



## **THE BUSINESS BOARD**

### **BUSINESS BOARD**

**Monday, 27 January 2020**

**14:30 PM**

**Democratic Services**  
Dermot Pearson  
Interim Monitoring Officer

The Incubator  
Alconbury Weald  
Cambridgeshire  
PE28 4WX

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

### **AGENDA**

#### **PRIVATE MEETING**

- 1. Part 1 - Governance Items**
- 1.1 Apologies and declarations of interest**
- 1.2 Minutes of the Meeting held 25th November 2019** **5 - 20**
- 1.3 Business Board Membership Update** **21 - 32**

<b>1.4</b>	<b>Combined Authority Update</b>	<b>33 - 44</b>
<b>1.5</b>	<b>Business Advisory Panel Update</b>	<b>45 - 56</b>
<b>2.</b>	<b>Part 2 - Funding and Growth Fund</b>	
<b>2.1</b>	<b>Local Growth Fund Programme Management Review - January 2020</b>	<b>57 - 68</b>
<b>2.2</b>	<b>Local Growth Fund Project Proposals - January 2020</b>	<b>69 - 74</b>
<b>2.3</b>	<b>Local Growth Fund Monitoring and Evaluation Plan</b>	<b>75 - 100</b>
<b>2.4</b>	<b>High Growth Small and Medium-sized Enterprises Observatory</b>	<b>101 - 104</b>
<b>2.5</b>	<b>OxCam-Wide Business Support Strategic Outline Business Case - Request For Funding</b>	<b>105 - 124</b>
<b>2.6</b>	<b>Business Board Strategic Funds Update</b>	<b>125 - 128</b>
<b>3.</b>	<b>Part 3 - Strategy and Policy</b>	
<b>3.1</b>	<b>The Strategic Role of the Adult Education Budget in Delivering the Local Industrial Strategy</b>	<b>129 - 134</b>
<b>3.2</b>	<b>Business Support Services - Promotional Campaign 2020-21</b>	<b>135 - 158</b>
<b>4.</b>	<b>Part 4 - Future meetings</b>	
<b>4.1</b>	<b>Business Board Headlines for Combined Authority</b>	
<b>4.2</b>	<b>Business Board Forward Plan</b>	<b>159 - 168</b>

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

Clerk Email: Dawn.Cave@cambridgeshire.gov.uk

## Membership

The Board currently comprises

### Public Sector Members

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

### Private Sector Members

Member	Sector
Austen Adams	Advanced Manufacturing
Tina Barsby	Agri-tech
Mark Dorsett	Advanced Manufacturing
William Haire	Agri-tech
Faye Holland	Communications
Aamir Khalid	Advanced Manufacturing and Skills
Al Kingsley	Digital & Education
Nicki Mawby	Skills & Education
Jason Mellad	Life Science
Andy Neely	Skills & Education
Nitin Patel	Advanced Manufacturing
Rebecca Stephens	Communications

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](mailto:dawn.cave@cambridgeshire.gov.uk).



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



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**Date:** Monday, 25<sup>th</sup> November 2019

**Time:** 2.30pm – 5.00pm

**Location:** Alconbury Weald Enterprise Campus, Huntingdon

**Present:** Austen Adams, Aamir Khalid, Mark Dorsett, James Palmer, Professor Andy Neely, William Haire and Councillor John Holdich

**92. APOLOGIES AND DECLARATIONS OF INTERESTS**

Apologies were received from Tina Barsby.

Aamir Khalid declared an interest as CEO of TWI in relation to an application for the Local Growth Fund (Minute 97).

Professor Neely declared an interest in both the Growth Service and Cambridge And, in relation to applications for the Local Growth Fund (Minute 97).

Austen Adams declared an interest in the Local Growth Fund but advised that the relevant applications were not being considered until a future meeting.

James Palmer and Councillor John Holdich declared interests in both the Growth Service and University of Peterborough items (Minutes 97/99 and 101 respectively) but reminded Members that they were both non-voting Business Board Members.

**93. MINUTES OF THE MEETING HELD ON 23<sup>rd</sup> SEPTEMBER 2019**

The minutes of the Business Board meeting held on 23<sup>rd</sup> September 2019 were agreed as a correct record and signed by the Chairman.

The following items in the minutes were discussed:

Business Board Constitution – there would be a proposed amendment to the Constitution to increase the number of private sector Business Board members permitted.

Vision for Nature document – this would be circulated to the Business Board. **Action required.**

James Palmer confirmed that as agreed at the September meeting, he had written to the Secretary of State for BEIS and the Secretary of State for Housing, Communities & Local Government, highlighting that the effective 18 month freeze on LEP expenditure had left Cambridgeshire and Peterborough at a disadvantage. Business Board Members debated whether this should be reinforced with a letter from the Chairman of

the Business Board, but concluded that this was not necessary at the moment, especially given the impending General Election. It was noted that it was likely that the Business Board would be in a position at its next meeting to commit all funding.

Regarding a query as to whether the Growth Company would be subject to financial regulations given its significant equity holdings, it was confirmed that legal advice had been sought and circulated to Business Board members, and this advice confirmed that the Growth Service vehicle was both legal and State Aid compliant.

It was agreed that an Action Log would be appended to the minutes in future.

#### **94. COMBINED AUTHORITY UPDATE**

The Business Board considered a report on key headlines from the Combined Authority Board meeting held on 30<sup>th</sup> October 2019. A document was also tabled highlighting key projects.

It was suggested that at future Business Board meetings, guest presentations could be scheduled on key projects. Members' views were sought on which projects should be considered at the January meeting. The Mayor advised that he was able to give an update on any of the key projects listed. At the January meetings of both Combined Authority and the Business Board, reports would be presented on funding for the University of Peterborough.

It was agreed that presentations on the Cam Metro and Market Town Masterplans would be considered at the January Business Board meeting.

It was resolved to:

Note the update.

#### **95. BUSINESS ADVISORY PANEL UPDATE – OCTOBER 2019**

The Board considered the minutes of the Business Advisory Panel meeting held on 24<sup>th</sup> October 2019. Members were reminded that the Business Advisory Panel was formed to provide the Business Board with independent advice from representatives of the business community, representing nearly 9000 businesses since the addition of the CBI.

One of the main issues raised at the Business Advisory Panel was Brexit readiness and retention and recruitment of EU workers. Panel Members had also confirmed that they were totally committed to being a voice for their respective business networks. The introduction of nominated deputies would ensure better attendance at future meetings.

A Member referred to previous discussions about identifying the evidence base for the Business Advisory Panel's recommendations, specifically how input from the business community was gathered, and the level of awareness of the Business Advisory Panel in the business community. Officers agreed that they could challenge the Business

Advisory Panel on how they were collating and capturing their feedback, and how they were disseminating information. **Action required.** It was suggested that the Business Advisory Panel could be used as an active consultation mechanism by the Business Board e.g. awareness of the Local Industrial Strategy.

It was resolved to:

- a) note the minutes of the Business Advisory Panel meeting held on 24<sup>th</sup> October 2019;
- b) consider the recommendations from the Business Advisory Panel as set out in the minutes.

## **96. ADVANCED MATERIAL AND MANUFACTURING SECTOR STRATEGY**

Members considered a report on the Advanced Material and Manufacturing Sector Strategy. The Business Board was reminded that they had first considered the Strategy at its meeting in July.

A number of Members commented that there was no coherent narrative on how the Strategy fitted together, and it was felt that there more work was required to get this to a stage where it could be rolled out. As sponsors, it was confirmed that there was capacity to develop the document further.

Alice Reeve, General Manager of Hethel Innovation, joined the meeting and gave a presentation on the Strategy. She explained how the Strategy had been developed, using local interviews and questionnaires, and also by looking at the evidence base from other regions to see what worked. Following on from that stage, an Intervention Map had been developed, setting out recommended interventions, how they related to one another, and potential gaps. In response to a question, it was confirmed that this was a generic approach, which may not work for every sector. Members noted the five challenges that the Strategy addressed, and the suggested interventions proposed:

- Enterprise & Growth
- Productivity & Performance
- Innovation and Commercialisation
- Competitiveness and Trade
- Sustainability and Carbon reduction

A Member asked how data had been analysed and interventions selected. It was confirmed that the 26 interventions were developed from the responses that had been fed through in the interviews, which had then been themed. It was confirmed that around 25 individuals had been interviewed.

Officers explained that they had worked with Hethel colleagues and most of the suggested interventions matched either current proposals or initiatives that were coming through from the market reactively e.g. incubators or innovation launch pads. The Board's direction was sought on which interventions should be prioritised e.g. skills brokerage.

Ms Reeve was thanked for her presentation and withdrew from the meeting.

Following the presentation, Business Board Members made a number of observations and expressed a number of concerns. Officers summarised the issues raised and proposed the following steps:

- Officers to review the overlaps with the LIS Delivery Plan and the reactive proposals coming through for Local Growth Fund;
- Once those overlaps had been identified, officers to work with colleagues at Hethel to detail on how this would lead to specific design changes or adaptations to the proposed interventions;
- The potential impact of each intervention identified so that they could be ranked;
- the BAP to be consulted on the revised Strategy, particularly on how interventions could be adapted and changed.

A Member commented that it would be useful to have an understanding of which businesses that had been consulted to date. **Action required.** Concerns were also expressed that the Strategy as presented was based on the views of only 25 individuals, which was not a very large sample size. It was agreed that the final strategy needed to be in a more dynamic form which Business Board members would be happy to deliver, identifying clear interventions that the sector could implement, enabling the Business Board to have a real impact.

It was resolved to:

Defer the adoption of the Advanced Materials and Manufacturing Strategy pending completion of actions set out by the Business Board and consideration by the Business Advisory Panel.

## **97. LOCAL GROWTH FUND PROJECT PROPOSALS – NOVEMBER 2019**

The Business Board considered a report on eight new applications that had been submitted for Growth Fund funds. Members were asked to consider project against the ranking that had been given through the scoring matrix. Projects above £1M had been considered by the Entrepreneurs Assessment Panel.

The Chairman proposed that the first report recommendation be amended to read:

*“Recommend to the Combined Authority Board that the Combined Authority Board approve funding for the projects numbered 3 and 6 in the table at paragraph 2.8 of the report.”* This amendment was seconded by Mr Haire.

With regard to the interests declared by individual Board Members at the beginning of the meeting, the Chairman indicated that he was happy for those individuals to stay in the meeting for the other applications, as decisions on whether to proceed on individual applications did not impact on other applications.

Presenting Application 1, officers explained that the technology was to trial nine companies' technologies in live settings on buses. By taking a small amount of equity, the envisaged benefit was that some of those companies would hopefully stay in the county. The potential of the project in terms of job creation was noted. In terms of fit with the Transport Strategy, it was assumed that by trialling technologies that were commercially viable this would have a positive effect on the introduction of new technologies in Cambridgeshire and Peterborough.

Whilst supporting the proposal in principle, a Member asked if there was a potential issue in terms of competitive advantage in a limited market. It was pointed out that the LGF was open equally to all organisations, and was assessed in an open and transparent way. In the context of the Bus Review, there was a degree of separation between the commercial activities of bus operators. It was agreed that the application be recommended for funding, pending legal advice, as follows:

*Recommend to the Combined Authority Board that the Director of Business and Skills be granted delegation to approve the application numbered 1 in the table at paragraph 2.8 in the report subject to legal advice to confirm that approval would be lawful in the context of the Bus Review.*

The amendment was proposed by Professor Neely and seconded by Mr Khalid, and agreed unanimously.

The second application was for a Healthcare & Life Science Start-up Accelerator Fund and Programme in Cambridge

Professor Neely declared an interest in this application as a shareholder and Board Member of Cambridge Innovation Capital, which was one of the other investors in the applicant. *(Professor Neely withdrew from the meeting).*

The company was seeking a £3M investment. It had scored quite highly on the basis of the Full Application Form but the Entrepreneur Advisory Panel had had concerns. It was noted that deferral was recommended on this application, as whilst it had many merits, a number of individuals would be taking significant management fees. Officers advised that they would provide this feedback to see if the applicants wished to change their request. *Professor Neely rejoined the meeting).*

The third application was for the creation of a new and unique life-science technology and social enterprise park, refurbishing a Listed property south of Cambridge. This application had previously been considered by the Business Board, and Members had expressed concerns on a number of issues. There had subsequently been extensive dialogue with the company Directors, who had advised that they had significant sources of funding from personal and private sources, and that the company had been trading at a loss the past year due to purchase of and investment in the site. The applicants had provided a demand study report along with their vision, and information on employment and other economic benefits.

Application (4) was for investment in a 3D Centre of Excellence Launchpad in Peterborough, for an innovation centre. It was requested that this application be

deferred until the January meeting. Whilst it was seen to be a worthwhile project, it was clear that more consideration needed to be given to issues such as governance.

On a general point, it was suggested that in terms of process, there needed to be more information where there were significant differences between the Full Application Form and the Entrepreneur Advisory Panel. It was noted that the process did not allow for the score to be changed retrospectively, but the ranking given was only an indicative guide, and applicants with a mid range score could be selected.

The fifth project was for an Agri-tech start up incubator/Launchpad. There were fifteen companies rotating through this incubator, with two permanent incubator staff. There was strong backing for this application, which had a well-developed risk matrix. It was noted that if the valuation of the land turned out to be significantly inflated, it was likely that the absolute value of the grant would be reduced, or the applicant would be asked to find match funding or an additional source of funding.

Application (6) was for an Agritech Waste R&D centre extension. This was an established, successful facility which was looking to expand its space and facilities. Between 10 and 15 jobs would be created. However, there were some outstanding questions on the mix of funding, so it was recommended that the scheme be approved, subject to certain conditions being met.

*(Mr Khalid withdrew from the meeting)*

The seventh application was for an Innovation Eco-system: the applicant would be refitting space at Granta Park to create an incubator space. The £1.23M requested represented half the funding. Four jobs would be created directly and many others were predicted over 5 years. *(Mr Khalid rejoined the meeting)*

Application (8) was for the Growth Service. The Mayor explained that the whole idea of the Growth Fund was to open up opportunities to bring financial growth in to Cambridgeshire and Peterborough. A body separate to the Combined Authority needed to be established in order to facilitate this service to help business grow. It was noted that the Outline Business Case would be presented as part of a later item, it was therefore proposed to defer consideration of this application until after that item.

On a general point, it was noted that quite often Business Board members would be involved directly or indirectly in some proposals. This was not surprising given the background of Board Members, but it was vital that the Combined Authority Board was satisfied that the relevant processes were fully transparent and any conflicts were clearly minuted. The Interim Monitoring Officer advised that amendments to the Constitution would be proposed at the next meeting, which would include some dealing specifically with Conflicts of Interests.

It was resolved to:

1. Recommend to the Combined Authority Board that the Director of Business and Skills be granted delegation to approve the application numbered 1 in the table at paragraph 2.8 in the report subject to legal advice to confirm that approval would be lawful in the context of the Bus Review;

2. Recommended that the Combined Authority Board approve funding for the projects numbered 3 and 6 in the table at paragraph 2.8 of the report;
3. Recommend that the Combined Authority Board approve funding for the projects numbered [5 and 7] in the table at paragraph 2.8 in the report;
4. Defer consideration of the projects numbered [2 and 4] in the table at paragraph 2.8 in the report until the January meeting of the Business Board.

## **98. LOCAL GROWTH FUND UPDATE**

The Business Board considered a report on the performance of the Growth Deals Programme to deliver new homes, jobs and skills across the LEP area for the period ending 31<sup>st</sup> October 2019, and the current in-year position for both the Growth Deal and Growing Places Funds combined. The report set out an assessment of the pipeline of both current and expected projects.

At the end of October, the Local Growth Fund had nine projects in delivery with a contracted forecast spend total of £99.9M. The Kings Dyke crossing scheme was still red-flagged because the project lead had confirmed both an overspend and time overrun. The Wisbech Access Strategy remained at amber flag due to concerns that some elements of the project may overrun the 31 March 2021 deadline. The remaining funding to be allocated to new proposals and SME capital grant scheme comprised of £45.1M of Local Growth Funds, plus £8.8M of recycled Growth Funding. It was noted that because the £8.8M was recycled, it could be used at any time i.e. the March 2021 deadline did not apply. The financial implications, specifically the mechanisms and processing being used for recycled capital growth funds, were detailed.

Business Board Members welcomed the proposal for £100,000 to be allocated to a new Entrepreneurs' Accelerator Fund, ring-fenced to Thomas Cook employees, or affected supply chain companies' employees who have been redundant and were exploring the option of starting up a business.

It was also recommended that the Business Board reallocated the £3.5M reduction in the Eastern Agri-Tech Growth Initiative to increase the funding available to support the Growth projects application pipeline. It was also proposed that the additional £12M of funding previously proposed for the Small Business Capital Growth Grant Programme to £9M, and approve the allocation of £9M from the remaining £53.9M to the Small Business Capital Growth Grant Programme. Authority was only sought for officers to sign off grant funding awards of up to £150,000.

It was resolved unanimously to:

1. Recommended all the programme updates outlined in the report to the Combined Authority Board;
2. Recommended to Combined Authority Board the delegation of authority to the Director of Business and Skills, in consultation with the Chair of Business Board,

to approve grants to SMEs under the Small Business Capital Grant Programme;

3. Recommended to Combined Authority Board approval of the allocation of £100,000 from the Small Business Capital Growth Grant Programme to a new Entrepreneurs' Accelerator Fund to be ring-fenced for Thomas Cook employees or affected supply chain companies' employees who have been made redundant and are exploring starting up a business;
4. Recommended to Combined Authority Board approval of delegated authority to the Director of Business and Skills, in consultation with the Chair of the Business Board, to adopt appropriate application evaluation criteria and award processes for the Entrepreneurs' Accelerator Fund;
5. Approved a reduction in the Local Growth Fund allocated to the Eastern Agri-Tech Growth Initiative scheme of £3.5m;
6. Approved the allocation of an additional £9m to the Small Business Capital Growth Grant Programme from Local Growth Fund and recycled Growth Fund to create a total £12m budget for the Small Business Capital Growth Grant programme;
7. Noted that in the event recommendations (e) and (f) are approved, the revised total budget available to fund the £63.4million of applications in the Local Growth Fund pipeline would become £48.4million, allowing approximately 75% of the 22 proposals to be funded, rather than 65%.

## **99. LOCAL INDUSTRIAL STRATEGY DELIVERY PLAN – THE BUSINESS GROWTH SERVICE**

The Business Board considered the Outline Business Case (OBC) for the Business Growth Service, a package of key interventions identified in the Local Industrial Strategy for development and delivery by the Business Board. The interventions within the Business Growth Service would be a Growth Coaching Service, an Inward Investment Service, a Skills Brokerage, a Small Business Capital Growth Investment Fund and an Innovation and Relocation grant.

A strategy had been devised to build a Growth Service Delivery Fund of £19.5M. to deliver the Business Growth Service. This comprised:

- (i) the establishment of a growth Service Management Company
- (ii) a capital equity investment of £5.4M from the Local Growth Fund
- (iii) application by CPCA for European Regional Development Funding (ERDF) for the remaining financial allocation, which would be allocated through the 2020-21-2022/23 MTFP
- (iv) to recommend to the Combined Authority Board and Skills Committee funding of £2.335M be allocation from a combination of Enterprise Zone receipts and the Business & Skills Directorate's 2020/21-2022/23 MTFP.



The procurement was being launched in December, and once completed, a full Business Case would be presented to the March 2020 Business Board meeting. Market engagement with 50 representatives from over 30 potential suppliers had indicated that a consortium approach would be required to deliver the full range of technical and market experience required.

It was noted that recommendations (c) and (d) linked to application (8) in the Local Growth Funding Item (Minute 97). Mr Khalid proposed:

*That it be recommended that the Combined Authority Board approve funding for project 8 (the Business Growth Service).*

This proposal was seconded by Mr Dorsett and carried unanimously.

It was confirmed that the European Social Fund and ERDF were paid in advance, and that in 2018 HM Treasury had issued a guarantee that applicants could continue to put those applications forward.

It was resolved unanimously to:

- a. Note the Outline Business Case and recommend to the Combined Authority Board the establishment of a Growth Service Management Company to initially be a wholly owned subsidiary of Angle Holdings Limited as set out in Section 4 of the report;
- b. Note the proposal for the Combined Authority to bid for Local Growth Fund monies as set out in paragraph 4.4 of the report;
- c. Support the proposal for the Combined Authority to bid for European Regional Development Fund (ERDF) and European Social Fund (ESF) monies as set out in paragraph 4.5 of the report;
- d. Recommended that the Combined Authority Board agree, subject to the proposed bids in (b) and (c) above being successful, to allocate £2.335m funding from a combination of Enterprise Zone receipts and funding within the Medium Term Financial Plan, as set out in paragraph [4.6] of the report, to the Growth Service Management Company to part fund the procurement of the Business Growth Service;
- e. recommended that the Combined Authority Board approve funding for project 8 (the Business Growth Service)\* ***(recommendation carried forward from the Local Growth Fund Project Proposal item).***

## 100. ENTERPRISE ZONES UPDATE

A report was presented on progress being made on each of the Enterprise Zone sites. The report also set out the associated National Non-Domestic Rates income profiles for the Combined Authority.

In discussion, it was confirmed that politically, there was agreement between the County Council, District Council and Combined Authority on the Alconbury Weald EZ and this would be backdated. It was also confirmed that the column headers for Table 2 were the same financial years as set out in Table 1.

It was resolved unanimously to:

1. Note the progress being made with delivery on each of the area's Enterprise Zone sites, and the associated Enterprise Zone National Non-Domestic Rates income profile for the Combined Authority as per Table 1 of the report;
2. Note the existing financial commitments and allocations from the Combined Authority share of Enterprise Zone National Non-Domestic Rates income in supporting core Local Enterprise Partnership services as set out in Table 2 of the report.

## **101. UNIVERSITY OF PETERBOROUGH – PROGRESS UPDATE**

The Business Board considered an update on progress with the delivery of the University of Peterborough.

The Skills Committee had released £364,854.85 to mobilise a number of activities and services in relation to the delivery of the University of Peterborough. Mace, the Project Management consultants, had been appointed in the Summer, and the Mace team comprised a strong group of 18 expert consultants from varying professions, the majority of whom were based in Peterborough and Cambridgeshire. Work was ongoing with Peterborough City Council regarding the land, and it was anticipated that the planning application would be made in February/March 2020, dependent on consultation events and the outcome of the land use surveys. The public consultation had been deferred until February because of the General Election.

A shadow curriculum had been developed and three faculties were being proposed. The vision was for a very different University, based loosely on the German model of a technical university, with diverse cohorts and based around the needs of local businesses.

Responding to questions on the total budget, it was noted that £20M had been identified for the building, and an additional £5M for either a larger building or equipment. It was anticipated that Higher Education providers would bring equipment, and some providers would be investing up to £3-4M to extend the building.

Noting that there was only a limited amount budgeted to subsidise operating costs, and given the likely number of students and income from tuition fees, a Member queried the financial viability of the project longer term. It was noted that the full Business Case would be presented in March 2020, by which point Higher Education providers would have been contracted.

The Business Board congratulated officers, particularly Kim Cooke and John T Hill on their work to date on this project. Members requested that future reports include a high level risk matrix to help inform the Board going forward. **Action required.**

It was resolved to:

1. Note the progress made to date on the programme of delivery for the New University of Peterborough;
2. Note the decision of Skills Committee to release of £364,854.85 from the 2019/20 budget to mobilise activities and services. The £364,854.85 is made up of £294,110.55 capital and £70,744.30 revenue.

## **102. ASSURANCE FRAMEWORK**

A report was presented on the amended Assurance Framework. At the May meeting, the Business Board had agreed a revised single Assurance Framework for the Combined Authority and the Business Board in order to comply with the National Local Growth Assurance Framework. The Ministry of Housing, Communities and Local Government had subsequently required further amendments, and the final version was submitted for adoption by the Business Board.

The Assurance Framework set out how both the Combined Authority and Business Board would operate in terms of governance and transparent decision making, including standards on Conflicts of Interest, and detailed how projects would be appraised and evaluated. This was not only a useful document for the Business Board, but also for the government and the wider public.

The most significant changes in the report were around transport projects, specifically meeting value for money and best practice criteria for transport projects, and increased flexibility on Benefit Cost Ratios for transport schemes. The latter point would enable transport projects to be progressed which may not have otherwise been viable on the basis of Cost Benefit Analysis.

It was noted that the Assurance Framework would be considered by the Combined Authority Board on 27<sup>th</sup> November, and once approved, would be available on the CPCA website.

It was resolved unanimously to:

Agree the adoption of the Assurance Framework as amended to meet the requirements of the Ministry of Housing, Communities and Local Government.

## **103. APPOINTMENT OF NEW MEMBERS TO BUSINESS BOARD**

Members were reminded that at their July meeting, a process and timetable had been identified for the recruitment of additional private sector Business Board members.

Following interviews in October, six suitable candidates had been identified. However, the current Business Board Constitution permitted a maximum of ten private sector Members. It was therefore proposed that four were appointed, and two more appointed following the Business Board in January, at which point a report recommending a change to the Constitution could be considered by the Combined Authority Board. An induction training workshop was scheduled for 16-17 January.

Members also noted the breakdown of the shortlisted candidates in terms of gender and ethnicity, in line with the Business Board's commitment to a diverse Business Board, which was also one of the requirements of the LEP Review.

It was agreed that further information on candidates' background and geographical spread would be circulated. **Action required.** It was confirmed that none of the candidates had yet been formally appointed. It was agreed that due to the increase in Business Board size, a more suitable venue for future meetings would be identified.

From a governance perspective, Business Board members suggested that a recommendation be put to the Combined Authority Board to increase the membership of private sector members from ten to twelve as soon as possible, so that all of the shortlisted candidates could be appointed at the same time:

The following recommendation was moved by Professor Neely and seconded by Mr Dorsett:

*Recommend to the Combined Authority that the limit on the number of business representatives on the Business Board of 10 set out at paragraph 8.3 of Annex 5 [Business Board] of the Constitution be raised to 12.*

It was resolved unanimously to:

1. Note progress made with the recruitment of additional Business Board members;
2. Note the appointment of new private sector Business Board members, subject to due diligence, and the identification of reserve candidates;
3. Note the new Business Board members will be attending the Business Board meeting in January 2020;
4. Recommend to the Combined Authority that the limit on the number of business representatives on the Business Board of 10 set out at paragraph 8.3 of Annex 5 [Business Board] of the Constitution be raised to 12.

## 104. FORWARD PLAN

A number of additions to the Forward Plan were noted, including:

- SME High Growth Observatory

- Oxcam Update (January meeting)

Officers advised that the Combined Authority's draft budget was being considered at the Combined Authority Board meeting on 27<sup>th</sup> November: the Business Board would be a consultee in that budget process, as the Growth Deal funding was entirely subject to Business Board recommendations.

It was resolved to note the Forward Plan.

#### **105. BUSINESS BOARD HEADLINES FOR COMBINED AUTHORITY**

The Interim Chairman, Austen Adams, advised that he would be attending the Combined Authority Board meeting on 27<sup>th</sup> November, and would be advising Board Members of a number of key areas covered at the meeting.

Chairman



## **BUSINESS BOARD ACTION LOG**

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

<b>BUSINESS BOARD MEETING HELD ON MONDAY 25TH NOVEMBER 2019</b>					
Minute no.	Report title	Action to be taken by	Action	Comments	Status
<b>93.</b>	<b>MINUTES OF THE MEETING HELD ON 23RD SEPTEMBER 2019</b>	<b>Adrian Cannard</b>	Members requested a copy of the Vision for Nature document.	The document was circulated to Business Board members on 17th January 2020.	<b>ACTION COMPLETE</b>
<b>95.</b>	<b>BUSINESS ADVISORY PANEL UPDATE – OCTOBER 2019</b>	<b>Brian Hyland</b>	Members expressed concerns about the evidence base of the Panel's decisions and the level of awareness of the Panel within the business community. Officers agreed to establish how the Panel was capturing and collating its feedback, as well as how it was disseminating information.	The issue was discussed by the Panel at its meeting on 15 <sup>th</sup> January 2020. Panel members are aware of their role to disseminate information downstream to the businesses that they represent and they have agreed to do so. They also acknowledge the requirement to support recommendations to the Business Board with a base of evidence from the members they are representing. They will employ a variety of methods in both respects. This has led to the Terms of Reference being reconsidered to reflect the process.	<b>ACTION COMPLETE</b>

<b>96.</b>	<b>ADVANCED MATERIAL AND MANUFACTURING SECTOR STRATEGY</b>	<b>Steve Clarke</b>	Members requested information on which businesses had been consulted to date.	Awaiting update.	<b>ACTION ONGOING</b>
<b>103.</b>	<b>APPOINTMENT OF NEW MEMBERS TO BUSINESS BOARD</b>	<b>Domenico Cirillo</b>	Members requested further information on candidates' backgrounds, as well as their geographical spread.	The requested information has been included in the appendices to the 'Business Board Membership Update' report to be presented to the Business Board on 23rd January 2020.	<b>ACTION COMPLETE</b>

Updated on 17th January 2020



<b>BUSINESS BOARD</b>	<b>AGENDA ITEM NO: 1.3</b>
<b>27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **BUSINESS BOARD MEMBERSHIP UPDATE**

### **1.0 PURPOSE**

- 1.1. The purpose of this paper to provide an update on Business Board membership including the recruitment process for the permanent Chair of the Business Board.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member/s:</b>	<b>Austen Adams, Interim Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business and Skills</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<p>The Business Board is recommended to:</p> <ul style="list-style-type: none"> <li>(a) Note the appointment of 6 new Business Board members.</li> <li>(b) Note the update on full Business Board membership composition.</li> <li>(c) Approve any subsequent recommendation of the Appointment Panel following the interview of permanent Chair of the Business Board.</li> </ul>	

### **2.0 BACKGROUND**

- 2.1. The Business Board member recruitment process started in August 2019. Interviews were conducted in October 2019, following which 6 suitable candidates were identified. At that time, the constitution only permitted a maximum of ten private sector members, meaning only 4 of the 6 candidates could be appointed to the Business Board.

- 2.2. At its meeting on 25<sup>th</sup> November 2019, Members of the Business Board unanimously resolved to recommend to the Combined Authority that the limit on the number of business representatives on the Business Board of 10, be raised to 12.
- 2.3. At its meeting on 27<sup>th</sup> November 2019, the Combined Authority resolved to agree the adoption of the single Assurance Framework with an additional amendment of to paragraph 3.3.33 of the Assurance Framework. This amendment had the effect of increasing the number of private sector Business Board members as specified in 2.2 above. This amendment allows for the appointment of the 6 candidates detailed in 2.1 above.

### **New Appointments to the Business Board**

- 2.4. At the Business Board meeting on 25<sup>th</sup> November 2019, it was confirmed that none of 6 suitable candidates were formally appointed to the Business Board but that the appointments would take place after the membership number of private sector Board members had increased and after completion of due diligence checks. Due diligence checks of the 6 candidates were successfully completed on 6<sup>th</sup> January 2020. Letters confirming appointment to the Business Board was sent to the 6 candidates on 14<sup>th</sup> January 2020.
- 2.5. The candidates formally appointed by the Business Board are:

#### Appointees

- Nitin Patel – Impact Management Consultancy Ltd
  - Nicki Mawby – HR-Your Business Matters
  - Al Kingsley – Net Support
  - Rebecca Stephens – Syntax Communications Ltd
  - Jason Mellad – Start Codon
  - Faye Holland – Cofinitive Ltd
- 2.6. The Business Membership of the Board has an improved diversity with 4 Female members (33%) and with 3 Black, Asian and Minority Ethnic (BAME) members (25%).
- 2.7. Appendix 1 sets out the full biographies for each of the newly appointed private sector members of the Business Board.
- 2.8. Appendix 2 sets out the full Business membership composition of the full Business Board, including Diversity, Sector Specialisms, Company Representation, Company Size (micro, small, medium or large) and Area.
- 2.9. Appendix 3 further maps out Company are representation in terms of place to show the geographical spread of business addresses for all members.
- 2.10. A mandatory LEP Board induction training event was held on 16<sup>th</sup> January 2020 ahead of the Business Board meeting on 27<sup>th</sup> January 2020.

2.11. The term of office for private sector Board members will be a maximum of three years, and subject to a maximum of one consecutive term, unless:

(a) they cease to qualify to be a member of the Business Board;

(b) they resign from their membership and communicate this in writing to the Monitoring Officer; or

(c) the Business Board terminates the membership of any private sector representative which it may do at any time,

(d) upon receipt of a vote of no confidence by the Combined Authority Board, the Board must consider whether to terminate the terms of office of the Chair at the next meeting of the Board.

### **Appointment of Permanent Chair of Business Board**

2.12. At its meeting on 22<sup>nd</sup> July 2019, Austen Adams was appointed as Interim Chair of the Business Board, following an interview process and subsequent recommendations from the Appointment Panel. At that meeting, the Business Board also agreed the process and timetable for the recruitment of permanent Chair of the Business Board.

2.13. The Business Board member recruitment, along with the role of the Chair was advised on 27<sup>th</sup> August 2019 and published on the Cambridgeshire and Peterborough Combined Authority's (CPCA) website. The advert was also shared via Opportunity Peterborough, Cambridge Wireless, TWI, LEP Network, Growth Hubs Network, One Nucleus, Chamber of Commerce, FSB, IOD (Institute of Directors) and IED (Institute of Economic Development).

2.14. The intent to appoint for the role of Chair of the Business Board was included within the recruitment advert, and clearly set out that the Combined Authority were recruiting for the private sector members and a permanent Chair. Furthermore, the job description included specific sections for the role of private sector members and the role of Chair.

2.15. As part of the recruitment process, no new candidates for membership of the Business Board requested to be considered for the role as Chair. However, one existing private sector Board member requested to be considered for the role.

2.16. That applicant will be interviewed on 22<sup>nd</sup> January 2020. Given that this date falls after the publication date for Business Board papers, the Business Board is asked to approve any subsequent recommendation of the Appointment Panel at the 27<sup>th</sup> January 2020 Board meeting.

2.17. The terms of the appointment will be set out in an appointment letter from the Combined Authority to the appointed Chair. The term of office of the Chair will be for two (2) years with one consecutive term permitted upon unanimous vote of the Board members present and voting.

### **3.0 FINANCIAL IMPLICATIONS**

3.1. There are no direct financial implications.

### **4.0 LEGAL IMPLICATIONS**

4.1. The Constitution and Assurance Framework set out the Membership requirements for both private sector Business Board Members and the role of Chair. This includes the recruitment process to be undertaken and appointment arrangements applicable.

### **5.0 APPENDICES**

5.1. Appendix 1 – New Business Board Member Biographies

5.2. Appendix 2 – Full Business Board Member Composition & Representation

5.3. Appendix 3 – Full Business Board Member Company Representation (Map)

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

## **Appendix 1: New Business Board Member Biographies**

### **Nitin Patel**

General Management Executive and CEO with operational and commercial skills gained from having experience of working on several turnaround situations with Glen Dimplex, a privately-owned business based in Dublin. Also has experience of working in a multinational business having worked with General Motor in its various Global operations around reaching the position of European Powertrain Manager based in its office in Zurich, leading design innovation and manufacturing excellence in the UK and internationally.

Graduate in Manufacturing from The University of Bath and Fellow in Manufacturing Management from Cass Business School. Trained in world class techniques, deeply involved in strategy development and programme implementation.

Married with two daughters enjoys playing and watching sports

Current roles

IOD Manufacturing Ambassador for Cambridge

Mentor Judge Business School Cambridge, Accelerate Cambridge Programme

Founder and CEO of Impact Management Consultancy LTD.

### **Al Kingsley**

Al has over 30 years' experience in the technology sector predominantly with his work on educational technology.

He started his career with Barclays Bank then Unilever working within finance and management accounting before focusing on the early adoption of new IT technologies in the early 90s.

For the last 25 years Al has been the Group Managing director of NetSupport, an international software company developing market-leading software solutions to support the effective use of instructional technology in classrooms alongside eSafety technologies to safeguard students online.

Selling into over 90 markets, Al also spent time living in the US whilst establishing overseas offices and has a broad knowledge of international business and channel development. He speaks internationally on the effective use of technology, digital strategies and supporting educational outcomes.

A strong advocate for education, he is Chair of a Multi-Academy Trust, has worked on the successful delivery of new Free Schools, sits on the Head Teacher board for the Regional Schools Commissioner and is a regional Apprenticeship Ambassador for businesses across the East of England.

## **Rebecca Stephens**

A former evening newspaper editor, Rebecca Stephens is director of her own communications consultancy, Syntax Communications, providing public relations, community engagement, and internal communications services to a wide range of clients across both private and public sectors.

She is currently working with the UK's leading alternative provider of fibre infrastructure, CityFibre, to digitally transform Peterborough and Cambridge by bringing gigabit-speed full fibre connectivity within reach of almost every home and business in the cities.

Previously she was the editor of the Peterborough Evening Telegraph and editorial director of East Midlands Newspapers, where she campaigned on community issues, launched new publications, and won industry awards.

Rebecca, who lives in Peterborough, has held several non-executive roles with 10 years at various NHS organisations, including as vice chair of the Cambridgeshire and Peterborough CCG; as well as Cambridgeshire and Peterborough Probation Trust and as an Independent Member of Police Misconduct Panels.

## **Jason Mellad**

Jason is a scientist entrepreneur passionate about translating innovative technologies into better patient outcomes. As CEO and co-founder of Start Codon, a Cambridge based accelerator, he aims to identify and recruit the most disruptive healthcare start-ups worldwide, seed fund them and leverage the exceptional resources of the Cambridge cluster to de-risk and drive their success.

Previously he was CEO of Cambridge Epigenetix and Business Development Manager for Horizon Discovery's diagnostics division. He also served as an associate at Cambridge Enterprise, the technology transfer office of the University of Cambridge. Jason was awarded a Marshall Scholarship and was awarded a PhD in Medicine from the University of Cambridge.

## **Faye Holland**

With over two decade's international business expertise in the private sector, Faye Holland's executive-level experience includes developing the first marketing communications strategies for the UK's first Internet Service Provider, worldwide technology project communications roles in IBM, and managing the European and Asia Pacific operations of a global media company.

In 2015, she founded Cofinitive, a multi-award-winning growth business recognised as one of the region's top 10 image makers. Located in East Cambs, Cofinitive helps clients across various emerging sectors (including Creative, ICT and AgriTech) communicate to their employees, stakeholders, clients and communities.

Representing a micro-business and running a programme which identifies up-and-coming innovators across East Anglia, Faye brings a unique perspective around employee engagement and quality of life and sees the potential to execute against the local industrial strategy, to drive forward economic and equitable growth across the region. She is similarly passionate about world-leading digital transformation for businesses and employees – at work, at home and at play.

Faye sits on the Cambridge Wireless Ltd board, chairs Cambridge Ahead's technology advisory group and crucially project-managed and ran the communications outreach for CPIER. She also co-founded and runs Impact Women's Network. Together, these give Faye significant insights and connections across the region. When not working, Faye enjoys walking her dogs, and entertaining.

### **Nicki Mawby**

Director of HR Your Business Matters Ltd since 2014, Nicki provides local businesses with people support services including HR and Recruitment as well as a range of Training. Service that allow businesses owners to further drive performance by ensuring they have the right people in the right place at the right time, with the right knowledge, skills and behaviours.

Prior to moving into people services Nicki held various operational and management roles which she feels is key to the success of her business. Business trade within such competitive and crowded marketplaces, the real point of difference is the people within the businesses. Being able to integrate as a natural extension of any business, Nicki can draw on her extensive experience to provide operational and commercial solutions as well as strategic initiatives to succeed within these competitive environments.

Nicki is an active member of the CIPD and also the founding member of HR: Connect Over Coffee, a monthly CPD and networking event for HR professionals. Events are held locally and provide a learning environment as well as an opportunity to connect with other HR professionals, sharing knowledge, experience and resources.

Passionate about education and training, Nicki takes pleasure from passing on her skills, experience and knowledge. When not running her business, she can be found at Peterborough Regional College and University Centre Peterborough teaching Level 3 and Level 5 CIPD, inspiring the HR practitioners of the future. In 2017, Nicki took this passion to new level in teaching Leadership & Management through the Institute of Leadership & Management.

Overall Nicki is incredibly motivated to inspire and empower HR professionals and business owners and is actively involved in various initiatives which supports new start-ups, entrepreneurs and women in business. In 2019 she was nominated for two awards at the Peterborough Small Business Awards for 'Entrepreneur of the Year' and for 'Best Professional Services' and was grateful to win the latter.



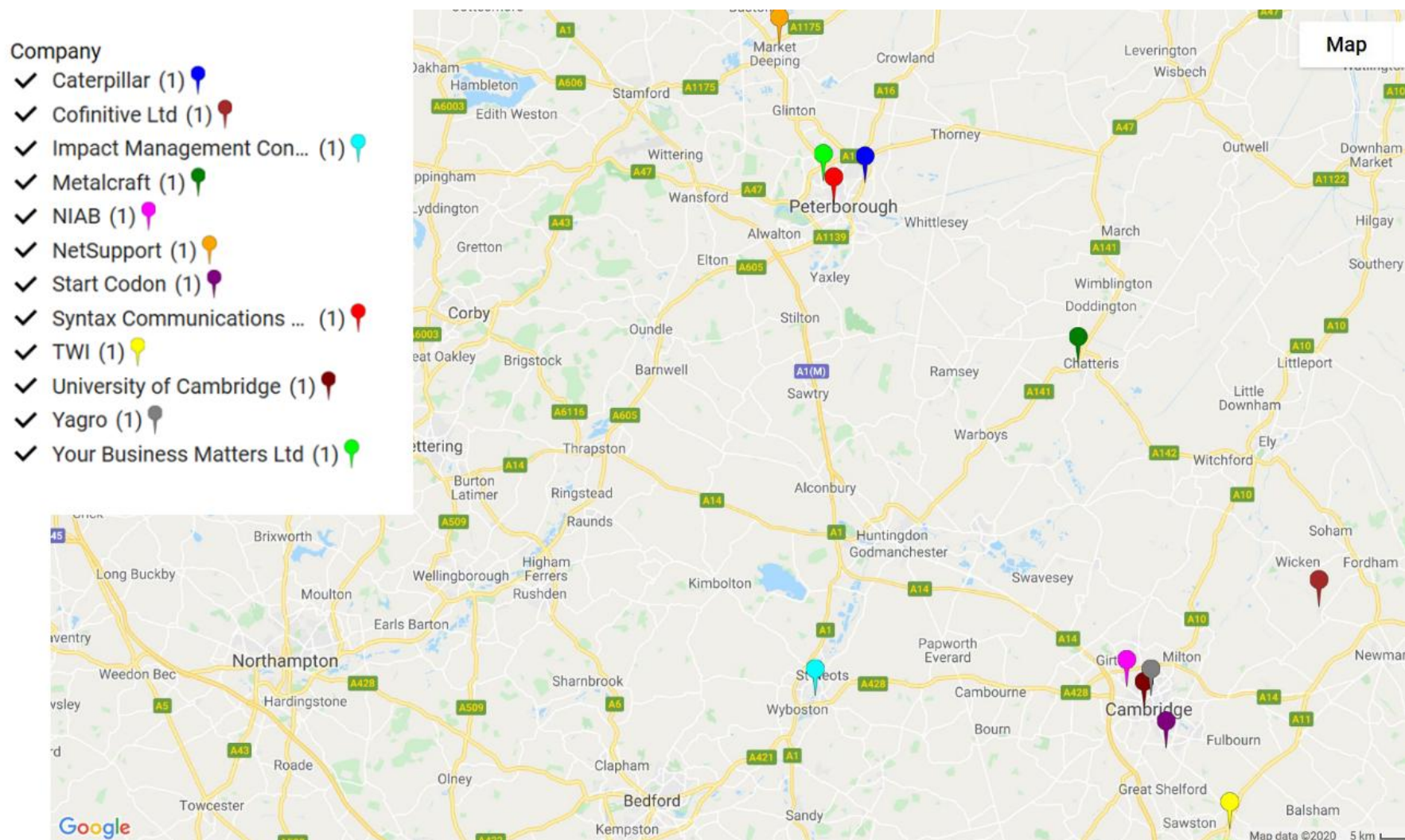


## Appendix 2: Business Board Membership Representation & Composition

Name	Sector Representation	Company	Company Size	Area
<b>New Appointments</b>				
Nitin Patel	Manufacturing	Impact Management Consultancy Ltd	Small	Huntingdonshire
Nicki Mawby	Skills & Education	HR - Your Business Matters Ltd	Micro	Peterborough
Al Kingsley	Digital & Education	NetSupport	Small	Peterborough
Rebecca Stephens	Communications	Syntax Communications Ltd	Micro	Peterborough
Jason Mellad	Life Science	Start Codon	Large	Cambridge
Faye Holland	Communications	Cofinitive Ltd	Small	East Cambridgeshire
<b>Existing Members</b>				
Austen Adams (Chair)	Manufacturing	Metalcraft	Medium	Fens
Andy Neely (Vice Chair)	Skills & Education	University of Cambridge	Medium	Cambridge
Aamir Khalid	R&D / Manufacturing	TWI	Large	South Cambridgeshire
Tina Barsby	Agriculture	NIAB	Large	Cambridge
William Haire	Agriculture/Food	Yagro	Small	Cambridge
Mark Dorset	Manufacturing	Caterpillar	Large	Peterborough



### Appendix 3: Business Board Membership Mapping (Company Representation)







## THE BUSINESS BOARD

<b>BUSINESS BOARD</b>	<b>AGENDA ITEM NO: 1.4</b>
<b>27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

### COMBINED AUTHORITY UPDATE

#### 1.0 PURPOSE

- 1.1 This report provides an update to the Business Board on the decisions taken by the Combined Authority Board at its meeting on 27th November 2019 and provides a proposed timetable for updates to the Business Board on significant Combined Authority projects.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business and Skills</b>
<b>Forward Plan Ref: -</b>	<b>Key Decision: No</b>
<p>The Business Board is recommended to:</p> <ul style="list-style-type: none"><li>(a) Note the Decision Statement of the Combined Authority Board meeting held on 27<sup>th</sup> November 2019 (Appendix 1).</li><li>(b) Note the updates from Transport Officers on the Cambridgeshire Autonomous Metro Project and the Strategic Bus Review</li><li>(c) Agree the proposed timetable for future updates on significant Combined Authority projects (Appendix 2)</li></ul>	

#### 2.0 BACKGROUND

- 2.1 This report provides a brief update to the Business Board on the key decisions from the previous CA Board meeting held on 27<sup>th</sup> November 2019.

### **3.0 COMBINED AUTHORITY BOARD MEETING: 27<sup>th</sup> NOVEMBER 2019**

- 3.1.1 The Decision Statement from the meeting is attached as Appendix 1 for Business Board consideration.

### **4.0 CAMBRIDGESHIRE AUTONOMOUS METRO AND STRATEGIC BUS REVIEW UPDATES**

- 4.1 Tim Bellamy (Transport Strategy and Policy Manager) is presenting a summary of the Combined Authority Local Transport Plan which the Transport and Infrastructure has recommended that the Combined Authority approve at its meeting on 29<sup>th</sup> January 2020.

Two key components of the Local Transport Plan and the Combined Authority's Business Plan 2019/20 are the Bus Reform Task Force and the Cambridge Autonomous Metro Project (CAM) .

Oliver Haworth (Bus Strategy Manager) will set out an overview of the Bus Reform Task Force and its progress to date.

Graeme Bampton (CAM Director) will provide an overview of the CAM Project and its progress to date leading up to the launch of the Public Consultation in Spring 2020.

### **5.0 TIMETABLE OF FUTURE COMBINED AUTHORITY UPDATES**

- 5.1 The Business Board is invited to agree the proposed timetable of updates on other significant Combined Authority Projects to be presented at future Business Board Meetings as per Appendix 2. The intention is to ensure that the Business Board is kept up to date on significant Combined Authority projects which may affect its work.

### **6.0 FINANCIAL IMPLICATIONS**

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

### **7.0 LEGAL IMPLICATIONS**

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

## 8.0 APPENDICES

- 8.1 Appendix 1 - Decision Statement for CA Board meeting 30<sup>th</sup> October 2019.
- 8.2 Appendix 2 – Timetable of Future CPCA Updates

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







# **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

## **Decision Statement**

**Meeting: Wednesday 27 November 2019**

**Published: Monday 2 December 2019**

**Decision review deadline: Monday 9 December 2019**

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

<b>Item</b>	<b>Topic</b>	<b>Decision</b>
<b>Part 1 – Governance Items</b>		
1.1	Announcements, Apologies and Declarations of Interest	<b>Apologies were received from Councillor G Bull (substituted by Councillor R Fuller)</b>  <b>No declarations of interest were made.</b>
1.2	Minutes – 30 October 2019	<b>The minutes of the meeting on 30 October 2019 were confirmed as an accurate record and signed by the Mayor.</b>
1.3	Petitions	None received.

1.4	Public Questions	None received.
1.5	Forward Plan	<b>It was resolved to approve the Forward Plan.</b>
1.6	Performance Report	It was resolved to:  Note and approve proposed changes to the Performance Reporting process.
1.7	Assurance Framework	It was resolved to:  a) Agree the adoption of the single Assurance Framework as amended to meet the requirements of the Ministry of Housing, Communities & Local Government (the amended Assurance Framework forms the Appendix to this report - amendments are highlighted in bold) <b>with an additional amendment to paragraph 3.3.33 of the Assurance Framework to replace the word “nine” with the word “fourteen” and the word “seven” with the word “twelve” and to delegate authority to the Monitoring Officer to amend the Constitution accordingly.</b>
<b>Part 2 – Finance</b>		
2.1	Draft Budget 2020-21 and Medium Term Financial Plan 2020-2024	It was resolved to:  a) Approve the Draft Budget for 2020/21 and the Medium Term Financial Plan 2020/21 to 2023/24 for consultation purposes.  b) Approve the timetable for consultation and those to be consulted.
<b>Part 3 - Combined Authority Decisions</b>		
3.1	£100m Affordable Housing Programmes Scheme Approvals (Non-Grant) November 2019 – Linton Road, Great Abington	It was resolved to:  a) Approve the provision of a loan facility of £5.78m to Linton Road (Great Abington) LLP for a scheme of no less than 13 units based on the heads of terms detailed in

		<p>the exempt Appendix 1.</p> <p>b) Authorise the Director of Housing and Development, in consultation with the Interim Legal Counsel and the Lead Member for Investment and Finance, to conclude any necessary legal documentation to secure the loan, to include taking a charge upon the land</p>
3.2	Appointment of the Chair of Angle Holdings Ltd and Angle Developments (East) Ltd	<p>It was resolved to:</p> <p>Approve the appointment of <b>Brian Stewart OBE</b> as the Chairman of both Angle Holdings Limited and Angle Developments (East) Limited.</p>
3.3	Climate Change	<p>It was resolved to:</p> <p>a) Approve the establishment of an Independent Commission on Climate Change with a mandate to report within the next 12 months;</p> <p>b) Agree the proposed terms of reference of the Commission set out in the Annex to this paper;</p> <p>c) Authorise the chief executive, in consultation with the Mayor, to appoint a chairman and members of the Commission; and</p> <p>d) Approve a revenue budget of £125,000 to support the commission's work</p>
By Recommendation to the Combined Authority		
<b>Part 4 – Business Board recommendations to the Combined Authority</b>		
4.1	For approval as Accountable Body – Local Growth Fund Project Proposals November 2019	<p>It was resolved to:</p> <p>a) Approve projects number 3 and 6 in the table at paragraph 2.8;</p> <p>b) Approve funding for the projects numbered 5, 7 and 8 in the table at paragraph 2.8;</p> <p>c) <b>Agree that the Director of Business and Skills be granted delegation to approve the application numbered 1 in the table at paragraph 2.8 in the report</b></p>

		<b>subject to legal advice to confirm that approval would be lawful in the context of the Bus Review</b>
4.2	For approval as Accountable Body – Local Growth Fund Update November 2019	<p>It was resolved to:</p> <ul style="list-style-type: none"> <li>a) Delegate authority to the Director of Business and Skills, in consultation with the Chair of Business Board, to approve grants to SMEs under the Small Business Capital Grant Programme.</li> <li>b) Approve the allocation of £100,000 from the Small Business Capital Growth Grant Programme to a new Entrepreneurs' Accelerator Fund to be ring-fenced for Thomas Cook employees or affected supply chain companies' employees who have been made redundant and are exploring starting up a business.</li> <li>c) Approve delegated authority to the Director of Business and Skills, in consultation with the Chair of the Business Board, to adopt appropriate application evaluation criteria and award processes for the Entrepreneurs' Accelerator Fund.</li> </ul>
4.3	Local Industrial Strategy Delivery Plan – Business Growth Service Outline Business Case	<p>It was resolved to:</p> <ul style="list-style-type: none"> <li>a) Endorse the Outline Business Case and agree to establish a Growth Service Management Company initially to be a wholly owned subsidiary of Angle Holdings Limited as set out in Section 4 below.</li> <li>b) Approve the making of a bid for Local Growth Fund monies as set out in paragraph 4.3 below:</li> <li>c) Approve the making of a bid for European Regional Development Fund (ERDF) and European Social Fund (ESF) monies as set out in paragraph 4.4 below:</li> <li>d) On condition that recommendation (a) above is accepted and the bids referred to at recommendations (b) and (c) above are successful, agree to allocate £2.185m funding from a combination of Enterprise Zone receipts and funding within the Medium Term Financial Plan and from Enterprise Zone receipts, as set out in paragraph 4.5 of the report, to the Growth Service Management Company to part fund the procurement of the Business Growth Service.</li> </ul>

		<p>e) Note that the Skills Committee has resolved, subject to all the remaining public funding set out at paragraph 4.5 below being secured, to approve the allocation of £50,000 per annum for three years starting in 2020/21 from the £150,000 per annum Skills Strategy Implementation Budget set out in the Combined Authority's Medium Term Financial Plan, for the part funding of the Skills Brokerage element of the proposed new Business Growth Service</p> <p>f) Subject to all the remaining public funding set out at paragraph [4.5] being secured, to delegate to the Director for Business and Skills authority to manage the procurement process, to bring forward a Full Business Case in March 2020 and to contract with the successful bidder(s), subject to confirmation of award of the funding components from the Local Growth Fund, European Regional Development Fund and European Social Fund</p> <p>g) Delegate to the Director of Business and Skills authority to task the Business Growth Service with the administration of the Small Business Capital Growth Investment Fund, as set out at paragraph 5.4 below.</p>
4.4	Enterprise Zones	<p>It was resolved to:</p> <p>a) Note the progress being made with delivery on each of the area's Enterprise Zone sites, and the associated Enterprise Zone National Non-Domestic Rates income profile for the Combined Authority as per table 1.</p> <p>b) Note the existing financial commitments and allocations from the Combined Authority share of Enterprise Zone National Non-Domestic Rates income in supporting core Local Enterprise Partnership services as set out in table 2.</p>
<b>Part 5 – Transport and Infrastructure Committee recommendations to the Combined Authority</b>		
5.1	A605 Alwalton to Lynchwood	<p>It was resolved to:</p> <p>Approve the additional £795,000 of funding required to progress with construction</p>

**Notes:**

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

For more information contact: Richenda Greenhill at [Richenda.Greenhill@cambridgeshire.gov.uk](mailto:Richenda.Greenhill@cambridgeshire.gov.uk) or on 01223 699171.

Combined Authority Update  
Timetable of CPCA Updates

<b>Date of Business Board Meeting</b>	<b>CPCA UPDATE SLOT 1</b>	<b>CPCA UPDATE SLOT 2</b>
Monday 27 <sup>th</sup> January 2020 iMET - Alconbury	<b>CAM Metro Update</b> Delivered by Graham Bampton – CAM Director	<b>Strategic Bus Route Review</b> Delivered by Tim Bellamy - Transport Strategy & Policy Manager and Oliver Haworth – Bus Strategy Manager
Monday 23 <sup>rd</sup> March 2020 iMET - Alconbury	<b>University of Peterborough</b>	<b>A10 Upgrade</b>
Tuesday 26 <sup>th</sup> May 2020 iMET - Alconbury	<b>Soham Station</b>	<b>Wisbech Rail</b>
July 2020	<b>Affordable Housing Programme</b>	<b>A47 Dualling</b>
September 2020	<b>Kings Dyke</b>	<b>Huntingdon Third River Crossing</b>
November 2020	<b>Cambridge South Station</b>	<b>Alconbury Station</b>





<b>BUSINESS BOARD</b>	<b>AGENDA ITEM No: 1.5</b>
<b>27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **BUSINESS ADVISORY PANEL UPDATE**

### **1.0 PURPOSE**

- 1.1 To provide an update on the Business Advisory Panel (BAP) meeting on 15th January 2020 and to consider and approve inviting additional members.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair of Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<p>The Business Board is recommended to:</p> <ul style="list-style-type: none"> <li>(a) Note the minutes of the Business Advisory Panel meeting held on 15<sup>th</sup> January 2020 (Appendix 1)</li> <li>(b) Approve the amended Terms of Reference for the Business Advisory Panel (Appendix 2)</li> <li>(c) Agree that Cambridge Network and Cambridge Ahead should be invited to be members of the Business Advisory Panel.</li> </ul>	

### **2.0 BACKGROUND**

- 2.1 The Business Advisory Panel [BAP] was formed to fulfil the following functions:

- To serve as a consultative business group that is representative of the business community, to inform the Combined Authority Business Board, Combined Authority and partners on the issues, needs and opportunities facing the Combined Authority area's business community.

- To consider and review the Local Industrial Strategy and provide practical business feedback and guidance to the Combined Authority on its prioritisation, development and effective implementation.
- To comment to the Combined Authority on the Local Industrial Strategy implementation and the Growth Hub activity.
- To support the Business Board with representation from a local, membership-based business community in a transparent and apolitical manner.

2.2 The BAP met on 15<sup>th</sup> January 2020 and the minutes of the meeting are attached as Appendix 1. The Business Board are asked to note the following:

- a) The BAP are committed to improving Business Representation on the Panel by including organisations such as Cambridge Network and/or Cambridge Ahead. Business Representation covering the Peterborough Business community is also a gap to be addressed.
- b) The BAP will assist the Business Board fully by acting as a two-way link to their members by enlisting input/support from their members on any matters of interest to Business Board or priority topics being discussed with HMG Government Departments with immediate effect.
- c) The BAP will also provide supporting evidence when making actionable recommendations to the Business Board.
- d) The Terms of Reference for BAP been refreshed accordingly as per Appendix 2 and are recommended for approval by the Business Board.
- e) The BAP members have fed back that the outcome from the General Election has restored an element of business certainty across their respective members. However, all Businesses are watchful as the new Government beds down and Brexit transition start to ramp up.

### **3.0 ADDITIONAL MEMBERS**

3.1 The Business Advisory Panel comprises of local representatives of the following organisations:

- Cambridgeshire Chambers of Commerce
- Institute of Directors
- National Farmers Union
- Make UK
- Federation of Small Businesses
- Allia Business Centres
- Confederation of British Industry
- Stuart Gibbons (Chair) – MD Le Mark Group and DIT Exporting Champion

3.2 To strengthen our communication channels into all local businesses, the following organisations could be appropriate additional members of the Business Advisory Panel:

- Cambridge Network
- Cambridge Ahead

3.3 Appendix 3 details more information on each organisation for the Board to consider and approve their inclusion to the Business Advisory Panel.

#### **4.0 SIGNIFICANT IMPLICATIONS**

4.1 There are no significant implications.

#### **5.0 FINANCIAL IMPLICATIONS**

5.1 There are no direct financial implications.

#### **6.0 LEGAL IMPLICATIONS**

6.1 There are no direct legal implications.

#### **7.0 IMPLICATIONS FOR NATURE**

7.1 There are no direct implications for nature.

#### **8.0 APPENDICES**

8.1 **Appendix 1** –Minutes of the BAP Meeting on 15<sup>th</sup> January 2020  
**Appendix 2** – Amended Business Advisory Panel Terms of Reference  
**Appendix 3** - Additional Members Information Sheet

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



**Business Advisory Panel****Minutes BAP 15/01/2020**

**Present:** Stuart Gibbons (Chair), Alan Todd (FSB), Charlotte Horobin (Make UK), Hannah Padfield (NFU), John Bridge (Chambers); Martin Clark (Allia Business Centres); Richard Tunnicliffe (CBI); Guest - Stuart Searle (Hunts Chamber); Brian Hyland (CPCA), Fiona McGonigle (CPCA), Chris George (CPCA)

**Apologies:** Simone Robinson (IOD)

- 
1. Minutes of previous meeting tabled and agreed; matters arising covered in meeting.
  2. Key Matters discussed;
    - i. Note that BAP is committed to improving Business Representation on the Panel by including organisations such as Cambridge Network and/or Cambridge Ahead. Business Representation covering the Peterborough Business community is also a gap to be addressed.
    - ii. Note that BAP will assist the Business Board fully by acting as a two-way link to their members by enlisting input/support from their members on any matters of interest to Business Board or priority topics being discussed with HMG Government Departments with immediate effect.
    - iii. Note that BAP will also provide supporting evidence when making future, actionable recommendations to the Business Board.
    - iv. Note that the Terms of Reference for BAP been refreshed accordingly.
    - v. Note that BAP members have feedback that the outcome from the General Election has restored an element of business certainty across their respective members. However, all Businesses are watchful as the new Government beds down and Brexit transition start to ramp up.

**3. Dates of next meetings:**

20/02/20 14:30 – 16:30

22/04/20 09:30 – 11:30



Signed

Date 16/01.2020

Stuart Gibbons Chair)



## Terms of Reference of the CPCA Business Advisory Panel

### Functions

The Business Advisory Panel will fulfil the following functions:

- A consultative business group, representative of the business community, to inform the Combined Authority Business Board, CA and partners on the issues, needs and opportunities facing the Combined Authority Area's Business community.
- To consider and review the Local Industrial Strategy and provide practical business feedback and guidance to the Combined Authority on its prioritisation, development and effective implementation.
- To comment to the Combined Authority on the Local Industrial Strategy implementation and the Growth Hub activity.

### Business Advisory Panel Membership and Composition

The membership of the Business Advisory Panel should be representative of the Combined Authority's business community and consist of representatives of local business groups in the area.

It will include members of key business groups in the combined Authority Area including Chambers, FSB, IOD, Social Enterprise, Low Carbon, Manufacturing, Rural, Exporters and other key CPCA business networks. Membership of the Business Advisory Panel will be by invitation through key business groups.

Business Advisory Panel meetings will take place bi-monthly with dates set at the start of each year. Daytime meetings will typically last for 2.5 hours given the breadth of issues to be considered. The format will typically be a presentation on one or two key topic areas and discussion followed by agreed follow up actions. Where appropriate, briefing papers will be provided 5 days in advance of meetings to allow members to gain an understanding of the issues to be debated.

### Business Advisory Board Member Appointment

Business organisations will be requested to identify and agree the representatives they wish to put forward to be Panel members.

To ensure attendance levels remain consistent at BAP Meetings, deputy representatives are encouraged who may attend subsequent meetings if the main representative is unable to do so. Other observers and guest speaker can be invited to attend when considered appropriate by a simple majority of members.

The Chair and Vice Chair have been agreed by the Panel. Panel Members and Chair will be subject to formal approval of the Combined Authority Business Board

The Panel will report into the Business Board.

Invitations have been sent to the following persons organisations who have all agreed to participate;

Alan Todd	FSB
John Bridge	Chambers of Commerce
Simone Robinson	IOD
Charlotte Horobin	Make UK
Stuart Gibbons	UKTI Export Champion & Apprenticeship Ambassador
Martin Clark	Allia
Hannah Padfield	NFU

Richard Tunnicliffe      CBI

Additional members can be suggested by BAP Members and Business Board and agreed by a simple majority.

### **Bilateral flow of information**

The Business Board and Business Advisory Panel will work together to exchange updates, information and market intelligence bilaterally.

The Business Advisory Panel can amplify information from the Combined Authority and The Business Board to their members. To aid this, there will be a standing agenda item at BAP Meetings to summarise published Minutes from the Business Board and CA Board Meetings the previous month.

In addition, published Agendas of the forthcoming Business Board and Combined Authority Meetings will also be summarised for the Business Advisory Panel to consider.

Conversely, the Business Advisory Panel can relay information back to The Business Board on the issues, needs and opportunities facing the Business community in the Combined Authority area. Where possible, an evidence base should be provided to demonstrate the importance of these topics to the Business Board.

In situations where the Business Advisory Panel wish to make a specific and actionable recommendation to the Business Board, these recommendations should also be supported by evidence-based feedback/research from an appropriate proportion of their membership audience. This, in turn, will strengthen these recommendations.



## **CPCA Business Advisory Panel**

### **2020 Forward Plan**

Objective: To provide insight for the Business Board on matters that either restrict or increase the growth of SME's in the Combined Authority area, that would enable the Business Board to better meet the objectives laid out the Local Industrial Strategy.

20/02/20 PM 30 minute sessions on the skills strategy; business growth strategy; inward investment strategy – matters arising;

23/04/20 AM 30 minute sessions on the skills strategy; business growth strategy; inward investment strategy – matters arising; Agree revised forward plan



# APPENDIX B

## Business Advisory Panel – Additional Members

Name	Cambridge Network	Cambridge Ahead
Website	<a href="https://www.cambridgenetwork.co.uk/about-us">https://www.cambridgenetwork.co.uk/about-us</a>	<a href="https://www.cambridgeahead.co.uk/">https://www.cambridgeahead.co.uk/</a>
Established	Late 1997	2013
Purpose	Membership organisation promoting business networking, collaboration and partnership across Businesses and Academia in the Cambridge area	Representative body for Cambridge's Business and Academic community championing Greater Cambridge locally, nationally and across government through specific research-based projects.
Leadership Team:	John Gourd CEO Claire Ruskin – Executive Director <a href="https://www.cambridgenetwork.co.uk/about-us/Who-we-are">https://www.cambridgenetwork.co.uk/about-us/Who-we-are</a>	Jane Peterson-Todd – CEO Dan Thorp – Director of Policy & Programmes
Board Members:	Andy Harter (Chair) – IET Dr. Hermann Hauser, -Amadeus Capital Partners Alex van Someren - Amadeus Capital Partners Colin Manktelow - Brown Shipley / NW Brown & Co Professor Andy Neely - University of Cambridge Lee Welham - Deloitte Dr. Peter Taylor- TTP Dr David Cleevely - Raspberry Pi Foundation, Cambridge Wireless, Cambridge Angels and Cambridge Ahead. Dr. Andrew Lynn - Fluidic Analytics Prof. Roderick Watkins - Anglia Ruskin University Caroline Rowland - ARM Claire Ruskin - Cambridge Network Vicki Sanderson – Domino Printing Dr Andy Williams - AstraZeneca Ken Woodberry - Microsoft Research	Harriet Fear MBE (Chair) Jeremy Newsum, Honorary Vice Chair - Cambridge Ahead Alex Plant - Honorary Vice Chair of Cambridge Ahead Jane Paterson-Todd -CEO - Cambridge Ahead Duncan McCunn - Barclays Andy Williams - AstraZeneca Dr David Cleevely – Raspberry Pi Foundation Matthew Bullock, Honorary Vice Chair of Cambridge Ahead Nicholas Bewes - Howard Ventures Professor Andy Neely - University of Cambridge Rob Carter- R G Carter Ltd

# APPENDIX B

## Business Advisory Panel – Additional Members

	<a href="https://www.cambridgenetwork.co.uk/about-us/Cambridge-Network-Board">https://www.cambridgenetwork.co.uk/about-us/Cambridge-Network-Board</a>	<a href="https://www.cambridgeahead.co.uk/about-us/the-board/">https://www.cambridgeahead.co.uk/about-us/the-board/</a>
<b>Membership info</b>	1200 Corporate members 300 Individual members Traditionally Tech Focused	44 members across Corporate and Business Groups Collectively employ over 40,000 in Cambridge <a href="https://www.cambridgeahead.co.uk/our-members/">https://www.cambridgeahead.co.uk/our-members/</a>
<b>Other Info</b>	Full Event Calendar Established their own Recruitment Gateway Function for members which complements membership fee revenue	Current Projects include: Policy Group Regional Economic Planning Transport Housing Skills Technology Young Advisory Committee

<b>BUSINESS BOARD</b>	<b>AGENDA ITEM No: 2.1</b>
<b>DATE: 27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **LOCAL GROWTH FUND PROGRAMME MANAGEMENT REVIEW – JANUARY 2020**

### **1.0 PURPOSE**

1.1. The Greater Cambridge and Greater Peterborough Local Enterprise Partnership (GCGP LEP) negotiated three successive Growth Deals with Government between 2014 and 2017, securing £146.7m to deliver new homes, jobs and skills across the LEP area. This report provides an update on the programme's performance since April 2015 for the Local Growth Fund (LGF).

1.2. To provide the Board with operational updates on the LGF progress to 31 December 2019 based on the following items:

- (a) Financial update on programme spend
- (b) Q2 2019/20 Quarterly Growth Deal return to MCHLG
- (c) Pipeline of projects currently in delivery
- (d) Update on the applications from Investment projects since call
- (e) Update on the Small Business Capital Grant scheme
- (f) Eastern Agri-Tech Growth Initiative update

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director Business &amp; Skills</b>
<b>Forward Plan Ref: Standing item on FP      Key Decision: No</b>	
<p>The Business Board is invited to:</p> <ul style="list-style-type: none"> <li>(a) Recommend all the programme updates outlined in this paper to the Combined Authority Board.</li> </ul>	

(b) Note the submission of the Growth Deal monitoring report to Government to end Q2 2019/20
--

## **1.0 BACKGROUND**

- 1.1 The Local Growth Funds must be spent by 31 March 2021 but programme outcomes can be delivered beyond 2021.
- 1.2 Local Growth Funds can provide Grants, Loans or other forms of funding such as Equity Capital Investment.
- 1.3 In addition to the Local Growth Funding there is recycled funding as a result of the Growing Places Loan Fund successfully run during the programme and has established a recyclable pot of grants and loans for projects delivering economic benefit across the region.

## **2.0 LOCAL GROWTH FUND PROGRAMME POSITION**

- 2.1. On 31st December 2019, the Combined Authority's Local Growth Fund programme had 9 projects plus the new SME capital grant scheme in delivery, listed below:
  - Kings Dyke level crossing
  - Eastern Agri-Tech Growth Initiative
  - Lancaster Way Phase 2
  - Manea and Whittlesea Station
  - Upgrade M11 Junction 8 with A120
  - Terraview facility fit out
  - Wisbech Access Strategy delivery
  - Soham Station
  - Haverhill Innovation Centre
- 2.2. Currently as at 31 December 2019 there are 9 projects approved for funding by the Business Board which are in contract/funding agreement negotiation pre-commencement of delivery with a total value of £15.97million This means that the Combined Authority Board has allocated a total of £108.4million of the £146.7million available.
- 2.3. The total programme expenditure to the 31<sup>st</sup> December 2019 including completed projects is £77.7million. This is the amount which has actually been paid out to the projects and runs well behind approval/allocation of the funds and is therefore much lower than the awarded figures.
- 2.4. The remaining funding to be allocated to new proposals is £38.3million of Local Growth Funds.
- 2.5. The Kings Dyke A605 road/rail crossing improvements project is still red-flagged as per last Board update. The project currently has £775,729 left to spend of the original £8m allocation. The Combined Authority's Transport and Growth fund teams have met with Cambridgeshire County Council and have

agreed a change request and spend/timetable re-profile as per the terms of the original Grant Funding agreement for the last tranche of funding to be drawn down.

- 2.6. The Wisbech Access Strategy project has been red-flagged (since it was amber in Qtr 2 return below) as the project team at Cambridgeshire County Council have now confirmed they are unlikely to be able to deliver the whole package of £10.5million road/junction improvements spend before end of March 2021. The Combined Authority's Transport and Growth fund teams have met with Cambridgeshire County Council who are the project lead and are progressing with detailed design, land acquisition and Statutory Undertaker Diversion identifications, to establish future programme deliverability and they have agreed to submit a revised proposal prioritising which elements of the package can be delivered with spend before the end of March 2021. Combined Authority Officers will review once received.
- 2.7. A10/A142 Lancaster Way/BP roundabouts is still amber flagged as work is progressing in the preparation of designs and S106 agreements and extensions of trigger points. Cost estimates are being developed and additional contribution will be sought from alternative sources in early 2020 for the additional Lancaster Way proposed works, to enhance the BP roundabout activity. All parties are still committed to the delivery of this proposed enhancement and the growth funds allocated will still be required and spent within the required timescales.

### 3.0 GROWTH DEAL MONITORING RETURN Q2 2019/20

- 3.1. 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 2019/20 should be noted at Appendix A and was submitted at the end of November 2019 to the Ministry of Housing, Communities and Local Government [MHCLG.]
- 3.2. Projects shown in amber and red are delayed in delivery but after consulting with project leads resolutions have been agreed with delivery partners to complete the schemes by end date subject to conditions and agreements as noted above at 2.5, 2.6 and 2.7 to enable to completion.

<b>Project RAG Ratings</b>		
<b>Project Name</b>	<b>Q1_1920</b>	<b>Q2_1920</b>
Whittlesey Access Phase 1 King's Dyke Crossing	R	R
Ely Southern Bypass	G	G
Bourges Boulevard Phase 1	G	G
Bourges Boulevard Phase 2	G	G
A47/A15 Junction 20	G	G

Wisbech Access Strategy	A	A
TWI (The Welding Institute) Expansion	G	G
Technical and Vocational Centre, Alconbury Weald	G	G
Agri-Tech Growth Initiative	G	G
Cambridge Biomedical Innovation Centre	G	G
Haverhill Innovation Centre	G	G
Peterborough Regional College Food Mfg Centre	G	G
Small Grants Scheme	G	G
Highways Academy	G	G
CITB Construction Academy	G	G
EZ Plant Centre Alconbury	G	G
Signpost 2 Grant	G	G
Medtech Accelerator	G	G
Lancaster Way Phase 1 Loan	G	G
Lancaster Way Phase 2 Loan	G	G
Lancaster Way Phase 2 Grant	G	A
Manea and Whittelsea Stations	G	G
M11 J8	G	G
Terraview Loan	G	G
Soham Station	N/A	G
Haverhill Epicentre	N/A	G
Capital Growth Grant Scheme	N/A	G

#### 4.0 LOCAL GROWTH FUND PIPELINE UPDATE

- 4.1 The Business Board is asked to note at Appendix B the current Officer assessment of the potential LGF pipeline based on the existing Expressions of Interest received and projects which have indicated they are going to submit an Expression of Interest [EOI]. The value of the received EOIs and live enquiries pipeline is £52million.

#### 5.0 LOCAL GROWTH FUND INVESTMENT PROSPECTUS PROJECT CALL

- 5.1 The Investment Prospectus call for projects launched on 22 July 2019 and as of 31<sup>st</sup> December 2019 the number of Expressions of Interest received was 35 with 18 still left in active pipeline with a total grant/loan/equity application value of £52million this funding is all allocated to projects to spend before March 2021.



- 5.2 The number of projects at Full Application Form appraisal stage is 17 and 11 of those projects were presented at the Entrepreneurs Assessment Panels on 10<sup>th</sup> and 14<sup>th</sup> January.
- 5.3 The Board agreed at its September 2019 meeting to the ranking of project proposals based on total scoring criteria across all application stages which has been applied to the project proposals being considered for approval at this meeting in a separate report.

## 6.0 NEW SMALL BUSINESS CAPITAL GROWTH GRANTS PROGRAMME

- 6.1 The Business Board and Combined Authority Board previously approved the allocation of £3million for a pilot for a new Small Business Capital Growth Grant Programme with more funding to follow this pilot up to a total of £12million of the Local Growth Fund/Growing Places Fund.
- 6.2 A provider has been contracted to manage / administer the £3m pilot scheme following a procurement exercise and they have commenced delivery.
- 6.4 The scheme has already received **7** applications from SMEs to a total value of **£293,494** and 3 have been approved/offered to a value of **£90,000**.

6.5

Client	Project Value	Grant Amount	Match Amount	Jobs Created	Status
Applicant 1	£147,600	£70,000	£77,600	7	Offered
Applicant 2	£45,000	£10,000	£35,000	1	Offered
Applicant 3	£43,000	£21,500	£21,500	2	In Appraisal
Applicant 4	£36,300	£18,150	£18,150	4	In Appraisal
Applicant 5	£27,688	£13,844	£13,844	3	In Appraisal
Applicant 6	£42,000	£10,000	£32,000	1	Approved
Applicant 7	£361,000	£150,000	£211,000	16	In Appraisal
<b>Sub Total</b>	<b>£702,588</b>	<b>£293,494</b>	<b>£409,094</b>	<b>34</b>	

## 7.0 EASTERN AGRI-TECH GROWTH INITIATIVE UPDATE

- 7.1 The Eastern Agri-Tech Growth Initiative supports SME businesses in the Agri-Tech sector with growth projects or Research & Development projects. From the commencement of the Initiative in late 2013 to December 2019, a total of 99 SMEs have been supported and the Innovation Hub created. Since Growth Deal/Local Growth Fund was allocated into the scheme, 69 of the 99 projects have been approved are attributed to Local Growth Funding. The whole programme budget since inception to date is just under £9.1million; with £3,777,295 having been awarded/paid

It has been recognised that the programme is unlikely to spend its full LGF allocation and therefore a paper has been submitted to the CA Board for approval in January to reduce the overall budget by £3.5million and return to LGF Funds. If approved, the total remaining programme budget will be £1.677million.

Currently 5 live applications for grant support have been received and are being appraised, with a total grant value of just over £380,000; 3 are R&D project proposals and 2 are Growth Capital Expenditure.

There is currently a total of 9 live projects across Business Board /New Anglia (NALEP) geography, which are on track to complete to their planned schedules.

- 7.2 NALEP has contributed another £1million to the Initiative and the first tranche of £500,000 has been allocated and the second and final tranche of £500,000 is about to be received by the Combined Authority to be allocated by 31 March 2021
- 7.4 The Board was also asked at the last meeting to note that whilst there is a pipeline of interested projects for this Initiative the projected spend and delivery by the end of March 2021 is highly unlikely to utilise the full £5.17million of current funding still to be committed. At its meeting on 25 November 2019 the Business Board recommended to the Combined Authority Board a reduction in the Local Growth Fund allocated to the Initiative of £3.5million which would leave a new balance of £1.67million in this Initiative to deploy before end March 2021.

## **8.0 SIGNIFICANT IMPLICATIONS**

- 8.1 None

## **9.0 FINANCIAL IMPLICATIONS**

9.1 There are no direct financial implications.

## **10 LEGAL IMPLICATIONS**

10.1 The Cambridgeshire and Peterborough Combined Authority Order 2017 granted the Combined Authority a general power of competence. This power permits the Combined Authority to make grants to providers in order to deliver the terms of the devolution deal signed with Government

10.1 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.

## **11.0 IMPLICATIONS FOR NATURE**

1211.1None

## 12.0 OTHER SIGNIFICANT IMPLICATIONS

12.1 None

## 13.0 APPENDICES

13.1 **Appendix A** – Local Growth Fund Q2 2019-20 MHCLG return

13.2 **Appendix B** – CPCA Officer Local Growth Fund pipeline assessment

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

LEP Name Greater Cambridge and Peterborough LEP

This Quarter: Q2\_1920



Deliverables Progress									
	This Quarter	15-17	17-18	18-19	Financial Year				Total
Housing					19-20	20-21	21-22		
Houses Completed	0	200	200	0	0	0	-	-	400
Forecast for year	868	200	200	628	868	870	7,309	-	10,075
Progress towards forecast	0%		100%	0%	0%	0%	-	-	4%



Jobs									
Jobs Created	0	61	461	0	0	0	-	-	522
Apprenticeships Created*	0	0	0	0	0	0	-	-	0
Jobs including Apprenticeships	0	61	461	0	0	0	-	-	522
Forecast for year	25	51	280	641	25	325	5,905	-	7,227
Progress towards forecast	0%		165%	0%	0%	0%	-	-	7%

\* Apprenticeships included within jobs totals prior to 2017



Skills									
Area of new or improved floorspace (m2)	0	440	2,972	432	0	0	-	-	3,844
Forecast for year	0	440	2,142	0	0	0	-	-	2,582
Progress towards forecast	-		139%	-	-	-	-	-	149%
Number of New Learners Assisted	0	0	1,198	0	0	0	-	-	1,198
Forecast for year	179	0	125	181	179	267	300	-	1,052
Progress towards forecast	0%		958%	0%	0%	0%	-	-	114%



Transport									
Length of Road Resurfaced	0.0	0.0	6.0	0.0	0.0	0.0	-	-	6.0
Length of Newly Built Road	0.0	0.0	1.0	0.0	0.0	0.0	-	-	1.0
Length New Cycle Ways	0.0	0.0	2.5	0.0	0.0	0.0	-	-	2.5

Project RAG Ratings					
Project Name	Previous Quarter	This Quarter	Project Name	Previous Quarter	This Quarter
	Q1_1920	Q2_1920		Q1_1920	Q2_1920
Whittlesey Access Phase 1 King's Dyke	R	R	-	-	-
Ely Southern Bypass	G	G	-	-	-
Bourges Boulevard Phase 1	G	G	-	-	-
Bourges Boulevard Phase 2	G	G	-	-	-
A47/A15 Junction 20	G	G	-	-	-
Wisbech Access Strategy	A	R	-	-	-
TWI (The Welding Institute) Expansion	G	G	-	-	-
Technical and Vocational Centre, A149	AG	G	-	-	-
Agri-Tech Growth Initiative	G	G	-	-	-
Cambridge Biomedical Innovation Campus	G	G	-	-	-
Haverhill Innovation Centre	N/A	N/A	-	-	-
Peterborough Regional College Food Innovation Centre	AG	G	-	-	-
Growing Places Fund Extension	G	G	-	-	-
Highways Academy	G	G	-	-	-
CITB Construction Academy	G	G	-	-	-
EZ Plant Centre Alconbury	G	G	-	-	-
Signpost to Grant	G	G	-	-	-
Meditech Accelerator	G	G	-	-	-
Lancaster Way Phase 1 Loan	G	G	-	-	-
Lancaster way Phase 2 Loan	G	G	-	-	-
Lancaster way Phase 2 Grant	AG	AG	-	-	-
Manea & Whittlesea Stations	G	G	-	-	-
M11 J8	AG	AG	-	-	-
Terraviva Loan	AG	AG	-	-	-
Soham Station	AG	AG	-	-	-
Haverhill Epicentre	AG	AG	-	-	-
Forecast	N/A	N/A	-	-	-
Capital Growth Grant Scheme	G	G	-	-	-
-	-	-	-	-	-

Growth Deal Performance

G

Area lead comments

#### 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	Financial Year			Total
				18-19	19-20	20-21	
Actual	£ -	£ -	£ -	£ 3,996,968	£ -	£ -	£ 3,996,968
Forecast for year	£ 47,657,014	£ 26,782,975	£ -	£ -	£ 47,657,014	£ -	£ 74,439,989
Progress towards forecast	0%				0%		5%

LGF Expenditure	This Quarter	15-17	17-18	Financial Year			Total
				18-19	19-20	20-21	
Actual	£ 580,097	£ 37,238,889	£ 13,100,800	£ 16,876,608	£ 700,097	£ -	£ 67,916,394
Forecast for year	£ 20,458,275	£ 35,205,388	£ 34,227,807	£ 13,123,009	£ 20,458,275	£ 43,694,130	£ 146,708,609
Progress towards forecast	3%		38%	129%	3%	0%	46%

Non-LGF Expenditure	This Quarter	15-17	17-18	Financial Year			Total
				18-19	19-20	20-21	
Actual	£ -	£ 11,050,401	£ 22,676,132	£ 682,302	£ -	£ -	£ 34,408,835
Forecast for year	£ 14,730,070	£ 10,941,645	£ 6,627,615	£ 7,320,385	£ 14,730,070	£ 2,167,855	£ 41,787,570
Progress towards forecast	0%		342%	9%	0%	0%	82%

Total LGF + non-LGF Expenditure	This Quarter	15-17	17-18	Financial Year			Total
				18-19	19-20	20-21	
Actual	£ 580,097	£ 48,289,290	£ 35,776,932	£ 17,558,910	£ 700,097	£ -	£ 102,325,229
Forecast for year	£ 35,188,345	£ 46,147,033	£ 40,855,422	£ 20,443,394	£ 35,188,345	£ 45,861,985	£ 188,496,179
Progress towards forecast	2%		+88%	+86%	+2%	+0%	54%

#### Contractual Commitments (manual entry)

	15-17	17-18	18-19	19-20	20-21	Total
Forecast	£ 36,150,465	£ 37,672,942	£ 9,791,569	£ 42,635,358	£ 20,458,275	£ 146,708,609
Actual	£ 69,484,564	£ 4,845,000	£ 300,000	£ 23,367,000	£ -	£ 97,996,564
Variance	+92%	-87%	-97%	-45%	-100%	-33%

#### Commentary

Q2 19/20 - we have started works on the Haverhill Research Park - ground breaking press opportunity 6 December with the Mayor.

We have worked on the financials in the BEIS report going back to 2015 to ensure the figures are correct. We have completed the monthly/quarterly figures and have to update the individual projects.

We have a contract being finalised for the Wisbech Access Strategy and the Kings Dyke project are submitting a change request in the next week for a revised timeline and although they are showing red as a risk this is being actively managed

3rd round of LGF applications has resulted in a pipeline of over £60m.

#### Section 151 Officer Approved

Name Robert Emery (S151 Officer for the Business Board)

Signature

Date 29/11/2019

#### Accountable Body Head of Paid Services Approval

Name John T. Hill (Director of Business & Skills, Cambridgeshire and Peterborough Combined Authority)

Signature

Date 29/11/2019



Value	Project Description	Status	GF Grant Contribution	GF Loan/Equity Contribution	Total LGF Contribution	Private Sector Leverage	Total Project
Projects Under £1m	Digital Academy	Withdrawn	£ 450,000.00		£ -		
	Business Space - Chatteris Fenland	Appraisal Completed	£ 997,032.00		£ 997,032.00	£ 997,031.00	£ 1,994,063.00
	Skills Facilities - March Fenland	Appraisal Completed	£ 400,000.00		£ 400,000.00	400,000	£ 800,000.00
	Transport Innovation Body	Deferred		£ 995,000.00	£ 995,000.00	£ 995,000.00	£ 1,990,000.00
	Skills Facilities - Peterborough	EoI Failed	£ 800,000.00		£ 800,000.00	£ 800,000.00	£ 1,600,000.00
	Smart Manufacturing Association	Appraisal Completed	£ -	£ 715,000.00	£ 715,000.00	£ 1,000,000.00	£ 1,715,000.00
Projects £1m to £3m	Incubator space - South Cambridgeshire	Appraisal Completed	£ 2,300,000.00		£ 2,300,000.00	£ 52,978,000.00	£ 55,278,000.00
	Composite Training Hub	Appraisal Completed	£ 2,000,000.00		£ 2,000,000.00	£ 8,500,000.00	£ 10,500,000.00
	Business Space - Wyton	Appraisal Completed		£ 2,020,000.00	£ 2,020,000.00	£ 8,120,000.00	£ 10,140,000.00
	3D Centre of Excellence Launchpad	Appraisal Completed	£ 1,875,000.00		£ 1,875,000.00	£ 4,525,000.00	£ 6,400,000.00
Projects above £3m	Cambridge Healthcare & Life Science Start-up Accelerator	BB Deferred - January 2020	£ 342,250.00	£ 3,000,000.00	£ 3,342,250.00	£ 12,000,000.00	£ 15,342,250.00
	A428 Transport Project	Appraisal Completed	£ 4,000,000.00	£ -	£ 4,000,000.00	£ 161,000,000.00	£ 165,000,000.00
	Manufacturing Launchpad - Chatteris	Appraisal Completed	£ 3,160,000.00	£ -	£ 3,160,000.00	£ 900,000.00	£ 4,060,000.00
	Business Space - Oakham	Withdrawn		£ -	£ -	£ -	£ -
	Cambridge Biomedical Growth Space	Appraisal Completed	£ 3,000,000.00		£ 3,000,000.00	£ 45,000,000.00	£ 48,000,000.00
	Construction Careers Hub	Appraisal Completed	£ 3,000,000.00		£ 3,000,000.00	£ 200,000.00	£ 3,200,000.00
	Cambs Innovation Park - North - Clean Growth Co	Appraisal Completed	£ 1,500,000.00	£ 1,500,000.00	£ 3,000,000.00	£ 27,500,000.00	£ 30,500,000.00
	University of Peterborough	Appraisal Completed	£ -	£ 12,500,000.00	£ 12,500,000.00	£ 15,200,000.00	£ 27,700,000.00
	Logistics Launchpad	Appraisal Completed	£ 3,966,456.00		£ 3,966,456.00	£ 3,500,000.00	£ 7,000,000.00
	West Cambridge Innovation District	Appraisal Completed	£ 3,000,000.00		£ 3,000,000.00	£ 64,700,000.00	£ 67,700,000.00
TOTAL			£ 30,790,738.00	£ 20,730,000.00	£ 51,070,738.00	£ 408,315,031.00	





<b>BUSINESS BOARD</b>	<b>AGENDA ITEM NO: 2.2</b>
<b>27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>  <i>This report contains Appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the Appendices.</i>

## **LOCAL GROWTH FUND PROJECT PROPOSALS – JANUARY 2020**

### **1.0 PURPOSE**

- 1.1. The Business Board is responsible for allocating the Local Growth Fund subject to approval by the Combined Authority Board with the objective of creating new jobs and boosting productivity.
- 1.2. The Business Board is asked in this report to consider and make recommendations to the Combined Authority Board against applications that have been submitted for these funds and the pipeline of projects based upon the independent external assessment undertaken.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair of Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director, Business and Skills</b>
<b>Forward Plan Ref: 2020/005    Key Decision: Yes</b>	
<p>The Business Board is asked to:</p> <ol style="list-style-type: none"> <li>(a) Recommend that the Combined Authority Board approve funding for the projects numbered 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12 and 14 in the table at paragraph 2.8 below based on achieving highest scoring criteria.</li> <li>(b) Recommend that the Combined Authority Board approve a revised grant funding offer for the project numbered 11 in the table at paragraph 2.8 below of £2,400,000.</li> </ol>	

- (c) Recommend that the Combined Authority Board approve a revised grant funding offer for the project numbered 13 in the table at paragraph 2.8 below of £1,500,000.
- (d) Recommend that the Combined Authority defer projects numbered 14 and 15 in the table at paragraph 2.8 below based on the scoring criteria, until the next round call of Local Growth funding or alternative funding becomes available
- (e) Recommend that the Combined Authority decline project numbered 16 in the table at paragraph 2.8 below based on the scoring criteria, this is the lowest scored project.

## 2.0 BACKGROUND

- 2.1. Growth Deal and Growing Places funding is provided by Government to local areas to invest in projects that will create new jobs, increase productivity, and stimulate economic growth. A total of £146.7million has been provided to this area, with £38.3million remaining to allocate. The £39.9million includes £3.5million to be reclaimed from the Eastern Agri-Tech project which is the subject of a separate report to this meeting.
- 2.2. The Business Board approved the Growth Prospectus in July 2019 as a call for new project proposals against this remaining funding; Growth Prospectus 2019-21 Expressions of interest have been submitted to the Combined Authority and feedback provided to inform full applications. This prospectus made clear that the new opportunity for this round of bids to the Business Board aligned with the Combined Authority Local Industrial Strategy; Local Industrial Strategy
- 2.3. Following initial internal assessment for suitability of the Expression of Interests received, so far 24 have been invited to submit Full Application Forms. 24 Full Applications have been received and 22 subsequently completed appraisal by the independent external appraisal team. See confidential Appendix A for pipeline breakdown.
- 2.4. 16 of the project proposals that have completed the independent external assessment are being brought to this Business Board for consideration and, if agreed, recommendation to the Combined Authority Board for approval.
- 2.5. **ENTREPRENEUR ADVISORY PANEL** - The Business Board agreed the creation of an Entrepreneur Assessment Panel (EAP) as a working group of the Business Board at its September 2019 meeting. The EAP sat on the 10<sup>th</sup> January and 14<sup>th</sup> January 2020 to review presentations made by project applicants and question the projects on rationale, strategic fit, and clearly defined, measurable outputs. The EAP evaluation scoring report is included in the project ranking assessment at confidential Appendix B Further EAP meetings will be scheduled as required should the pipeline of funding not yet be allocated by this Business Board.
- 2.6. The Board is asked to consider the ranking scores of each of the projects to aid the decision making as agreed at Business Board meeting in September 2019 – with projects being compared against all the pipeline projects that are being presented to this Business Board. The scores across all assessment stages for projects achieved thus far can be viewed in Appendix B.
- 2.7. A summary of scoring assessments for each of the projects applying for funding having completed all required steps in application process is below at 2.8, further details of the individual projects, including the external appraisal report and further supporting documents can be found in confidential **Appendices C and D**. The scoring assessments have been completed for all projects including our external evaluators matrix scores section but some of the write up of appraisal reports is still to be completed and confidential Appendix D will be slightly delayed and will follow during w/c 20<sup>th</sup> January 2020 to Business Board members.
- 2.8. Officers' recommendation is for the Business Board to recommend that the Combined Authority Board approve funding for the projects numbered 4, 6 and 7 in the table below, which are all applying for less than £1million, and to also recommend that the Combined Authority Board approve funding for the projects numbered 1, 2, 3, 5, 8 and 9 in the table below which are applying for over £1million and which have a final assessment score of over **75%** all subject to any conditions proposed from external Appraisal. For the projects

numbered 10 to 16 in the table below which are applying for over £1million but which have scored below **75%** the following recommendations are recommended:

Business Board to recommend that the Combined Authority Board approve a revised lower grant funding offer for the project numbered 11 in the table below of £2,400,000 subject to any conditions proposed from external Appraisal.

Business Board to recommend that the Combined Authority Board approve a revised lower grant funding offer for the project numbered 13 in the table below of £1,500,000 subject to any conditions proposed from external Appraisal.

Business Board to recommend that the Combined Authority defer projects numbered 14 and 15 in the table below based on the scoring criteria, deferral is until the next round funding call of Local Growth funding or alternative funding becomes available to Business Board.

Business Board to recommend that the Combined Authority decline to fund project numbered 16 in the table below based on the scoring criteria, and this is the lowest scored project well under 75%.

## Application Assessment Summary

Projects	Eol %	FAF %	EAP %	Final averaged % assessment score	LGF Funding	RANK
Remaining LGF Budget					£ 38,300,000.00	
University of Peterborough	95.4%	75.6%	88.0%	86.3%	£ 12,500,000.00	1
Relocation - 3D centre of Excellence	81.6%	83.6%	80.0%	81.8%	£ 1,875,000.00	2
Business Space - Wyton	75.0%	85.5%	84.0%	81.5%	£ 2,020,000.00	3
Skills facilities - March, Fenland	84.6%	77.0%	0.0%	80.8%	£ 400,000.00	4
West Cambridgeshire Innovation District	83.6%	70.7%	88.0%	80.8%	£ 3,000,000.00	5
Business Space - Fenland	86.0%	73.3%	0.0%	79.7%	£ 997,032.00	6
Smart Manufacturing Association	86.0%	72.7%	0.0%	79.4%	£ 995,000.00	7
Cambridge Biomedical Growth space	80.6%	68.3%	84.0%	77.6%	£ 3,000,000.00	8
Life Sciences Incubator	78.7%	73.3%	80.0%	77.3%	£ 2,300,000.00	9
Cambridge Healthcare & Life Science Start-up Accelerator	71.3%	80.5%	68.0%	74.7%	£ 3,342,250.00	10
Logistics Launchpad	81.5%	75.1%	64.0%	73.5%	£ 3,966,456.00	11
Manufacturing Launchpad - Chatteris	73.1%	54.6%	88.0%	71.9%	£ 3,160,000.00	12
<b>LGF funds insufficient to fund projects below this line</b>						
Aero composite centre of excellence Relocation	72.8%	67.9%	72.0%	70.9%	£ 2,000,000.00	13
Construction training/incubator Wisbech	70.4%	57.1%	84.0%	70.5%	£ 3,000,000.00	14
A428 Transport Project	65.7%	63.9%	72.0%	67.2%	£ 4,000,000.00	15
Innov Park - Clean Growth Co	84.3%	64.4%	48.0%	65.5%	£ 3,000,000.00	16

## 3.0 FINANCIAL IMPLICATIONS

- 3.1. The financial implications (loan, investment, and grant amounts sought) are detailed in the appendices. There are sufficient uncommitted Local Growth Funds to meet the up-front funding requests in this report without impacting other CPCA funding sources. Detailed financial impacts of loan and investment arrangements will be negotiated with approved applicants based on recommendations from the appraisers and the Business Board.

## 4.0 LEGAL IMPLICATIONS

- 4.1. There are no direct legal implications but the assessment of applications for Local Growth Funding must be done in accordance with the process agreed by the Business Board at its meeting in September 2019.

## 5.0 SIGNIFICANT IMPLICATIONS

- 5.1. None.

## 6.0 IMPLICATIONS FOR NATURE

- 6.1 None.

## 7.0 OTHER SIGNIFICANT IMPLICATIONS

- 7.1 None.

## 8.0 APPENDICES –

- **Appendix A –Not for Publication** Pipeline summary of all projects
- **Appendix B - Not for Publication** All Projects Assessment % scoring summary
- **Appendix C –Not for Publication** Application Project Info and external appraisal reports
- **Appendix D –Not for Publication** Application Project Info and external appraisal reports

<u>Source Documents</u>	<u>Location</u>
Local Growth Fund Documents, Investment Prospectus, guidance and application forms	<a href="https://cambridgeshirepeterborough-ca.gov.uk/business-board/growth-funds/">https://cambridgeshirepeterborough-ca.gov.uk/business-board/growth-funds/</a> <a href="#">Growth Prospectus 2019-21</a> <a href="#">Local Industrial Strategy</a>





<b>BUSINESS BOARD</b>	<b>AGENDA ITEM NO: 2.3</b>
<b>27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **LOCAL GROWTH FUND MONITORING AND EVALUATION PLAN**

### **1.0 PURPOSE**

- 1.1. The purpose of the report is to present the draft Monitoring & Evaluation Plan for Local Growth Funding to the Business Board and to seek agreement to it being recommended to the Combined Authority Board for incorporation into the Combined Authority's Monitoring and Evaluation Framework. The Constitution reserves decisions relating to the adoption or amendment of the Framework to the Combined Authority Board.
- 1.2. The Combined Authority Monitoring and Evaluation Framework was presented to Business Board at its meeting on 29<sup>th</sup> September 2019 after being approved by the Combined Authority Board and the Business Board agreed to extend the Framework to include all Business Board activities. The Local Growth Fund Monitoring and Evaluation Plan being presented in this report would form an Appendix to the Combined Authority's Monitoring and Evaluation Framework.
- 1.3. It is a requirement of the Combined Authority's central government funding that a Monitoring & Evaluation Framework is in place. The purpose of the Framework is to support effective decision making and to measure the impact of investment decisions, providing a stronger evidence base on value for money.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director Business &amp; Skills</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<p>The Business Board is invited to:</p> <p>(a) Recommend to the Combined Authority Board the incorporation of the proposed Local Growth Fund Monitoring &amp; Evaluation Plan into the Monitoring and Evaluation Framework and to grant the Monitoring Officer delegated authority to make any consequential amendments required to the Monitoring and Evaluation Framework.</p>	

(b) Note the resource implications for effective Monitoring & Evaluation to be delivered	
--	--

## 2.0 BACKGROUND

- 2.1. The current Monitoring and Evaluation Framework was adopted by the Combined Authority Board at its meeting on 27<sup>th</sup> March 2019. This was approved at the Cambridgeshire & Peterborough Combined Authority Board meeting in March 2019. At its meeting on 29<sup>th</sup> September 2019 the Business Board agreed to extend the Monitoring and Evaluation Framework to cover all the Business Board's activities.
- 2.2. The business board (and LEPs in general) are responsible for a significant amount of public funding to drive inclusive growth, increase prosperity and improve productivity<sup>1</sup>. Current guidance is clear that that Business Board must make clear reference to a document which sets out its approach to Monitoring and Evaluation with the ideal being a joint approach together with the Combined Authority (where applicable).
- 2.3. Monitoring and evaluation (M&E) is a critical component of an effective performance management regime. Monitoring supports the effective tracking of a scheme or series of policy interventions ensuring that intended outputs are being achieved. Evaluation quantifies and assesses outcomes, including how schemes were delivered and whether the investment generated had the intended impact and ultimately delivered value for money.
- 2.4. The over-arching strategy ensures local ownership for the commitment to M&E and also provides a robust guide as to how the Combined Authority and Business Board aims to carry out its own M&E. It will continue to be shaped by ongoing dialogue with the Department for Business, Energy & Industrial Strategy (BEIS) and other relevant government departments as well as sources of best practice for evaluating schemes to encourage local economic growth.
- 2.5. The draft Monitoring and Evaluation plan for the Local Growth Fund detailed in this paper and at Appendix 1 will form an annex/appendix to the approved M&E strategy.

### **Local Growth Fund Monitoring and Evaluation Plan Delivery**

- 2.6. The Monitoring & Evaluation Plan has been developed for the Local Growth Deal (LGD) to ensure robust and effective practices are in place for the measurement of output and outcomes of projects funded and the value for money they offer.

---

1

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/768356/National\\_Local\\_Growth\\_Assurance\\_Framework.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdf) (page 49)



We have included the leverage elements that have been achieved as a result of LGD funds being made available in the Local Enterprise Partnership (LEP) area.

- 2.7. The plan has been thematically organised, splits the evaluation phases of work between Greater Cambridge Greater Peterborough Local Enterprise Partnership awarded contracts as the first tranche to be evaluated and the Combined Authority awarded contracts to follow in second tranche to be evaluated. The plan outlines dissemination and publication routes for case studies and lessons learned.
- 2.8. All projects will be required to complete an evaluation. The basis of the evaluation will be to build upon input, output and outcome monitoring data and consider if all the strategic objectives of the project including wider economic benefit had been achieved in accordance with the original business case and assumptions used in the appraisal process. In the design of evaluation plans at project or programme level there should be reference to the HMT Magenta book and other methodologies.
- 2.9. It is recognised that the specific outcomes that will be monitored and measured will differ depending on the type of intervention, with specific focus placed on those outcomes most relevant to the project objectives. Some projects will report on core LGF outputs of jobs, homes and learners; others will have a wider range of outputs and outcomes agreed at the approval stage or through a contract variation
- 2.10. The delivery of the plan is in two phases – Phase One: first tranche of projects to be evaluated will be the historical projects for which delivery has been completed and project has or is ready to provide a project closure report. Phase Two: current projects in live delivery and those being approved/contracted between now and the end of the LGF programme – once completed and ready to provide a project closure report.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1. The cost of Monitoring and Evaluation activity will need to be met from within the Local Growth Fund management costs plus the planned expenditure of each project however, as live Local Growth Funded projects are required to report on their outcomes quarterly already, it is not expected that this will result in a further impact on project budgets. There is a management cost to evaluate the older completed historic projects which again will be included in the management costs of the Local Growth Fund.
- 3.2. Being able to show the efficacy and impact of the Business Board's investments will enable a positive case to be made to Government in discussions regarding the allocation and responsibility for future funding streams.

## 4.0 LEGAL IMPLICATIONS

- 4.1. The Local Growth Fund Monitoring and Evaluation Plan would be incorporated into the Monitoring and Evaluation Framework as an appendix. The Constitution reserves decisions relating to the adoption and amendment of the Framework to the Combined Authority Board.
- 4.2. The Monitoring and Evaluation Framework forms part of the wider assurance framework for the Combined Authority.

## 5.0 SIGNIFICANT IMPLICATIONS

- 5.1. None not mentioned above.

## 6.0 APPENDICES

- 6.1. Appendix 1 – Local Growth Fund Monitoring & Evaluation plan

<u>Source Documents</u>	<u>Location</u>
Combined Authority Monitoring and Evaluation Framework	<a href="https://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/ME-Framework-Mar-2019.pdf">https://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/ME-Framework-Mar-2019.pdf</a>
Combined Authority Business Plan 2019/20	<a href="http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Business-Plan-2019-20-dps.pdf">http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Business-Plan-2019-20-dps.pdf</a>
LEP Network Advice to LEPs on Evaluation [October 2019]	
LEP Network LGF Best Practice Guidance – Output Monitoring [April 2019]	



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**JAMES PALMER**  
CAMBRIDGESHIRE &  
PETERBOROUGH MAYOR

# Local Growth Deal - Monitoring & Evaluation Plan

**Author:**

**Version:**

**Date:**

# Contents

<b>Glossary .....</b>	
<b>1 Introduction .....</b>	<b>1</b>
1.1 Purpose of this plan .....	1
1.2 Organisation background .....	1
1.3 Projects .....	3
Approved & contracted before CPCA managing LGD	
CPCA current contracted projects	
CPCA awarded projects	
<b>2 Timetable.....</b>	<b>6</b>
<b>3 Indicators .....</b>	<b>7</b>
<b>4 First Phase Projects .....</b>	<b>10</b>
<b>5 Roles &amp; Responsibilities .....</b>	<b>18</b>
<b>6 Appendices .....</b>	<b>19</b>

## **Glossary**

<b>CPCA</b>	Cambridgeshire & Peterborough Combined Authority
<b>LGD</b>	Local Growth Deal
<b>LEP</b>	Local Enterprise Partnership
<b>CA</b>	Combined Authority – meaning Cambridgeshire & Peterborough

# 1 Introduction

---

## 1.1 Purpose of this plan

- 1.1.1 The Monitoring & Evaluation Plan has been developed for the Local Growth Deal (LGD) to ensure robust and effective practices are in place for the measurement of output and outcomes of projects funded and the value for money they offer. We have included the leverage elements that have been achieved as a result of LGD funds being made available in the Local Enterprise Partnership (LEP) area.
- 1.1.2 The plan has been thematically organised, splits the evaluation between pre CPCA award and post CPCA awarded contracts. The plan outlines dissemination and publication routes for case studies and lessons learned.
- 1.1.3 Selected projects will be required to complete an evaluation. The basis of the evaluation will be to build upon input, output and outcome monitoring data and consider if all the strategic objectives of the project including wider economic benefit had been achieved in accordance with the original business case and assumptions used in the appraisal process. In the design of evaluation plans at project or programme level there should be reference to the HMT Magenta book and other methodologies.
- 1.1.4 It is recognised that the specific outcomes that will be monitored and measured will differ depending on the type of intervention, with specific focus placed on those outcomes most relevant to the project objectives. Some projects will report on core LGF outputs of jobs, homes and learners; others will have a wider range of outputs and outcomes agreed at the approval stage or through a contract variation

## 1.2 Organisation background

- 1.2.1 The Combined Authority (CA) was established in March 2017 by the Cambridgeshire and Peterborough Combined Authority Order 2017. It has seven constituent councils which are the local authorities across its area. Each constituent council is represented on the Combined Authority Board by its Leader. The Combined Authority will be a lean and effective authority. Where possible, we will look to use existing resources whilst ensuring there is a relatively small investment available. This will allow us to create an effective team that will be essential in delivering our vision for Cambridgeshire and Peterborough.
- 1.2.2 In November 2016, all the constituent councils agreed to pursue the devolution deal made with Central Government. From December 2016, the Shadow Combined Authority held monthly public meetings to progress the creation and formation of the authority. Following the signing of the 2017 Order by Communities Secretary, Sajid Javid, the first official meeting of the Cambridgeshire and Peterborough Combined Authority took place on 20th March 2017.
- 1.2.3 A Mayor gives the Combined Authority a focal point and will be the contact for Central Government, working hard to ensure the organisation works closely with them to deliver the best results for local people.
- 1.2.4 The Business Board was constituted in September 2018. It is proud to be the Local Enterprise Partnership (LEP) for our region whose accountable body is the Cambridgeshire and Peterborough Combined Authority.

- 1.2.5 We have the best performing economy in the country outside London, contributing over £5bn a year to UK PLC, and have two of the top five fastest growing cities in the UK. It is home to the second greatest University in the world, and there are more patents registered here each year than in all the other combined authority areas put together. More than 25 of the world's largest corporations are based in Cambridge and there are over 4,500 knowledge intensive companies located within our area.
- 1.2.6 The Business Board gives commerce a strong voice in strategy development and decision making relating to the Combined Authority. There is a visionary and strong leadership of our Combined Authority, through the combination of an elected Mayor and a Combined Authority Board made up of the Leaders from all the constituent Councils. The Business Board is committed to advising the Combined Authority with its 2030 Ambition to become a leading place in the world to live, learn and work. It ensures that a clear business perspective is brought forward as the Combined Authority seeks to be at the frontier of accelerating delivery and securing new investment models, with and across Government, the private sector and the local area.
- 1.2.7 The Greater Cambridgeshire Greater Peterborough LEP was awarded £146.7m which has been paid in three phases, the final phase for applications took place in July 2019 and it is expected that by March 2020 all funds will be allocated to projects.

### 1.3 Projects – Projects approved and contracted before CPCA managing of LGD

Project	Theme	Start Date	End Date	Partners	LGD funding	Leverage
Ely Bypass	Transport	01/01/2016	01/06/2018	Cambridgeshire County Council	£22,000,000	£14,000,000
Bourges Boulevard Phase 1 & 2	Transport	04/01/2014	31/03/2019	Peterborough City Council	£11,300,000	£0
A47/A15 Junction 20 Improvement Project	Transport	01/03/2016	31/03/2017	Peterborough City Council	£6,300,000	£0
The Welding Institute Expansion Project	Business Growth	01/09/2015	31/08/2018	The Welding Institute (TWI)	£2,100,000	£400,000
Cambridgeshire Biomedical Campus Development Project	Business Growth	01/12/2015	31/10/2016	University of Cambridge	£1,000,000	£3,064,000
Lancaster Way Phase 1 & 2	Business Growth	01/12/2016	31/03/2020	Grovemere Property Ltd	£4,680,000	£3,680,000
Food Manufacturing Centre Project	Skills	07/01/2015	31/07/2016	Peterborough Regional College	£586,000	£618,160
iMET Project - Skills	Skills	01/05/2015	31/03/2018	Cambridge Regional College	£10,500,000	£0



## Projects – CPCA Current Projects in delivery

Project	Theme	Start Date	End Date	Partners	LGD funding	Leverage
Kings Dyke Crossing	Transport	01/07/2016	31/03/2020	Network Rail & CCC	£8,000,000	£21,981,000
M11 Junction 8	Transport	02/04/2019	31/03/2021	Essex County Council	£1,000,000	£8,065,000
Wisbech Access Strategy	Business Growth	01/05/2015	31/03/2021	Cambridgeshire County Council	£11,500,000	£227,434
Haverhill Research Park	Business Growth	01/07/2019	31/03/2021	Jaynic & West Suffolk DC	£2,600,000	£3,700,000
Medtech Accelerator Project	Business Growth	30/12/2016	31/03/2021	New Anglia LEP	£500,000	£700,000
Terraview	Business Growth	01/12/2018	30/04/2019	Terraview	£120,000	£554,070
Lancaster way Phase 2 Grant	Business Growth	30/12/2017	31.03/2021	Grovemere Property Ltd	£1,445,000	£3,680,000

## Projects – CPCA Awarded

Project	Theme	Partners	LGD funding	Leverage
Illumina Accelerator	Business Growth	Illumina	£3,000,000	
Living Cell Incubator Space	Business Growth	Ararcaris Capital Ltd	£1,350,000	£1,350,000
SciTech Container Village	Business Growth	U+I plc	£697,250	£4,702,705
Project	Theme	Partners	LGD funding	Leverage
Ascendal New Technology Accelerator	Business Growth	Ascendal Group Ltd and Whippet Coaches Ltd	£965,000	£965,000
Hauxton House Incubator	Business Growth	O2H Ltd	£438,000	£500,000
NIAB – Hasse Fen Extension	Business Growth	National Institute of Agronomy and Botany	£595,000	£595,000
NIAB – Start Up	Business Growth	National Institute of Agronomy and Botany	£2,300,000	£2,300,000
TWI Ecosystem	Business Growth	The Welding Institute (TWI)	£1,230,000	£1,500,000
The Growth Service	Business Growth	CPCA Growth Management Company Ltd	£5,407,000	£14,075,114

## 2 Timetable

---

Number	Task	Start Date	End Date	Owner
1	Agree method for selection of projects for evaluation: <ul style="list-style-type: none"> <li>• Impact</li> <li>• Cost</li> </ul>			
2	Develop specification for Evaluation Tender			
3	Advertise tender			
4	Award tender			
5	Post contract meeting to develop priority projects for evaluation			
6	Evaluation undertaken: <ul style="list-style-type: none"> <li>• Phase 1 – pre CPCA projects – April 2020 – Sept 2020</li> <li>• Phase 2 – CPCA Awarded Projects (date to be confirmed)</li> </ul>			
7	First draft report submitted			
8	Final report submitted			
9	Sign off report by Business Board			
10	Publish report – website			

### 3 Indicators

<b>Indicator</b>	Jobs created / safeguarded
<b>Definition</b>	The total number of newly created and safeguarded permanent full-time equivalent jobs as a direct result of the intervention at predetermined employment sites. Employment sites include occupied newly developed commercial premises, the premises of supported enterprises, and any FE space directly improved or constructed by the intervention. Created and safeguarded jobs exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year.
<b>Data Collection</b>	<p>Direct Monitoring:</p> <p>Monitoring form signed by the applicant, confirming the job numbers created.</p> <p>Payroll information on the new jobs provided by the applicant.</p> <p>An anonymised list of the employees created or safeguarded and their hours of work, signed by the applicant.</p> <p>Information about salary level may be provided</p> <p>Indirect Monitoring:</p> <p>Based on common standards of employment rates per square metre of space/typical job densities.</p> <p>Information from an employer about numbers employed</p> <p>High level business survey</p> <p>Information in evaluation report</p>

<b>Indicator</b>	Business: Area of new or improved commercial floorspace (m2)
<b>Definition</b>	<p>The amount of "new build" commercial floorspace constructed. Figures to be provided following completion.</p> <p>The amount of commercial floorspace refurbished to improve building condition and/or fitness for purpose.</p>
<b>Data Collection</b>	<p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>Independent report setting out floor space achieved.</p> <p>Photographic evidence of new floor space.</p> <p>From scale plans and visual inspection on completion and tender documents.</p>

<b>Indicator</b>	Housing Units Completed
<b>Definition</b>	<p>At the impact site, the number of completed housing units.</p> <p>Complete refers to physical completion of the individual unit, or, in the case of flats, on physical completion of the block.</p> <p>Housing unit refers to one discrete housing unit (e.g. house, flat, live/work), regardless of size.</p>
<b>Data Collection</b>	<p>Monitoring form signed by the applicant, confirming the numbers.</p> <p>This may be on council tax registration or builder's practical completion or sale</p>

	<p>Local authority report confirming number of houses built linked to S106 contributions (where possible, identify the relevant impact site).</p> <p>Information about addresses and the actual houses that are being reported as attributable.</p> <p>Confirmation from Homes England</p> <p>Photographic evidence of new units.</p>
--	---

<b>Indicator</b>	Apprenticeships
<b>Definition</b>	Number of apprenticeship positions created as a direct result of the intervention.
<b>Data Collection</b>	<p>As reported by a College or employer as an apprenticeship or higher apprenticeship.</p> <p>Independent report setting out apprenticeships undertaken.</p> <p>Reported through quarterly/annual reviews. With clarity on additionality vs previous trend prior to intervention</p> <p>Data from reports produced by College for other public reports/ Governing body; Signed off by the employer</p>

<b>Indicator</b>	Skills: Area of new or improved learning/training floorspace (m2)
<b>Definition</b>	<p>The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion.</p> <p>The amount of training/learning floorspace refurbished to improve building condition and/or fitness for purpose. For FE Colleges, this should be by estate grading. Figures to be provided following completion.</p>
<b>Data Collection</b>	<p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>Independent report setting out floor space achieved.</p> <p>Photographic evidence of new floor space.</p> <p>From scale plans and visual inspection on completion and tender documents.</p> <p>Reported via post practical completion based on RICS reported figures</p>

<b>Indicator</b>	Number of New Learners Assisted (in courses leading to a full qualification)
<b>Definition</b>	The number of new learners assisted as a direct result of the intervention, in courses leading to a full qualification.
<b>Data Collection</b>	<p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>full time learners only, by learner 'level' as defined in the SFA guidelines i.e. level 1/2/3/4.</p> <p>Per year registrations or actual students in the building.</p> <p>Individualised Learner records</p> <p>Submission of skills monitoring annual data capture form due in April each year. This breaks down the Level of NVQ and subject and provides data on starts and completions.</p>

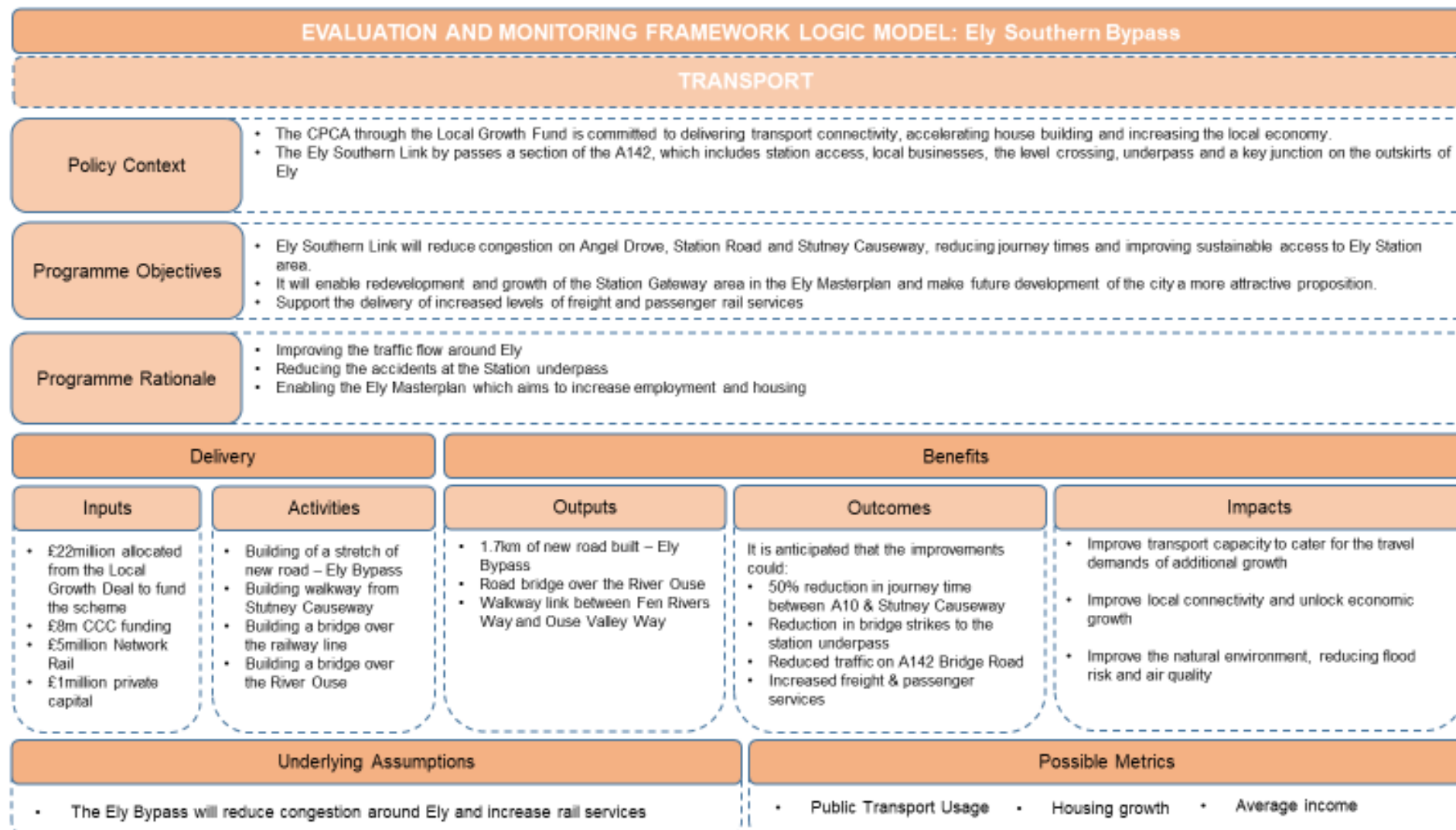
	Reported as part of the annual review process, in October each year post enrolment period and recorded on the template
--	--

<b>Indicator</b>	Length of Road Resurfaced
<b>Definition</b>	Length of road for which maintenance works have been completed this quarter (km).
<b>Data Collection</b>	Monitoring form signed by the applicant, confirming the metric. Photographic evidence of road. From scale plans and visual inspection on completion Reported via highways colleagues based on the agreed business case approved for the scheme.

<b>Indicator</b>	Length of Newly Built Road
<b>Definition</b>	Length of road for which works have been completed and now open for public use (this quarter) (km).
<b>Data Collection</b>	Monitoring form signed by the applicant, confirming the metrics. Photographic evidence of road. From scale plans and visual inspection on completion and tender documents Reported via highways colleagues based on the agreed business case approved for the scheme.

<b>Indicator</b>	New Cycle Ways
<b>Definition</b>	Length of road for which maintenance works have been completed this quarter (km).
<b>Data Collection</b>	Monitoring form signed by the applicant, confirming the metric. Photographic evidence of road. From scale plans and visual inspection on completion Reported via highways colleagues based on the agreed business case approved for the scheme.

## 4 First Phase Projects



## EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Bourges Boulevard Phase 1 & 2

### TRANSPORT

#### Policy Context

- The CPCA through the Local Growth Fund is committed to delivering transport connectivity, accelerating house building and increasing the local economy.
- Bourges Boulevard bisects Peterborough City Centre, serving the railway station and strategic brownfield sites from the commercial core and is a key enabler for development of the City centre and associated commercial areas.

#### Programme Objectives

- Improving access to the railway station
- Improving pedestrian and cycle access to the city centre
- Redevelopment of Fletton Quays – offering housing, offices and leisure facilities

#### Programme Rationale

- Improving the City Centre access in and around the Railway Station reducing congestion
- Enabling the development of key brownfield commercial sites identified for expansion

#### Delivery

#### Benefits

##### Inputs

- £2.1million allocated from the Local Growth Deal – Phase 1
- £9.2million allocated from Local growth Deal – Phase 2

##### Activities

- Improvements to the station junction by Skanska on behalf of PCC
- Improvement to the safety features of the junction
- Improved pedestrian and cycle access to the City Centre

##### Outputs

- Full signalisation of all approach arms
- Increased approach lanes
- Increased circulatory lanes
- New surfacing & lining where required
- Improved lighting where required

##### Outcomes

- It is anticipated that the improvements could:
- Reduce congestion around the Railway Station
  - Redevelopment of Fletton Quays:
    - 280 homes
    - 166,000 sq ft office space
    - 160 bed hotel
    - Restaurant, leisure & retail space
    - Cycle & pedestrian links

##### Impacts

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth
- Redevelopment of Fletton Quays

#### Underlying Assumptions

- Improvements will reduce congestion and unlock growth

#### Possible Metrics

- Economic growth
- Housing growth
- Average income



## EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A47/A15 Junction 20

### TRANSPORT

#### Policy Context

- The CPCA through the Local Growth Fund is committed to delivering transport connectivity, accelerating house building and increasing the local economy.
- Bourges Boulevard bisects Peterborough City Centre, serving the railway station and strategic brownfield sites from the commercial core and is a key enabler for development of the City centre and associated commercial areas.

#### Programme Objectives

- Improving access to the railway station
- Improving pedestrian and cycle access to the city centre
- Redevelopment of Fletton Quays – offering housing, offices and leisure facilities

#### Programme Rationale

- Improving the City Centre access in and around the Railway Station reducing congestion
- Enabling the development of key brownfield commercial sites identified for expansion

#### Delivery

#### Benefits

##### Inputs

- £2.1million allocated from the Local Growth Deal – Phase 1
- £9.2million allocated from Local growth Deal – Phase 2

##### Activities

- Improvements to the station junction by Skanska on behalf of PCC
- Improvement to the safety features of the junction
- Improved pedestrian and cycle access to the City Centre

##### Outputs

- Full signalisation of all approach arms
- Increased approach lanes
- Increased circulatory lanes
- New surfacing & lining where required
- Improved lighting where required

##### Outcomes

- It is anticipated that the improvements could:
- Reduce congestion around the Railway Station
  - Redevelopment of Fletton Quays:
    - 280 homes
    - 168,000 sq ft office space
    - 160 bed hotel
    - Restaurant, leisure & retail space
    - Cycle & pedestrian links

##### Impacts

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth
- Redevelopment of Fletton Quays

#### Underlying Assumptions

- Improvements will reduce congestion and unlock growth

#### Possible Metrics

- Economic growth
- Housing growth
- Average income

## EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Lancaster Way Phase 1 & 2 - loan

### BUSINESS GROWTH

#### Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; development of Enterprise Zones has supported this
- The development of business space, delivering increased GVA opportunities

#### Programme Objectives

- Development of starter space for companies within the Cambridgeshire area - Ely
- Improving the facilities available at the business park for current and future employees
- Extension of the current business park to meet identified commercial needs

#### Programme Rationale

- Improving the employment opportunities in and around Ely
- Enabling the development and expansion of commercial operators in the region

#### Delivery

#### Benefits

##### Inputs

- £1million allocated from the Local Growth Deal – Phase 1
- £3.68million allocated from Local growth Deal – Phase 2

##### Activities

- Building of commercial start up units
- Spur road improvements
- Utility installation to the estate and individual units

##### Outputs

- Erection of 10 units
- Building of spur road to enable access to the site
- Installation of electric connections
- Sub station building
- Water and communication works
- Street lighting fit out

##### Outcomes

- It is anticipated that the improvements will be:
- Development of Lancaster Way Business park:
    - 31,000 sq ft office space
    - 690 new employment opportunities

##### Impacts

- Improve employment opportunities around Ely
- Improve commercial expansion and development

#### Underlying Assumptions

- Improvements will improve employment opportunities and business growth

#### Possible Metrics

- Economic growth
- Housing growth
- Average income

## EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: TWI Expansion

### BUSINESS GROWTH

#### Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; and the expansion of innovative businesses
- The delivery of new technology and specialist testing, fabrication and validation space is key to this

#### Programme Objectives

- Refurbishment and modification of existing building space
- Creation of a testing facility for advanced technology
- Further development of business space in Cambridgeshire

#### Programme Rationale

- Improving the opportunities for development of research programmes
- Enabling the development and expansion of innovation across the region

#### Delivery

#### Benefits

##### Inputs

- £2.1m grant funding

##### Activities

- Refurbishment of existing structures
- Installation of testing machinery
- Fabrication equipment

##### Outputs

- Modification/build of business space
- Purchase and installation of specialist fabrication & testing equipment

##### Outcomes

- It is anticipated that the improvements will be:
- Creation of 20 high value employment opportunities by 31 March 2017
  - Further 10 high value employment opportunities by 31 March 2018
  - Refurbishment of the TWI business space:
    - 858m<sup>2</sup> modification/re-build
    - 2,480m<sup>2</sup> refurbished space
    - Installation of specialist equipment

##### Impacts

- Improve employment opportunities and the GVA of the opportunities in Cambridge
- Improve the research and development opportunities in Cambridge and the wider region
- Improve the wider inward investment into Cambridge through the offer of live testing

#### Underlying Assumptions

- Improvements will improve employment opportunities and business growth

#### Possible Metrics

- Economic growth
- Average income

## EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Cambridge Biomedical Innovation Centre

### BUSINESS GROWTH

#### Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; development of innovation space for start-up or early stage businesses
- Enhanced global competitiveness of companies and enhanced knowledge base within the UK regulatory bodies
- Future growth in the in activities such as cell-based manufacturing and prototype manufacturing

#### Programme Objectives

- Development of starter space for life sciences within the Cambridgeshire area
- Expansion of the current space available at Addenbrookes Hospital

#### Programme Rationale

- Improving the employment opportunities in the region
- Improving the inward investment and economic growth of life science

#### Delivery

#### Benefits

##### Inputs

- £1million grant allocated from the Local Growth Deal

##### Activities

- Refurbishment and modification of LMB/Bay 13 building at Addenbrookes Hospital

##### Outputs

- Conversion of part of an empty building into a multi-occupier innovation centre

##### Outcomes

- It is anticipated that the improvements will be:
- Development of Bay 13 at Addenbrookes Hospital:
    - 29,923 sq ft office & plant room space
    - 6 designated spaces
    - 243 new employment opportunities

##### Impacts

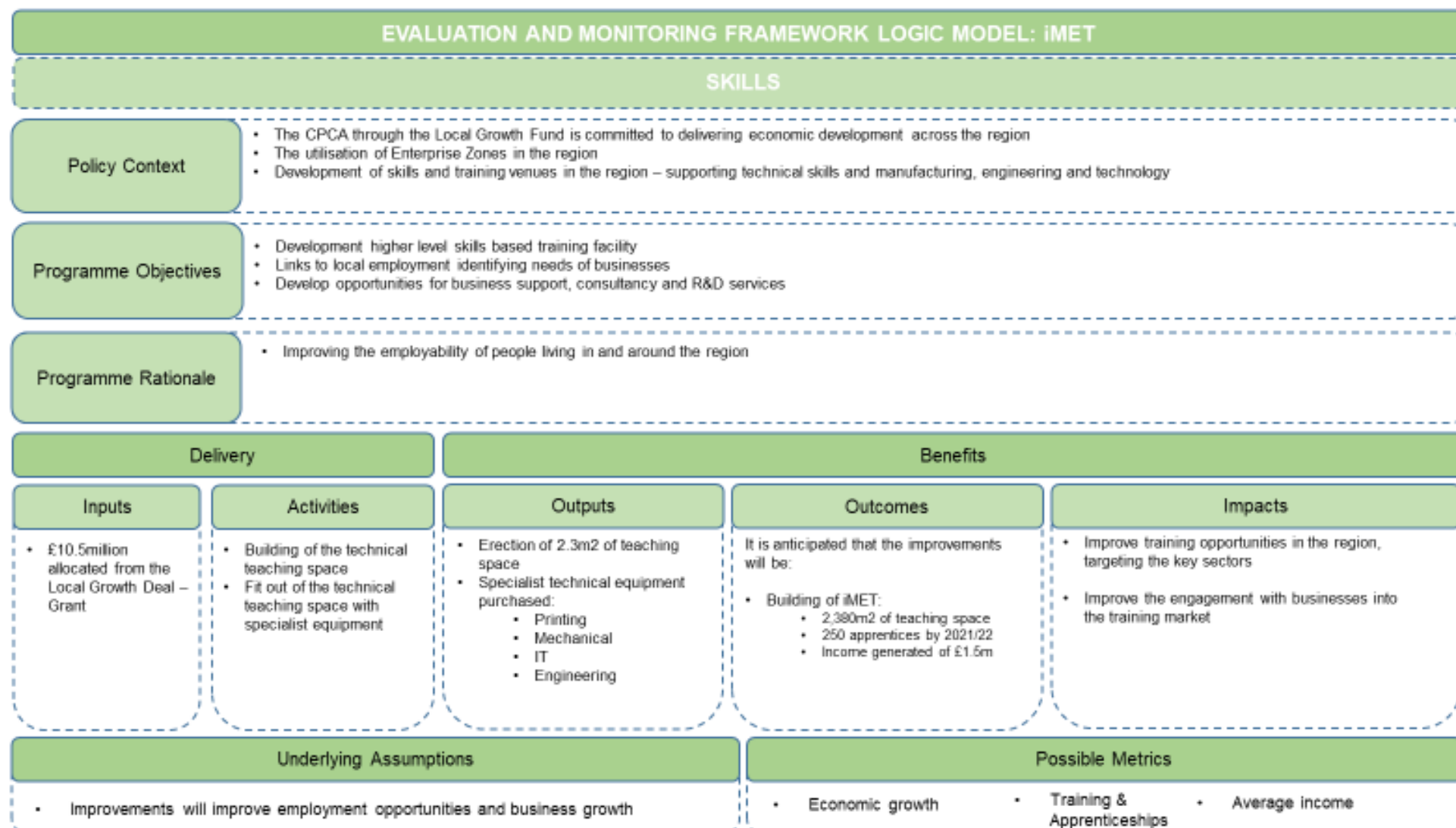
- Helping start-ups create successful businesses and economic value
- Interdisciplinary collaboration
- Raising awareness of R&D
- Providing training, skill sharing, mentoring and networking

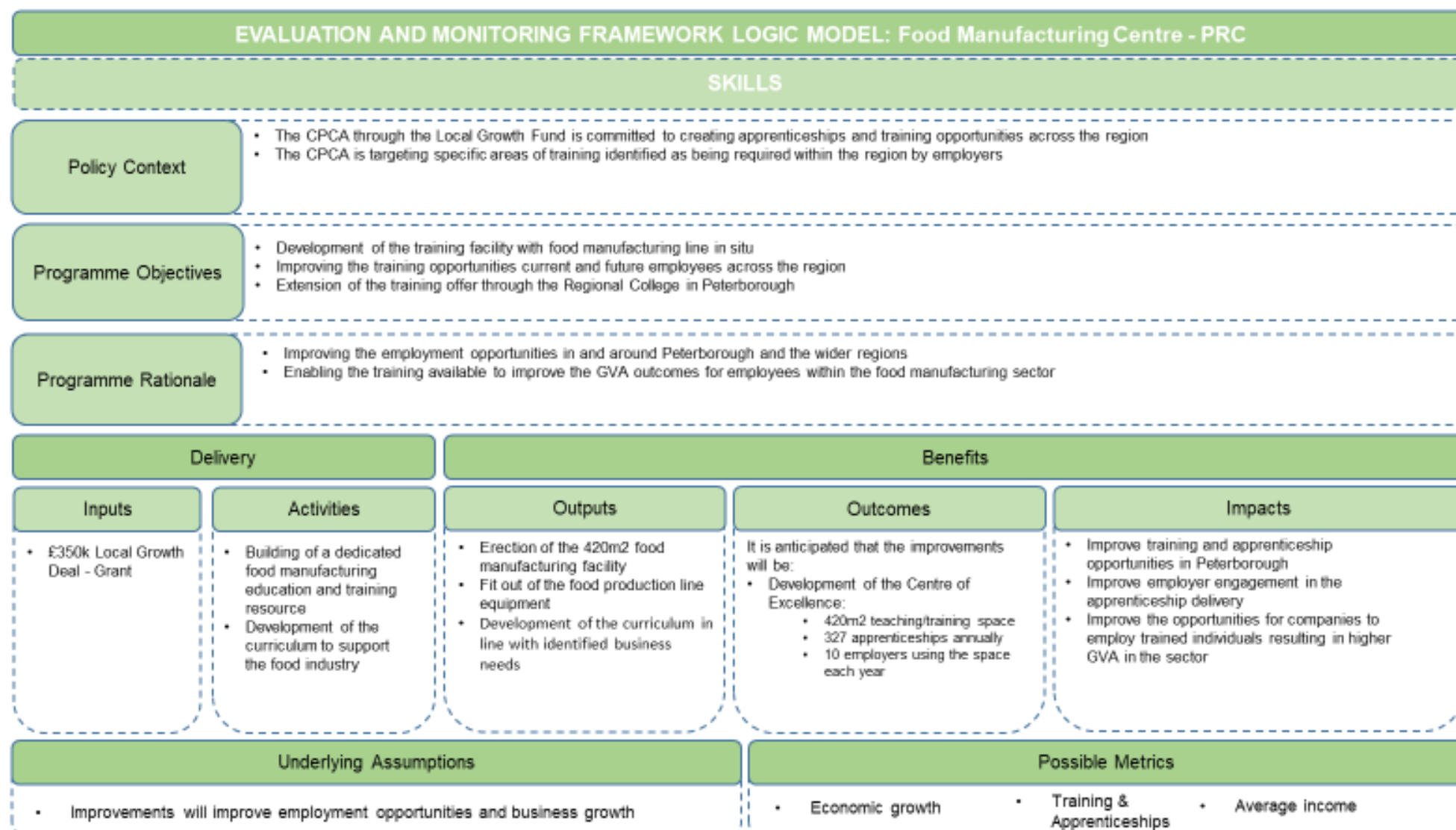
#### Underlying Assumptions

- Improvements will improve employment opportunities and business growth

#### Possible Metrics

- Economic growth
- Average income





## 5 Roles & Responsibilities

---

Role	Responsibilities
<b>Project Manager/Lead</b>	Providing impact/outcomes data
<b>Project analyst</b>	Determining source/evidence and verifying data
<b>LGD Project Officer</b>	Validating data

### 5.1 Storage

### 5.2 Analysis

### 5.3 Privacy

# Appendices

---

Appendix 1	CPCA Highlight Report
Appendix 2	LGD Project Closure Report
Appendix 3	LGD Annual Monitoring Form



<b>BUSINESS BOARD</b>	<b>AGENDA ITEM No: 2.4</b>
<b>DATE 27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **HIGH GROWTH SMALL AND MEDIUM-SIZED ENTERPRISES OBSERVATORY**

### **1.0 PURPOSE**

- 1.1. This report details proposals to establish an Observatory function, which will monitor the local business environment, for the new Business Growth Service to help identify high growth SMEs who will be our target clients

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair of Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill Director Business &amp; Skills</b>
<b>Forward Plan Ref: Insert ref no on FP</b>	<b>Key Decision: Yes/ No</b>
<p>The Business Board is invited to recommend the Combined Authority Board to:</p> <ul style="list-style-type: none"> <li>(a) Note and approve the proposals to create the Observatory which will act as a Research, Analytical and Market Intelligence function to identify the Combined Authority's target clients at a total cost of £80,000 subject to the following:</li> <li>(b) Approve the reprofiling of £80,000 from the 19-20 LEP Capacity Funding budget to cover the costs of the High Growth SME Observatory in 2020/21 and 2021/22.</li> </ul>	

### **2.0 BACKGROUND**

- 2.1. At its meeting on 25 November 2020 the Business Board considered a report on the Local Industrial Strategy Delivery Plan and the Business Growth Service and recommended to the Combined Authority Board the establishment of a Growth Service Management Company. That recommendation was accepted by the Combined Authority Board at its meeting on 27 November 2019. The Outline Business Case for the new Business Growth Service sets out stretching

targets for each of its services in order that the ambitions laid out in the Local Industrial Strategy are achieved.

- 2.2. In preparation for this, it is important to have clear qualifying criteria for the High-Growth SMEs whom the Business Growth Service will be targeting which, in turn, will help us identify and proactively engage with these target clients.
- 2.3. There is a wide range of information available defining “High Growth SME’s” and detailing their characteristics. However, this information can be confusing and often too generic.
- 2.4. Therefore, it is proposed to establish the Business Board’s own criteria and characteristics for defining a “High-Growth SMEs” for the region, based on our priority sectors, sub-economies and our various activities under the Business Growth Service

### **3.0 WORKSTREAMS AND OUTCOMES**

3.1 It is proposed that the work will be undertaken by one full-time analyst who will act as a dedicated Research, Analytical and Market Intelligence function for the Business Growth Service.

3.2 The initial primary focus will be to focus on mapping the client profiles for the new Growth Coaching Service, where the scope of work will include:

- (a) Building a framework of qualifying criteria across our key sectors and sub-economies which helps us assess an SME’s potential for “High-Growth” and suitability for the Growth Coaching Service.
- (b) Developing a list of “trigger events” which promotes an SME for qualification for the Growth Coaching Service. These can be positive events such as a new round of funding being secured. Conversely, a new barrier to their growth being anticipated could also warrant our Growth Coaching Service.
- (c) Building target lists of high priority clients, with the highest levels of growth potential, who will be proactively engaged so their growth potential can be harnessed as quickly as possible.
- (d) Creating and maintaining Client Briefing Packs on these target companies to assist Growth Service Managers in relationship-planning and account management strategies.
- (e) Develop secondary lists of clients that should be monitored on an ongoing basis, for possible inclusion on the future target lists for the Growth Coaching Service (i.e. ones-to-watch)

- 3.3 We would also task the Observatory with mini-projects to assist in the identification of target companies for other services under the Business Growth Services umbrella such as Inward Investment and STAR Hub services.

## **4.0 DATA SOURCES**

- 4.1 To create the framework of criteria for high-growth SMEs in the Combined Authority, the observatory will collate and rationalise data from various sources:

- (a) The Combined Authority's own historic stock of information from various sources including the Department for International Trade the Scale-Up Institute, The Association For Technology Implementation in Europe, Nesta and former HMG funded Growth Accelerators.
- (b) Collation of published Academic Papers covering typical characteristics of high growth SMEs
- (c) Potential participation during Q3 2020 in BEIS/HMG's Pilot to identify and track potential high growth companies in our region through a combination of datasets including Financial Performance and HMRC Data.
- (d) Bespoke Reports identifying High Growth SMEs from specialist Data Providers such as Beauhurst and FAME. Our Growth Hub is already subscribing to these services.

## **5.0 FUNDING**

- 5.1 We wish to set aside an annual Budget for running costs of the Observatory for two years at £40,000 per annum which will be funded by the Strengthening LEPs Budget Line.

## **6.0. BENEFITS FOR THE BUSINESS GROWTH SERVICE**

- 6.1. This Observatory will work in close collaboration with, and support, the Business Growth Service by acting as a dedicated Research, Analytical and Market Intelligence function.
- 6.2. The Business Growth Service will be guided fully on the criteria and characteristics of their target client market.
- 6.3. In addition, lists of suggested target clients for the key services under the Business Growth Service will be provided by the Observatory, along with briefings on these clients.

- 6.4. This support will enable the Business Growth Service to utilise all its resource on proactive client-facing engagement at the earliest opportunity and start building the strong broker-client relationships required for these engagements to be succeed fully.
- 6.5. Ultimately, the Observatory will equip the Business Growth Service to deliver the Business and Economic growth set out in our Local Industrial Strategy by realising the growth potential and ambitions of these highly valuable businesses.

## **SIGNIFICANT IMPLICATIONS**

### **7.0 FINANCIAL IMPLICATIONS**

- 7.1. This decision would carry forward £80,000 of revenue funding from the 2019-20 budget to be split across 2020-21 and 2021-22.
- 7.2. The LEP Capacity Fund budget is funded by a grant ringfenced for use on expenditure related to the Business Board, as such the presumed underspend, were this not approved, could not be reallocated outside of the Business and Skills Budgets.

### **8.0 LEGAL IMPLICATIONS**

There are no direct legal implications.

### **9.0 IMPLICATIONS FOR NATURE**

- 9.1 None.

### **10.0 OTHER SIGNIFICANT IMPLICATIONS**

- 10.1 None.

### **11.0 APPENDICES**

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

<b>BUSINESS BOARD</b>	<b>AGENDA ITEM No: 2.5</b>
<b>DATE 27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **OXCAM-WIDE BUSINESS SUPPORT STRATEGIC OUTLINE BUSINESS CASE - REQUEST FOR FUNDING**

### **1 PURPOSE**

- 1.1 To provide an update on the development of plans to design, and request central government funding for, an Arc-Wide Business Support Programme that includes a range of support similar to that proposed within the Combined Authority Growth Service and presents the opportunity to scale our own service and its impact.
- 1.2 To provide an overview of the financial and commercial implications, and to recommend to the Business Board the actions needed to pursue the opportunity for central government funding to realise this Arc-Wide Business Support Programme.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Chief Officer, Business Board</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<p>The Business Board is recommended to:</p> <ol style="list-style-type: none"> <li>(a) Approve the allocation of £40,000 from the existing LEP Capacity Funding budget line, to contribute to the £120,000 of costs to produce a suite of Strategic Outline Business Cases, requesting funding from Government, as part of the Comprehensive Spending Review, to finance an Arc-Wide Business Support Programme. Subject to: <ol style="list-style-type: none"> <li>i. The funding being used only for the production of the Strategic Outline Business Case for the Arc-wide Inward Investment Service, which is considered likely to be the most attractive to Government and produce the greatest additional impact, above and beyond, that generated by the planned services within the Combined Authority's own Growth Service.</li> </ol> </li> </ol>	

- ii. The service providers being procured to produce the Strategic Outline Business Case being committed to produce a full form Strategic Outline Business Case document to Treasury Green Book standards by the end of March 2020.
  - iii. The ambition of the service being set at a level capable of growing the Arc to challenge other global innovation-growth centres such as San Francisco, Seoul, Singapore and Toronto. To achieve this the ambition of the value of the “ask” to Government should be in excess of at least four times the £4m the Business Board has already committed to its own Inward Investment Service.
- (b) To delegate the Chief Officer for the Business Board authority to negotiate these terms with the three LEPs co-funding the £120,000 of costs and making up the OxCam Arc, alongside the Combined Authority. Specifically, to focus investment on the production of a Strategic Outline Business Case for the service(s) with most economic impact for the Cambridgeshire & Peterborough economy, measured in GVA growth and productivity improvement.

## 1.0 BACKGROUND

- 1.1. The Oxford-Cambridge Arc Productivity Group, led by the 3 Local Enterprise Partnerships [LEPs] for Oxfordshire, Buckinghamshire and the South East Midlands together with the Combined Authority for Cambridge and Peterborough, has been working for over a year on developing ideas to improve productivity across the Arc.
- 1.2. Significant progress has been made over that period culminating in the coordinated development of four Local Industrial Strategies containing two chapters common to each and describing the joint aspirations for cooperation between the LEPs and Combined Authority, across the Arc to double its economy with productive growth.
- 1.3. This common chapter to all four Local Industrial Strategies, described the potential for Government to partner with the LEPs and Combined Authority to fund an Arc-Wide portfolio of business support services, similar, but scaled larger than those designed for the Combined Authority’s Growth Service. These include:
- 1.4. **A Skills Brokerage Service** similar to the Combined Authority’s but with more emphasis on increasing the effectiveness and take-up of Further and T-Level education, as well as funding for FE estate development and better teacher training. However, it is still unclear as to how increased take-up of higher-level

qualifications in key topics might be achieved and given the inability of the LEPs to operate the Apprenticeship Levy Marketplace (a power devolved only to Combined Authorities) it is difficult to see how Arc-wide apprenticeship growth might be achieved. Hence difficult to quantify potential impacts of this service, above and beyond those generated by the Combined Authority's Growth Service.

- 1.5. **An Inward Investment Service** similar to the Combined Authority's but scaled to reflect the Arc as the second largest inward investment opportunity in the UK. This is the simplest of the delivery model designs, based on proven methods and partnerships with the Dept for International Trade. Given the Government's interest in growing the Arc to challenge other global innovation-growth centres such as San Francisco, Seoul, Singapore and Toronto, this might also be the most attractive to Treasury. Hence, the added value of this Arc-wide scheme will rest on the value of the "ask" to Government. Should this be in excess of at least four times the £4m the Business Board has already committed to its local service, this Strategic Outline Business Case could merit Business Board investment.
- 1.6. **A High Growth Support Service** which may be designed on the basis of the Combined Authority's outsourced and brokered model or simply a scaled-up version of the current and less effective growth hub model. Currently, ambitions for this service are also very modest, with the target for firms to be scaled-up set at only 200, around a fifth of the Combined Authority's three-year target. This uncertainty and lack of ambition (and hence lack of additional impact) makes it difficult to quantify potential impacts of this service, above and beyond those generated by the Combined Authority's Growth Service.
- 1.7. **A Commercial Premises Investment Fund** to address the market failure in the provision of appropriate commercial premises for growing businesses. The concept of the fund and the resources to identify and support the development of potential investment sites, is very similar to the way in which the Combined Authority uses its Local Growth Fund to leverage private investors to create incubators that would not have otherwise been built. Whilst if successful this request for Government funding would provide a stop-gap for finance between the depletion of the old Local Growth Fund and the allocation of the new Shared Prosperity Fund, this would provide only a temporary impact for perhaps one or two years. Hence, there is likely to be a relatively low impact for this fund, above and beyond those generated from 2022/23 when the Shared Prosperity Fund goes live locally.
- 1.8. **A Scale-Up Fund** similar to provide patient & scale-up capital and grant funding to support business and skills investment across the Arc in to complement Private Equity and Business Angel activity. Again, this scheme is quite similar to the £12m Capital Growth Investment Fund already set-up by the Business Board which has the potential to grow further through Business Angel partnerships. Hence, the added value of this Arc-wide scheme will rest on the value of the "ask" to Government. Should this be in excess of at least four times the £12m-£16m the Business Board has already committed to its own

Growth Service, this SOBC could merit Business Board investment. However, this level of ambition has not yet been indicated.

## **2.0 FINANCIAL IMPLICATIONS**

- 2.1. The £40,000 share of the total £120,000 cost of producing SOBCs for all five services could be allocated from LEP Capacity Funding budget. This budget has sufficient unallocated capacity to support the cost.
- 2.2. However, given the value for money implications laid out in sections 1.4 to 1.8, it is recommended that this funding be focused on the production of a Strategic Outline Business Case for the service(s) with most economic impact for the Cambridgeshire & Peterborough economy, measured in GVA growth and productivity improvement.

## **3.0 LEGAL IMPLICATIONS**

- 3.1. There are no direct legal implications.

## **4.0 IMPLICATIONS FOR NATURE**

- 4.1. There are no implications for nature at this point. However, should the Inward Investment Service, High Growth Support Service, or the Scale-Up Fund come to fruition, a policy for which firms should be supported, in relation to achieving clean and green growth, should be formulated.

## **5.0 OTHER SIGNIFICANT IMPLICATIONS**

- 5.1. There are no other significant implications.

## **6.0 APPENDICES**

- 6.1. Appendix 1 – Request for Quotation for Support for the production of the Oxford-Cambridge Arc Productivity Business Case; RFQ Specification

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
List background papers:  i. CPIER  ii. Local Industrial Strategy	List location of background papers.  i. <a href="http://www.cpier.org.uk">http://www.cpier.org.uk</a>  ii. <a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818886/Cambridge_SINGL_E_PAGE.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818886/Cambridge_SINGL_E_PAGE.pdf</a>



iii. Skills strategy	iii. <a href="https://cambridgeshirepeterborough-ca.gov.uk/assets/Employment-and-Skills/Skills-Strategy-Final-Version-5.6.19.docx">https://cambridgeshirepeterborough-ca.gov.uk/assets/Employment-and-Skills/Skills-Strategy-Final-Version-5.6.19.docx</a>
----------------------	--



# Appendix 1

## Request for Quotation for Support for the production of the Oxford-Cambridge Arc Productivity Business Case

### RFQ Specification

1. Request
2. Commissioning
3. Introduction
4. Prioritisation and Focus
5. Pillars of Activity
6. Observations
7. Collaborative Working
8. Timescales
9. Budget
10. Contact Information
11. Appendices:
  - a. Pillar Outlines
  - b. Useful Information & Links
  - c. Pre-Qualification Questionnaire
  - d. Company Information Template
  - e. Scoring Criteria

#### 1. Request

The Oxford-Cambridge Arc Productivity Group, led by the 3 Local Enterprise Partnerships for Oxfordshire, Buckinghamshire and the South East Midlands together with the Combined Authority for Cambridge and Peterborough, are looking for a single partner to provide a Green Book Compliant Business Case for the ARC Productivity activity to support a proposition to the Government Comprehensive Spending Review from Spring 2020. The business case(s) should be formatted in the standard five case model and reflect the required inputs and outputs. The business case(s) will cover the next five years and provide a comprehensive and detailed analysis of the costs and benefits associated with the Productivity Programme.

#### 2. Commissioning

The responsibility for specifying and commissioning this project falls to the Oxford to Cambridge Arc LEP Chief Execs (Oxfordshire, Buckinghamshire and South East Midlands) and the Cambridge and Peterborough Combined Authority. This group will appoint a named individual to lead the commissioning process and form the primary point of contact for the ongoing piece of work.

### 3. Introduction

The Arc LEPs comprising Oxfordshire LEP, Buckinghamshire LEP, South East Midlands LEP and the Cambridgeshire and Peterborough Combined Authority (CPCA) have established a joint Productivity Group and have published an Economic Vision and four Local Industrial Strategies, which contain a common set of commitments to be taken forward on an Arc wide basis.

The Oxford-Cambridge Arc cuts across administrative boundaries providing the opportunity for greater economic collaboration than ever before. The Arc offers government and local partners the opportunity to act at scale with a consistent approach across a wide region. In order to develop a comprehensive and defective programme of activity the Arc leaders have formed four workstreams covering:

- Productivity
- Connectivity
- Place
- Environment

The Arc is not yet a single ecosystem and has the potential to drive significant economic growth and productivity if more can be done to connect its numerous assets in a manner which demonstrably adds value. Achieving this will involve both building on existing strengths and providing the best environment possible for the growth of existing and the emergence of new business.

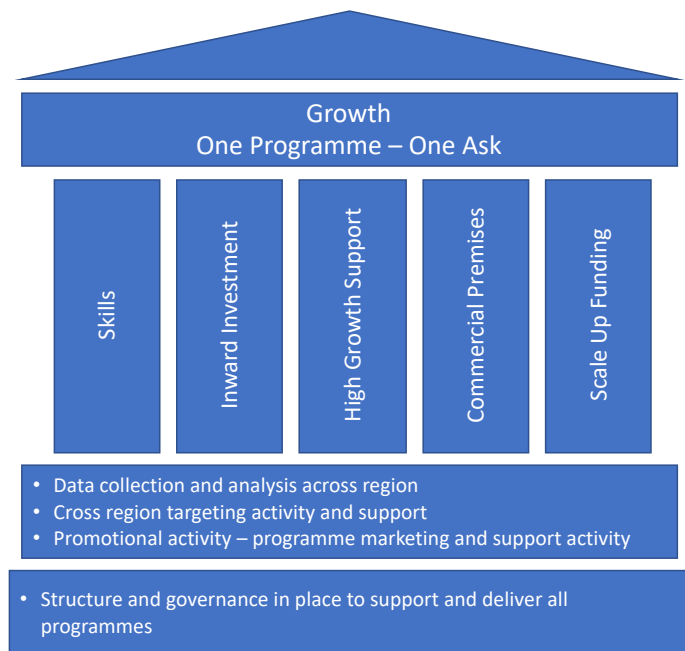
Local LEP/CA partners are working together to develop and deliver the productivity workstream and ensure that the implementation maximises the economic potential of the wider Arc region.

As part of the wider Arc contribution to the government comprehensive spending review – expected in March or April 2020 – the Productivity group is preparing a business case and ‘ask’ for government to provide support for its activities over the next five years.

The Productivity group recognise that we need to create a compelling case for investment reflecting that;

- We are competing with other areas for attention and deals.
- Scale, impact and innovation are critical.
- Central Government are looking for credible delivery arrangements,
- And that there will be rigorous Treasury scrutiny of proposals.

The productivity group has agreed the structure for the overall Business Case and wish to create a single programme made up of five key pillars of activity and supporting elements.



The productivity group has allocated clear leadership to these pillars of activity and these leaders will be responsible for supporting the business case development work.

Proposition	Leadership (primary support)
Skills	Cambridge & Peterborough (Bucks)
Inward Investment	OXLEP (SEMLEP)
Business Support	Bucks LEP (C&P)
Commercial Premises	SEMLEP (OXLEP)
Scale up funding	All

Once the business case has been approved and funded the lead LEP/CA is responsible:

- On behalf of the whole of the Arc to develop the offer and proposition with clear targets and metrics
- Develop an appropriate targeting and resource plan
- Work with other LEP/CA to deliver the programme at a local level

The request for more support broadly falls into three areas;

- Committed resources over three to five years to allow us to recruit and retain the right teams to support and deliver these critical programmes.
- Support for the development of funding sources – that may include seed or anchor funding.
- Alignment of central government resources in Education, International Trade, and others to better facilitate activities.

The productivity group is in the process of agreeing a single ambition for this programme:

**Arc Vision** To reinforce our place as the most innovative, growth orientated region of the world

**Productivity Ambition**

Our ambition for the region is to become:

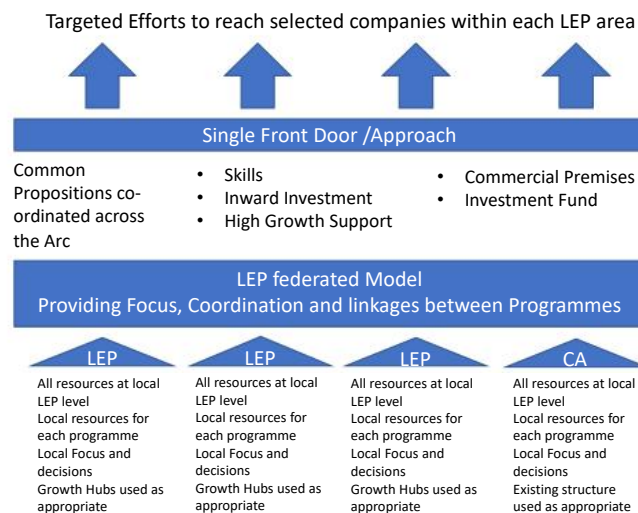
- The top region for global inward investment
- The world leading region in Space, Bio Science, \*\*\*\*\*, \*\*\*\*\*
- The best talent developed and retained in the region
- The region with the most high growth businesses in Europe
- Double the GVA of the region by 2050
- Productivity raised by \*\*% by 2030

**The Key Principles**

- Creating sustainable development
- Inclusive growth with no one left behind
- Supporting the Place, Connectivity, Environment and University initiatives of the Arc
- Long term funding model in place

The delivery and governance structure will be straight-forward, and pragmatic designed to ensure we gain the appropriate advantages of the scale and reach of the Arc whilst leveraging the LEPs intimate knowledge of their local business community.

The outline structure is as follows. The detailed governance model will be in parallel with the business case process.



A mix of tasks will be performed at LEP and Arc level to deliver the most effective solution. This scheme of allocation is being developed but the following provides a draft potential solution:

Programme	Arc Wide	Local (In LEP/CA Area)
Growth - One Programme	Co-ordination and governance	
Skills	Offer development Resource allocation Targeting Criteria	Opportunity selection Local programme management and delivery
Inward Investment	Offer development Sector specialism	Company/opportunity selection Local key account management and delivery
High Growth Support	Offer development Resource allocation Company Targeting Criteria	Company Selection Local key account management and delivery
Commercial Premises	Offer development Resource allocation Location type targeting	Opportunity selection Local programme management and delivery
Scale Up Funding	Offer development Resource allocation Targeting criteria	Opportunity selection Local programme management and delivery
Data collection and analysis	Common frameworks and collection consistency	Data collection and local analysis

#### 4. Prioritisation and Structure

Whilst the Productivity group wish to produce a single integrated business case they recognize that some of the pillars of activity they have described will provide more impact earlier in the overall programme.

Pillar/ Case	Single Programme	Skills	Inward Investment	High Growth Support	Commercial Premises	Scale Up Funding
SOC – Strategic Outline Case	Outline Exists Refinement required	Outline Exists	Outline Exists	Outline Exists	Outline Exists	Outline Exists
OBC – Outline business Case	To be developed				To be developed as part of overarching narrative	To be developed as part of overarching narrative
FBC – Full Business Case	To be developed as a single case	To be developed as part of overarching narrative	To be developed as part of overarching narrative	To be developed as part of overarching narrative		

To reflect this, we are looking for full business case details for Three Pillars – Skills, Inward Investment and High Growth Support and the development of an Outline Business Case for Commercial Premises and Scale Up Funding.

The business plans must reflect the contribution and direction from the other Arc working groups as appropriate – For instance the Arc University group, Place, Connectivity and Environment.

#### 5. Pillars of Activity

The productivity groups objective is to ensure that the Arc is **‘recognised as the top region in the UK in which to grow a successful innovative business with an unparalleled business ecosystem to identify and provide targeted support for new investors and high-growth firms’**

Achieving this objective must be reflected in hard measurable output that is reflected in the business case. Our programmes will deliver measurable results for companies across the region, including:

- Increasing numbers of businesses engaged directly within productivity programme
- Increasing the overall productivity of the region – measured by GVA per hour worked
- Increased R&D Investment

In summary the five Pillars are:

1. **Pillar One - Skills:** Our comprehensive skills strategy brings together the obvious strengths within our region to address significant areas of opportunity. The programme will allow us to retain more of our talented individuals and place proper emphasis on Further and T-Level education to meet the needs of our diverse commercial base.
2. **Pillar Two - Inward Investment:** The Arc region represents the second largest inward investment opportunity in the UK, we will seize on this opportunity through effective use of resources to develop a set of compelling investable opportunities and through supporting the Arc business base to trade more effectively internationally.
3. **Pillar Three - High Growth Support:** The region recognizes the particular needs businesses with high growth potential. This programme will deliver highly targeted support to these businesses ensuring they have the best possible chance to achieve their potential.
4. **Pillar Four - Commercial Premises:** The region sees clear market failure in the provision of appropriate commercial premises to deliver the type and style of development we need. The programme will provide support to deliver the right mix of appropriate commercial development across the Arc.
5. **Pillar Five - Scale Up Fund:** The region recognises that that there is a gap in investment for companies that provide the vital skills and growth potential we need in our region and meet our long-term growth goals. The programme will create a fund to support these businesses across the region.

We have developed individual metrics for each of the Pillars that you will find in the Pillar Outlines in Appendix a.

In addition, we wish to support the development of three cross Pillar elements underpinning the business case:

- Arc Data Lab: Data collection and analysis across region to support programmes and provide data to support policy and service development
- Regional Targeting: Company information and activity analysis to support resource allocation and targeting
- Regional Promotion: Creating consistent messaging and support for programmes across region

## 6. Observations



The base data for these pillars of activity exist but it has been assembled in support of each Local Industrial Strategy and Economic Vision and is therefore available within each LEP area. The appointed supplier will need to create a single business case across the region applying aligning the individual evidence bases aligning the individual local industrial strategies. The research teams from the LEPs and the Combined Authority will support this process.

## **7. Collaborative Working**

The LEP Chief Executives are keen to work in a collaborative manner with the selected partner and would expect the partner to work closely with the commissioning team, the appointed programme leader and the individual workstream teams as appropriate. We would encourage the selected supplier to make contributions to the developing ideas and suggest innovative solutions and approaches based on their experience elsewhere.

The LEP team will make available data and individuals as appropriate to support this initiative and will look to the selected partner to develop a comprehensive list of data requirements.

## **8. Timescales**

The LEP Chief Executives hope to appoint the selected supplier by early January 2020 and would seek for the business case production to take place between January-March 2020. This will involve Business Case Production including liaison with commissioning group, Arc Productivity Group and other local partners.

By end February 2020 we would look for the emerging business case to be considered by the Productivity Group, Individual LEP Boards and endorsed by Arc Leaders Group in March 2020. By end March 2020 the final business case would be finished and prepared for submission into the Arc Team of the Ministry of Housing Communities and Local Government for the Comprehensive Spending Review.

### **Detailed Timescale**

- RFQ released: 2<sup>nd</sup> December 2019
- Clarifications: 3<sup>rd</sup> December to 20<sup>th</sup> December 2019
- RFQ response returned: 3<sup>rd</sup> January 2020 no later than 12 noon
- Evaluation panel: Week Commencing January 6<sup>th</sup> 2020
- Contract start: Monday 13<sup>th</sup> January 2020
- Presentation to Productivity Group February 2020
- Presentation to Arc Leaders March 2020

## **9 Budget**

The total budget for this commission is up to a maximum of £120k plus VAT, applicants would be expected to outline in their pricing schedule supporting this submission the breakdown of the expenditure including individual day rates for staff working on this project and any would need to outline any anticipated production expenses that would sit outside of the core budget.

## **10 Contact Information**

For an informal conversation relating to this commission please contact :-

Ian Barham, Buckinghamshire LEP Partnership Manager Tel 0784 3311837 [ian@btvlep.co.uk](mailto:ian@btvlep.co.uk)  
or

Ahmed Goga, Director of Strategy & Programmes Oxfordshire LEP  
Tel 07393 001076 [ahmed.goga@oxfordshirelep.com](mailto:ahmed.goga@oxfordshirelep.com)

**Appendices:****Appendix A pillar summaries****Pillar One: Skills**

Our comprehensive skills strategy brings together the obvious strengths within our region to address significant areas of opportunity. The programme will allow us to retain more of our talented individuals and place proper emphasis on Further and T Level education to meet the needs of our diverse commercial base.

**Purpose**

- Capture and Retain key skills in the region
- Using insight from data into the Skills Advisory Panels to improve access to skilled staff and better use of resources to train the current and future Arc workforce.  
(Increase GVA per employee)

**LEP role**

- Co-ordinate skills strategy to deliver improved and targeted skills brokerage
- SME Economy support for Key skills
- Focus on restructuring apprenticeships and T Levels delivery to improve access
- Develop and deliver Skills Capital Infrastructure Funding for FE estate funding
- Maximise the use of skills resources including the Apprenticeship Levy
- Teach Teachers to support skills required
- Support Digital Innovation and Development

**LEP resources required**

- Resources for the management and delivery of Skills brokerage within each LEP area
- Specialist support for apprenticeship and T Level activity

**LEP Ask**

- Pilot skills arrangements and focussed activity
- Freedom in access to elements of apprenticeship levy to support local initiatives and provision
- Support and funding for Skills Capital fund for FE estate development

**Metrics**

- % of first-time jobs in region from Arc Universities Group
- Level by which Arc Skills Hub Exceeding Gadsby engagement benchmarks
- HE/FE places taken by Arc Based school leavers
- % of the regional workforce working in Apprenticeships

**Workstream Connections**

- Arc Universities Group

## **Pillar Two: Inward Investment**

The Arc region represents the second largest inward investment opportunity in the UK, we will seize on this opportunity through effective use of resources to develop a set of compelling investable opportunities.

### **Purpose**

- Develop and deliver an Arc Inward Investment Delivery plan and co-ordinated FDI and Investment Prospectus
- Secure inward investment, support Arc propositions with LEP area offers and investment opportunities
- Secure 'Freeport' to act as focal point for investment and transformation

### **LEP role**

- Utilise close connection with business & investment community to deliver Internationalisation Delivery Plan
- Manage and influence the pipeline of investment opportunities within each LEP
- Co-design with DiT an Arc focus for the International Services Team resources
- Utilise University Alumni to identify opportunities
- Support Digital Innovation and Development

### **LEP resources needed to:**

- Fill in technical and experience gaps across Arc building on existing team capacity
- Facilitate conversations and deals
- Identify land and for supporting inward investment opportunities

### **LEP Ask**

- Staff and activity costs
- Promotion and sales support
- Influence over DiT International Services Team activity

### **Metrics**

- Total number of Foreign Direct Investments across the Arc – target 20% increase on period 2014-2019
- Total Value of Foreign Direct Investment
- Volume of Promotion & direct interaction with international posts in approved and targeted territories/sectors
- % of Arc Businesses Trading Internationally

### **Workstream Connections**

- Arc Universities Group
- Place

## **Pillar Three: High Growth Support**

The region recognizes the particular needs businesses with high growth potential. This programme will deliver highly targeted support to these businesses ensuring they have the best possible chance to achieve their potential.

### **Purpose**

- Identify and support high growth businesses across the region
- Retain high growth businesses and enable growth across the Arc of high growth businesses
- Identify Cross Over Translation points for rapid and sustained innovation – Potential for iconic location development
- Provide tailored and targeted coaching combined with small capital grants

### **LEP role**

- Identify high growth businesses that will deliver maximum impact
- Leverage Universities, Catapults and identified High Growth sectors
- Support Digital Innovation and Development
- Deliver (through partners) diagnosis of needs & then to develop a tailored mentor programme
- Provide targeted Capital Grants £10-250k

### **LEP resources needed to**

- Identify high value targets – Focus on 1,200 companies per year
- Support leadership and mentoring programmes
- Manage capital grants programme

### **LEP Ask**

- Staff and activity costs
- Funding for capital grants
- Match funding for diagnosis and mentoring programme

### **Metrics**

- Overall Scale-up growth of top 200 businesses based on turnover, profit and size of workforce
- Volume of Growth Business Support Intra-Network engagements
- % of leadership within growth businesses undertaking professional development activities

### **Workstream Connections**

- Arc Universities Group
- Place

## **Pillar Four: Commercial Premises**

The region sees clear market failure in the provision of appropriate commercial premises to deliver the type and style of development we need. The programme will provide support to deliver the right mix of appropriate commercial development across the Arc.

### **Purpose**

- Understand and address market failure and provide the right types of space to deliver the growth needed across the Arc – supporting targeted organisations
- Identify Cross Over Translation points for rapid and sustained innovation – Potential for iconic location development
- Form part of ARC 'spatial' plan

### **LEP role**

- Leverage Universities, Catapults and identified High Growth sectors
- Support Digital Innovation and Development
- Identifying space requirement to meet the needs of high growth sectors, Identifying locations, Customers/ Target companies
- Identifying & influence development investment, Support development, delivery and future use of commercial space

### **LEP resources needed to**

- Identification and prioritisation of opportunities
- Management of 'transaction flow'
- Investment fund creation and management to provide starter development – supporting developer of anchor tenant

### **LEP Ask**

- Support and funding for Investment fund
- Staff and activity costs - Resources for management of process within each LEP

### **Metrics**

- Number of bids received by October 2022
- Total funding allocated / % recycled/repaid and total floorspace of new premises

### **Workstream Connections**

- Arc Universities Group
- Place
- Connectivity
- Environment

## **Pillar Five: Scale Up Fund**

The region recognises that there is a gap in investment for companies that provide the vital skills and growth potential we need in our region and meet our long-term growth goals. The programme will form a fund to support these businesses across the region.

### **Purpose**

- Provide patient & scale-up capital and grant funding to support business and Skills investment across the region
- Providing core funding for High Growth Capital Grants

### **LEP role**

- Aligning with others – ARC initiatives, Government, University Catapult etc.
- Support PE and Angel activity
- Create, source and manage fund
- Deploy funds to meet objectives

### **LEP resources needed to**

- Commission Ex-Ante Analysis
- Raise fund
- Management of the fund (via third party)
- Management of 'transaction flow'

### **LEP Ask**

- Support and funding for Investment fund
- Staff and activity costs - Resources for management of process within each LEP

### **Metrics**

- Funding bids submitted/value
- Number of bids received by October 2022
- Total funding allocated / % recycled/repaid and total floorspace of new premises

### **Workstream Connections**

- Arc Universities Group
- Place

## Useful Information & Links

OXLEP [OXLEP](#)

Bucks LEP [Bucks LEP](#)

South East Midlands LEP [South East Midlands LEP](#)

Cambridge & Peterborough Combined Authority [C&PCA](#)

Economic Vision for the Oxford to Cambridge Arc [Economic Vision](#)

Arc Local Industrial Strategies [Arc Local Industrial Strategies](#)



<b>BUSINESS BOARD</b>	<b>AGENDA ITEM No: 2.6</b>
<b>27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **BUSINESS BOARD STRATEGIC FUNDS UPDATE**

### **1.0 PURPOSE**

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

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>Robert Emery, Section 73 Officer, Business Board</b>
<b>Forward Plan Ref:</b>	<b>Key Decision:</b>
<p>The Business Board is recommended to:</p> <p>(a) Note the update and financial position relating to the revenue funding lines under the control of the Business Board.</p>	

### **2.0 BACKGROUND & OVERVIEW**

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

### **3.0 BUSINESS & SKILLS FUNDING LINES – BUSINESS BOARD**

- 3.1 A breakdown of the Business and Skills Directorate Revenue Expenditure for funding lines under direct control of the Business Board for the eight-month period to 30<sup>th</sup> November 2019, is set out in Table 1.1 below. The budget lines reported are those with a direct relationship to the Business Board.

Table 1.1 Business & Skills Revenue - Business Board						
Para Ref.	Revenue	Revised 19-20 Budget	Actuals to 30 Nov 2019	Budget Commitments	Forecast Outturn (Nov)	Forecast Outturn Variance
		£'000	£'000	£'000	£'000	£'000
3.3.1	CPCA LIS Implementation	£ 200.0	£ 67.3	£ 46.0	£ 150.0	-£ 50.0
	EU Exit Funding	£ 90.9	£ 82.7	£ 8.2	£ 90.9	£ -
3.3.2	Growth Company Development	£ 63.0	£ 20.7	£ 34.3	£ 55.0	-£ 8.0
	Growth Hub	£ 92.2	£ 35.6	£ 56.6	£ 92.2	£ -
3.3.1	LEP Capacity Funding	£ 400.0	£ 14.8	£ 110.0	£ 300.0	-£ 100.0
3.3.4	Trade and Investment Programme	£ 100.0	£ 7.7	£ 72.3	£ 80.0	-£ 20.0
	<b>Total Business &amp; Skills Expenditure (B-B)</b>	<b>£ 946.1</b>	<b>£ 228.8</b>	<b>£ 327.4</b>	<b>£ 768.0</b>	<b>-£ 178.0</b>

- 3.2 The Forecast Outturn as set out in the table above shows a reduction in expected costs for the year of £178k compared to the budget. 'Actual' figures are based on payments made and accrued expenditure where known. The year to date costs may therefore be understated due to the delay between goods and services being provided by suppliers, and invoices being raised and paid. This also includes Service Level Agreements and other similar arrangements where invoices are received once a year.
- 3.3 Variances between the predicted revenue outturn position and the annual budget for the main budget headings are set out below:
- 3.4 Local Industrial Strategy (LIS) Implementation and LEP Capacity Funding are both currently showing a potential underspend, but it is likely that new opportunities will arise in the coming months that may utilise the budget. Should there be any underspend, this will be applied to be carried into 2020/21 to further continue the LIS implementation and enhance the Growth Service.
- 3.5 Current expenditure indicates that there will be an underspend on the Growth Company Development compared to the initial forecast. However, should this occur, then the balance will be applied to be carried in the Growth Service budget for future years.
- 3.6 The delivery of the Trade & Investment Programme has been outsourced to Peterborough City Council, and the work is being undertaken. However, to date no invoices have been received and it is not clear whether the full amount forecast will be required. This is being discussed with PCC to establish more accurate figures. Any possible underspend will be applied to be carried into 2020/21 and used for the Growth Service.

#### 4.0 BUSINESS & SKILLS FUNDING LINES – NON-BUSINESS BOARD

- 4.1 A breakdown of the Business and Skills Directorate Revenue Expenditure for funding lines not under direct control of the Business Board for the eight-month period to 30<sup>th</sup> November 2019, is set out in Table 1.2 below. This data is provided for information purposes only.

- 4.2. The Forecast Outturn as set out in the table above shows a reduction in expected costs for the year of £754.3k compared to the budget. 'Actual' figures are based on payments made and accrued expenditure where known. The year to date costs may therefore be understated due to the delay between goods and services being provided by suppliers, and invoices being raised and paid. This also includes Service Level Agreements and other similar arrangements where invoices are received once a year.
- 4.3 Variances between the predicted revenue outturn position and the annual budget for the main budget headings are set out below:
- 4.3.1 AEB – ITP budget line will come under budget as the initial profile has been amended further to better clarity and understanding of provision. The underspend will be applied to be carried forward to 2020/21 as the expenditure is likely to take place during the academic year.
- 4.3.2 AEB programme costs will come under budget due to expenditure spread over a two-year period for areas such as research and market intelligence. The amount will be applied to be carried forward into 2020/21 to account for this.
- 4.3.3 Both the Energy Hub and the Rural Communities Energy Fund have experienced delays due to new governance arrangements. The forecast expenditure has dropped significantly but as this is a grant awarded by government the money will be carried forward into next year. There are also further delays due to both areas potentially being relocated to a different local authority which may occur towards the end of this financial year.
- 4.3.4 The £50k forecast underspend for the Market Town Strategy Implementation is due to timing delays with local district councils carrying out the feasibility studies. Any underspend will be applied to be carried into 2020/21 as it is required to continue the work.
- 4.4 University of Peterborough Taught Degree Awarding Powers budget line has now been completed and the final meetings were held in December to agree the outcomes. It is likely that that the project will be brought in under the original budget by at least £11.9k, however, the figures are not definite as invoices have not yet been received.
- 4.5 The £26.8k in the Work Readiness Programme is due to the reprofiling of the budget according to academic years.

## **5.0 LEGAL IMPLICATIONS**

- 5.1. There are no direct legal implications

## 6.0 IMPLICATIONS FOR NATURE

6.1. There are no implications for nature

## 7.0 OTHER SIGNIFICANT IMPLICATIONS

7.1. There are no significant implications

## 8.0 APPENDICES

8.1. None

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

<b>BUSINESS BOARD</b>	<b>AGENDA ITEM No: 3.1</b>
<b>DATE: 27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **THE STRATEGIC ROLE OF THE ADULT EDUCATION BUDGET IN DELIVERING THE LOCAL INDUSTRIAL STRATEGY**

### **1.0 PURPOSE**

- 1.1. To inform the Board of the strategic role of the Adult Education Budget in the delivery of skills within Cambridgeshire & Peterborough, and how it delivers to the priorities of the Local Industrial Strategy.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Councillor John Holdich</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business &amp; Skills</b>
<b>Forward Plan Ref: Insert ref no on FP</b>	<b>Key Decision: No</b>
<p>The Business Board is recommended to:</p> <p>(a) Note the role of Adult Education in the delivery of skills for Cambridgeshire &amp; Peterborough and how it delivers to the priorities of the Local Industrial Strategy.</p>	

### **2.0 BACKGROUND**

- 2.1 As of 2019 the Adult Education Budget is devolved to the Combined Authority and was previously managed by the Education and Skills Funding Agency (ESFA) on behalf of the Department for Education (DfE). AEB covers skills provision for learners aged 19+, including Adult Community Learning and enables more flexible tailored programmes of learning to be made available, which may or may not require a qualification, to help eligible learners engage in learning, acquire new skills, build confidence and, or enhance their wellbeing.

2.2 Adult Education Budget provision can be in a variety of settings and by a range of different types of providers including: General further education (FE) colleges; Specialist colleges; Local authorities; Independent training providers; Institutes for adult learning; Sixth form colleges; and Universities. The Adult Education Budget provides funding for programmes of learning up to level 2 (GCSE level equivalent) and some level 3 qualifications (A level equivalent), dependant on eligibility. It does not fund all level 3 learning, or higher-level skills programmes at level 4 and above. These are funded through Advance Learner Loans or Higher Education funding.

2.3 Adult Education is a key strategic tool in the local skills system and was a devolution deal requirement of the Cambridgeshire & Peterborough Combined Authority CPCA Devolution Deal 2017. The goal for the deal was to focus a greater proportion of the resource on learning that delivered job outcomes, productivity and economic growth. However Adult Education is only one component part of the local skills eco system and it is important as a foundation stone on the delivery of learning to people. The Cambridgeshire & Peterborough Local Industrial Strategy has identified through the 'people' chapter an ambition to; *'Improve and grow the local skills base to support a successful, globally competitive economy and labour market grounded in high skills and better paid jobs, increased productivity and growing strong sustainable communities.'* Within the Strategy it is proposed to implement changes to the devolved AEB to change how it is invested and the related outcomes for individual opportunity and business needs.

2.4 Adult Education Budget priorities include:

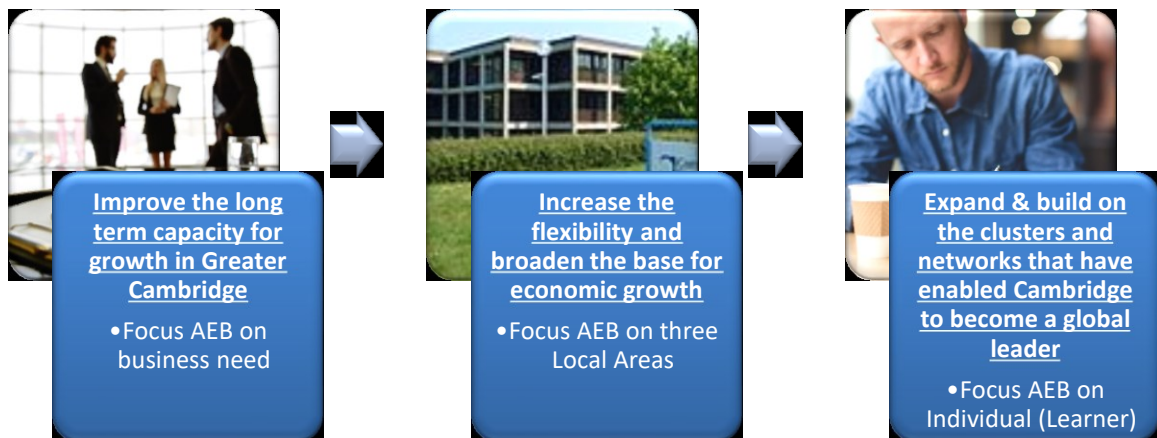
- target sustainable employment.
- target low-skilled and low-paid adult residents in the workforce.
- secure skills at level 2 and above.
- increase digital provision.
- increase flexible delivery of learning that supports adults in work to upskill.
- target people in priority communities – Peterborough and Fenland
- improve progression between levels particularly from level 1 to level 2 and from level 2 to level 3.

### **3.0 Cambridgeshire & Peterborough Localising the Adult Education Budget in 2019/20; How we deliver to the Local Industrial Strategy.**

3.1. In early 2019 the Combined Authority undertook to align the Local Industrial Strategy priorities and identified key industry sectors, within the commissioning of adult education for academic year 2019/20. In undertaking this a procurement exercise was enacted that focused on the AEB being utilised for skills training on key industry sectors, and geographical areas as identified within the Local Industrial Strategy. This was successful in securing skills provision in training on health and social care, information, communication &

technology, logistics, customer service, business administration, and functional English and Maths.

- 3.2. Alongside the procurement programme of activity for providers to bid for, Officers of the Combined Authority worked with Grant Providers within the area to reshape and redesign their AEB programme. This was undertaken through working collaboratively on local institutional delivery plans which identified the key priorities of the Local Industrial Strategy, and the Skills Strategy.
- 3.3. AEB is a foundation tool to enable and support the three priorities of the Local Industrial Strategy [LIS]. Through improved local commissioning the 3 priorities of the LIS are integrated within the AEB system, with a greater focus on business need, improved focus on area, and improved opportunity for learners.
- 3.4. Diagram A below highlights the 3 Priorities of the Local Industrial Strategy and the relationship with AEB Commissioning priorities. A key focus of the Local Industrial Strategy is to double GVA, analysis undertaken in the Economic Value of Qualifications has shown that individuals who have secured qualifications above Level 2 will have lifetime productivity gains of more than £100,000. It is therefore important to enable progression for learners to secure lower and medium qualifications as well as higher qualifications in the pursuit of increased GVA for Cambridgeshire and Peterborough.



- 3.5. Through the new local commissioning process the Combined Authority have reduced the number of providers operating within its area from 174 in 2017 to 17 in 2019. The grants allocated to out of area providers have been reprofiled to focus on the activity acquired through the local procurement and additional resources. The AEB provision has now been operating for 6 months and is projected to:
  - (a) Have increased investment in Fenland and Peterborough
  - (b) Improved the quality of learning and reduced leisure courses
  - (c) Provide more Entry Level, Level 1, Level 2, Level 3 courses

- 3.6. Providers operating in the Combined Authority area have undertaken changes to how they delivery Adult Education, notably Cambridgeshire County Council have reprofiled their delivery to be focused on qualifications over other types of course provision. The implication of this will be a reduction in the volume of learners, but an increase in quality through provision of more courses with a qualification.
- 3.7. Officers within the Combined Authority are aiming to connect a pathway for progression of learners by developing a programme of activity that supports learners furthest from the market, with mid-level qualifications and higher qualifications. This is undertaken by developing key programmes of activity within the local skills system, being at the foundation level, AEB, and the intermediate level, apprenticeships, and at the higher level, the University of Peterborough.

#### **4.0 Next Steps in delivering a flourishing Adult Education system in Cambridgeshire and Peterborough.**

- 4.1. The delivery of Adult Education in Cambridgeshire and Peterborough now offers an opportunity to refine and focus the devolved funds in a new way to maximise outcomes and impacts for the area over the medium to long term. The Combined Authority are now leading on a journey through developing a new Commissioning Strategy with key partners, that will offer an exciting new vision and shared mission, with new different methods of working, new policies in local delivery bespoke to Cambridgeshire & Peterborough. This may include a greater focus on funding to AEB Skills and Community Learning in certain geographical areas of Cambridgeshire & Peterborough, with a greater focus on outcomes. To enable an improved impact for AEB the Commissioning approach will aim to;





- (a) Ensure that economic growth is shared by all and seek to reduce polarisation creating a more balanced economy with opportunity for all.
  - (b) Create improved access to allow more people who are low qualified, and low paid individuals to access education, training and skills; whilst also ensuring that the AEB priorities are more focused and relevant.
  - (c) Enable a holistic approach to skills provision, with an integrated offer connecting social, economic and skills development.
- 4.2. The Combined Authority will need to connect the different skills products that it provides. This will need to be undertaken with the Skills Strategy and operational delivery plans for the AEB, Apprenticeships and University of Peterborough programme focused on the priorities identified.
- 4.3. To start the process of adapting the systems and processes for AEB, officers of the Combined Authority have started a consultation process with providers and stakeholders to consider what funding rules changes could be implemented to achieve an improved skills system that provides the learning required to the individual and business. For example; the Funding Rules could be adapted to support people on a low wage to secure free learning in certain areas or certain industry sectors. Another example could be that the Funding Rules can be adapted locally to provide opportunity for learners and businesses to access free learning to a higher level such as providing fully funded level 3 qualifications in certain specialisms. This level of change would be designed with both the individual and business at the helm of the design.
- 4.4. This change does invoke certain challenges in implementation, both for the provider in mobilising and marketing the courses, for the input of data into a national system, and for the performance management of the commissioners.
- 4.5. The Business Board will have an important role in the delivery of an inclusive and connected skills system, with the AEB being a key component that is within the control of the Combined Authority. The Business Board are a key stakeholder in influencing and shaping the future delivery of the AEB and the wider skills system in the Cambridgeshire and Peterborough area.

## **5.0 FINANCIAL IMPLICATIONS**

- 5.1. There are no direct financial implications, any interventions, or changes to current AEB delivery models, with significant implications which are identified through current workstreams would require a separate approval.

## **6.0 LEGAL IMPLICATIONS**

- 6.1. The Combined Authority is empowered to undertake the delivery of Adult Education skills for Cambridgeshire and Peterborough by way of Articles 3, 4 and 5 of the Cambridgeshire and Peterborough Combined Authority (Adult Education Functions) Order 2018 (SI 2018 No. 1146).

## **7.0 IMPLICATIONS FOR NATURE**

7.1 Not applicable

## 8.0 OTHER SIGNIFICANT IMPLICATIONS

8.1. There are no other significant implications.

## 9.0 APPENDICES

9.1. None

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
<p>List background papers:</p> <p>Key papers are on the AEB Micro Website</p> <p><a href="#">AEB Micro Website including key papers</a></p> <p><a href="#">CPCA Devolution Deal 2017</a></p> <p><a href="#">Cambridgeshire &amp; Peterborough Local Industrial Strategy</a></p> <p><a href="#">Economic Value of Qualifications</a></p>	

<b>BUSINESS BOARD</b>	<b>AGENDA ITEM No: 3.2</b>
<b>DATE: 27 JANUARY 2020</b>	<b>PUBLIC REPORT</b>

## **BUSINESS SUPPORT SERVICES – PROMOTIONAL CAMPAIGN 2020-2021**

### **1.0 PURPOSE**

- 1.1. This report requests that the Board considers and approves our proposals for a proactive promotional campaign for 2020-2021 to:
- (a) raise the profile of all Business & Skills services to our target audiences across the Business and Educational Communities.
  - (b) create a strategy which maintains this improved profile and attracts an increased level engagement from the business community to drive clients towards our services, which, have been significantly increased in both volume and impact through the Business Growth Service
- 1.2. This report has also been presented to Skill Committee for their approval at the the Skills Committee Meeting on 17<sup>th</sup> January 2020.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Interim Chair of Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill Director Business &amp; Skills</b>
<b>Forward Plan Ref: Insert ref no on FP</b>	<b>Key Decision: No</b>
<p>The Business Board is recommended to:</p> <ul style="list-style-type: none"> <li>(a) Note the requirement to improve the profile of the full range of services and related value propositions across the Business &amp; Skills Directorate</li> <li>(b) Approve the planned activities detailed within the Promotional Campaign (Appendix 2)</li> <li>(c) Note the revised budget re-allocations as detailed in Section 6.2</li> </ul>	

- |   |
|---|
| (d) Note the subsequent benefits of mobilising this campaign alongside the launch of the Business Growth Service. |
|---|

## **2.0 BACKGROUND**

- 2.1. The external profile of the Business Board and all its Business & Skills services requires improvement in the marketplace. Anecdotal feedback from Business Board members, colleagues, clients and partners supports this.
- 2.2. This low profile is further demonstrated in Appendix 1 which shows the Combined Authority's LinkedIn Following compared with (a) other Local Business Networks and (b) other Mayoral Combined Authorities.
- 2.3. This means that a basic awareness and knowledge levels of each of our services are not on the radar of our target clients. Therefore, our target clients are not engaging with us proactively.
- 2.4. Major changes are planned for the delivery of Business & Skills Services under the new Business Growth Service in Spring 2020. As outlined in the Outline Business Case, this includes the requirement to engage high volumes of Businesses in and outside our region on a variety of matters such as:
  - (a) enrolling onto our new growth coaching service
  - (b) accessing our grants for capital investment, innovation and relocation
  - (c) relocating into all of our three sub-economies and five Enterprise Zones
  - (d) implementing apprenticeships programmes
  - (e) developing their workforce through Adult Education Budget
  - (f) partnering with local schools to promote vocational pathways
  - (g) participation in the new University of Peterborough eg. course development, student sponsorship, R&D venturing
- 2.5. With the requirement to improve our profile coupled with the future challenges (and opportunities) to achieve our goals for the Business Growth Service, it is now appropriate to proactively engage our target audiences.

## **3.0 PROMOTIONAL CAMPAIGN 2020/2021**

- 3.1 We have therefore devised a 12-month Promotional Campaign during which we will use a variety of methods to find, engage, educate and assist our target clients.
- 3.2 We are proposing that the campaign will be divided into two themes:
  - (a) The first theme is a comprehensive set of Pan-Directorate Promotional Activities which will benefit the entire Directorate and include:

- i. Procuring or/and Recruiting Expert Resource
  - ii. Website Review & Overhaul
  - iii. Event Strategy
  - iv. Social Media Campaign
  - v. Promotional Webinars, Podcasts and Videos
  - vi. Partnership Collaboration
  - vii. Marketing Collateral
  - viii. Advertising & Optimising PR opportunities
- (b) The second theme of the campaign is a set of specific promotional plans for each service line within Business and Skills. These plans will be coordinated with the pan-team activities and will zone in on the specific target client groups for each service line. Examples of these plans are in Appendix 3.
- (c) We envisage that both themes will commence in April 2020 in the new financial year.

#### **4.0 IMPORTANT CONSIDERATIONS**

- 4.1 To achieve the desired outcomes and optimum value for money, it is imperative that all activities are conducted with high levels of precision, organisation and professionalism.
- 4.2 This will also avoid there being any potential damage to the external reputation and image of the services available. Conversely, this campaign has the potential to greatly enhance the external profile of these services – if executed well.
- 4.3 Therefore, it is important to commit dedicated and specialist resource to this campaign.
- 4.4 Taking no action is a risk as it is vital that our Business Community utilise the support services that we have available – which can only happen if they are aware of them.

#### **5.0 BENEFITS OF THE 2020/21 PROMOTIONAL CAMPAIGN**

- 5.1 This Promotional Campaign will bring the following key benefits:
- (a) The Profile of the Business Board and the various offerings from within the Business & Skills team will be raised to higher, more appropriate levels across our business communities.

- (b) This strengthened profile across our diverse group of target clients will provide a strong foundation from which to launch the new Business Growth Service in July 2020.
- (c) This campaign will aid the early construction of the client pipeline for our respective services within the new Business Growth Service.
- (d) The Service-line specific plans will focus on defined target partner and client groups where greater detail can be imparted with the audiences – raising knowledge and awareness levels even further.
- (e) A significantly stronger profile across the region will also ensure that all future promotional activity from the Business Board and wider Combined Authority will have greater impact because the audience will be better educated on our role, responsibilities and goals.
- (f) Ultimately, the most significant benefit of this campaign is that we will help more Businesses to locate here and grow as well as upskill their workforces and raise productivity across our region. This is directly in line with our Local Industrial Strategy.

## **6.0 ANTICIPATED BUDGET REQUIREMENTS**

6.1 To deliver this plan, a budget of £125,000 is required to cover anticipated costs as outlined in Appendix 2 to cover items such as:

- (a) Recruitment/Procurement of specialist Marketing Resource
- (b) Recruitment of Partnership Co-ordinator
- (c) Website rebuild/overhaul
- (d) Events & Trade Shows costs
- (e) Memberships and Sponsorships

6.2 This has been factored into the 2020/21 budget being proposed to the Combined Authority Board at its January meeting and has been built from the following sources:

- (a) Three virements of £25,000, from each of the Local Industrial Strategy Implementation, Skills Strategy Programme Delivery, and Market Towns revenue budgets.
- (b) The remaining £50,000 will be met from two £25,000 recharges to the Adult Education Budget programme costs, for the AEB elements of the promotion (for links between AEB delivery through our Grant Providers and ITPs and the skills brokerage service), and the Local Growth Fund Costs, for the promotion of small grant and innovation grant schemes.

## **7.0 FUTURE REPORTING**

- 7.1 Given the scale and intended pace of this campaign, we propose providing regular updates at future Business Board meetings or quarterly briefings.
- 7.2 Future feedback can include progress against our plans, activities conducted, events attended and/or initiated along with an overview of the businesses and partners engaged.

## **8.0 SIGNIFICANT IMPLICATIONS**

- 8.1 This proposal includes the possible recruitment on a fixed term (12 month) of a Marketing & Communications Specialist and also a Partnership Co-ordinator.

## **9.0 FINANCIAL IMPLICATIONS**

- 9.1 The costs of this workstream has been included in the budget proposed to the CA Board, there are thus no broader financial implications should the budget be adopted.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 There are no direct legal implications.

## **11.0 IMPLICATIONS FOR NATURE**

- 11.1 See Appendix 2 for guidance.

## **12.0 OTHER SIGNIFICANT IMPLICATIONS**

- 12.1 There are no other significant implications

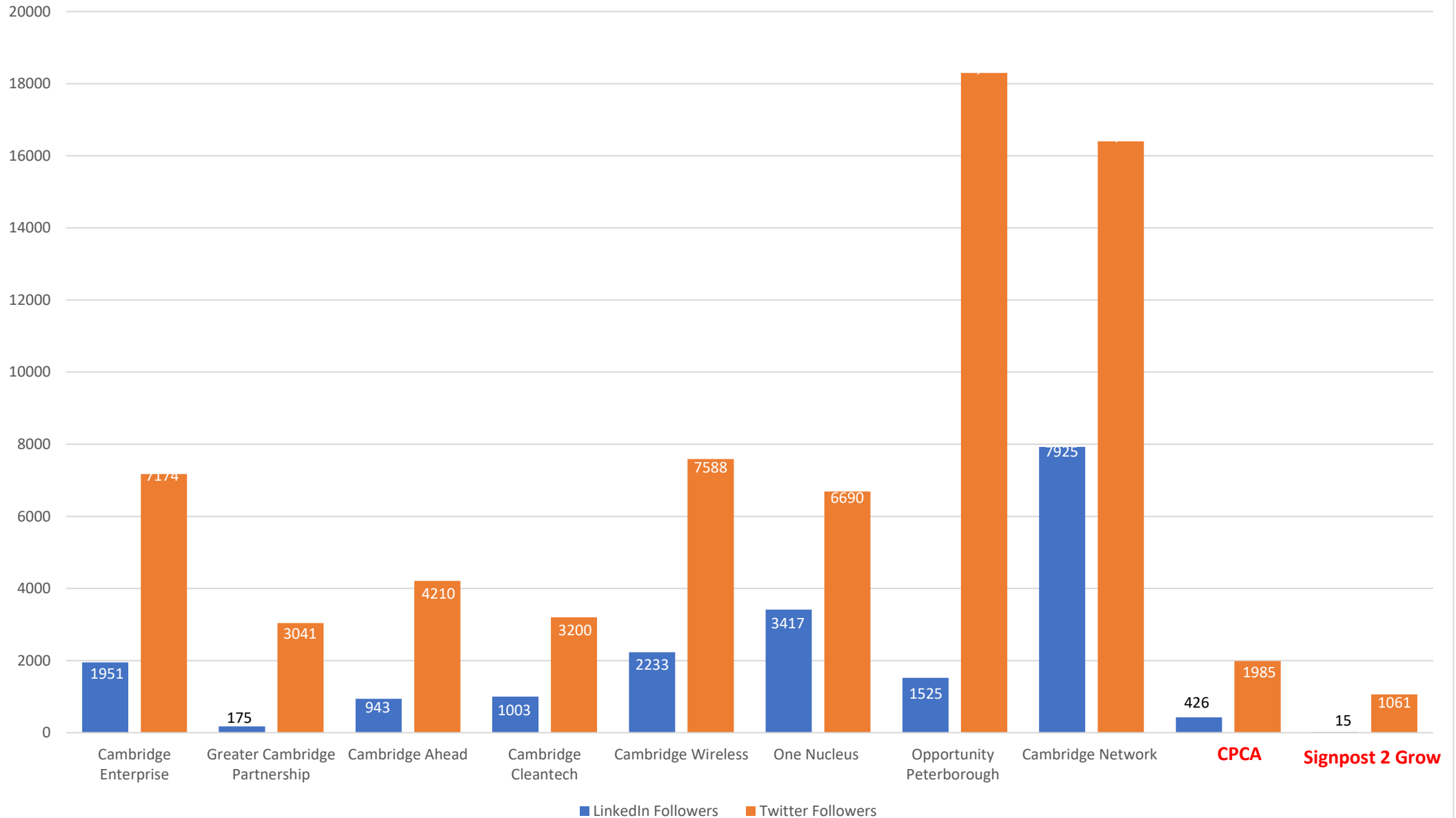
## **13.0 APPENDICES**

- 13.1 Appendix 1 – CPCA LinkedIn and Twitter Statistics
- 13.2 Appendix 2 – Pan-Team Promotional Activities
- 13.3 Appendix 3 – Skills and AEB Detailed Promotional Plans

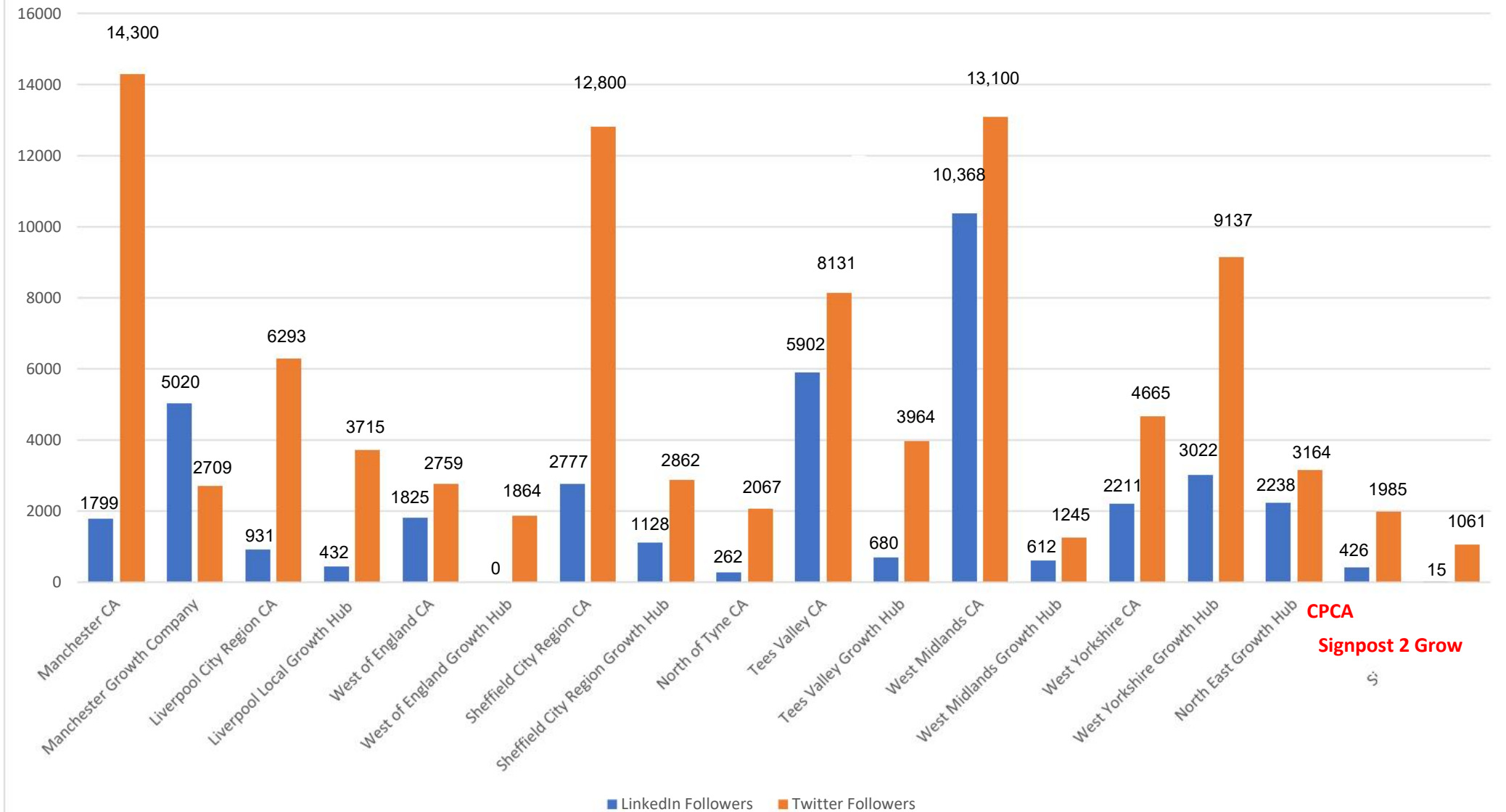




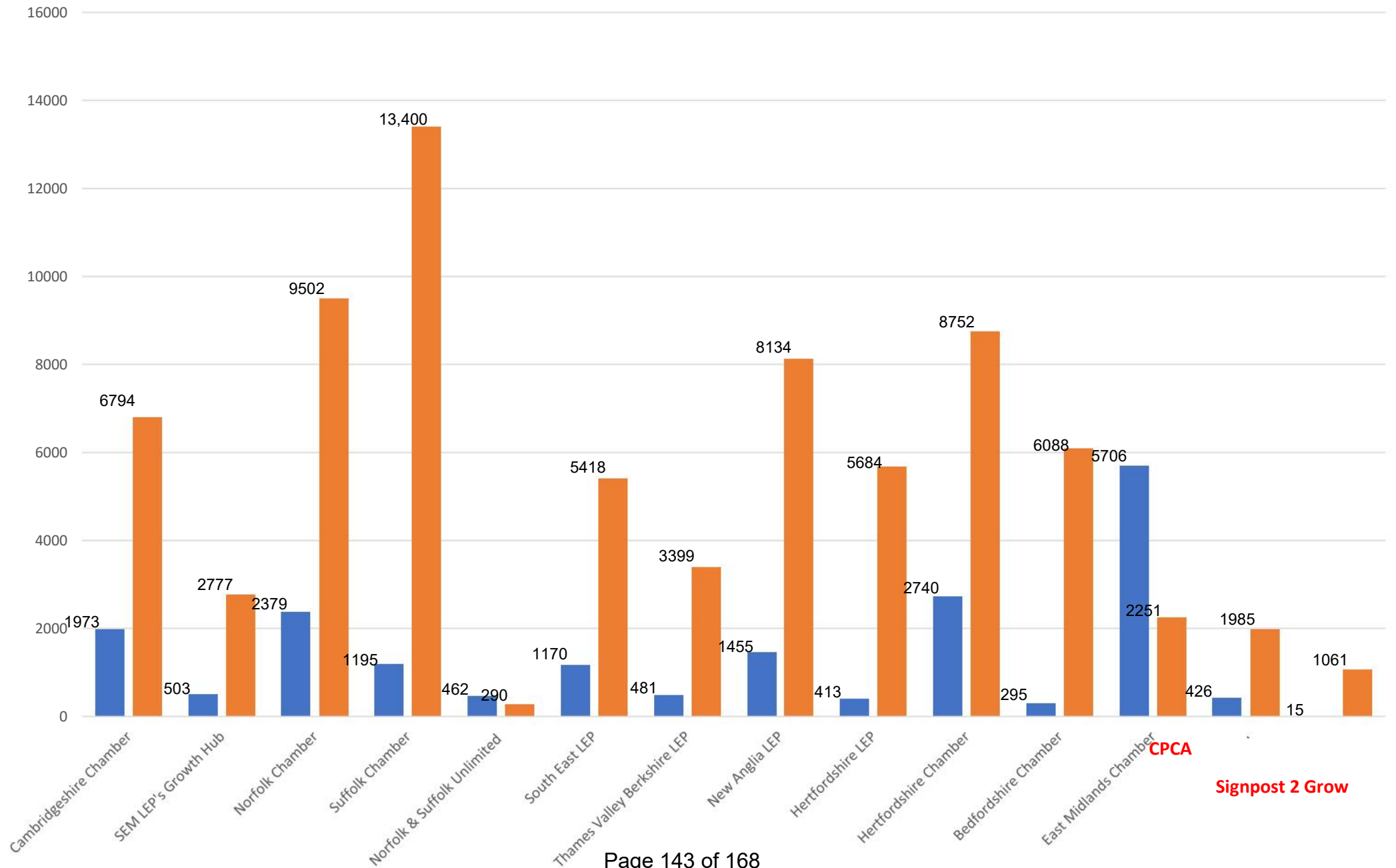
## LinkedIn & Twitter Followers - Business Support Companies in the Cambridgeshire & Peterborough Area



## LinkedIn & Twitter Followers - Mayoral Combined Authorities & Growth Companies



## LinkedIn & Twitter Followers - Local Chambers and LEPs





Activity	Purpose & Objectives	Estimated Financial Costs
<b>Procure/Recruit Expert Resource</b>	<ul style="list-style-type: none"> <li>• Expert Communications &amp; Marketing Resource will be required to help us implement all our plans with optimum impact.</li> <li>• There is a large and diverse series of workstreams at pan-team level and also within individual team plans which will need to be conducted professionally and accurately</li> <li>• This additional and expert resource will help realise these plans quickly and effectively</li> <li>• We will therefore procure a specialist service provider or recruit a dedicated Business &amp; Skills colleague on a 1-year fixed basis or a combination of the two.</li> </ul>	£40,000 Marketing & Comms Resource
<b>Website Review &amp; Overhaul</b>	<ul style="list-style-type: none"> <li>• Our website is unclear, complex and difficult to navigate</li> <li>• A re-structure or complete rebuild should be considered to separate governance pages from client-related content</li> <li>• Client related content needs to be easily found and straightforward</li> <li>• Target clients for our respective services must be intuitively drawn to the pages aimed at them</li> <li>• The features and benefits of all our services and workstreams should be clear, punchy and unambiguous</li> <li>• Use of videos, animation and graphics will also provide a more enjoyable experience</li> <li>• This will result in longer visits to our website, more engagement and a better educated client</li> <li>• Client Case Studies would also be compelling</li> <li>• The client must then be given a clear and direct gateway to the appropriate CPCA colleagues</li> <li>• Any restructured content must also adapt with any new online plans relating to the new Business Growth Service by the successful contractor(s)</li> </ul>	£10,000
<b>Social Media /Linked IN Communities</b>	<ul style="list-style-type: none"> <li>• These are key communication channels to our audiences.</li> </ul>	These activities will be cost-neutral and will be

	<ul style="list-style-type: none"> <li>• Our current levels of LinkedIn and Twitter followers (and our engagement with them) are very low compared to our various Peer Groups (see Appendix 1).</li> <li>• We can build a loyal following comprising of partners, advocates and clients/end users.</li> <li>• Therefore, a concerted campaign to drive up the numbers of our followers on LinkedIn, Twitter, etc will take place</li> <li>• Once achieved, this audience would be regularly stimulated with new content, updates, announcements and even surveys.</li> <li>• This channel will also transmit links back into the website that accommodates new Webinars, Podcasts and other content.</li> <li>• CPCA Team colleagues within this LinkedIn group will also share this content onward to their own LinkedIn connections to spread the messages even wider</li> <li>• We will adopt the same approach for Twitter where currently we are totally inactive.</li> </ul>	undertaken by our new dedicated Marketing Resource and CPCA colleagues
<b>Webinars, Podcasts, Videos</b>	<ul style="list-style-type: none"> <li>• We must use all available methods to generate our messages</li> <li>• To reach all clients, we can adopt the use of regular Webinars to conduct virtual Presentations</li> <li>• These can still be fully interactive sessions with our clients</li> <li>• CPCA already possesses Webinar software and hardware in 2019</li> <li>• We can also use Podcasts to push out excerpts of our Webinars</li> <li>• Podcasts can also be used for brief and urgent messages – particularly useful for a new Grant fund being released for example</li> <li>• Wider use of promotional and informative video should be considered (such as the Business Board Recruitment video)</li> <li>• All this content could be stored on our website and social media channels for viewing by our clients and sharing/re-distribution by our colleagues, followers and partners</li> </ul>	<p>Webinars and Podcasts – cost neutral</p> <p>Videos - £2,500</p>
<b>Event Strategy</b>	<p><u>Our Events</u></p> <ul style="list-style-type: none"> <li>• Embarking on a regional roadshow, we will initiate our own events and target the right invitees</li> </ul>	Travel/Subsistence of CPCA colleagues attending these

	<ul style="list-style-type: none"> <li>• We will promote our various services equipped with uniform, compelling, clear Powerpoint slide-decks – delivered By CPCA colleagues professionally</li> <li>• The Group Sessions can be informative tutorials on all our offerings</li> <li>• We can also conduct in depth sessions focussed solely on a particular service with a specific client group</li> <li>• To draw in our audience further, we can also conduct 1-2-1 Clinic-style Events after these Group Presentations</li> <li>• These events can be held at cost-neutral venues using our partners/stakeholders locations</li> <li>• But we will also hire appropriate space to deliver these sessions where necessary</li> </ul> <p><u>Third Party Events</u></p> <ul style="list-style-type: none"> <li>• We will also proactively engage other local networks to secure guest speaker slots at their events to address their members</li> <li>• Examples of these networks include BAP Events, Chamber of Commerce Events, etc.</li> <li>• We can also develop a smart strategy around Event Sponsorship to raise our visibility to our target clients eg, Business Awards Events (the Growth Hub already sponsors some events, but this can be raised up a level)</li> <li>• Sponsorship of some events will incur costs – some of which would come from existing Growth Hub budget</li> <li>• Trade Shows (outside the region) will also be considered where there may be Registration Fees</li> <li>• We may also exhibit at these Events too</li> </ul>	<p>events will be covered within existing budgets</p> <p>£2,500 Space Hire/Refreshments</p> <p>£10,000 Sponsorship (in addition to existing sponsorships)</p> <p>Trade Show Attendance/Exhibition Costs £10,000</p>
<b>Partnership Network &amp; Collaboration</b>	<p><u>Partnership Network</u></p> <ul style="list-style-type: none"> <li>• Building on a common goal of Business and Economic growth, we will collaborate with a diverse group of Partners to help raise our profile</li> <li>• Educating these groups on our services will create a large network of advocates</li> <li>• Both Public Sector and Private Partners can echo our messages through their channels</li> <li>• These Partners will also be gateway to our target clients</li> </ul>	<p>This proactive engagement will be covered within usual Travel &amp; Subsistence Budgets</p>

	<ul style="list-style-type: none"> <li>• Industry Networks such as IoD, etc can be a stepping stone to the appropriate target audience</li> <li>• With greater clarity on our proposition, these Partners will also be source of quality client referrals</li> <li>• In the Private Sectors, groups such as Accountants, Lawyers, Banks should be targeted who can refer their clients directly to us.</li> <li>• Consideration should also be given to creating a semi-formal Partners Community to create a team spirit across this network</li> </ul> <p><u>Memberships</u></p> <ul style="list-style-type: none"> <li>• A similar approach should be taken with our memberships of local business networks across the region</li> <li>• Being members will give automatic access to events and the entire membership community</li> <li>• A review of existing memberships (currently via the Growth Hub) will take place with a view to renewing with those networks where we can find our target clients</li> <li>• We should also consider new membership of other networks where these target clients exist</li> <li>• With all our future memberships going forward, we must leverage them much more effectively to (a) raise our profile and (b) engage our target clients</li> </ul> <p><u>New Partnership Coordinator</u></p> <ul style="list-style-type: none"> <li>• To assess, coordinate and harness the potential of all these potential relationships, we will recruit a Partnership Coordinator/ Manager who will manage this group</li> </ul>	<p>£7,500 New Memberships</p> <p>£40,000 for dedicated Partnership Manager/Coordinator</p>
<b>Marketing collateral</b>	<ul style="list-style-type: none"> <li>• Refreshed Marketing Collateral for existing services</li> <li>• New Collateral will be required for new service lines.</li> <li>• Standard items include Leaflets in both soft and hard copy, Brochures, Posters, Event Pop-Ups</li> </ul>	<p>From existing Marketing Budgets</p>



	<ul style="list-style-type: none"> <li>• We will also peruse the market for novel ways of sharing information</li> </ul>	
<b>Advertising and Optimising PR opportunities</b>	<ul style="list-style-type: none"> <li>• We aim to use local press across our region to raise our profile with a combination of informative articles, interviews and advertorials.</li> <li>• We will also target local Business media such as Business Weekly for this purpose.</li> <li>• Consideration could also be given to raising our profile over Radio (eg. BBC Radio Cambs)</li> <li>• We will use the PR Team as a way of profiling our significant news, achievements and other important messages.</li> <li>• We can also enlist Ministerial advocacy at appropriate junctions such as when the Business Growth Service is launched</li> <li>• We will work fully with the Ely PR Team on to maximise coverage and impact</li> </ul>	From Existing Marketing Budgets



CPCA Service/Initiative	Key Messages	Target Audience Groups	Delivery Channels & Timing
<b>Inward Investment –</b>	<ul style="list-style-type: none"> <li>• Launch of New Inward Investment service as part of Growth Service</li> <li>• Relaunch of dedicated Website profiling region for Inward Investment</li> <li>• Promotion of strategic key sites: EZ's and especially new accelerators /incubators /Launchpads /business spaces</li> <li>• Promotion of High value Opportunities (eg. CAM, Peterborough University)</li> <li>• Launch and promotion of Peterborough Station Quarter Masterplan</li> <li>• Publication / promotion of Priority Sector propositions / articles or advertorial to promote CPCA as destination</li> <li>• News of investor successes within CPCA and associated case studies</li> </ul>	<ul style="list-style-type: none"> <li>• Government Depts / London based Corporates seeking back office or admin locations</li> <li>• SME's in London/Midlands seeking expansion / Peterborough stakeholders</li> <li>• DIT / International SME's and Corporates / Local and International Networks</li> <li>• Local &amp; National Media / DIT / International SME's / Corporates / Local &amp; International Networks</li> <li>• DIT / International + UK SME's &amp; Corporates / Strategic &amp; sovereign investor funds / Local and International Networks</li> <li>• Local &amp; National Media / DIT / International SME's / Corporates / Local &amp; International Networks / Local stakeholders</li> <li>• DIT / International-UK SME's &amp; Corporates / Local and International Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Letters to Gov depts / London media / Local media (Dec/Jan 2019)</li> <li>• Social media / London media / Peterborough Media</li> <li>• Social media / International media / National media / Cambridge Media (Spring 2020)</li> <li>• Press releases with photo ops, case study stories (Ongoing through 2020)</li> <li>• Social media, press releases, CPCA, partner and EZ websites, opening events (Ongoing as started/completed during 2020)</li> <li>• Launch event with procured provider, Social media, press releases targeting international &amp; national media, new</li> </ul>

		<ul style="list-style-type: none"> <li>Professionals operating in the UK FDI area (lawyers, accountants, banks, etc)</li> <li>Foreign Embassies and Trade Promotion Offices in London</li> </ul>	<p>provider website (Summer 2020)</p> <ul style="list-style-type: none"> <li>Targeted media and sector journals/press/networks, DIT overseas Posts, Professional intermediaries (Summer 2020 onwards)</li> <li>London Event series</li> <li>Inward Missions</li> <li>Webinars to global DIT Inward Investment Officers</li> </ul>
CPCA Service/Initiative	Key Messages	Target Audience Groups	Delivery Channels & Timing
<p><b>Growth Hub &amp; Growth Coaching</b></p> <p>Diagnostic Signposting Support &amp; Advice Grant Support Growth Accelerator New Growth Service Employment and Training</p>	<ul style="list-style-type: none"> <li>Free and unbiased business advice and signposting</li> <li>To create interest in the growth Hub offerings</li> <li>Raise profile of Grants and other financial incentives for Business</li> <li>Encourage SME's within the region to interact with the growth Hub and the combined authority</li> <li>Lay down foundation relationships with target clients for the new Growth Service</li> </ul>	<ul style="list-style-type: none"> <li>All SME's within the region, particularly those displaying high growth and high growth potential</li> <li>Chambers of Commerce</li> <li>BAP Panel Members: FSB, IOD, CBI, Make UK, NFU</li> <li>Public Sector Partners/ EDOs</li> <li>DIT Trade Team</li> <li>Enterprise Europe Network</li> <li>Cambridge Network</li> </ul>	<ul style="list-style-type: none"> <li>Own Events/presentations</li> <li>Securing Speaker slots at other events</li> <li>Networking</li> <li>Mini Roadshows</li> <li>Pop-Up Growth Hubs</li> <li>Briefings to Private Sector Groups</li> <li>Social Media</li> <li>Webinars</li> <li>Podcasts</li> <li>Magazine</li> <li>Newspapers</li> </ul>

	<ul style="list-style-type: none"> <li>• Explain future services lines which will fall under the Growth Service Umbrella</li> <li>• To spread the message regarding the Local Industrial Strategy the Combined Authority's strategic priorities</li> <li>• To offer sage advice to business's that will then recommend us to other contacts</li> <li>• Build collaborative relationship with the Private Sector to leverage referrals of quality clients to the Growth Service/Hub.</li> <li>• Create a positive name for the hub, Business Board and the combined authority</li> <li>• To create positive case studies for the PR team</li> <li>• Encourage local authorities and other Local Partners to actively promote our services and offerings</li> </ul>	<ul style="list-style-type: none"> <li>• Cambridge Wireless</li> <li>• Cambridge Cleantech</li> <li>• Sector Networks</li> <li>• Regional Academia</li> <li>• Cambridge Enterprise</li> <li>• Peterborough Business Networks</li> <li>• Business Incubators</li> <li>• Scale-Up spaces</li> <li>• Science Parks</li> <li>• Banks &amp; Lenders</li> <li>• Accountants</li> <li>• Solicitors</li> <li>• Business Consultants</li> <li>• IP Specialists</li> <li>• Property Agents/Commercial Real Estate Providers</li> <li>• Recruitment Specialists</li> <li>• Angel &amp; VC Community</li> <li>• Training Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> <li>• Face to Face</li> <li>• Promotional materials</li> <li>• Sponsorship</li> </ul>
PCA Service/Initiative	Key Messages	Target Audience Groups	Delivery Channels & Timing
<b>STAR Hub</b>		<ul style="list-style-type: none"> <li>• Students – Secondary Schools</li> <li>• Learners – FE Colleges/Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Launch Event to promote the Levy Pooling Service</li> </ul>

<p><b>Apprenticeships</b></p> <p><b>(Both are linked to the STAR Hub)</b></p> <p><b>Skills Brokerage</b></p>	<ul style="list-style-type: none"> <li>• To attract interest in Levy Employers sharing their underspend in the Levy</li> <li>• To create awareness around the Levy Pot being available to non-levy employers and Providers who have run out of non-levy funding</li> <li>• Good news on creating a sizable Levy Pooling Pot</li> <li>• Successful good news stories for successful Levy Transfers to SME's/ Start-ups / non levy employers</li> <li>• Mayor photo opportunities to promote the Levy Pooling and Transfers to SME's</li> <li>• Possible promotion of Levy Employers involved in sharing their Levy – e.g.</li> <li>• Cambridge University, Cambs &amp; Pboro NHS Trusts, DfE, LA's, Banks, Power Station, Recruitment Companies etc</li> <li>• Encourage strategic relationships to levy share e.g. local authorities into colleges or HEI's in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Providers</li> <li>• Employers paying the levy, categorised by size</li> <li>• Higher Education Institutions (HE)</li> <li>• Teachers</li> <li>• Parents/ Guardians</li> <li>• Community</li> <li>• Local Authorities</li> <li>• Community Organisations</li> <li>• CA Board</li> <li>• Business Board</li> <li>• Skills Committee</li> <li>• Employment and Skills Board</li> <li>• Colleagues</li> <li>• Brokerage Teams</li> <li>• STEM Learning</li> <li>• St Neots Manufacturing Club</li> <li>• Construction Forum</li> <li>• Logistics Forum</li> <li>• SEN Engagement via Schools</li> <li>• Networks; E.g. Chamber of Commerce FSB Cambridge Network IoD Opportunity Peterborough Bondholders One Nucleus</li> <li>• Government DfE Careers &amp; Enterprise Company BEIS</li> </ul>	<ul style="list-style-type: none"> <li>• Business Awards</li> <li>• Apprenticeship Awards</li> <li>• Networking Events</li> <li>• Dinners with Stakeholders</li> <li>• Social Media Twitter LinkedIn Facebook</li> <li>• Roadshows</li> <li>• Networks</li> <li>• Business Events</li> <li>• School Events</li> <li>• Careers Fairs</li> <li>• Presentations – Levy Pooling Service to send out regionally and nationally to promote and attract levy employers and SME's</li> <li>• Speaking slots at meetings/conferences</li> <li>• Newsletters</li> <li>• Via Partners Newsletters</li> <li>• Via Partners sending emails to their Networks</li> <li>• Webinars</li> <li>• Videos</li> <li>• Levy Pooling video</li> <li>• Podcasts</li> <li>• Website</li> <li>• Direct – email, telephone, mailshot etc.</li> <li>• Surveys</li> </ul>
--	--	--	--

	<ul style="list-style-type: none"> <li>• Skills Brokerage teams linking business with education to create a more sustainable workforce of the future</li> <li>• Working with businesses across all sectors to reinforce the key messages in priority sectors to support skills gaps</li> </ul>	DWP Other LEP's/ Combined Authorities Education Skills Funding Agency (ESFA) National Apprenticeship Service National Careers Service National Groups	<ul style="list-style-type: none"> <li>• Press Releases</li> <li>• Research papers i.e. via RAND Europe undertaking a Careers Advice research paper with all the schools</li> <li>• CITB complete research on Construction Skills analysis</li> <li>• Press releases with photo opportunities, case study stories. Social media (Ongoing activity from November 2019 through 2020)</li> <li>• Supply Chain Events</li> <li>• Q&amp;A Slots at Conferences (attending Form the Future Annual Conference in Cambridge 2/12/19 – on the Panel).</li> <li>• Guest Speaker slots</li> <li>• Business Breakfasts</li> <li>• Informal Networking events</li> <li>• Business Cluster events</li> <li>• Cornerstone Employer events</li> <li>• Roundtables</li> <li>• Skills Boards</li> <li>• Skills Groups</li> <li>• Board of Governors – CCC Cambridgeshire</li> <li>• Enterprise Adviser Network</li> </ul>
--	--	--	---

			<ul style="list-style-type: none"> <li>• Cornerstone Employers</li> <li>• Engineering UK</li> </ul>
CPCA Service/Initiative	Key Messages	Target Audience Groups	Delivery Channels & Timing
<b>Adult Education Budget (in general)</b>	<ul style="list-style-type: none"> <li>• Awareness of the statutory entitlements for 19 to 23 years and the unemployed to access free education and the offer from the providers to all adults and employers</li> </ul>	<p>17 AEB Providers</p> <ul style="list-style-type: none"> <li>• Cambridge Regional College</li> <li>• Peterborough Regional College</li> <li>• City College Peterborough</li> <li>• College of West Anglia</li> <li>• College of West Suffolk</li> <li>• Bedford College</li> <li>• North Hertfordshire College</li> <li>• Rutland County Council</li> <li>• Central Bedfordshire Council</li> <li>• New College Stamford</li> <li>• Hills Road Sixth Form College</li> <li>• Steadfast</li> <li>• NACRO</li> <li>• The Skills Network</li> <li>• Back2Work</li> <li>• The Consultancy Home Counties Ltd</li> </ul> <p>Local employers</p> <p>Local community groups – e.g. Cambridge Arts, GLADCA,</p>	<ul style="list-style-type: none"> <li>• Monthly newsletter – (first Friday of every month) The purpose is to inform the Providers of present and future activity that includes policy developments, strategic intent, data changes, available data reports, relevant CPCA initiatives and promotional opportunities.</li> <li>• Quarterly Review meetings – November, February, May. It provides an opportunity to seek promotional joint activities and to highlight successes between residents and employers</li> <li>• Monthly performance visits from AEB contract lead (notes of visits recorded including opportunities for potential Mayor visit)</li> </ul>



<p>Funding Consultation ( proposed changes to CPCA AEB Funding that will better</p>	<p>We would like to review the communication strategies of the 17 providers in attracting demand from residents, local employers and community groups</p> <ul style="list-style-type: none"> <li>• Inform employers, education and training sector and community groups of proposed changes to ensure a co design of the final funding changes</li> </ul>	<ul style="list-style-type: none"> <li>• Adults from aged 19 – attracting 19 to 23 year olds without a level 2 or level 3, employed increasing their skills and qualifications, the unemployed and those furthest from the labour market.</li> <li>• Politicians – skills committee members</li> <li>• 17 AEB Providers – education and skills</li> <li>• All local authorities including District Councils</li> <li>• Local Community Groups</li> </ul>	<ul style="list-style-type: none"> <li>• A quarterly or termly letter ( sending a letter signed can be very powerful ) from the AEB team to the 17 AEB Provider leaders on performance so far and exciting future expectations</li> <li>• Articles in local newspapers on adult education entitlement ( in consultation with 17 providers) including focus on Peterborough and Fenlands</li> <li>• Articles in the local newspaper on new digital adult entitlement from August 2020</li> <li>• Termly gatherings on AEB ( 3 a year ) – discuss strategic and operational developments – remove myths, misconceptions, tensions and contradictions</li> <li>• Two consultation events in early and late January 2020</li> </ul>
---	---	--	---

enable the meeting of our strategic priorities )		<ul style="list-style-type: none"> <li>• Employer and Business Groups</li> <li>• Individuals</li> <li>• Learners, local employers, community groups and 17 AEB providers</li> </ul>	<ul style="list-style-type: none"> <li>• Involve local communities through social media – including twitter and LinkedIn</li> </ul>
Adult Education Budget (celebrate the achievements of learners, employers and Providers who were successful in the achievement of progression through utilising AEB – FE or education, pay, promotion, sustainable employment, increased self confidence)	<ul style="list-style-type: none"> <li>• Celebratory</li> </ul>	<ul style="list-style-type: none"> <li>• 17 AEB Providers</li> <li>• Local authorities</li> <li>• Community groups</li> <li>• Governance Boards – Skill Committee,</li> <li>• Internal relevant staff</li> </ul>	<ul style="list-style-type: none"> <li>• End of term CPCA celebratory event – September / October 2020</li> </ul> <p>Requires an action plan to publicise the event, agree on achievement topics, attendees, venue and date.</p>
Adult Education Budget	<ul style="list-style-type: none"> <li>• Review (of communication)</li> </ul>		<ul style="list-style-type: none"> <li>• Questionnaire</li> </ul>

# **BUSINESS BOARD FORWARD PLAN**

AS AT 17<sup>TH</sup> JANUARY 2020

**Business Board – 27th January 2020  
(iMET – Alconbury Weald)**

	REPORT TITLE	DECISION MAKER	DATE DECISION EXPECTED	DECISION	PURPOSE	REPORT AUTHOR	LEAD MEMBER
1.	<b>Minutes of the Meeting on 25th November 2019</b>	Business Board	27th January 2020	<b>Decision</b>	To approve the minutes of the last meeting as a correct report	<i>Monitoring Officer for Combined Authority</i>	Chair
2.	<b>Business Board Membership Update</b>	Business Board	27th January 2020	<b>Decision</b>	To update on Business Board membership, including member composition and representation, and to confirm the appointment of permanent Chair.	<i>Domenico Cirillo, Business Programmes Manager</i>	Chair
3.	<b>Combined Authority Update</b>	Business Board			To provide BB members with an update on overall issues concerning the Combined Authority.	<i>Brian Hyland, Deputy Chief Officer - Business &amp; Skills</i>	Mayor
4.	<b>Business Advisory Panel Update</b>	Business Board	27th January 2020	<b>Decision</b>	To provide BB members with an update on the Business Advisory Panel	<i>Brian Hyland, Deputy Chief Officer - Business &amp; Skills</i>	Chair
5.	<b>Local Growth Fund Programme Management Review – January 2020</b>	Combined Authority Board	29th January 2020	<b>Decision</b>	To monitor and review programme performance and risks	<i>Steve Clarke, Strategic Funds Manager</i>	Chair

6.	<b>Local Growth Fund Programme Project Proposals – January 2020</b>	Combined Authority Board	29th January 2020	<b>Decision</b>	Recommend projects for approval to CA Board (if required)	<i>Steve Clarke, Strategic Funds Manager</i>	Chair
7.	<b>Local Growth Fund Programme Monitoring and Evaluation plan</b>	Combined Authority Board	29th January 2020	<b>Decision</b>	To outline to BB Members the Monitoring and Evaluation plan for programme final year and beyond to final report post March 2021.	<i>Steve Clarke, Strategic Funds Manager</i>	Chair
8.	<b>High Growth SME Observatory- Request for Funding</b>	Combined Authority Board	29 <sup>th</sup> January 2020	<b>Decision</b>	To approve plans to launch a High Growth SME Observatory to identify target clients for the new Business Growth Service.	<i>Brian Hyland, Deputy Chief Officer Business &amp; Skills</i>	Chair
9.	<b>Ox-Cam Arc-Wide Business Support, Strategic Outline Business Case – Request for Funding</b>	Business Board	27th January 2020	<b>Decision</b>	To approve a contribution to costs of the production of SOBC's being submitted to the Comprehensive Spending Review by the Ox-Cam Arc LEP & CA partners.	<i>John T Hill, Director Business &amp; Skills</i>	Chair
10.	<b>Business Board Strategic Funds Update</b>	Business Board	27th January 2020	<b>Decision</b>	To provide the Business Board with an update of their strategic funds.	<i>Robert Emery, Chief Accountant</i>	Chair
11.	<b>The Strategic Role of the Adult Education Budget in delivering the Local Industrial Strategy</b>	Business Board	27th January 2020		To inform on the strategic role of the adult education budget in the delivery of skills within Cambridgeshire and Peterborough, and how it delivers to the priorities of the Local Industrial Strategy	<i>Neil Cuttall, Programme Manager</i>	Chair

12.	<b>Business Support Services Promotional Campaign</b>	Business Board	27 <sup>th</sup> January 2020	Decision	To approve the planned activities within our 2020/2021 Business Support Services Promotional Campaign	<i>Brian Hyland, Deputy Chief Officer Business &amp; Skills</i>	Chair
13.	<b>Business Board Headlines for Combined Authority Board</b>	Business Board					
14.	<b>Forward Plan</b>	Business Board	27th January 2020	<b>Decision</b>	To note the forward plan	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board – 23rd March 2020 (iMET – Alconbury Weald)							
	REPORT TITLE	DECISION MAKER	DATE DECISION EXPECTED	DECISION	PURPOSE	REPORT AUTHOR	LEAD MEMBER
1.	<b>Minutes of the Meeting on 27th January 2020</b>	Business Board	23rd March 2020	<b>Decision</b>	To approve the minutes of the last meeting as a correct report	<i>Monitoring Officer for Combined Authority</i>	Chair
2.	<b>Combined Authority Update</b>	Business Board			To provide BB members with an update on overall issues concerning the Combined Authority.	<i>Brian Hyland, Deputy Chief Officer - Business &amp; Skills</i>	Mayor
3.	<b>Business Advisory Panel Update</b>	Business Board	23rd March 2020	<b>Decision</b>	To provide BB members with an update on the Business Advisory Panel	<i>Brian Hyland, Deputy Chief Officer - Business &amp; Skills</i>	Chair
4.	<b>OxCam Arc Update</b>	Business Board			To provide BB members with an update on the OxCam Arc.	<i>John T Hill, Director Business &amp; Skills</i>	Chair
5.	<b>Local Growth Fund Project Proposals – March 2020</b>	Combined Authority Board	25th March 2020	<b>Key Decision 2020/006</b>	<i>Identified on CA Forward Plan as Key Decision for 25<sup>th</sup> March 2020</i>	<i>Steve Clarke, Strategic Funds Manager</i>	Chair
6.	<b>Local Growth Fund Programme Management – March 2020</b>	Combined Authority Board	25th March 2020	<b>Decision</b>	To monitor and review programme performance and risks Recommend projects for approval to CA Board (if required)	<i>Steve Clarke, Strategic Funds Manager</i>	Chair

7.	<b>Local Growth Fund Update – Recycled Funds</b>	Combined Authority Board	25 <sup>th</sup> March 2020		To provide an update on any remaining recycled LGF funds (TBC)	<i>Steve Clarke, Strategic Funds Manager</i>	Chair
8.	<b>Budget Update</b>	Business Board	23 <sup>rd</sup> March 2020		TBC	<i>Robert Emery, Chief Accountant</i>	Chair
9.	<b>MTFP Review</b>	Business Board	23 <sup>rd</sup> March 2020		TBC	<i>Robert Emery, Chief Accountant</i>	Chair
10.	<b>Market Towns Programme Update</b>	Business Board	23 <sup>rd</sup> March 2020		To provide BB members with an update on progress made with the Market Town Masterplans Programme	<i>John T Hill, Director of Business &amp; Skills</i>	Chair
11.	<b>Strategic Partnership Agreements – March 2020</b>	Combined Authority Board	25th March 2020	<b>Decision</b>	To recommend Memorandums of Understanding with the remaining seven neighbouring Local Enterprise Partnerships	<i>John T Hill, Director of Business &amp; Skills</i>	Chair
12.	<b>Local Enterprise Partnership Partnering Strategy – 2020 Update</b>	Combined Authority Board	25th March 2020	<b>Decision</b>	To recommend the Local Enterprise Partnership Partnering Strategy	<i>John T Hill, Director Business &amp; Skills</i>	Chair
13.	<b>Business Board Governance Review</b>	Business Board	23 <sup>rd</sup> March 2020	<b>Decision</b>	To provide the Business Board with an update on the progress of the governance review (TBC)	<i>Rochelle White, Deputy Monitoring Officer</i>	Chair
14.	<b>Business Board Headlines for Combined Authority Board</b>	Business Board					
15.	<b>Forward Plan</b>	Business Board	23rd March 2020	<b>Decision</b>	To note the forward plan	<i>Monitoring Officer for Combined Authority</i>	Chair



**Business Board Annual Meeting – 26th May 2020  
(iMET – Alconbury Weald)**

	REPORT TITLE	DECISION MAKER	DECISION EXPECTED	DECISION	PURPOSE	REPORT AUTHOR	LEAD MEMBER
1.	<b>Minutes of the Meeting on 23rd March 2020</b>	Business Board	26th May 2020	<b>Decision</b>	To approve the minutes of the last meeting as a correct report	<i>Monitoring Officer for Combined Authority</i>	Chair
2.	<b>Combined Authority Update</b>	Business Board			To provide BB members with an update on overall issues concerning the Combined Authority.	<i>Brian Hyland, Deputy Chief Officer - Business &amp; Skills</i>	Mayor
3.	<b>Business Advisory Panel Update</b>	Business Board	26th May 2020	<b>Decision</b>	To provide BB members with an update on the Business Advisory Panel	<i>Brian Hyland, Deputy Chief Officer - Business &amp; Skills</i>	Chair
4.	<b>OxCam Arc Update</b>	Business Board			To provide BB members with an update on the OxCam Arc.	<i>John T Hill, Director Business &amp; Skills</i>	Chair
5.	<b>Annual Performance Review – Improvement Plan</b>	Business Board	26 <sup>th</sup> May 2020		To provide Business Board members with an update on the outcome of the Annual Performance Review with BEIS and agreed Improvement Plan for the Business Board.	<i>Brian Hyland, Deputy Chief Officer - Business &amp; Skills</i>	Chair
6.	<b>Budget Update</b>	Business Board	26 <sup>th</sup> May 2020		TBC	<i>Robert Emery, Chief Accountant</i>	Chair

7.	<b>Local Growth Fund Project Proposals – May 2020</b>	Combined Authority Board	28th May 2020	<b>Decision</b>	<i>Identified on CA Forward Plan as Key Decision for 25<sup>th</sup> March 2020</i>	<i>Steve Clarke, Strategic Funds Manager</i>	Chair
8.	<b>Local Growth Fund Programme Management – May 2020</b>	Combined Authority Board	28th May 2020	<b>Decision</b>	To monitor and review programme performance and risks Recommend projects for approval to CA Board (if required)	<i>Steve Clarke, Strategic Funds Manager</i>	Chair
9.	<b>Constitution Review</b>	Business Board	26th May 2020	<b>Decision</b>	To review the Business Board section of the CPCA Constitution (Appendix 5)	<i>Monitoring Officer for Combined Authority</i>	Chair
10.	<b>Business Board Headlines for Combined Authority Board</b>	Business Board					
11.	<b>Forward Plan</b>	Business Board	26th May 2020	<b>Decision</b>	To note the forward plan	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Annual Meeting – July 2020 (date and venue to be confirmed)							
	REPORT TITLE	DECISION MAKER	DECISION EXPECTED	DECISION	PURPOSE	REPORT AUTHOR	LEAD MEMBER
	<b>Market Town Masterplans Programme Update</b>	Business Board			To note progress of the Market Towns Programme following CPCA approval of all Masterplans		

**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?