



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

## **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 The Oak Suite, Alverton Hotel, Tregolls Road, Truro on Wednesday 14 March 2018 commencing at 1.00 pm.

Present:-	Professor Mark Goodwin (Interim Vice Chair)
	John Acornley, Lucy Edge, Bob Egerton CC, Frances Grottick, Paul Massey, Adam Paynter CC, Phil Seeva CC, Gavin Poole, Louise Rowe, Sarah Trethowan and Andrew Williams
Officers and Support team:-	Sandra Rothwell, Adam Wilkinson, Paul Masters, Tim Bagshaw, Theo Leijser, Jonathan Eddy, Wayne Rickard, Greg Slater, Carol Bransgrove, Emma Coad
Apologies for absence:-	Directors: Mark Duddridge (Chair), Emmie Kell, Roland Tiplady Officers: Kate Kennally

### **WELCOME AND INTRODUCTIONS**

(Agenda No. 1)

The Board was advised that apologies for absence had been received from the Chair, Mark Duddridge. In the absence of the Chair, Professor Mark Goodwin chaired the meeting.

Apologies for absence had also been received from Roland Tiplady, Emmie Kell and Kate Kennally (Paul Masters representing).

The Board welcomed Adam Wilkinson, Interim LEP CEO/Service Director for Economic Growth who would be providing cover following the departure of Sandra Rothwell until a permanent appointment was made to the role. The Board was informed that this would be the last meeting for the current LEP CEO, Sandra Rothwell. The interim Vice Chair, on behalf of the Board, expressed huge thanks to Sandra for her massive contribution to the work of the Local Enterprise Partnership over the last 7 years and wished her well in the future.

The Board was advised that representatives from Saffery Champness and Nordicity, and Falmouth University would be attending to present a paper

in relation to the creative industries sector. Jessie Hamshar would also be attending the Board meeting to present the New Frontiers paper.

### **DECLARATIONS OF INTEREST**

(Agenda No. 2)

The following declarations of interest were expressed:-

Lucy Edge advised that she had an interest in Agenda Item No. 5.2 (CEO's Report) due to Avanti having made a bid for Regional Growth Fund Round 2. She advised that she would not take part in any related discussion on that item.

John Acornley advised that he had an interest in Agenda Item No. 4.1 (Digital Clusters) due to his role in the Plymouth Science Park. He advised that he would not take part in any related discussion that item.

### **LEP BOARD (31 JANUARY 2018)**

(Agenda No. 3)

#### **Minutes**

(Agenda No. 3.1)

It was agreed that the minutes of the meeting held on 31 January 2018 were a true and accurate record subject to the following amendment:

Page 12 – Shared Prosperity Fund – second paragraph – the words “advising that a paper would be submitted to the March Board meeting” be deleted and replaced with “it had been suggested that a paper be submitted to a future LEP Board meeting”.

#### **Action Summary**

(Agenda No. 3.2)

Actions confirmed at the meeting on 31 January 2018, details of which were noted. The Board noted that all actions arising from the last meeting had been completed.

### **STRATEGIC MATTERS**

(Agenda No. 4)

#### **Sector Engagement and Support Update (Creative focus)**

(Agenda No. 4.1)

Theo Leijser left the room at this point.

The Board considered a report prepared by the Head of LEP Governance and Operations. The report outlined the overall progress in regard to creative industries, space and energy.

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The Head of LEP Governance and Operations drew attention to the Human Centred Space Action Plan booklet tabled at the meeting and referred to the Human Centred Space event held at Eden on 6 March advising that it had been a very positive event, providing the start of a strong engagement opportunity with the sector going forwards.

The Board was advised that the first meeting of the LEP's Creative Industries Task Force, chaired by Board Director Emmie Kell had been held on 20 February.

The Board was advised that representatives from Saffery Champness and Nordicity, the consultants appointed by the study's joint funders (CioS LEP, Cornwall Council and Falmouth University) together with representatives of Falmouth University had been invited to present to the Board in relation to the creative industries sector in particular in regards to the screen-based sector.

Representatives of the consultants and Falmouth University provided the Board with an overview of the Strategy for the screen-based sector in Cornwall and the Isles of Scilly with specific reference to the following areas:-

- Introduction and background to the Strategy
- Details of the Global trends: challenges and opportunities
- Details of the Global trends in relation to augmented reality (AR), virtual reality (VR), and mixed reality (MR)
- State of Play in relation to what CioS has to offer
- State of Play in relation to the challenges CioS faces
- Details of the support options
- An overview of the Strategy
- Strategy market focus
- Strategy sector support
- Strategy talent pipeline
- Strategy infrastructure and networks
- Summary and next steps – timely, well placed, strategic, delivery

Paul Massey arrived at this point.

In response to the issues raised in discussion, representatives advised that:-

- i. The Board was informed that the Creative Nations Nesta report provided details in regard to forecasts and analysed the productivity levels across sectors;
- ii. In regard to skills it was commented that the digital side of the skills sector would be better suited to Cornwall and Isles of Scilly. CioS had all the key elements in place to begin developing a digital screen cluster, with a focus on immersive technologies;

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- iii. In regard to productivity it was emphasised that the key was to get smaller businesses to scale up; there were a number of businesses already in the process of expanding;
- iv. Reference was made to broadband 'not spots' and how this impacted connectivity particularly in rural areas. The Whitehall representative advised that there were a number of solutions available and funding streams that could be accessed to address the issues of connectivity in rural areas. He referred to the South West Rural Productivity Commission which had identified digital connectivity as an area that required further action. He suggested that the key not spot areas be identified;
- v. Whilst it was acknowledged that collaboration with other digital clusters was important it should also be acknowledged that these clusters should be recognised as competition for national funding opportunities;
- vi. The assets and USP's of the CIOs had been well described, there was, therefore, a need to identify the gaps in the sector. Reference was made to the benefits associated with a 'swarm' as opposed to cluster model, this would provide a link across all sectors;
- vii. Reference was made to the links with Further Education and the work being undertaken in this area to create skills across all sectors;
- viii. In regard to Further Education the availability of skills at this level did not create an issue; the problem arose when students left Further Education and how they could be kept in CIOs, there did not appear to be any central thing that brought them all together;
- ix. The Whitehall representative advised that the Employment and Skills Board could assist in tackling the issues regarding retaining young people when they leave Further Education. The Board noted that Department for Culture, Media and Sport (DCMS) were examining this area, it was expected that a sector deal would be coming through shortly to support industry development, the Whitehall representative confirmed that he would assist the LEP broker a meeting with DCMS to pick up on the broader conversation regarding this area;
- x. The Governments recent announcement regarding adapting Apprenticeship Schemes may assist SME's to access funding to provide apprenticeship opportunities. The Whitehall representative confirmed that he would be willing to discuss further the issues regarding Apprenticeship Schemes;
- xi. It was commented that Yorkshire had benefitted from both private and public sector funding arrangements for the screen-based sector.

The LEP Board thanked the representatives of Saffery Champness and Nordicity and representatives of Falmouth University for attending the meeting.

Arising from the presentation and comments above, the LEP CEO outlined details of the proposed way forward regarding the Screen Strategy with particular reference to the following:

- The creative industries group to take this forward and to 'deep dive' into these areas;
- The role the Employment and Skills Board could take to assist with some of this and the need for conversation between the Apprenticeship Agency and Employment and Skills Board;
- Investment opportunities arising from the British Business Bank launch in the summer;
- Specific reference had been made within the 'New Frontiers' document in relation to the creative enterprise zone concept;
- The availability of funding from the Coastal Communities Fund;
- The need to unlock the Broadband 'not spots' in rural areas;
- Alignment work in respect of the space and satellite agenda;
- Reference was made to physical works in terms of infrastructure;
- It was confirmed that a dedicated post had been included within the service re-structure to look at the apprenticeship programme;
- Having considered Creative at this Board, it was agreed that there was a need for a Board paper and focused discussion on Energy at the July Board meeting.

**Action 1: The LEP Executive to work with the creative industries group to look into and take forward some of the comments in relation to the presentation and Screen Strategy.**

**Action 2: The LEP Executive to liaise with the Whitehall representative to broker a meeting with the Department for Culture, Media and Sport in relation to issues around young people leaving Further Education.**

**Action 3: The LEP Executive to liaise with the Whitehall representative to discuss further the issues regarding Apprenticeship Schemes.**

**Action 4: The LEP Executive to add an energy focussed item to the LEP Board agenda in July.**

### **2018-2022 Business Plan** (Agenda No. 4.2)

The Board considered a report prepared by the LEP CEO regarding the 2018-2022 Business Plan. The report sought approval of the 2018-2022 Business Plan and 2018-2019 Operational Plan and LEP Budget, copies of which were appended to the report and had been circulated to Board Directors prior to the meeting.

The LEP CEO outlined the report with reference to the following areas:

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- Since the last LEP Board meeting in January, a workshop had been held with Board Directors to go through the proposed Business Plan and 18/19 Operational Plan in further detail;
- The Board was informed that the Business Plan and Operational Plan were still in draft form and could be amended.

In the ensuing discussion reference was made to the following areas within the Business Plan:

- i. Economic Environment and Measures - Work should be undertaken with the Local Nature Partnership to develop the environmental growth indicator;
- ii. The LEP Executive will develop an 'easy to access' dashboard for the key indicators that will sit behind the Business Plan;
- iii. Relevance of the visualised high level strategic risks to implement Vision 2030 questioned and the mitigation process associated with the risks - a clearer introduction needed;
- iv. Reference was made that the vision is joint between the two local authorities and the private sector for economic development in the region and how this approach should be referenced - and then page 11 is the 'how' the vision will be realised, demonstrated;
- v. Confirmation that the Track Record and highlight figures would be amended in March 2018 with the latest position;
- vi. In regard to the proposal for the May Annual Event it was considered that this event would be premature given the recruitment process for a LEP CEO; it was considered more appropriate to hold this in the Autumn with the Annual Report being published in May;
- vii. Reference was made to the Resourcing Table and the budget allocations over the next four years; it was noted that there was a significant reduction in budget allocation for the LEP and that there would be a need to achieve savings going forwards, it was however, noted that Core Funding had been confirmed to the end of March 2020; it was considered that a four year plan provided a better approach;
- viii. In regard to the Resourcing Table, the Whitehall representative suggested that paragraphs providing a factual explanation would be useful;
- ix. Reference was made to the need to move away from revenue funding towards capital funding; it was noted that whilst some budget headings had reduced others had increased;
- x. It was acknowledged that further information would need to be added to the Employment and Skills Board headline under Building Great Careers;
- xi. There was a view that whilst a structure chart was useful within the Business Plan, photographic images of Board Directors were not necessary given that more up to date images could be included on the LEP Website; it was noted that the LEP website would shortly be undergoing a refresh following recent reviews of the governance arrangements for the LEP.

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In the ensuing discussion reference was made to the following areas within the Operational Plan and Budget (Annex 1 and 2):

- i. It was noted that the Operational Plan 2018/19 would be reviewed by the interim LEP CEO to make the section smarter; comments in relation to the measuring outputs were noted;
- ii. Confirmation that reference to the Shared Prosperity Fund was incorporated within the cross cutting section on Advocacy;
- iii. Reference was made to the information provided in regards to those members of the Executive Team who were leading on activities; it should be noted that specific team plans sat behind each of the activities;
- iv. In regard to the Budget 2018/19 it was noted that final details of the carry forward figure would not be available until the end of the financial year; comments made at the workshop regarding details of salary breakdown costs had been taken on board;
- v. It was considered that details of previous and actual year's budget figures would be useful for comparison;
- vi. Clarification was provided on the breakdown of the figure for the Enterprise Zone Business Rate Reserve line within the budget; it was acknowledged that further clarification should be sought in regard to the balance figure;
- vii. It was acknowledged that whilst details had been provided on the costs required to wind-up the LEP should the need arise, this could be better referenced in the budget;
- viii. Reference was made to Annex 6 of the Business Plan in regard to CDC commissioning specification and it was agreed to remove this section;
- ix. The Whitehall representative commented in regard to the Ministerial Review which it was expected would steer LEP's towards being private sector led.

**Decision: That subject to the comments referred to above being taken on board and final editing sign off by the LEP Chair and Cornwall Council Cabinet Member for Planning and Economy the LEP Board approved both the 2018-2022 Business Plan and 2018/19 Operational Plan and LEP Budget.**

**Action 5: The LEP Executive to make the necessary amendments to the Business Plan, with final editing sign off by the LEP Chair and Cornwall Council Cabinet Member for Planning and Economy.**

### **New Frontiers Update**

(Agenda No. 3.3)

Jessie Hamshar attended for this item.

The Board considered a report prepared by Steven Ford, Cornwall Deal Programme Lead and Charlotte Morgan, Devolution Deal and Policy Officer. The report was seeking endorsement from the Cornwall and Isles

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of Scilly LEP Board regarding the principles of the 'New Frontiers' document.

Jessie Hamshar attended the meeting, and provided the Board with an update regarding the 'New Frontiers' document advising that significant changes had been made to the document since it was last presented to the LEP Board in January based on feedback received, details of which were included within the report. The Board was advised that in addition to the feedback received at the last meeting, additional input had been sought from a number of LEP Board Directors, Cornwall Council Cabinet Members, NHS Colleagues, the University of Exeter, blue light services and a range of other partners. The 'New Frontiers' was due to be presented to a number of other boards including the Local Nature Partnership, the Health and Wellbeing Board and Cornwall Council Cabinet.

The Board noted that it was proposed that the Cornwall and Isles of Scilly Leadership Board would 'sign off' New Frontiers during its meeting on 20 April 2018. The 'sign off' was intended to add weight to the final proposition so that evidence of strong partnership support for all elements of the New Frontiers proposal could be provided, even though the responsibility for delivery would still reside with the component boards and organisations.

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

- i. Reference was made to the target audience of the 'New Frontiers' future devolution proposition and the need to ensure the right balance to ensure it was user friendly;
- ii. In regard to the Isles of Scilly perspective it was commented that further clarification would be sought;
- iii. There was a need to ensure that the vocabulary within the proposition was accurate and that it was appropriately cross referenced;
- iv. In regard to the housing delivery, infrastructure and planning section of the proposition reference was made to the conflicts between the public and private sector regarding land values and the need for a dialogue to achieve a balance;

In response to issues raised in discussion, Jessie Hamshar advised that:

- i. An A3 summary would be included as part of the 'New Frontiers' future devolution proposition;
- ii. The overall proposition had been designed for a Government audience; in terms of the public facing document it was the ambition to hold a media campaign with infographics. The design of which could be brought back to the LEP Board for comment;
- iii. It was acknowledged that the language used in regard to the housing delivery, infrastructure and planning section of the

proposition could be pursued further and that discussions could be held with Board Directors involved in the Construction Strategy.

Arising from the presentation and comments above, the LEP Board Directors agreed that the proposition would benefit from an infographic summary.

The Whitehall representative reflected on the document and partnership work involved in the development of the 'New Frontiers' future proposition document and provided the Board with guidance on how they should proceed with the Cornwall and Isles of Scilly proposition in terms of attracting attention and ensuring the headlines were noticed. The challenges of co-ordinating the various documents, were acknowledged. He emphasised the need to ensure sequencing was appropriate given the opportunity provided to the LEP Board to feed into the New Frontiers document and the importance for the LEP of the 10 Opportunities document alongside it

The LEP Board thanked Jessie Hamshar for attending the meeting.

**Decision: The Cornwall and Isles of Scilly LEP Board endorsed the principles of the 'New Frontiers' future devolution proposition for Cornwall and the Isles of Scilly and notes the document is still subject to final editing.**

## **PERFORMANCE AND ASSURANCE**

(Agenda No. 5)

### **Chair's Update**

(Agenda No. 5.1)

The LEP Board was informed of the following activities undertaken by the Chair since the last LEP Board meeting:

- Attendance at the re-launch of the Cornwall Lecture on Space
- Attendance at the Tourism Summit Dinner
- Attendance at the Islands Futures Board meeting on 13 February 2018
- Attendance at the SW LEPs' Chairs and CEOs' meeting on 16 February 2018
- Set of conversations with South West MP's

Forthcoming activities of note included:

- 20 March – Attendance at the LEP Network CEO/Chairs workshop and dinner
- Attendance at the DWP Challenge Panel
- 28 March - Attendance at the Final 10 Opportunities event
- 12 April - Attendance at the ITI Board
- April - Attendance at the Cornwall Business Week

## **CEO Report**

(Agenda No. 5.2)

The Board considered a report, prepared by the LEP CEO which focussed on an overview of operational activities, regarding capacity and governance, business plan progress, performance, programmes and other activity.

### Capacity and Governance

#### *Capacity*

The Board was advised that the capacity review between the LEP and Cornwall Council was now complete for the core LEP team, with all external recruitment being complete to fill remaining vacancies in supporting teams.

#### *Board Recruitment*

Interviews for the position of Non-Executive Directors had been held on 1 February 2018. It was noted that the LEP Nominations Committee had circulated a written resolution recommending 5 individuals as Directors of the Company.

The Whitehall representative commented that the Ministerial Review would review the overall recruitment process, the comments of Board Directors would be feed into the review.

### Governance, Protocol and Reporting

The Board was advised that revisions to the draft Assurance Framework had been approved by the Accountable Body Section 151 Officer and that the LEP Executive had written to the Ministry for Housing, Communities and Local Government confirming compliance with the Ney recommendations, which had led to a revised Assurance Framework being published to the LEP website ahead of the 28 February deadline. The Board was informed that linked to the this, the LEP Executive had completed the process of applying for 2018-19 LEP Core Funding with a submission being made this week.

The Board was informed that a written response to the Annual Conversation held in December 2017 had been received. As anticipated and agreed at the meeting there were areas that had required further improvement as well as areas of strength. Those identified actions from Annual Conversation which had been highlighted were being addressed.

The Whitehall representative informed the Board that the National Team had decided not to proceed with a 'deep dive' for Cornwall and the Isles of

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Scilly LEP. This did not preclude a 'deep dive' being undertaken in the future.

The Board Directors complimented the Executive Team, in particular the LEP Executive and Governance Manager on work undertaken as part of the Assurance Framework Review ensuring compliance with the deadline.

Business Plan Progress 2017/18

The LEP CEO outlined details of the 2017/18 budget which detailed commitments to end January 2018.

Board Directors were asked to note the revised risk register appended to the report. In response to comments regarding risk and risk appetite, the LEP CEO provided details regarding the frequency of risk reviews and details of the reporting mechanisms and the types of risk. The CEO's report provided an overarching view of the corporate risk and where necessary matters of compliance escalated to the Board. The Board were reassured that mechanisms were in place to report risk. Further to comments regarding risk reporting details were provided in regard to the current timeline for reporting risks.

There were no matters of compliance to escalate.

Business Plan Delivery Highlights

*Financial Instruments*

The Board was advised that the British Business Banks' procurement of a fund manager for the Cornwall and Isles and Scilly Investment Fund (CIoSIF) was launched on 26 February. Board Directors noted that the first formal meeting of the CIoSIF, chaired by John Acornley had taken place on 7 March 2018. It was expected that the fund would launch to business by June 2018. In the ensuing discussion reference was made to the benefits associated with the procurement of a fund manager, and communication of the fund launch. The LEP CEO advised that promotion of the fund launch would be undertaken once the fund manager had been appointed.

*Growth Deal Update*

The LEP CEO drew attention to the summary of confirmed performance and risk profile appended to the report. The Board was informed that work had been undertaken with applicants to bring forward spend for the GD 1 & 2 projects were possible. It was noted that only 5 projects remained active and further pressure would be applied to applicants to accelerate spend. Unavoidable delays in contracting GD3 projects had resulted in lower than anticipated spend profile for GD3 for 2017/18. The Board was informed that the interim LEP CEO and Head of Investment and Growth would be working to ensure the spend profile for GD3 was achieved.

The Whitehall representative referred to recent conversations regarding the delivery of GD3.

The LEP CEO advised that as part of the Governance Review the Investment Panel would have a role requiring performance on delivery and that in future an investment panel report would be submitted to Board meetings.

*PA3 Call (SME Competitiveness)*

The LEP CEO drew attention to ERDF PA3 call advising that the meeting with the Managing Authority had been productive, with the Managing Authority reassuring the BSDB that they would work to expedite applications to ensure that those projects with near end dates could reassure staff in the first instance that the project would be continuing.

*Current outstanding ESF calls*

The LEP CEO referred to the number of projects which had remained outstanding for well over 12 months and the issues to be considered in this regard as detailed in the report. She confirmed that no response had yet been received to the letter sent from the Cornwall and Isles of Scilly Leadership Board to ministers to highlight risk of returning ESF to Brussels at the end of the year due to underperformance.

Arising from the above, reference was made to the role of the Employment and Skills Board, the communications piece in respect of the Goonhilly announcement and the current position in regard to the Shared Prosperity Fund. The Whitehall representative provided an update on the current position regarding the Shared Prosperity Fund from the Government perspective.

**Action 6: The LEP Executive and John Acornley to have a conversation regarding SPF and engagement with local stakeholders and report back to a future LEP Board meeting.**

Theo Leijser returned at this point.

**Governance Review**  
(Agenda No. 5.3)

The Board considered a report prepared by the Head of LEP Governance and Operations regarding the progress so far in reviewing and revising the LEP Governance and team structure. The Head of LEP Governance and Operations outlined the report advising that Appendix 1 provided a detailed tabular breakdown of the proposed governance structure for the Cornwall and Isles of Scilly LEP in 2018 and beyond, the Board was advised that the principal addition to the governance structure was the proposal to implement new industry advisory groups to support three

priority sectors for 2018 from within the overall 10 Opportunities approach.

In the ensuing discussion regarding the above, reference was made to the following:-

- hierarchy of the panels and sub-groups – the investment panel in particular to sit alongside Nominations and Audit and Assurance committees;
- the impact that the loss of Board Directors in 2018 would have on the LEP and how this should be reflected on the risk register;
- details of the lead in regard to the Space industry; the need to incorporate details of Board Directors sitting on each of the Board panels; clarification in regard to the Enterprise Zone status at Goonhilly;
- as part of the roles and responsibilities as detailed in Appendix 5 to the report it was suggested that the role of Vice-Chair be included;
- clarity in respect of the role and responsibility of the Nominations Committee;
- clarification in regard to the conflicts of interests for those sitting on panels and sub-groups;
- it was acknowledged that the Articles of Association for the LEP should be refreshed;
- need to distinguish between public and private sector within the terms of reference for the Nominations Committee;
- need for the Executive Team to address issues in regard to skills and succession planning;

**Decision: Subject to a few amendments following discussions at the Board, the LEP Board approved the revised LEP Governance arrangements.**

**Action 7: the LEP Executive to amend the revised LEP Governance arrangements following comments by the LEP Board.**

#### **Enterprise Zone Board Update Report** (Agenda No. 5.4)

The LEP Board noted the report and progress across the Enterprise Zones.

Gavin Poole highlighted the main areas of the report with particular reference to:-

#### Overview

- confirmation that 31Ten had completed a Rates Model for Cornwall EZs which would be presented to the postponed EZ Board meeting in May;
- based upon rates forecast up to the end of March 2018 the EZ Growth Fund reserve stood at £847,480;

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Marine Hub Cornwall

- a refreshed Marine Hub Cornwall website had gone live on 1 March, 2018;
- Marine Hub Cornwall would be exhibiting in London between 13-15 March;

Aerohub+

- Work was ongoing to develop Plot 2 on the Aerohub Business Park;

Spaceport Cornwall

- It was expected that an announcement on the grant award would be made in March 2018, further details were awaited;
- It was anticipated that the Space Industry Bill would receive Royal Assent shortly;
- Reference was made to the Space presentation at Eden, which had been attended by over 100 businesses and had been positively received;
- Reference was made to the Human Centred Space Action Plan 2018-2030 tabled at the meeting.

**Employment and Skills Board Update Report**

(Agenda No. 5.5)

The LEP Board noted the report in relation to the Employment and Skills Board.

**LEP Audit and Assurance Committee Update**

(Agenda No. 5.6)

The LEP Board noted the report in relation to the LEP Audit and Assurance Committee.

The meeting ended at 5.20 pm.

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