



**Title** LEP Board  
**Date** 15 March 2017  
**Time** 10am to 3pm  
**Venue** A12 Advent House, Victoria Commercial Centre, Station Approach, Victoria, St Austell, PL26 8LG

<b>Tea and coffee on arrival (and will be available in the room all day)</b>				
			<b>Lead</b>	<b>Action</b>
1.	1000	Welcome and Introductions ( <i>Observer - none</i> )  Apologies for Absence (None)	MD	
2.	1005	Declarations of Interest	ALL	
3.	1010	LEP Board 18 January 2017 a) Minutes b) Action Summary	MD CB	To note To note
<b>Strategic Context</b>				
4.	1015	Industrial Strategy Update	LE/MS	To note
5.	1030	Strategic Clusters Update: Advanced Engineering a) Delivery Mechanisms: o Aerohub+ Presentation o MarineHub Presentation b) Spotlight on Spaceport c) Advanced Engineering Skills/STEAM  <i>(Iain Mackelworth, Miles Carden, Clare Harris and Rachel Delourme attending for this item)</i>	SR  GP/IM/MC  GP/SR/MC PM/CH	Decision  Discussion Discussion Discussion
6.	1200	2017/18 LEP Business Plan and Budget a) Communications Review	MD/SR  ST/LE/MS	Decision  Decision
<b>LUNCH 1230 to 1300</b>				

<b>Operational Matters</b>				
7.	1300	Chairman's Report (verbal)	MD	To note
8.	1315	CEO's Report	SR	Decision
9.	1345	Growth Deal 3 Update	AD	To note
10.	1355	Large Majors Transport Fund: A30/A391 Upgrade <i>(Nigel Blackler, Matthew Vowels and Greg Slater attending)</i>	SR/NB	Decision
11.	1430	Quarterly Performance, Compliance & Risk	AD	To note
12.	1440	Growth Deal Implementation - CIOs Local Transport Board Terms of Reference	AD	Decision
13.	1450	Audit and Assurance Committee	CL/GP	To note
14.	1500	Any other business	ALL	

### **Dates of next Meetings LEP Board 2017**

24 May (Isles of Scilly) – *Business Networking*  
 19 July (Cornwall Council, Truro)  
 20 September (tbc) – *Business Networking*  
 22 November (tbc)

### **Informal Board Sessions**

24 April (The Alverton, Truro)  
 20 June (tbc)  
 22 August (tbc)  
 25 October (tbc)

### **Board Away Day Sessions**

5 April (tbc)  
 11 October (Tregothnan)



**CORNWALL &  
ISLES OF SCILLY**  
LOCAL ENTERPRISE PARTNERSHIP

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## **CORNWALL AND ISLES OF SCILLY LOCAL ENTERPRISE PARTNERSHIP**

MINUTES of a Meeting of the Cornwall and Isles of Scilly Local Enterprise Partnership held in the Dunheved Suite, Launceston Business Space, Ground Floor, Dunheved House, Dunheved Road, Launceston, PL15 9FB on Wednesday 18 January 2017 commencing at 10.00 am.

Present:- Mark Duddridge (Chairman)  
Chris Loughlin (Vice-Chairman)

Lucy Edge, Julian German CC, Professor Mark Goodwin, Emmie Kell, Paul Massey, John Pollard CC, Gavin Poole, Sarah Trethowan.

Officers and Support team:- Sandra Rothwell, Kate Kennally, Theo Leijser, Matt Silver, John Betty, Neil Clark, Jason Clark, Jonathan Eddy, Emma Coad

Apologies for absence:- Steve Sims, Roland Tiplady and Andrew Williams

### **APOLOGIES FOR ABSENCE**

Apologies for absence had been received from, Steve Sims, Roland Tiplady and Andrew Williams. Daniel Pugh CC did not attend.

### **WELCOME AND INTRODUCTIONS**

(Agenda No. 1)

The Chairman welcomed everyone to the meeting, in particular John Betty, Interim Strategic Director, Economic Growth and Development.

The Board was advised that John Betty would be attending the morning session as an observer, following which he would act as a substitute for Kate Kennally, Chief Executive, Cornwall Council following her early departure at midday.

The Board was further advised that Neil Clark would shortly be leaving the Local Authority and that this would be his last Board meeting prior to his departure. The Board expressed appreciation to Neil, thanking him for his hard work and contribution to the Board over the last few years.

The Board was advised that several items on the Agenda would be taken out of order due to the early departure of some Board Directors.

### **DECLARATIONS OF INTEREST**

(Agenda No. 2)

There were no declarations of interest.

### **LEP BOARD 30 NOVEMBER 2016**

(Agenda No. 3)

#### **Minutes**

(Agenda No. 3.1)

It was agreed that the minutes of the meeting held on 30 November 2016 were a true and accurate record, subject to the following amendment:

Agenda Item No. 9 – CEO’s Report – Financial Engineering Instruments – Reference to be included within the minute text that Julian German CC specifically requested that crowdfunding bodies be invited to make a presentation to the Board.

#### **Action Summary**

(Agenda No. 3.2)

Actions confirmed at the meeting on 30 November 2016, details of which were noted together with a summary of outstanding actions.

The Board was updated on the current position of Actions 1, 2 and 3.

The Board was updated in relation to Action 7, the LEP CEO advised that timings in regard to presentations from crowdfunding bodies would need to be carefully considered due to procurement implications.

The Board was updated in relation to Action 11 by confirming that subject to minor amendments, the Local Transport Board had recommended the CIOs LTB Terms of Reference be approved.

### **NOMINATIONS COMMITTEE**

(Agenda No. 10)

The Chairman asked Lucy Edge and Paul Massey to leave the room whilst the recommendations relating to them were being considered.

Lucy Edge and Paul Massey left the room during the consideration of the reappointments.

The Board considered a report prepared by the Chairman and the Executive and Governance Manager regarding the reappointments of the two Directors at the conclusion of their specific term.

The Board was informed that Robert Davey wished to resign as a Director of the Company and that a signed resignation letter had been received. In accordance with article 18.1(e) of the Company’s articles of association and the terms of the resignation letters, the resignation of Robert Davey was accepted, to take effect from the close of the meeting. The Board was further informed that in accordance with article 22.3 of the Company’s articles of association, he would be removed as a member of the Company with effect from the close of the meeting today.

The Board noted that Robert Davey had offered to continue to provide support in regard to the Financial Engineering Instrument work. The LEP's CEO outlined the process proposed to be undertaken to ensure that a suitable replacement was appointed to the Board.

On behalf of the Board, the Chairman expressed his appreciation to Robert Davey for his contribution to the work of the Board.

**Decision:**

**1. That Lucy Edge's position as Director of the Company be renewed for a further term of up to three years, subject to an annual informal review with Board Directors;**

**2. That Paul Massey's position as Director of the Company be renewed for a further term of up to three years, subject to an annual informal review with Board Directors;**

**3. That the Board approved the resignation of Robert Davey as a Director of the Company.**

**4. That the Company's secretary be instructed to make all necessary updates to the books and registers of the company.**

***Action 1: That the Company's Secretary be instructed to make all necessary updates to the books and registers of the Company in respect of the above (Decision 1-4).***

Paul Massey and Lucy Edge then returned to the room.

**BUSINESS SUPPORT**

(Agenda No. 4)

Stuart Anderson and Nicola Lloyd from the Cornwall Development Company attended the meeting to provide a presentation to the Board on progress to date in regard to the CIOs Growth Hub and Invest in Cornwall.

The Board noted a report prepared by the Business and Stakeholder Relationship Manager providing background information to support the detailed presentation and to generate a wider discussion on business support and inward investment.

Stuart Anderson presented details on the Growth Hub with an update on the last 8/9 months of delivery. This led to a strategic discussion on what businesses are feeding back to the Growth Hub team, including what support gaps there may be, how to maximise success and sustainability of the hub, and proposed work in 2017.

Nicola Lloyd presented details on Invest in Cornwall with particular emphasis on areas of focus, work undertaken during 2016, attendance at a number of key events, understanding how sectors are branded through a refreshed branding 'family', securing pipeline leads, providing examples of SME success stories, strategy for 2017, and how the LEP could assist to ensure Invest in Cornwall maximised success.

Arising from the presentations, and the ensuing debate, reference was made to the following points:

- (i) appropriate mechanisms for Board Directors to feed into the Growth Hub and Invest in Cornwall; Board Directors were informed that at an operational level the Business and Stakeholder Relationship Manager should be approached as the first point of contact;
- (ii) reference was made to the allocation of budgets and how funding could be extended to ensure the longevity of both programmes;
- (iii) it was commented that EU funding periods were not reflective of the work required to establish and operate programmes;
- (iv) in regard to the funding of both programmes, BEIS funding had been vital to enable the programmes to develop without the restrictions imposed by European funding;
- (v) reference was made to the resources available in Cornwall and Isles of Scilly to gain knowledge and intel, and how these resources could be used to benefit businesses;
- (vi) reference was made to how services were tailored to the real needs of the business community and where necessary how this could be changed, and to what extent businesses could absorb capacity, it was important to remember the tools available for investment in Cornwall and Isles of Scilly;
- (vii) reference was made to how the information gained by Growth Hub and Invest in Cornwall could be shared and how the Local Authority could play a role in the growth of the business economy;
- (viii) in regard to Invest in Cornwall it was commented that it was critical for senior Council officials and Members and the LEP Board Directors to be part of 'red carpet' events;
- (ix) the new Managing Director of the Cornwall Development Company priority would be to work on a strong investment strategy;
- (x) reference was made to the town 'take over' activity; it was noted that the Growth Hub had learnt a lot from each town 'take over'. LEP Directors were encouraged to get involved in these;
- (xi) reference was made to the use of resources and the need to avoid duplication; it was questioned what Invest in Cornwall were 'selling' and how the CIOs LEP could better understand their role;
- (xii) it was confirmed that the Invest in Cornwall strategic documents had been refreshed, copies of USP's for each sector could be sent to LEP Board Directors with a synopsis to better understand the role of Invest in Cornwall;
- (xiii) it was commented that a dedicated social media exercise had been undertaken approximately 4/5 years ago; it would now be useful to review this exercise to see if there were any areas of change. It was questioned if a dedicated social media resource would be beneficial;
- (xiv) in regard to MIPIM, it was commented that this was a predominantly property based networking event and that most LEP's attended as a group rather than an individual LEP;
- (xv) the theme running through the presentations appeared to be the lack of confidence in businesses in their ability to sell; this was an area that should be considered for further development;
- (xvi) it was commented that Finland was a good role model in terms of the attitude and language they had towards business investment;
- (xvii) reference was made to the benefits of using and working with large businesses.

The LEP thanked the Growth Hub and Invest in Cornwall team for attending the meeting. The Growth Hub and Invest in Cornwall team left the meeting at this point.

**Decision:**

**The LEP Board noted the issues and opportunities raised within the paper and presentation made by the Growth Hub and Invest in Cornwall team;**

**The LEP Board Directors took on board comments raised in the debate and what the wider work of the LEP could do in terms of influence, support and investment to contribute to make the most impact through these important tools to deliver the SEP ambition as outlined the in the areas of discussion.**

***Action 2: Invest in Cornwall to circulate copies of the USP's for each sector to the LEP Board (via the LEP Executive) with a synopsis to better understand the role of Invest in Cornwall.***

***Action 3: The LEP Executive to use the dedicated social media exercise that had been undertaken approximately 4/5 years ago by CDC to help inform the LEP Comms Task & Finish Group***

***Action 4: Board Directors were informed that at an operational level the Business and Stakeholder Relationship Manager should be approached as the first point of contact***

***Action 5: Board Directors to be encouraged to get involved in the "town takeovers".***

## **THE CREATIVE ECONOMY**

(Agenda No. 5)

Julie Seyler, Culture Programme Manager, Cornwall Council attended the meeting to provide a presentation to the Board on progress to date in regard to the Creative Economy in Cornwall and Isles of Scilly and to seek strategic direction for the future.

The Board noted a report prepared by the LEP CEO providing background information to support the detailed presentation and to generate a wider discussion on the future direction of the LEP's involvement in the creative economy, to investigate further the economic opportunities of screen production in CIOs and to consider supporting a Cornwall Council-led bid to the 2023 European Capital of Culture.

Julie Seyler presented details on the Creative Economy in Cornwall with particular emphasis on the statistics around creative enterprises since 2015, growth rates between 2011-2015, level of employment since 2011 and the economic output, the categories and components of the Creative economy, a Creative Cornwall film jointly sponsored by the Creative Industries Federation and the LEP providing a showcase for creative business, the refreshed Cornwall Council-led Culture White Paper and how this linked to the SEP refresh, proposals for a Council-led bid for the next round of the European Capital of Culture, and to consider specific opportunities around the screen industry in CIOs.

Arising from the presentation, and the ensuing debate reference was made to the following points:

- (i) Process in regard to the bidding process for the next round of the European Capital of Culture, it was confirmed that the next opportunity for a UK city to be awarded the title was in 2023;

- (ii) the Board reflected on how the selection process could be impacted by Brexit and how a bid could provide significant tangible economic and social impacts;
- (iii) comments were expressed regarding the expenditure involved in the bid process; it was however noted that the proposal would bring benefits to CIOs;
- (iv) communication was an important aspect of the bidding process to ensure appropriate message was delivered.
- (v) reference was made to the benefits associated with being involved in the bidding process; it was commented that the process could change business confidence in CIOs and provide an opportunity to recognise the creative economy; even if the bid was unsuccessful the bidding process would provide an opportunity to showcase CIOs;
- (vi) reference was made to the opportunities in regard to the screen industry; it was noted that the film industry had expressed an interest in having a presence in the county;
- (vii) in regard to the future strategic direction of the LEP's involvement in the creative economy reference was made to technology being a specific challenge area the LEP could pursue;
- (viii) reference was made to Enterprise Zones and how they could provide a fit for film industry opportunities, the skills which were coming through Falmouth University and how these could be utilised.

The Chair thanked Julie Seyler for attending the meeting.

#### **Decision:**

- 1. The LEP Executive team to investigate further the economic opportunities of screen production in CIOs;**
- 2. Dependent on agreement by Cornwall Council's Cabinet on 25 January 2017, the LEP Board supports a Council-led bid (on behalf of wider stakeholders) to the 2023 European Capital of Culture. It was agreed that the LEP would write a letter of support.**

***Action 6: The LEP Executive team to investigate further the economic opportunities of screen production in CIOs. LEP CEO, Julie Seyler and Emmie Kell to meet to take this forward.***

***Action 7: LEP Executive to write a letter of support for the 2023 European Capital of Culture bid.***

Julie Seyler left the meeting at this point.

#### **CHAIRMAN'S REPORT (VERBAL)**

(Agenda No. 7)

The Chairman referred to the key issues for the LEP Board in 2017, with particular reference to the general direction and the approval of the SEP Refresh, the need to address issues regarding the uncertainty with funding whilst ensuring business confidence and appropriate communication, the need to ensure that resources were available to deliver, and the format of the LEP Board and how that may evolve going forwards.

Kate Kennally left the meeting at this point.

## **SEP REFRESH**

(Agenda No. 6)

The Board considered a report prepared by the LEP CEO providing the refreshed CIoS Strategic Economic Plan which had been updated following direct Board involvement and wider stakeholder engagement. Approval from the Board was sought subject to incorporation of final comments.

Following the November 2016 LEP Board meeting the LEP Executive had consulted with LEP Board Directors who had suggested amendments during December 2016 following which a revised version was being recommended for 'in principle' approval.

The LEP CEO highlighted the areas of change within the refreshed SEP following the consultation exercise.

The Board discussed the amended version of the refreshed SEP in detail taking on board the comments made by LEP Board Directors during the consultation exercise, in doing so the Board concluded that subject to final editorial changes and taking on board the comments expressed by Board Directors regarding specific areas of the refreshed SEP the revised version should be approved. Chris Loughlin suggested that the LEP Chair and CEO would have final editorial rights.

**Decision: the LEP Board gives an 'in principle' approval to the refreshed Cornwall and Isles of Scilly Economic Plan, subject to final additional comments expressed by LEP Board Directors.**

***Action 8: The LEP Chair and CEO to make final amendments to the SEP.***

Julian German CC left the meeting at this point.

## **GROWTH DEAL 3 UPDATE**

(Agenda No. 9)

The Board considered a report prepared by the Performance and Compliance Manager providing an update on the progress to date in regard to the Growth Deal 3 programme.

Following the LEP Board meeting in November 2016 the LEP Investment Panel had been reconvened to undertake a review and reprioritisation of all the Growth Deal projects, based on the 2016 expression of interest submissions. The report provided a summary of the discussion and the statement which would form the basis for LEP communication on the final Growth Deal 3 settlement.

In the ensuing discussion the LEP Board referred to the reprioritisation of all the Growth Deal projects and the impending Government announcement on the Growth Deal 3 settlement. The LEP Board Directors expressed their disappointment at the level of funding being allocated to CIoS, however, the LEP Board remained committed to the ambitious bid submitted and confirmed that every effort would be made to secure additional funding opportunities to deliver projects.

The Board noted the progress to date on the Growth Deal 3 programme.

**Decision: the LEP Board to be provided with further information as it became available in regard the Growth Deal 3 submission and that the CIOs LEP Investment Panel continues to work on the details of the Growth Deal 3 projects.**

***Action 9: The CIOs LEP Investment Panel to continue to consider a detailed reprioritisation of the Growth Deal 3 submission.***

Jonathan Eddy and John Pollard CC left the meeting at this point.

## **CEO'S REPORT**

(Agenda No. 8)

The Board considered a report, prepared by the LEP CEO which focused on an overview of operational activities, regarding capacity and governance, business plan progress, implementation, business and local engagement, national and south west engagement, and communications.

### Capacity and Governance

The Board was informed that work was continuing to develop appropriate structures to support the recent capacity review between Cornwall Council and the LEP.

The updated LEP National Assurance Framework issued by the Cities and Local Growth Unit had now been revised to better reflect current policy and expectations of LEPs in relation to accountability, transparency and value for money. The revised version should be ready for the 27 February 2017 deadline, however, given the short turnaround required, it was recommended that the LEP Executive work with the LEP Audit and Assurance Committee with a view to seeking Board approval via written procedure in mid-February in order to meet the deadline.

A workshop session on the LEP Business Plan 2017/18 was proposed to be held on 8 February, 2017. As part of this session, the Board was being asked to consider headline priority objective and KPI's for the LEP CEO in 2017/18.

### Budget, Compliance and Corporate Risk

The LEP CEO highlighted aspects of the 2016/17 budget (as at 31 November, 2016) as detailed within her report. Reference was made to the areas of the budget the Board should note as detailed within the report. There were no matters of compliance to escalate.

Board Directors were asked to note the revised risk register appended to the report. The LEP CEO referenced particular areas in regard to corporate risk relating to CP2 (resources) and CP7 (Brexit).

The LEP CEO clarified the current position in regard to ring fenced income and committed expenditure confirming that headings would be altered to accurately reflect programmes going forwards.

### Implementation

### *Financial Engineering Instruments (FEI)*

An update was provided on the latest position in regard to Financial Engineering Instruments (FEI). The LEP CEO outlined progress to date explaining that a pre-market engagement session would be held with potential fund managers on 19 January in Cornwall. The LEP CEO advised that this was a critical event, following which the British Business Bank (BBB) would finalise their investment strategy and progress the funding package required by HMG and ERDF.

### *Employment and Skills*

The Board was advised that 22 schools had signed up for Enterprise Advisors.

It was commented that there appeared to be a disconnect between how Enterprise Advisors were marketed and the actual role they undertook. It was agreed that this comment would be fed back

### *DWP 'Improving Lives; the Work, Health and Disability' Green Paper*

The Chairman thanked all those involved with the project.

### *Enterprise Zone*

The Board received an update on the latest position regarding the Aerohub plus Enterprise Zone at Cornwall Airport Newquay and Goonhilly.

The Board was updated on the current position in regard to the spaceport, it was expected that a business case proposal would be sought imminently.

It was anticipated that the Marine Renewable and Low Carbon Enterprise Zone would become operational from 1 April, 2017.

### *LEADER*

The Board was provided with an update on the progress with the delivery of LEADER.

It was commented that there appeared to be an issue in regard to eligibility in the application process. The LEP CEO agreed to feed back these comments to the Rural Payments Agency (RPA).

### *Business and local engagement*

The LEP CEO highlighted a number of key meetings that had been held recently, and referred to the MP and Peers Meeting which was due to take place on 31 January 2017.

Board Directors confirmed that as details of events were now provided in the weekly round up email to Board Directors it was no longer necessary to list this information in the LEP CEO report.

### *Communications*

The Board received an update on the latest position in regard to communications.

The Board was informed that Sarah Trethowan was leading a task and finish group to support a detailed communications review. A survey for Board Directors to complete to support an evaluation of the level and quality of current communication and engagement would be issued shortly.

The LEP CEO reminded the Board that a period of Purdah would commence on 20 March to 4 May 2017.

**Decision:**

**The Board noted the overall progress across operational activity, and noted which groups were leading on detailed activity.**

**The Board agreed to approve the revised LEP Local Assurance Framework via written procedure during February 2017.**

**The Chairman agreed to liaise with Board Directors to determine headline priority objectives/KPIs for the LEP CEO in 2017/18.**

***Action 10: The LEP Executive to work with the LEP Audit and Assurance Committee with a view to seeking Board approval on the revised LEP Local Assurance Framework via written procedure in mid-February 2017.***

***Action 11: The Chairman to engage with Board Directors to determine headline priority objectives/KPIs for the LEP CEO in 2017/18.***

***Action 12: The LEP Executive to feed back to the local Enterprise Adviser Team regarding the disconnect how Enterprise Advisers are marketed and the actual role they undertake.***

***Action 13: The LEP CEO to feedback back comments to the Rural Payments Agency on the eligibility issue of the LEADER programme application process.***

**ANY OTHER BUSINESS**

(Agenda No. 11)

Board Directors were informed that Paul Massey would be hosting the Informal Board meeting on 14 February, 2016.

The LEP Chair advised it would be useful for Board Directors to engage in the LEP Director Business Plan Workshop on 8 February, 2016.

Gavin Poole suggested having an Enterprise Zone update at the next Board.

***Action 14: The LEP Executive to add an Enterprise Zone update to the Forward Plan.***

The meeting ended at 3.15 pm.

[The agenda and reports relating to the items referred to above are attached to the signed copy of the Minutes].