

APPENDIX 1

Cambridgeshire and Peterborough Business Board Annual Performance Review 2019-20

Location: CPCA Offices, Alconbury Weald, Huntingdon

Date: 3 February 2020

Time: 13:30 – 15:30

Attendees:

Cities and Local Growth Unit (CLGU)

Rowena Limb (RL) (Chair), Area Director, East Midlands and Oxford

Pete Northover (PN), Head, Oxford-Cambridge Arc and East Anglia team

Kate Hallett (KH), Area Lead for Cambridgeshire and Peterborough

Mick Lazarus (ML), Deputy Area Lead for Cambridgeshire and Peterborough

The Business Board:

Austen Adams (AA), Business Board Chair

John T Hill (JtH), CPCA Business and Skills Director, Chief Officer of the Business Board

Jon Alsop (JA), Section 73 Officer

Rob Emery (RE), Deputy 73 Officer

Steve Clarke (SC), Strategic Funds Manager

Domenico Cirillo (DC), Business Programmes Manager

Rochelle White (RW), Business Board Monitoring Officer

Brian Hyland (BH), Deputy Chief Officer

Other

Karl Murphy (KM), Department for Transport, Oxford-Cambridge Arc Lead

Actions from 2019-20 Mid-Year Review

Action Points

Action	Action Point	Date completed	Resolution
1	CLGU to confirm whether Q1 or Q2 data will be used for APR	31 October 2019	COMPLETE - ML confirmed to CPCA officers that Q2 data would be used for 2019/20 APR
2	Mick and Steve to undertake joint work to improve financial forecasts and capturing of outputs on LGF dashboard	8 October 2019	COMPLETE - ML ran an LGF reporting workshop for CPCA officers at Alconbury on 8 October
3	Mick to check with DfT the rationale for the BCR requirements in LAF	15 November 2019	COMPLETE - DfT analysts liaised with CPCA to agree BCR position and <i>value for money</i> wording in LAF, now signed off by Government.

4	John to commission a Governance Review of the Business Board.	31 October 2019	OUTSTANDING – the governance review is underway and an update paper is going to Board in March
5	CLGU Local team to spend time at Alconbury alongside Business Board executive in order to strengthen and deepen mutual understanding of each other's work.	N/A	COMPLETE - KH and ML have had regular meetings with Business Board officers since MYR.
6	Kate to relay the Business Board's current provision for Rutland to CLGU Area Lead for Lincolnshire	31 October 2019	COMPLETE - KH spoke to Pete Holmes, Area Lead for Lincolnshire and relayed BB position in full.
7	Austen Adams to write to CLGU on progress against the Business Board's Improvement Plan.		OUTSTANDING – a letter will be issued to CLGU by end of February.
8	John to share details of the Business Board's formal induction programme with CLGU	31 October 2019	COMPLETE - KH and ML attended BB <i>induction Day</i> on 16 January 2020.
9	John to share final Mid-year Review Minutes with Business Board members		OUTSTANDING – minutes will be shared with Business Board members.

Introduction

APR Process

- RL noted that it had been a transformative period since the last APR with much progress, notably the improved relationships, board engagement, open communications and the hard work and progress made by the whole team.
- RL set out new process of indicative markings shared with LEPs. The BB was given a provisional score of *Requires Improvement* for both Governance and Delivery and *Requirement Met* for Strategy.
- Following the APR meeting, assessments and scores will be moderated locally and nationally across all 38 LEP areas to ensure a consistent approach to scoring. Scores are expected to be communicated in March.

Mid-Year Review

- RL highlighted that three actions were outstanding from the MYR, these are highlighted in the table above. An update to these follows.
- **Action 4** - RW confirmed that the board induction took place and that feedback is currently being gathered. RW added that the governance review is ongoing with an expected completion date of March 2020.

- **Action 7** - AA said that, although he had not written CLGU on progress against the Business Board's Improvement Plan, there had been regular engagement between BB officers and CLGU on its development and on progress made against agreed actions.
- **Action 9** - JtH confirmed that he had reported the outcome of the BB MYR to BB but agreed to check to if the final note had been shared with board.
- In summary, it was agreed all actions could now be closed.

Governance

Chief Executive

- RL expressed disappointment that neither of the Co-Chief MCA Executives were present given CEO attendance is a clear expectation of the APR process. KS had planned to attend but circumstances arose that prevented this. KS advised CLGU officials and offered alternatives (change of dates and dial in) but these were not feasible. It was agreed a conversation between RL & KS would follow the meeting.

Private sector two-thirds requirement

- It was agreed that the two-thirds private sector requirement has been met with 14 board members including only two public sector representatives, i.e., 87% private sector representation.

Board diversity

- When asked how the BB would meet the gender diversity target, JtH said a further female appointment had been approved at recent board meeting, subject to due diligence. **Action:** *JtH agreed to advise KH when process has been completed and new board member was in place.*
- JtH also advised that an existing board member, William Haire, had tendered his resignation at the last BB meeting. A replacement is being lined up from the recent recruitment campaign, and there is confidence the board will meet the 33% female board requirement by 1 April deadline.

Chair Appointment

- RL congratulated AA on his appointment as permanent BB Chair.
- When asked how the appointment was undertaken JtH confirmed that the process was as per the Local Assurance Statement (LAF) and that the BB Chair advertisement was done at the same time as Board member recruitment. Applicants were asked in the advert to state if they had an interest in the Chair position. Existing board members were also able to opt in to this process too.

S73/S151

- RL said it would be helpful to understand how the S73 and Deputy 73 (assigned to BB) relationship works, and whether the S73 should be in attendance at this APR. At this point JA (S73) joined the meeting.
- RE explained that there is a clear separation of duties between S73 and Deputy 73 in order to prevent any conflict of interest with a S73 advising both the CPCA board and the BB. A separate Deputy 73 was appointed to advise independently as part of the setup of the BB in consultation with Government.

- JA works closely with RE and the team so he is very aware and fully sighted on what goes to BB and papers that go from BB to CPCA board, and is able to advise the CPCA board of their own required considerations.
- RL advised that the S73 has to attend at least one BB in the last 12 months and be present at APR meeting to meet the APR requirements.
- RE confirmed that the previous S73 (Noel O'Neil) attended both the public BB meeting in March 2019 and the private meeting in May 2019 and that the next annual public meeting is being moved to May to coincide with the BB AGM.
- ML advised that the area's LAF will be amended to reflect this and also include the commitment to hold a BB AGM. **Action:** *RW to amend LAF to reflect this and that the public meeting is being moved to May to coincide with AGM.*
- RL said the S73 would need to sign off and resubmit the assurance statement submitted to Government in December and sign the Assurance letter to MHCLG Accounting Officer to be submitted by 28 February 2020. **Action:** *JA to submit Assurance statement and letter as required.*

Decision Making

- When asked how the BB works with the CPCA, JtH advised the CPCA board votes as an accountable body on decisions rather than on the individual projects. The CPCA understands that the BB decisions are made with rigour and a solid process and all decision making at the BB is guided by the LIS. CPCA also has further confidence from having approved the call and strategy for funding.
- JtH explained that all EOIs are assessed by CPCA officers, an independent evaluation panel, an Entrepreneur Assessment Panel and Business Advisory Panel, where appropriate. He added that district councils take this as a suitable level of rigour and that there is evidence of this in the failed A428 LGF bid from the Greater Cambridge Partnership (GCP) where there has been no attempt to argue the decision-making process or final decision.
- When updating on the Skills Advisory Panel (SAP) JtH said he will write to RL, BEIS and DfT to confirm the new arrangements and that LAF will be updated accordingly. **Action:** *JtH to write to RL, BEIS and DfT to confirm the new SAP arrangements.*

Delivery

LGF

- SC confirmed that all but £200k LGF had been committed following approval of remaining unallocated funds at BB meeting in January and that the intention was for majority of the 22 projects at contract stage to be signed off by end of March 2020.
- RL advised that following the APR there would be a further opportunity for the BB to provide an update on progress made in its Annex A part B return to Government, due on 1 March.
- RL asked for an update on two *at risk* projects, Wisbech Access Strategy and Whittlesey King's Dyke and why the £10.5m allocated to Wisbech remains unspent.
- JtH explained that both projects are experiencing delays out of their control as projects are run by Cambridgeshire County Council (CCC). He explained that Wisbech was approved by the BB in November 2018 and that both BB and CPCA and the Mayor are frustrated with lack of progress. . SC added that a

revised grant agreement for Wisbech was now in place and that the BB are planning to pay CCC for the three parts of the scheme CCC has said it can deliver by March 2021.

- JtH added the decision to remove Wisbech Access Strategy from the BB Growth Deal programme could be made soon if sufficient progress is not made.
- On King's Dyke, the project has been reprofiled, pushing delivery back a further year. The scheme applicant, Cambridgeshire County Council, is retendering the project after failing to agree terms with the original contractor. He also mentioned there is a good chance of clawback if the project doesn't progress.
- AA said there is appetite for CPCA/BB to look back to see what worked and what didn't under the previous LEP arrangements to inform future decision making on delivery.

Monitoring and Evaluation

- SC explained that the BB will be conducting two phases of evaluation on projects with first phase on completed historic projects and that the monitoring regime will be strengthened over coming year with two additional staff being recruited to support delivery and monitoring of projects. He added a draft evaluation plan has been agreed with the BB which will form part of the wider CPCA Monitoring and Evaluation Framework.
- JtH added that with large infrastructure projects it is difficult to know how quickly there will be results, but on business support the BB would be better able to evidence impact.
- AA explained that transport projects may struggle to get through its assessment process in future, partly due to a political agreement that CPCA fund infrastructure, but in large part because such projects would not score well on GVA, jobs, deliverability and repayability. He added that the BB wants to evaluate what has been done before, to learn and adjust weighting in future, if required.
- AA said that the BB wants to see a fair balance of investment across sectors which is why it has decided to map out what has been invested so far to influence the scoring system going forward.

Outputs

- JtH said the January BB project approvals totalling £38.3m will deliver 6,000 direct and 16,000 indirect jobs, so he was optimistic that the BB will meet the outputs committed at beginning of Growth Deal process.
- ML commented that LGF quarterly returns are of much better quality and that the October LGF reporting workshop went well, though there are still some areas of inconsistency and he would be happy to work with BB officers to resolve before Q3 submission. **Action:** SC and ML to meet to discuss LGF Q3 data reporting submission.

Enterprise Zones

- DC confirmed that a signed Alconbury MOU is now in place between CPCA and Huntingdon DC and that back payments with Huntingdon DC have been agreed. Next steps include putting a paper up to BB setting out profile of expected income.

<ul style="list-style-type: none"> In terms of EZ Governance and reporting, JtH set out how this would be done via quarterly project boards and that CLGU would be welcome to join. Action: <i>DC to invite KH and ML to future project board meetings and share final Alconbury MOU.</i>
Strategic Impact
<ul style="list-style-type: none"> The BB set out its expected next steps on LIS implementation and CPIER, explaining that, while the original intention was to review and refresh the CPIER after 18 months, the current plan is to review the evidence base in Spring/Summer 2021, post-Mayoral elections. He added that rather than having one delivery plan, there will be a suite of delivery plans to cover the key LIS interventions. He noted that the plan is to report on LIS progress in 2021, perhaps at the CPCA and BB AGMs. On engagement with LEPs not in the OxCam Arc, JtH replied that he has monthly meetings with New Anglia, Lincolnshire and Hertfordshire LEPs and that there are strategic agreements in place in with other overlap areas too. When asked about engagement with MPs, AA suggested that the BB could do more although their interactions would need to take account of the wider role of the Mayor. Steve Clarke made the group aware of upcoming <i>University of Peterborough</i> public consultation and associated <i>Photocentric investment (both these projects approved for LGF support)</i>. Action: <i>ML to make Jake Berry's office aware of the event.</i>
LEP Feedback
<ul style="list-style-type: none"> AA noted that he has met with other LEPs to discuss benchmarking and learn best practice. RL suggested that it may be useful to focus these discussions on other MCA areas as they are likely to be more comparable with the CPCA BB.
AOB
<ul style="list-style-type: none"> SC mentioned that Graham Stewart (DiT) was being hosted by the Cambridge& team at the invitation of BB Vice Chair Andy Neely on the 2 March. JtH confirmed the BB and MCA are full members of England's Economic Heartland sub-national transport body.

Action Points

Action #	Action Point	Owner	Date to be completed
1	JtH to advise KH when due diligence complete on recent appointment of new female board member.	JtH	1 March
2	BB to amend LAF to include a commitment to hold a BB AGM and to reflect that its public meeting is being moved to May to coincide with it.	RW	1 March
3	Completion of BB governance review and share with CLGU Area Leads	RW	31 March
4	S73 officer to sign off the assurance statement submitted to Government in December and also the assurance letter to MHCLG Accounting Officer	JA	28 February
5	BB to write to RL, BEIS and DfT on new SAP arrangements and update LAF.	JtH	31 March

6	BB to invite KH and ML to attend a future EZ project board meeting and to share final Alconbury MOU.	DM	31 March
7	CLGU to meet with BB to discuss LGF Q3 data in advance of submission to government.	SC and ML	18 February
8	CLGU to share details of <i>University of Peterborough</i> public consultation and <i>Photocentric investment</i> with Jake Berry's office.	ML	5 February