between members to ensure all regulatory activity is covered at business events e.g. Fenland including Fire service and Growth Hub at their Business events.</p>
--	---	---

--	--	--

Programme of meeting 2018/19

Date of Discussion	Discussion item	Actions required	By when	By whom
May	Agree dates for meetings 2018/19	All to diary and find venues		all
	Feedback from last meeting			
	Interim feedback on business surveys. What the information from businesses is telling us	Only 3 responses so need to distribute to businesses or rely on previous survey (Feed into any staff Learning events Ensure key needs are covered in the programme)		
	Feedback on authority survey	Ensure that this is used to inform and develop programme		
	Programme plan	Review and agree process for finalising		
	Set up Task and Finish Groups	Set up 2 groups, determine who will lead group and membership		
	Consider resource implications	Plan for Coordination going forward		
	Review of risk log	Finalise and agree risk log		
	Consider future resourcing of programme	Consider options for resourcing programme and make sure T and F groups incorporate this into their deliberations		
July 27th	Initial feedback from task and finish group	Agree outline plans of T and F groups, including timelines		

	Report to chief exs. Resourcing and bidding			
	Training needs for staff	Consider training event for staff and agree timing		
	Business survey			
	Programme plan.			
Sept 28th	Update from Task and Finish Group			
7 th December	Outcome of Public Service and Business Boards			
	Resourcing coordination of partnership			
	Staff events			
	LGA grant funded work			
	Progress on website and web content			
	Business Engagement			
	Offers for business (and is tourism of interest)			
Jan 25th				
March 29th	Review of Programme, collate progress to date and review risk log	Establish programme for 19/20		

Project:	Cambridgeshire and Peterborough BBfA	Better Business for All
Version:	(1.0)	Date: May 18

Date Raised	Risk Description	Probability of Event (P)	Impact (I)	Risk Factor (P x I)	Managed Response		
					Action	Responsibility	Review
	Insufficient organisational capacity to deliver programme to business and business lose faith in programme	4	5	20	Each organisation to ensure that priority is given to this project and deliver on time	ALL	
	Insufficient capacity to keep momentum and coordinate programme	4	5	20	Consider how resource can be made available to ensure the programme is coordinated and progress is made on its continued development	ALL	
	Lack of business engagement in programme	3	4	12	Pressure to be kept on organisations to progress	all	
	Lack of understanding of business needs by regulators leading to lack of a relevant business offer	3	5	15	Ensure that business requirements are understood and products delivered to meet their need		
	National reviews and BREXIT changes lead to uncertainty in areas of delivery	3	5	15	Monitor and share intelligence about reviews.	all	
	National events divert scarce regulatory resource to delivering nationally declared priorities e.g. fire and product safety	4	4	16	Check position at each meeting	all	
	Timetable delays due to failures of governance out of groups control	4	5	20	Ensure realistic Timescales in place	all	

NOTE: For Probability / Impact Measurement the continuum is 1-5 where 1 = Low and 5 = High

Work Programme for a Coordinator

Programme area	Actions	Delivery / update
Maintenance of Better Business for All Programme	<p>Organise meetings</p> <p>Develop the forward plan for the work programme and for meetings.</p> <p>Produce agendas, papers, minutes and ensure that follow up actions happen.</p> <p>Keep the risk log up to date for report to the steering group</p> <p>Ensure that the programme continues to develop with the necessary authorities in place.</p> <p>Attend regional and other meetings which will help share information and help to develop the programme.</p>	
Programme Development	<p>Collaborate with a wide range of partners who can add value to the programme to develop new deliverables and expand the breadth and reach of the programme.</p> <p>Coordinate the development of new offers to be incorporated into the programme and ensure successful implementation by partners.</p>	

	<p>Examine areas where a consistent charging approach could be introduced across the region and work with authorities to develop the offer</p> <p>Examine how a collaborative approach (including signpost2 grow) to Primary Authority might broaden and enhance the service across the region.</p>	
Promotion of Programme	<p>Promote benefits of programme at relevant events and forums</p> <p>Work with partners on media and social media releases</p> <p>Work with the Growth Hub to ensure web pages have relevant, informative and interesting and useful information for businesses</p> <p>Collect case studies (including videos) of businesses who have benefited from partnership work. Post on webpages.</p>	
Developing Partners especially in the business community	<p>Ensure that partners are feeling part of the programme and new partnerships are developed and nurtured by –</p> <ul style="list-style-type: none"> • Meeting with partners to understand their needs from the programme and actions • Following up actions from the 	

	business survey and deliver support to business.	
Ensuring Regulators Deliver	<p>Make sure regulators are kept up to date on the programme and its needs and direction through –</p> <ul style="list-style-type: none"> • Meeting with individual authorities to understand their capacity and business landscape • Producing briefings and updates for staff and ensuring relevant training is available <p>Develop a workable protocol for bringing additional resources into the system should commercialised services grow.</p> <p>Ensure that consistency of approach on both delivery and charging are at the heart of the programme</p> <p>Ensure that national and other regulators are on board when needed</p>	
Making the partnership with Signpost to Grow strong and productive	<p>Ensure that businesses benefit from the partnership by</p> <ul style="list-style-type: none"> • Ensuring that the Growth Hub and regulators understand each others role 	

- Make sure that Growth Hub employees advocate for BBfA and that Regulators promote Growth Hub programmes during their visits to business (e.g. low carbon, exporting)
- Contribute to each others programmes e.g. guest spots at events, ensuring relevant information flows between the organisations etc.

Make sure the programme stays visible by producing briefings and update reports to relevant high level meetings.

Appendix D

Further information

1. Regulation of Businesses and Better Business for All

1.1 All businesses have a responsibility to comply with regulation and the majority take their duties seriously, however navigating legislation and finding the appropriate systems to comply with regulation can sometimes inhibit growth. Consistent and integrated application of regulation, together with reliable and business friendly advice reduces costs for business whilst giving the assurance of a level playing field with competitors.

1.2 The Better Business for All programme aims to bring together regulators and business to reduce regulatory burden and promote growth. The Cambridgeshire and Peterborough Better Business for All Partnership has drawn regulators, Signpost 2 Grow and business representatives together with the aim of providing an effective signposting and targeted business support service tailored to meet local needs.

2. The Cambridgeshire and Peterborough Devolution Deal

Sets out a vision to develop a strategic approach to regulatory delivery which will remove regulatory barriers to growth for businesses.

The devolution deal has 3 specific areas that the BBfA programme will deliver –

1. The LEP and Local Authorities, led by Signpost 2 Grow (our local growth hub) will work with Government to develop a strategic approach to regulatory delivery, building on the Better Business for All national programme which will remove regulatory barriers to growth for businesses.

2. The LEP will continue to deliver a strong Growth Hub, (Signpost 2 Grow), providing an effective signposting and targeted support service business support tailored to meet local needs across Cambridgeshire and Peterborough (and the wider LEP area).

3. The LEP and the Combined Authority commit to working with UKTI (now DIT), strengthen joint working to increase inward investment and exporting. Local partners will invest in a concerted campaign to help more businesses, particularly smaller companies, export.

3. Aims and Objectives of BBfA Partnership

- Developing a relationship between businesses, business focussed support organisations and regulators built upon trust, understanding and a desire to together improve compliance with regulation and support of business growth.
- Committing to consult with business to improve understanding of how the partnership can assist businesses to achieve and maintain compliance

- Clear communication and provision of all information in one accessible location
- Streamlining and improving access to information, to enable businesses to understand and apply regulation and guidance.
- Promoting and supporting Primary Authority with businesses that would benefit from being part of a partnership
- Helping to build confidence amongst the business community enabling them to plan and make compliant business decisions, for example by signposting to funding and advice
- Promoting exporting and support that DIT can provide to businesses who wish to expand their businesses to an overseas market

4. **Underlying Principles for the delivery of the BBfA programme**

Partners will –

- Adhere-to the Regulators Code
- Adopt a proportionate approach to protect public safety and welfare whilst also providing a “level playing field” for business.
- Develop consistent approaches and share best practice amongst enforcing authorities.
- Examine the cost / benefit before commencing work streams

5. **Expected outcomes for Business from BBfA programme**

<p>Improving Business confidence by –</p> <p>Regulators having greater empathy and understanding of business needs.</p> <p>Ensuring businesses can access the advice they need from the right people via a single access point.</p> <p>Reserving enforcement for</p>	<p>Reducing costs to Business by-</p> <p>Providing accurate advice on compliance.</p> <p>Finding appropriate solutions to enable compliance and minimise risk.</p> <p>Assisting businesses to get it right first time.</p>	<p>Realising Wider Economic Benefits by-</p> <p>Supporting businesses to thrive and grow</p> <p>Providing advice to business start-ups, those who wish to grow and those who wish to export.</p> <p>Work with partners including Signpost2grow to ensure a seamless service to business and ensure the right support</p>
---	---	---

those businesses who deliberately disregard compliance thus giving a level playing field for businesses.	Ensuring advice differentiates between legal requirements and good practice.	is provided. Linking businesses to DIT for support on exports
--	--	--

6. Organisations in Scope

In the first instance the Better Business for All Partnership will cover

1. **Regulatory Partners** from Local authorities and Fire Service in the Greater Cambridgeshire and Greater Peterborough area covering -

- Food Safety and standards
- Fire Safety
- Trading Standards
- Licensing
- Health and Safety
- Private Sector Housing

Other areas of regulation can be added as the partnership develops e.g.

- Planning
- Building Control

2. **Signpost – 2 Grow**

3. **Economic Development**

4. **ACAS**

5. **Ad Hoc national regulators as and when required**

6. Engagement with Business will be critical to the success of the partnership and this will be initially with the **Chamber of Commerce** and the **Federation of Small Businesses**

7. Steering Group

The Public Protection Partnership will become the Better Business for All Partnership which will develop and implement the programme. This will comprise of a representative of regulatory services of the 7 constituent authorities of Cambridgeshire and Peterborough plus Cambridgeshire Fire Authority, Signpost 2 Grow plus representatives of business. The partnership may co-opt other members on a temporary or permanent basis to meet the aims of the programme.

It will also set up Task and Finish Groups to undertake specific pieces of work.

Initially 2 Task and Finish Groups will be established to develop the 2 priorities in the action plan. Task and finish groups will report progress back to the steering group at intervals determined by the steering group.

The partnership will report to their individual Directors and Chief Executives who can direct reports to the Public Sector Board or Combined Authority as appropriate. The steering group would find it helpful to have a nominated Chief Executive who could be periodically briefed on the programme.

8. Progress to Date and Action Plan

8.1 The Better Business for All partnership has commenced its work and has

- Surveyed local authorities and fire service to ascertain the capacity to work on the programme, areas where there may be enhanced delivery through closer partnership working, service standards and areas where a consistent approach to business regulation can be developed, current interactions with business, staff development needs and priorities for working with business
- Businesses have been surveyed to understand their perceptions and interactions with regulators and what they would like to make regulatory compliance more straightforward. This has shown that a one stop shop for regulatory information is the most popular improvement and that businesses value the one to one time of the expert during inspections.
- Signpost2grow has agreed to host a website to facilitate the one stop shop and a task and finish group is underway to populate this.
- Commissioned work to look at harmonising policy and practice across the region starting with Animal Welfare.
- Staff engagement and development to be organised to -
understand the landscape of those who work with business so they can signpost with confidence
look at the culture of Better Business for All and gain an understanding of business drivers and pressures
- A further major piece of work has been identified to look at whether fees and policy can be harmonised in the approach to charged for work which would lead to increasing the volume of work delivered on a commercial basis.

The action plan has been refined to 2 key areas in its initial phase and a Task and Finish Group has been established to –

- 1. Improve the understanding of business perceptions of regulation and the support business would like to thrive and grow. Develop and implement a communications and engagement plan for BBfA including how business can access advice from a single point of contact. (Business Communications)**
- 2. Improve the understanding of the business support landscape and business drivers by regulators and how value can be added to every contact with business. Ensure a consistent approach to supporting regulatory compliance across authorities. (Developing a consistent offer)**

9. Support to Partnership and Resources

9.1 BEIS have provided support to develop the programme in the form of a £10k grant and input from a consultant to assist with the initial development of the programme. This resource has facilitated research with business and the development of a programme plan. This support however will not be available beyond the short term.

9.2 Local Authorities have committed to the delivery of BBfA as part of their day to day delivery however the area where the programme will be under pressure is coordination and development as BEIS funding diminishes. Without someone to drive this there is a risk that the programme will not deliver what it aspires to and this will damage reputation. Work that cannot continue to be accommodated within existing resources and is at risk includes –

- * Managing the programme including ensuring the coordination, development, progress chasing, delivery and monitoring of the offer both from a service and business perspective.

- * Ensuring all partners both within authorities, across partner agencies and businesses / business organisations are included and up to date on information and progress.

- * Delivering updates on regulation to businesses particularly as the pace of change increased due to Brexit.

- * Coordinating the development of new offers to be incorporated into the programme.

- * Being the first point of contact for partners and businesses who may wish to enter or require further information on the Primary Authority scheme.

To address this shortfall would require an officer who understands the regulatory interface with business



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM No: 3.3
DATE: 26 NOVEMBER 2018	PUBLIC REPORT

LOCAL INDUSTRIAL STRATEGY

1.0 PURPOSE

- 1.1. As part of the UK Industrial Strategy local areas have been asked by Government to produce a Local Industrial Strategy (LIS) that will act as a blueprint for local economic growth and productivity improvement. In Cambridgeshire and Peterborough this process is being led by the Business Board to ensure local industry is driving local industrial strategy.
- 1.2. Following the launch of the Cambridgeshire and Peterborough Independent Economic Review (CPIER) by the Secretary of State responsible for Industrial Strategy in October, the development of our LIS is now underway. The significant evidence and analysis brought forward through the CPIER is now being used to inform further stakeholder engagement and policy development.
- 1.3. This report updates the Business Board on progress to date, and sets out for the Board upcoming steps in producing the Local Industrial Strategy.

<u>DECISION REQUIRED</u>	
Lead Member:	Aamir Khalid, Chair of 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>Note the progress so far in the development of the Local Industrial Strategy, and the next steps in the process.</p>	<p>Voting arrangements</p> <p>Simple majority of all members</p>

2.0 BACKGROUND

- 2.1. The Cambridgeshire and Peterborough Independent Economic Review (CPIER) was jointly commissioned by the Business Board (then the GCGP LEP), the Combined Authority, and local businesses even before the UK Industrial Strategy had been published and Local Industrial Strategies had been conceived. The CPIER was commissioned by the local area because it was recognised that in order to achieve inclusive economic growth more effectively through the new opportunity of devolution, decisions should be based upon a world-class evidence base and expert analysis.
- 2.2. In launching the CPIER last month, the Secretary of State noted the importance of Cambridgeshire and Peterborough to the UK economy as described in the Review. He also noted the strength of the Cambridgeshire and Peterborough position in having this foundation for producing a locally-led industrial plan backed by Government support.

Producing the Local Industrial Strategy

- 2.3. The CPIER contains a wide set of recommendations, which reach across the many factors of a local area and influence the success of the economy. Many of these factors – such as infrastructure, housing, and public service reform – fall within the leadership of the Combined Authority to pursue as part of an overall programme.
- 2.4. The Local Industrial Strategy, under the leadership of the Business Board, will be responsible for picking up the CPIER recommendations around boosting and spreading productivity in the region, and developing the necessary skills in the local workforce to support this.
- 2.5. The CPIER was produced following two rounds of open public consultation and a series of stakeholder sessions and visits. This engagement is now continuing to support the production of the LIS, focussing in on local priorities that can have most impact on productivity and skills.
- 2.6. Business Board members are currently carrying out a roadshow of sessions alongside Economic Commissioners in each district to get further input from local businesses and stakeholders, and a series of business roundtables are planned for November to bring sectors and representatives together.
- 2.7. Government colleagues have been engaged throughout the development of the CPIER and recent LIS development, and will continue to be closely involved.

Emerging priorities

- 2.8. The Business Board have also held a workshop to directly discuss and input into early strategy development, this workshop outlined focal points for Business Board members – where most impact can be gained by the LIS. These included:

- The success of the **innovation ecosystem** in Greater Cambridge is a distinctive strength of our economy that generates high levels of productivity – LIS policies should be centred around unpacking the principles of this and establishing an innovation ecosystem across the whole area and all our strategic growth sectors
- We need a **sophisticated model for targeting support** available to businesses that will have most impact on productivity, within strategic sectors, and in key locations
- The **long-term skills deficit** noted in the CPIER is absolutely recognised on the ground locally, especially within manufacturing and agricultural businesses. This must be a priority of the LIS to respond to
- The **impact of determined local leadership** is a notable feature of the Cambridge Phenomenon, and the new approach of the Business Board is an opportunity for greater local leadership across the wider area
- As well as these types of unifying factors across the whole area, the distinctive characteristics of our three economies will mean that **bespoke responses will also be needed for places and sectors**

2.9. Activity is also underway with strategic regional partners, such as the OxCam Innovation Corridor to develop our Local Industrial Strategy in line with this wider context, and the opportunities this brings. Government is specifically supporting the development of the this Corridor and announced in the Autumn Budget new investment into infrastructure for the Corridor as well as plans to create a Ministerial Champion, akin to the profile of the Northern Powerhouse.

Ongoing activity that will support the Local Industrial Strategy

2.10. Alongside the development of the Local Industrial Strategy – which will be the overarching plan for the area – the Business Board and the Combined Authority have programmes underway and in development which form complementary components of this approach. These include;

- The development of Market Town Masterplans for Growth – which were established by the Combined Authority in 2017 and have been recognised by the CPIER as a key tool in applying economic strategy to these place that will play a critical role in the future
- The development of the Skills Strategy, and specific skills programmes like the University of Peterborough and the Adult Education Budget – which the Skills Committee are developing in detail for delivery
- The development of Sector Growth Strategies for the Advanced Manufacturing, Agri-tech, Digital, and Life Sciences sectors – which have been commissioned by the Business Board and are in different stages of development

2.11. The Local Industrial Strategy will bring these components together under a single framework for delivery, and under the stewardship of the Business Board.

Next steps for producing the Local Industrial Strategy

- 2.12. The timetable for producing the LIS has been set locally, recognising that the majority of evidence-gathering, engagement, and policy development has taken place through the CPIER, and that the CPIER has created momentum and profile which the area should seek to maintain.
- 2.13. As described above, there is a process of further stakeholder engagement running from October through to the end of November. This will result in a first draft of the Local Industrial Strategy to be tested with the Business Board and other key partners in December.
- 2.14. Following testing of that draft in December, the LIS will be refined in January and will be brought to the Business Board at the end of January, followed by the Combined Authority Board in February.
- 2.15. Officers are working with Government to understand the process for signing off the Local Industrial Strategy nationally, which is not yet defined. However, close engagement with Government colleagues and an ambitious timetable for concluding local sign-off of the LIS will position this area well once the process has been clarified.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There are no financial implications put forward in the paper. As previously reported to the Business Board, a contract worth up to £45,000 has been issued to Metro Dynamics to support the production of the Local Industrial Strategy.

4.0 LEGAL IMPLICATIONS

- 4.1. None

5.0 SIGNIFICANT IMPLICATIONS

- 5.1 None

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



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM No: 3.4
26 NOVEMBER 2018	PUBLIC REPORT

BUSINESS BOARD PRIVATE SECTOR BOARD MEMBERS – EXPENSES AND ALLOWANCES SCHEME

1.0 PURPOSE

- 1.1. The Interim Business Board at its previous meetings in April and June 2018 discussed the principle of paying allowances to Business Board members. It delayed appointing an independent remuneration panel to decide on the level of allowances until after the Board was fully established and the workload was known. The Business Board will note that at that time the role of Local Enterprise Partnerships was being reviewed by the Ministry of Housing, Communities and Local Government. All Board members were advised at interview that they would receive a payment for their Board membership.
- 1.2. The Business Board is asked to agree a method of deciding the level of allowances. It is recommended that an independent remuneration panel be appointed to propose an allowance scheme.
- 1.3. The Business Board is also asked to agree
 - (a) to adopt an interim expenses scheme for private sector board members;
 - (b) to agree an interim allowance for the Chair until the Business Board adopts an allowance scheme following a report from the Independent Remuneration Panel.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of the Business Board
Lead Officer:	Patrick Arran, Legal Counsel and Monitoring Officer Noel O'Neil, Chief Finance Officer
Forward Plan Ref: N/A	Key Decision: No
Recommendations	Voting arrangements

<p>The Business Board is recommended to:</p> <ul style="list-style-type: none"> (a) note the Interim Business Board agreed the principle of paying allowances to private sector members of the Business Board and that positions were advertised on this basis; (b) agree that an independent remuneration panel should be convened to consider the level of allowances payable to: <ul style="list-style-type: none"> a. the Chair; b. the Vice Chair; c. other private sector board members; (c) agree that the Monitoring Officer be authorised to source a suitable panel to recommend an allowance scheme to the Business Board; (d) agree as an interim measure until a scheme is agreed to <ul style="list-style-type: none"> a. adopt an expenses scheme for private sector board members to take effect from July 2018. A proposed scheme is set out in Appendix 1. b. confirm the Chair's allowance of £2,000 a month to take effect from the date of the appointment. <p>(The Combined Authority will be asked to ratify any decision made by the Business Board)</p>	<p>Simple majority of all members</p>
---	---------------------------------------

2.0 BACKGROUND

- 2.1. The Interim Business Board at their meeting in April and June discussed the roles and allowances for private sector members. It noted that future members were expected to provide their time
- (a) to attend board meetings,
 - (b) to help promote the aims of the Board in the wider sector, and
 - (c) to seek the views of the wider sector on growth and infrastructure proposals.
- 2.2. It was noted that those who wished to be involved were committed professionals, and it was important that they felt able to commit their valuable time to Board activities. All the Board members were advised at interview that they would receive a payment for their Board membership.

- 2.3. The Interim Business Board discussed convening an independent remuneration panel to consider the level of remuneration that should be paid to private sector board members but decided to defer any decision until after the Board was fully established and the workload was known.
- 2.4. Since then, the Ministry of Housing, Communities and Local Government has published Strengthening Local Enterprise Partnerships (July 2018) which set out the Government's expectations of Local Enterprise Partnerships' roles and responsibilities.
- 2.5. General published research on remuneration of LEP Board members is limited. The DCLG Mary Ney Review published earlier in the year highlighted that "generally" LEP Board members were not remunerated, albeit the time they were expected to commit had increased. However, there is a strong ethos of public service commitment through acting on a LEP Board that should be supported. Investigations of 8 LEP boards which have recently undertaken recruitment highlighted that none of these pay remuneration, albeit payment of expenses is common.
- 2.6. Both Royal Papworth and Cambridge University Hospitals NHS Trusts have recently advertised for Non-Executive Directors, at £12-£13,000 per year for 3 days per month commitment. Remuneration for other private sector comparative roles have proved difficult to identify.

3.0 INDEPENDENT REMUNERATION PANEL

- 3.1. Any scheme should be transparent and be independent of the Business Board.
- 3.2. When local authorities consider allowances for elected members, they are required by law to appoint an independent panel to consider and make recommendations to it before it agrees any allowance scheme. The panel's report must include recommendations on the level of allowance to be paid and their reasons for making them. The Combined Authority appointed a neighbouring council's Independent Remuneration Panel when considering the Mayor's allowance.
- 3.3. The Business Board is recommended to agree that an Independent Remuneration Panel to recommend a scheme for the Business Board.
- 3.4. Once the panel have taken evidence and produced their report, the Business Board would then decide the level of allowances based on the panel's recommendations.

4.0 REMUNERATION OF CHAIR AND VICE CHAIR

- 4.1. Government guidance stipulates that the Chair must be a private sector representative, and representatives of BEIS have also required the Vice-Chair be appointed from the private sector.

- 4.2. With the exception of the Chair, the former GCGPLEP did not pay allowances or expenses to its members. The Chair of the Greater Cambridgeshire Greater Peterborough Local Enterprise Partnership was paid a remuneration of £24K per annum.
- 4.3. Following the establishment of the Shadow Business Board, the Mayor agreed to pay an interim allowance to the interim Chair, continuing at the same level of allowance payable to the previous Chair at £2,000 per month. This decision was later ratified by the interim Business Board on 27 June.
- 4.4. The allowance was in recognition of the significant level of work required to constitute the new Business Board and was paid from LEP core funding. The interim Chair was primarily responsible for constituting the new Board within a limited time frame and in doing so, was required to deliver a first class governance framework with specific responsibility under an evolving assurance process for governance and transparency arrangements.
- 4.5. Strengthening Local Enterprise Partnerships published by the Ministry of Housing, Communities and Local Government in July 2018 set out the Government's expectations of the Chair as follows.
 - (a) The leadership that Chairs have provided has been central to Local Enterprise Partnerships' success.
 - (b) Local Enterprise Partnerships should be led by Chairs who are visible, active participants in the business community, supported by boards with a strong business and community voice.
 - (c) Chairs must have a strong private sector background and experience of building effective organisations to ensure they are equipped with the skills needed to steer the work of a Local Enterprise Partnership. Chairs must be able to work collaboratively with a range of stakeholders, including local people, businesses and their representatives, elected officials, education institutions and voluntary and community sector bodies, holding stakeholders to account for delivery and ensuring tough decisions are taken. They must also act as an advocate for the place and be able to represent the concerns of its people, institutions and businesses, both locally and at the highest levels of Government.
 - (d) As the role of Local Enterprise Partnerships evolves, it is increasingly important for Chairs to be strategic operators – able to interpret the external environment, articulate the Local Enterprise Partnership's position within it and amplify the board's stated ambitions. As Local Enterprise Partnerships invest significant amounts of public money, it is critical that Chairs have an eye on the detail and ensure that the correct processes are in place to provide assurance on both how funding is allocated and how it is managed. The support that they receive to carry out this greater strategic function must also be strengthened, including through the appointment of a Deputy Chair for each Local Enterprise Partnership.
 - (e) There will be an increase in regular Government dialogue with Local Enterprise Partnerships, to reflect their strengthened role. This includes

the Prime Minister-chaired 'Council of Local Enterprise Partnership Chairs', which was announced in the Industrial Strategy. This will allow Chairs to identify key areas for action, inform national policy, and enable closer cooperation with Government on delivering the Industrial Strategy objectives. To complement this, each Local Enterprise Partnership will be supported by a senior official sponsor from across Whitehall, to provide additional guidance on working with Government.

- 4.6. Therefore, the role of the Chair is critical to the Board's success. The high profile role of the Chair requires direct and pro-active leadership both nationally and locally, and as such a substantially greater time commitment than that required from any other Board member.
- 4.7. An independent report from Ogers Berndsten in 2012 indicated that Chairs were expected to commit 2-3 days a week to their LEP role; in contrast, most LEPs recruit for Board members on a 2-3 days a month commitment. In addition, the Chair serves as a voting member of the Combined Authority and would be expected to attend Combined Authority meetings.
- 4.8. The Ogers Berndsten report indicated that at the time, about 1 in 6 LEP Chairs were remunerated although there was support from a larger number of LEPs towards remunerating the chairs. Remuneration ranged from £13k to £24k. It was also identified that Councillors were remunerated; and giving remuneration can legitimise the role. Arguments against included that other businesses may question the motives of board members if they are remunerated; and the concern that public funding should directly support growth projects rather than board remuneration.
- 4.9. It is recommended that the Business Board agree that the Chair should be paid an interim allowance of £2,000 until the independent remuneration panel has reported and the Board has agreed an allowance scheme. If agreed, the Chair would not be entitled to claim any other type of expenses.

5.0 EXPENSES

- 5.1. Members have incurred expenses attending Business Board meetings and to attend National Local Enterprise Partnership meetings and training sessions, including transport and accommodation costs. The Business Board may wish to consider adopting an expenses scheme. A scheme similar to the one operated by local councils is attached at Appendix 1. The Board may wish to adopt this scheme until the independent remuneration panel has reported and the Board has agreed an allowance scheme. With the exception of the Chair, members would be able to claim allowances for approved duties.

6.0 FINANCIAL IMPLICATIONS

- 6.1. The payment of Board members would result in a financial implication which would require appropriate approval procedures.

- 6.2. The cost of the panel is approximately £20 per hour with a maximum of £150 per day per panel member plus expenses. The panel usually consists of 2-3 persons. There will be a fee from the host authority for supporting the panel.
- 6.3. Provision for the remuneration of the Chair of the Business Board is already included in the budget for 2018/19 based on the interim allowance already agreed to by the Mayor and Business Board. Further budgetary provision to cover additional Member allowances will be dependent on the outcome of any recommendation made by the Independent Remuneration Panel.

7.0 LEGAL IMPLICATIONS

- 7.1. There are no legal implications.

8.0 SIGNIFICANT IMPLICATIONS

- 8.1. There are no significant other implications.

9.0 APPENDICES

- 9.1. Appendix 1 – Proposed Interim Expenses Scheme

Source Documents

The report references the Ogers Berndsten review of LEP chairs, available at:

www.semlep.com/modules/downloads/download.php?file_name=56

Business Board – Agenda (Agenda item 1.4) and minutes of 30 April 2018 and 25 June 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/business-board-meeting-3/?date=2018-06-25>

EXPENSES POLICY FOR PRIVATE SECTOR MEMBERS OF THE BUSINESS BOARD

The expenses policy only applies to private sector members of the Business Board with the exception of the Chair who will receive a separate allowance.

1. Travel expenses

- 1.1 It is expected that Members of the Business Board will utilise public transport where possible, in order to reduce his/her carbon footprint and maximise efficiency.
- 1.2 Public transport fares will be reimbursed at cost on production of a valid ticket or receipt. In the case of travel by rail, standard class fare or actual fare paid (if less) will be reimbursed.
- 1.3 Travel by private vehicles will be reimbursed at the rates set for tax allowance purposes by the Inland Revenue for business travel. Currently these are 45p per mile for the first 10,000 miles and 25p a mile thereafter and an additional 5p per mile where a passenger (such as another member of the Business Board) is carried. Parking fees will be reimbursed at cost on production of a valid ticket or receipt.
- 1.4 Taxi fares will only be reimbursed on production of a valid receipt. Travel by taxi should only be undertaken where use of an alternative is not available or if the following conditions are applicable:
 - There is a significant saving in official time;
 - The Member has to transport heavy luggage or equipment; and/or
 - Where the Member is travelling with other officials of the Business Board together and it is therefore a cheaper option.
- 1.5 Travel expenses will be reimbursed for any journey undertaken where the member was undertaking approved duties (see section 5 below). Travel expenses will only be reimbursed if claimed within three months.

2. Overseas Travel

- 2.1 International travel will not normally be paid unless the overseas visit has been approved by the Chief Executive and the Business Board Chair or Vice Chair in advance.
- 2.2 The Chief Executive is also required to confirm that the member of the Business Board's attendance at the overseas function or event:
 - (a) Is in the capacity as a member of the Business Board,
 - (b) Represents value for money
 - (c) Is required to facilitate the proper promotion or safeguarding of Business Board interests.

- 2.3 International travel must be booked through the offices of the Combined Authority at the appropriate market rate. Higher rates for international travel will only be booked where it is clearly in the Business Board's interest and where formal approval has been given in advance by the Chief Executive. Any other reasonable and unavoidable costs related to international travel will be reimbursed on production of a receipt.

3. Subsistence expenses

- 3.1 Subsistence should not be claimed except in exceptional circumstances.
- 3.2 Formal approval must be given in advance by the Chief Executive for the use of overnight hotel accommodation. Overnight hotel accommodation must be booked through the offices of the Combined Authority at the appropriate market rate. Higher rates of accommodation will only be booked where it is clearly in the Business Board's interest and formal approval has been given in advance by the Chief Executive. Any other reasonable and unavoidable costs related to overnight stays will be reimbursed on production of a receipt.
- 3.3 Where the Member is required to be away overnight then the offices of the Combined Authority should, where possible, make advance provision for meals. Where this is not possible, then the maximum rates that can be claimed are shown below. Any claim for subsistence must be supported with receipts for actual expenditure incurred.
- Lunch - £10
 - Evening meal - £15

4. Dependants' carers' expenses

- 4.1 If a Member has care responsibilities in respect of dependant children under 16 or dependant adults certified by a doctor or social worker as needing attendance, they will be reimbursed, on production of valid receipts, for actual payments to a registered or professional carer. Where care was not provided by a registered or professional carer but was provided by an individual not formally resident at the Member's home, a maximum hourly rate of £6.50 will be payable.
- 4.2 Dependants' carer's expenses will only be reimbursed if incurred where the Member was undertaking approved duties (see section 5 below).

5. Approved duties

- 5.1 Travel and dependants' carer's expenses incurred when undertaking duties matching the following descriptions may be claimed for:
- a) Attendance at meetings or events as a member of the Business within the Combined Authority area, including:
 - (i) attendance at meetings of Business Board, committees, working groups or other bodies of the Board,

- (ii) formal briefings, training sessions organised by the Combined Authority or attendance at pre-arranged meetings with senior officers to discuss the business of the Business Board;
- (iii) attendance at the Combined Authority Board or its committees to represent the Business Board,

b) Attendance at the following subject to the approval of the Chief Executive

- (i) Representing the Business Board at meetings or events outside of the Combined Authority area;
- (ii) Conferences, seminars and study courses,
- (iii) Official functions and events
- (iv) Meetings of a non-political and non-party political nature, including with Ministers, Members of Parliament, representatives of Government Departments and representatives of major companies

c) In respect of dependants' carer's expenses only, undertaking general duties.

6. Claims and Payments

6.1 A claim for travelling and subsistence, or dependents carers' expenses under this scheme shall be made in writing to the Chief Finance Officer within **three months** of the date of the duty in respect of which the entitlement to the allowance arises.

6.2 No expenses will be paid under this scheme without:

1. a dated **receipt** (except in relation to car mileage claims), and
2. a **statement** signed by the claimant that:
 - (a) the claimant has incurred the expenditure shown on the claim,
 - (b) the claimant has not made and will not make any other claim either under this scheme or to any other body or organisation in respect of the matter to which their claim relates,
 - (c) in the case of **subsistence** expenses that the amount does not exceed the maximum authorised in the scheme,
 - (d) in the case of **car mileage expenses**, that:
 - (i) no suitable alternative public transport was available (claimant to provide explanation) or there were special circumstances (to be specified by claimant), and
 - (ii) it was not reasonable for the claimant to have travelled with another Business Board member or officer (claimant to provide explanation),
 - (e) in the case of travel expenses for **taxi** costs incurred, that it was not reasonable to use public transport (claimant to provide explanation).

Publishing remuneration and expenses paid

This scheme shall be published on the Business Board web-site. A summary of remuneration and expenses paid under this scheme each year shall be reported to annually to the Business Board, and the summary shall subsequently be published

on the Business Board's website, within 10 working days of the meeting at which it was considered.