



**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 Sea View Suite, St Austell Conference Centre, St Austell Business Park, Cornwall, PL25 4FD on Wednesday 20 March 2019 commencing at 10.00 am.

Present:- Mark Duddridge (Chair)  
Mark Goodwin (Vice-Chair)

John Acornley, Simon Caklais, Lucy Edge, Bob Egerton CC, Fran Grottick, Steve Jermy, Emmie Kell, Paul Massey, Clare Parnell, Adam Paynter CC, Louise Rowe, Gordon Seabright, Linda Taylor CC, David Walrond

Officers and Support Team:- Glenn Caplin, Kate Kennally, Josie Gough, Craig Dryden, Tim Bagshaw, Carol Bransgrove, Geraldine Baker, Jason Clark, and Emma Coad

Apologies for Directors: Frances Brennan, Robert Camp and Louis Mathers absence:-

### **WELCOME AND INTRODUCTIONS**

(Agenda No. 1)

The Chair welcomed everyone to the meeting, in particular, new Board Director Linda Taylor CC, Josie Gough Whitehall representative and Craig Dryden from the Council of the Isles of Scilly.

Apologies for absence had been received from Frances Brennan, Robert Camp and Louis Mathers.

The Chair advised that John Curnow, DEFRA Government Sponsor, had intended to phone into the meeting, however, this had not been possible due to other commitments.

## **DECLARATIONS OF INTEREST**

(Agenda No. 2)

The following declarations of interest were expressed:

1. Gordon Seabright advised that he had an interest in any agenda items which related to Eden, in particular item 5.2 and he would not take part in any related discussion involving Eden;
2. Fran Grottick advised that she had an interest in any agenda items which related to Smart Islands and she would not take part in any related discussion involving Smart Islands;
3. Professor Mark Goodwin advised that he had an interest in any agenda items which related to Exeter University and would not take part in any related discussion involving Exeter University;
4. Lucy Edge advised that she had an interest in any agenda items which related to the space agenda and other LEPs she was involved with and would not take part in any related discussion;
5. Emmie Kell advised that she had an interest in any agenda items which related to the culture revenue grants and would not take part in any related discussion involving the culture revenue grants;
6. Bob Egerton CC advised that he had an interest in Item 5.8 (CC Transport Scheme) and would not take part in any related discussion on this item;
7. David Walrond advised that he had an interest in any agenda items which related to the colleges role in the Digital Skills Partnership and would not take part in any related discussion on this item;
8. Adam Paynter CC advised that he had an interest Item 5.8 (CC Transport Scheme) and would not take part in any related discussion on this item;
9. Louise Rowe advised that she had an interest in Item 6.2 (Anaerobic Digester and Gasification) and would not take part in any related discussion on this project.

## **LEP BOARD (30 JANUARY 2019)**

(Agenda No. 3)

### **Minutes**

(Agenda No. 3.1)

It was agreed that the minutes of the meeting held on 30 January 2019 were a true and accurate record.

### **Action Summary**

(Agenda No. 3.2)

Actions confirmed at the meeting held on 30 January 2019, details of which were noted together with a summary of ongoing actions.

The Board was updated on the current position in relation to the ongoing actions.

#### **NOMINATIONS COMMITTEE UPDATE**

(Agenda No. 4)

The Board considered a report prepared by the LEP Chair and the LEP CEO which provided the Board with a summary of the current position regarding membership of the LEP Board.

In the ensuing discussion the LEP Board Directors and Offices referred to the following points:

1. Clarification was provided in respect of directors being approved as members of the Company in accordance with Article 21.2 of the Company's Articles of Association;
2. The LEP Board noted the termination of Councillor Phil Seeva as a Director of the Company. On behalf of the LEP Board the LEP Chair expressed his thanks to him for his contribution to the work of the LEP in particular his involvement with the Space Project.

#### **Decision:**

1. **The LEP Board approved the termination of Councillor Phil Seeva as a Director of the Company;**
2. **The LEP Board approved the appointment of Councillor Linda Taylor as a Director of the Company;**
3. **The LEP Board approved John Acornley and Louise Rowe as members of the Company, with such membership to take effect from 24 May 2017;**
4. **The LEP Board approved Frances Brennan, Simon Caklais, Steven Jermy, Gordon Seabright and David Walrond as members of the Company, with such membership to take effect from 16 May 2018;**
5. **The LEP Board approved Robert Camp as a member of the Company, with such membership to take effect from 26 September 2018;**
6. **The LEP Board approved Louis Mathers and Clare Parnell as members of the Company, with such membership to take effect from 30 January 2019;**
7. **The LEP Board approved the removal of Robert Davey, Christopher Loughlin, Gavin Poole, Sarah Trethowan, Roland Tiplady and Andrew**

**Williams as members of the Company with effect from the dates listed within the report;**

**8. That the Company Secretary be instructed to make all the necessary updates to the books and registers of the Company.**

**Action 1: the Company Secretary to make all the necessary updates to the books and registers of the Company as detailed in the decision above.**

NOTED THAT: Linda Taylor CC, left the room during consideration of the item relating to her appointment.

### **STRATEGIC MATTERS**

(Agenda No. 5)

#### **Local Industrial Strategy Update (Verbal)**

(Agenda No. 5.1)

The Board received a verbal update on the progress against the delivery of the Local Industrial Strategy.

Professor Mark Goodwin provided the Board with a presentation regarding the Local Industrial Strategy (LIS) with reference to the following areas:

- All LEPs to produce evidence based LIS
- National Industrial Strategy
- Five foundations of productivity
  - Ideas, people, infrastructure, business environment, place
- IS Grand Challenges
  - AI and Data
  - Ageing society
  - Clean Growth
  - Future Mobility
- Distinctive, Inclusion, Consultation
- SPF & Future Funding
- Monitored and regularly evaluated
- Additional funding to support LEP in Review Implementation Plan
- Task & Finish Group – first meeting held on 6 March, 2019
  - Sally Edgington had been available on the telephone to provide helpful advice;
  - A number of issues had been discussed, including; appointment of a LIS Manager to oversee the programme in 2019/20, work towards the

recruitment of this position would be finalised by the end of the month.  
The role would be a 12month fixed term contract.

The Head of LEP Governance and Operations advised that in regard to the development of the Local Industrial Strategy that:

- An initial collation of the current evidence available had been undertaken, external independent support would now be procured to review the evidence and produce a first cut view on key themes for the CloS LIS; it was anticipated that a first draft would be produced by the end of May;
- Communications Plan was being finalised for an initial open call for views on opportunities, barriers, evidence – evidence and opinion can be provided via the LEP website. He stressed the importance of communication in the process of developing the LIS;
- He referred to the development of a Critical Friend Panel to provide support and advice during the development of the LIS; the Board noted that John Curnow had been invited to Chair this Panel;
- He referred to a series of national events which would be held over the coming few weeks; Place, Inclusive Growth, Clean Growth, Business Environment, members of the Executive team would be attending all of these events.

The Board was informed that the next Task & Finish Group was scheduled for 11 April 2019 and would continue to meet on a monthly basis.

The LIS Headline Plan was outlined with reference to the following areas:

- Initiation Jan-Feb: Formalise governance, finalise mapping of existing evidence, procurement of external support
- Diagnosis Pt 1 Mar – May: Agreed communications (regularly reviewed), State of the Economy, review of best practice
- Diagnosis Pt 2 May – Jul: First discussion draft, government engagement, critical friend panel
- Development Jun – Oct: Green Paper to September LIS focused Board – final wide consultation events
- Delivery Pt 1 Nov – Dec: Finalise White Paper, detailed first year delivery plan, designed document
- Delivery Pt 2: Launch LIS late January / February
- Monitor and Review: End of year report 2020/21 – and then annually to 2030 – every c3years evaluate/refresh

The evidence base produced as part of the development of the 10 Opportunities and New Frontiers would provide a good basis to commence the development of the LIS. The Board was advised that engagement from all Board Directors would be welcomed.

The Head of LEP Governance and Operations informed the Board that the LEPs initial message regarding the LIS would be communicated in the next few days. He referred to the development of a web based mechanism as one of a range of options being explored to gain views and evidence on the development of the LIS.

In the ensuing discussion the LEP Board Directors and Officers referred to the following points:

1. The Board discussed the consultation process and the importance of having the right process in place and how that process would be undertaken, and it was important not to over consult;
2. The Board noted the benefits of the Critical Friend Panel as part of the external consultation process;
3. The Board discussed the role and alignment of the Communications Group, Local Authority and Chamber of Commerce in the consultation process and need to ensure they understood the purpose of the LIS;
4. Reference was made in the discussion regarding how the LIS could be unique to CloS whilst being compliant with BEIS requirements; it was noted that all LIS would feed into the National Industrial Strategy;
5. The Board discussed the focus and priorities of the LIS; the challenge for the LEP would be to ensure that the focus was specific and evidence based;
6. The CC CEO urged the Board to draw on work previously undertaken; to focus on what success would look like and what the end goal would be;
7. Reference was made to the LEP being in wave 3 of the programme, however, this should be seen as an opportunity to gain greater clarity on what was expected from a LIS; it was noted that the majority of LEPs were in wave 3;
8. The Board commented on the potential direction of travel for the LIS including reference to linkages across sectors, internationalisation of programmes, social inclusion, and healthy ageing;
9. The Board acknowledged the need to be bolder in its approach to producing the LIS, to have a conversation around the impact of the LIS and to establish a clear focus; the LEP was encouraged to work together with other LEPs;

The Board noted the progress to date in regards to the development of the Local Industrial Strategy.

**Action 2: The LEP Executive to circulate the presentation slides to LEP Board Directors.**

**Tourism Update**  
(Agenda No. 5.2)

Malcolm Bell and the Business and Innovation Manager attended for this item.

The Board considered a report prepared by the LEP CEO and Business and Innovation Manager which provided an outline of Visit Cornwall's development work on a future tourism strategy and outlined the potential opportunities for the region in relation to the Government's Tourism Sector Deal and to identify areas for joint working.

Malcolm Bell proceeded to outline the strategic opportunities for the LEP and Visit Cornwall to work together, specifically in relation to a future tourism strategy and Tourism Sector Deal as detailed in the papers circulated with the agenda.

In the ensuing discussion the LEP Board Directors and Officers referred to the following points:

1. Concerns were raised regarding 'Brand Jacking' on websites and how this issue could be resolved; it was acknowledged that this was a problem and that whilst it was legal there was a need to ensure that the economic impact on local tourism businesses was made clear to the consumer;
2. Reference was made to the lack of a conference centre in the county; the availability of such a venue would have huge economic benefits;
3. Reference was made to measuring growth by revenue per head; there were challenges associated with gathering this information from businesses;
4. Reference was made to the Air B&B model and how this impacted tourism market trends; the CC CEO advised that Cornwall Council were exploring a low cost registration scheme and accreditation scheme;
5. The Board commended Visit Cornwall for the development work on a future tourism strategy and role for the LEP in the emerging Tourism Sector Deal;

6. Reference was made to the role the LEP could have in the cultural and sustainable agriculture aspects of the Tourism Sector Deal;
7. The Board noted the investment made by the Scottish Government in Highlands tourism and how that differed from tourism investment in the County;
8. The Board referred to the challenges associated with branding, and how that could be strengthened and better understood;
9. Reference was made to the challenges on the Isles of Scilly, in particular around the employment in the hospitality sector;
10. The Board commented in regard to the challenges in respect of employment in the tourism industry and how positions within the industry could grow to become better paid jobs; it was noted that the travel and tourism diploma was about to be taken out of education league tables;
11. The Board acknowledged that there was a wider tourism regeneration opportunity to be explored as part of the place shaping work.

The Chair thanked Malcolm Bell and Business and Innovation Manager for attending the meeting.

**Decision:**

- 1. The LEP Board works with Visit Cornwall on a Future Tourism Strategy which delivers the Strategic Economic Plan and the themes set out in the '10 Opportunities' prospectus;**
- 2. The LEP Board co-develops and supports a CloS LEP area proposal into the emerging Tourism Sector Deal.**

**Action 3: that the LEP Executive work with Visit Cornwall on the Future Tourism Strategy and proposals for the emerging Tourism Sector Deal.**

**Audit and Assurance Committee Update**

(Agenda No. 5.3)

The Board considered a report prepared by the LEP CEO and Board Director, Louise Rowe which provided a summary of progress following the LEP Audit and Assurance Committee on 4 February, 2019 and sought approval of the revised LEP Local Assurance Framework.

In the ensuing discussion the LEP Board Directors and Officers referred to the following points:

1. Reference was made to the items that had been discussed at the LEP Audit and Assurance Committee on 4 February and the outcome of the deep dive into Risk B;
2. In regard to further deep dive work the Board was invited to bring forward any specific areas to the LEP Executive which could then be explored by the Audit and Assurance Committee. It was felt that Risk E (inadequate programme management of external funding programmes and initiatives under direct LEP responsibility) might be the next deep dive risk for consideration by the Audit and Assurance Committee.

The Board expressed thanks to Louise Rowe, Board Director and the Audit and Assurance Committee for the comprehensive work that had been undertaken in respect of the Risk Register, 2019/20 Budget Setting and Draft LEP Local Assurance Framework.

**Decision:**

- 1. The LEP Board noted the content of the report;**
- 2. The LEP Board approved the draft LEP Local Assurance Framework and authorised the LEP Chair to sign on behalf of the Board.**

**Chair Update**

(Agenda No. 5.4)

The Chair provided a verbal update on the current position in regard to the following:

1. Meeting with the Prime Minister

The Chair advised that the Prime Minister, Business Secretary Greg Clark and Communities Secretary James Brokenshire had met with LEP Business Leaders on 30 January 2019 to hear wide ranging discussions on their Local Industrial Strategies. The meeting had provided an opportunity to talk and listen to other LEP colleagues and to track their progress.

2. Space

The Chair advised that he had recently met with Chris Skidmore MP to discuss issues in regard to space.

Arising from the above, LEP Board Directors and Officers referred to the following points:

1. Reference was made to the need to target LEP conversations to overcome the current 'mood music' that no one was listening;

2. Reference was made to the need to speak with one voice, working across boundaries, organisations, and industry groups;
3. Reference was made to the current Spaceport Team and LEP Executive not being at the right national meetings on space.

The LEP CEO noted the comments and took an action to speak to Lucy Edge about appropriate attendance at relevant Space sector meetings.

**Action 4: The LEP CEO to liaise with Lucy Edge about appropriate attendance at relevant space sector meetings.**

### **CEO Report**

(Agenda No. 5.5)

The Board considered a report prepared by the LEP CEO regarding overall progress operational activity.

The LEP CEO drew attention to specific areas of his report with reference to the UK Shared Prosperity Fund, Stronger Towns Fund, Brexit, Local Industrial Strategy, and Great South West, full details of which were outlined the report.

Steve Jermy, Board Director provided the Board with an update on current progress and forthcoming activity regarding the 3 LEP Energy Strategy and the Floating Offshore Wind update as detailed the LEP CEO report.

In the ensuing discussion the LEP Board Directors and Officers referred to the process of building a database on what energy was being used and how that information could be consolidated to provide cohesion.

### **Employment and Skills Board Update**

(Agenda No. 5.6)

The Board considered a report prepared by the People and Prosperity Manager which provided a summary of progress against the delivery of the work of the Employment and Skills Board.

Board Director, Paul Massey outlined the report, providing an update on activity associated with the Employment and Skills Board and highlighted the key issues relevant to the Board.

In the ensuing discussion LEP Board Directors and Officers referred to the following points:

1. Reference was made to the £75k secured by the People and Prosperity team within the LEP from DCMS to establish and implement the Local Digital Skills Partnership. The recruitment of a Co-ordinator had been undertaken. A launch was scheduled to take place on 25 April to be attended by Margot James MP, Minister for Culture, Communications and Creative Industries;
2. The CC CEO advised that Anne Milton MP, had attended the Apprenticeship week. The People and Prosperity Manager had explored with her the framework for the Skills Advisory Panel (SAP);
3. Reference was made to the Skills and Growth Hub and its strategic alignment with the LEP; the Board suggested this as a potential deep dive area.

The Board noted the Employment and Skills Progress Report and expressed their thanks to the People and Prosperity Team for all their work.

#### **Enterprise Zones Board Update**

(Agenda No. 5.7)

The Board considered a report prepared by the Acting Head of Investment and Growth, Cornwall Council which provided a summary of progress regarding the Cornwall Enterprise Zones.

Board Director, Steve Jermy outlined the report, providing an update on activity associated with Cornwall's Enterprise Zones and highlighted the key issues relevant to the Board.

In the ensuing discussion reference was made to the visit to Cheshire and Warrington LEP by the Chair of the EZ Board, Steve Jermy and the Acting Head of Investment and Growth to gain an understanding how they were managing and supporting the development of their Enterprise Zones. It was reported that the visit had provided a useful lesson and that there was value in visiting other Enterprise Zone areas.

The Board noted the update on the delivery of the Enterprise Zones.

#### **Peninsular Transport - Major Road Network and Large Local Major Submissions**

(Agenda No. 5.16)

The Cornwall Council's Service Director for Transport and Infrastructure and Transport Strategy Manager attended for this item.

The Board considered a report prepared by the LEP CEO and Transport Strategy Manager which provided a summary of progress on activity associated with Peninsula Transport shadow Sub-national Transport Body (STB) and the work underway to produce a Regional Evidence Base (REB) which included a list of up to ten Major Road Network (MRN) priorities (for the period April 2020-March 2025) for July 2019 submission.

The Service Director for Transport and Infrastructure provided the Board with a presentation on the Peninsular Transport – Major Road Network and Large Local Major Submissions. The detailed presentation slides had been appended to the report.

The Service Director for Transport and Infrastructure confirmed that the A39 Camelford Bypass was the only scheme located in Cornwall.

In the ensuing debate LEP Board Directors and Officers referred to the following areas:

1. Reference was made to the deliverability of the A39 Camelford Bypass; the Scheme was one that could be delivered within the set timeframe due to the route and permissions already being in place. It was confirmed that work was ongoing to ensure the benefit cost ratio was accurately reflected;
2. It was noted that the Camelford Community Network was supporting the A39 Camelford Bypass Scheme by offering 25% of a £250k grant to develop a case for Camelford; particularly given the air quality issues in Camelford;
3. In regard to the A39 Camelford Bypass scheme it should be considered in the context of part of a route from Bude to Indians Queen; it was the only area along the A39 with a signalled section;
4. Confirmation that Officers would check if 'travel to study' had been factored into the benefit to cost ratio, if not this would be picked up and included.

The Service Director for Transport and Infrastructure tabled further information at the meeting in regard to the Cycle Network between Truro, St Agnes, Perranporth and Newquay; Tour of Britain, and; opening of Long Rock Deport to the public for one day.

**Decision:**

- 1. The LEP Board confirmed their support for the Peninsula Transport shadow Sub-National Transport Body (STB) Major Road Network (MRN) priorities as set out in the report; and**
- 2. The LEP Board delegated the submission of the LEPs formal response to the LEP Chief Executive Officer in consultation with the Chair and Vice-Chair. The response to be submitted by 29 March, 2019.**

#### **EXCLUSION OF PRESS AND PUBLIC**

(Agenda No. 6)

The LEP Board agreed to exclude the press and public from the meeting for Items 6.1 & 6.2 due to the confidential nature of the following two items.

#### **LEP Review Implementation Plan and emerging Delivery Plan**

(Agenda No. 6.1)

The Board considered an exempt report prepared by the LEP CEO which sought to provide the Board with an update on developing the 2019-20 Delivery Plan and to note the progress of the LEP Review Implementation Plan and priorities for 2019-20.

The LEP CEO outlined the results of the 2018 Annual Performance Review. The Board noted that the results had indicated an improved performance against the 2017 Annual Performance Review, this result had reflected on a large amount of good work from the Audit and Assurance Committee and LEP Executive Team.

The Board was informed how the CloS LEP had performed in comparison to other LEPs across the country. The Board gave consideration to how improvements could be made moving forwards and the background to the reasons for the 2018 results.

The LEP CEO provided a summary of progress in regards to the proposed amendments to the current operating model, as set out in the LEP Review Implementation Plan.

Prior to Board discussion on this section of the report, the LEP CEO, Head of LEP Governance and Operations and the LEP Executive and Governance Manager left the room.

The Board gave consideration to the proposed LEP operating model and how it would be taken forwards including the implications for the LEP and Cornwall Council.

**Decision:**

- 1. The Board noted the progress of the LEP Review Implementation Plan, including the emerging proposal for complying with the requirement for an ‘independent Secretariat’;**
- 2. The Board noted the result of the Annual Performance Review and actions incorporated in the 2019-20 Delivery Plan;**
- 3. The Board noted the priorities and budget parameters set out in appendix 3 and incorporated in to the 2019-20 Delivery Plan, and;**
- 4. The Delivery Plan be presented and approved at the May Board meeting.**

**NOTED THAT:**

1. Board Directors, Fran Grottick, Lucy Edge, Simon Caklais, David Walrond and Craig Dryden left the meeting during consideration of the above item;
2. Members of the LEP Executive Team re-joined the meeting at the conclusion of the above item.

**Investment and Oversight Panel Update**

(Agenda No. 6.2)

The Board considered an exempt report prepared by the LEP CEO which sought to provide the Board with an update on the activity of the Investment and Oversight Panel highlighting the key issues relevant to the Board.

Arising from the above, the LEP Board referred to the presentation of the budget reporting and the terminology used. It was requested that terminology used could be clarified to ensure it was better understood.

**Decision:**

- 1. The LEP Board noted the content of the report, and;**
- 2. The LEP Board endorsed the process for identifying a future pipeline of projects with recommendations for funding coming back to the Board in May 2019.**

**Re admission of Press and Public**

(Agenda No. 6.3)

The LEP Board agreed that the press and public be re-admitted.

**FOR INFORMATION ITEMS**

(Agenda No. 7)

**2018/19 Operational Plan Progress**

(Agenda No. 7.1)

The Board noted reports prepared by the LEP Executive.

The meeting ended at 2.55 pm.

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