

Your ref:  
Our ref: RPH/PAW

15 November 2005

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**VIA E-MAIL**

Dear Fergus

**CUMBRIA INWARD INVESTMENT AGENCY LTD**

Thank you for your e-mail of 4 November, and the clarification in our conversation on 11 November.

The County Council has not made a formal decision about the size or structure of the CIIA Board to be implemented if it gains full control of the company. My letter of 26 October (bullet point 2) set out a potential structure based on the following principles:

- (i) that it should be smaller, and more action oriented than the existing board;
- (ii) that the County Council should have the power to control a company which would be its subsidiary;
- (iii) that we should encourage private sector expertise to help provide guidance to the company's work.

That said, I can confirm I think it is reasonable to expect that a partner providing significant funding to the company should have the opportunity of guiding the company at Board level. I would expect that to be the basis on which independent Directors were selected for the company, that could include a representative of a District Council.

I hope that you find this clarification and correction to my original letter helpful and that you will now be able to obtain the formal view of your Executive to our proposal.

Yours sincerely



Ralph Howard  
Corporate Director – Economy, Culture and Environment