

# Greater Cambridge Greater Peterborough

Enterprise Partnership

## Strategic Away Day: Overview

On Wednesday 18<sup>th</sup> May 2011 the Greater Cambridge Greater Peterborough Local Enterprise Partnership (LEP) Board met at Sealed Air's offices in St Neots for a Strategic Away Day to discuss key issues relating to the progress of the LEP.

The event was facilitated by Manny Gatt (who facilitated the LEP Summit) and Bob Bhabra from Shared Service Architects. Manny and Bob have been working with the LEP team to help develop their thinking around key issues and they have given the LEP a number of hours work for free (outside of the event) to move this issue forward.

This overview note captures the key discussions and outcomes of the day, and includes an action plan for future work.

### Scene setting

The day was split into workshops to help tackle issues one by one. After an initial introduction to the day, the Board were split into four groups who each participated in the following four workshops:

- What have we inherited?
- Vision
- Focus
- Business Model

### Exercise 1 – What have we inherited?

This workshop started off by looking at information contained within the original bid document and feedback from the LEP Summit that took place last year. It was an opportunity for the Board to review the key priorities and targets to ensure they were all in agreement.

The key feedback from the Board was:

- A strong agreement to keep the following priority areas:
  - Skills and employment
  - Funding
  - Developing a strategic economic vision, infrastructure, housing, planning
  - Supporting high-growth businessesAn additional priority area was agreed to be added:
  - Engaging the Government/European Commission on issues within the LEP remit
- However, within these areas it was agreed that further work is needed to clarify what we mean by “developing the strategic economic vision etc”, what level of responsibility the LEP will have, what level of influence the LEP will have, and what the appropriate interface is with the responsibilities of local authorities.
- It was also felt that further work is needed to determine the role of the LEP Board in supporting high growth businesses, and then agreement from the Board is needed to decide whether it is a hands-on delivery role or a policy development and commissioning role.
- A suggestion that there should be more of a focus on exploiting the ‘Cambridge’ brand and how to extend this across the LEP area – a comparison with Silicon Valley was made.

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- General agreement that the original vision within the bid document to create 100,000 businesses and 160,000 jobs by 2025 needs to be reviewed.

### Exercise 2 – Vision

After discussion that the Vision needed further refinement, the group agreed that the findings of two of the four workshops groups should be combined.

The general feedback from these two groups was:

- The Vision should articulate the LEP's growth aspirations.
- The LEP's primary customers are business and industry, plus funders who can support the work of the LEP.
- The goal is to overcome barriers to growth (e.g. skills, transport, infrastructure, and access to finance).
- The measures of success will be the number of jobs created, GVA and delivery of successful projects.

**Action:** To articulate an updated, clear vision for the LEP by the next Board meeting.

### Exercise 3 – Focus

During this session the four workshop groups were asked to think about different areas of focus for the LEP, and create a list of potential projects that the LEP could work on.

Unsurprisingly a great number of ideas were generated, with the initial priority areas seeming to be:

- Securing an Enterprise Zone.
- Transport and infrastructure – looking at manageable projects (such as Chesterton Station) before working towards a longer term goal of better transport links between Peterborough and Cambridge, and the A14.
- Skills – better ways of determining skills need.
- Identifying SME champions and using them as local business mentors.

**Action:** Further work refining the long list will be carried out with Alex and Neil in order to agree the priorities of the strategic focus.

### Exercise 4 - Business Model

Each workshop group was given a blank piece of paper and asked to draw a visual representation of how the LEP will function.

Across the room there was a level of broad agreement about the LEPs business model, structure and functions, which was very encouraging. Whilst more work on this was needed, all models suggested a “coordinating hub” structure, rather than a hierarchical one, with sub-groups working around the central hub.

Some of the common key functions of the LEP included:

- Finance
- Market Intelligence (the LEP must have insights in help influence the Strategic Economic Vision)
- Communications
- Engagement with Government and other key bodies

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There was also agreement that there needed to be a small central hub to support the LEP, with dedicated resource within this hub. The central hub would then be able to coordinate additional resource/in-kind support from other organisations (from all sectors, not just local government).

**Action:** To create a proposed composite business model, including potential LEP structure, by the next Board meeting.

### Actions from the Strategic Away Day

| Action   | By when...            | What needed   | Who              |
|--|-----------------------|---|------------------|
| Articulate a clear vision                                | 16 <sup>th</sup> June | Finalised vision  | Neville          |
| Agree priorities for strategic focus                     | 16 <sup>th</sup> June | Needs to be built from the longer list of projects        | Alex and Neil    |
| Composite business model                                 | 16 <sup>th</sup> June |   | Neville and Neil |
| Draw up skeleton business plan                           | 16 <sup>th</sup> June | Draw from awayday views                                   | Alex and Neil    |
| ED Strategy – LEP role – Influence vs. responsibility    | End of summer         | - SQW report<br>- Desk research<br>- Review/<br>summarise | Alex             |
| Communication with networks and other partners           | End of May            |   | Laura            |
| Impact of public sector/ military closures working group | End of May            | Sub group   | Terry and Allan  |
| Mapping networks   | September 2011        | Identify who do we need?                                  | Laura            |

The next Board meeting is taking place on 16<sup>th</sup> June, and reports relating to the relevant action points above will be brought back for discussion and agreement.