



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 12 September 2022

Democratic Services

Robert Parkin Dip. LG.
Chief Legal Officer and Monitoring Officer

14:30 PM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Virtual Meeting

AGENDA

PUBLIC MEETING

Part 1 - Governance

1.1 Apologies for Absence and Declarations of Interest

1.2 Minutes - 11th July 2022

5 - 22

Part 2 - Funding and Growth Fund

2.1	Budget and Performance Report	23 - 32
2.2	Strategic Funds Management Review – September 2022	33 - 50
2.3	Recycled Local Growth Fund Project Funding Awards	51 - 56
 Part 3 - Strategy and Policy		
3.1	Sector Strategies Review	57 - 102
3.2	Enterprise Zones – Proposed Cambourne Business Park Boundary Change	103 - 112
 Part 4 - Future Meetings		
4.1	Business Board Headlines for Combined Authority Board	
4.2	Business Board Forward Plan	113 - 122

Membership

The Business Board comprises

Private Sector Members

Member	Sector
Vic Annells	Business Support Services
Tina Barsby	Agri-Tech
Belinda Clarke	Agri-Tech
Faye Holland	Communications

Aamir Khalid	Advanced Manufacturing, Research & Development, and Small & Medium-sized Enterprises
Al Kingsley	Digital & Education
Jason Mellad	Life Science
Andy Neely (Vice-Chair)	Skills & Education
Nitin Patel	Advanced Manufacturing and Small & Medium-sized Enterprises
Alex Plant (Chair)	Strategy & Infrastructure
Rebecca Stephens	Digital & Communications

Co-opted Members

Member	Sector
Mike Herd	Business & Professional Services
Dr Andy Williams	Life Sciences

Public Sector Members

Member	Position	Body
Mayor Dr Nik Johnson	Mayor of Cambridgeshire and Peterborough	Cambridgeshire and Peterborough Combined Authority
Councillor Lewis Herbert	Lead Member for Economic Growth	Cambridgeshire and Peterborough Combined Authority
Councillor Bridget Smith	Substitute Member	Cambridgeshire and Peterborough Combined Authority

The Business Board is committed to open government and supports the principle of transparency. With the exception of confidential information, agendas and reports will be published 5 clear working days before the meeting. Unless where indicated, meetings are not open to the public.

For more information about this meeting, please contact Nick Mills at the Cambridgeshire County Council on 01223 699763 or email nicholas.mills@cambridgeshire.gov.uk.



Business Board: Minutes

(Draft minutes published on 25th July 2022)

Date: 11th July 2022

Time: 2:30pm – 4:40pm

Present: Andy Neely (Acting Chair), Vic Annells, Belinda Clarke, Mike Herd, Faye Holland, Mayor Dr Nik Johnson, Al Kingsley, Jason Mellad, Nitin Patel, Rebecca Stephens and Andy Williams

86. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Tina Barsby and Councillor Lewis Herbert.

There were no declarations of interest.

87. Appointment of Chair of the Business Board

The Business Board received a report seeking the appointment of a Chair, following the resignation of Austen Adams in May 2022. After an eight-week recruitment campaign that had been supported by recruitment advisors Penna, seven applications had been received, of which four were invited for an interview. The interviews had been held on 7th July 2022, and the Business Programmes and Business Board Manager informed members that Alex Plant had been selected and recommended by the appointment panel.

While discussing the report, the Business Board:

- Paid tribute to all those who had applied for the role, noting their diverse attributes and strengths, but welcomed that the appointment panel's decision had been unanimous.
- Clarified that Alex Plant had experience working in the public sector, both in national and local government, and was currently working in the private sector. The Business Programmes and Business Board Manager undertook to provide members with a more detailed biography. **Action required**

It was resolved unanimously to:

Approve the appointment of Alex Plant as the Chair of the Business Board, for a period of two years, subject to clearing due diligence checks and completing induction training

88. Minutes – 9th May 2022

The minutes of the meeting held on 9th May 2022 were approved as a correct record.

The minutes of the extraordinary meeting held on 24th June 2022 were approved as a correct record.

The Business Board noted the Minutes Action Log.

89. Budget and Performance Report

The Business Board received the latest budget and performance report, which provided an update and overview of the revenue and capital funding lines within the Business and Skills directorate, including 2021/22 year-end positions of the various projects and programmes. Although Table 1 of the report indicated that only £1.1m income had been received against a budget of £2.6m, the Business Board Section 73 Officer clarified that this was due to delays and that delivery was expected to occur in 2022/23. He also clarified that although Table 4 of the report appeared to state that a £2m spend on the University of Peterborough Phase 3 had occurred without an accompanying budget, the funds had been approved by the Business Board in March 2022, but the actual expenditure would occur in 2022/23. Future resources available for the Business Board were significantly lower than in previous years, although this was due to the completion of the Local Growth Fund (LGF) and the lack of a replacement programme. Following the Government's Levelling Up White Paper of February 2022, which proposed changes to the role of Local Enterprise Partnerships (LEPs) across the country, a report on the issue would be presented to the Business Board at its meeting in September 2022.

The Business Board Section 73 Officer informed members that the Combined Authority had received a letter from the Department for Levelling Up, Housing and Communities (DLUHC), confirming that £1.3m funding had been paused due to weaknesses in the Combined Authority's governance arrangements. Noting that this included £375k of LEP Core Funding, he emphasised that DLUHC did not have any concerns about the operations or decision-making of the Business Board, rather the LEP Core Funding payment just fell in the period that funding to the Combined Authority was being paused. He also confirmed that the pause in funding had no immediate impact on the ability of the Business Board to function, including the delivery of projects that were ongoing and the consideration or approval of funding for new projects, and that there would be no disruption to cashflow or the ability to make any due payments. Notwithstanding, the Combined Authority would not need to resolve the concerns that had been raised in order to unblock the funding, and the new Chief Executive had undertaken to develop and deliver the improvement plan, which would be presented to the Combined Authority Board on 27th July 2022.

While discussing the report and the update on the letter received from DLUHC, the Business Board:

- Expressed concern about the weaknesses that had been identified by the Government and sought clarification on when its concerns had been raised with the Combined Authority. It was confirmed that the letter received from DLUHC was the first formal correspondence on the matter.
- Welcomed the initial discussions that had been held between the new Chief Executive of the Combined Authority and the Acting Chair of the Business Board, and noted the opportunity for the new Chair of the Business Board to develop and strengthen the relationship. Members requested that the Chief Executive be invited to future Business Board meetings. **Action required**
- Expressed concern that the weaknesses included shortcomings of external providers, suggesting that the selection process for such providers should ensure that they did not compromise the efficacy of the Business Board or Combined Authority.
- Sought reassurance that the processes in place to regularly monitor the spend profile against projects and track progress of their delivery were sufficiently robust. Noting that monthly meetings were held between finance business partners and individual project leads to discuss actuals and agree a forecast outturn, the Business Board Section 73 Officer informed members that this process had been made more rigorous by the additional involvement of the project management officer.
- Queried whether funding providers had expressed any concerns about the significant carry forwards that were included in the budget. Observing that greater attention was often given to the issue in the build-up to funding deadlines, the Business Board Section 73 Officer noted that funders generally maintained an active dialogue and raised any concerns when they arose.

It was resolved unanimously to:

- a) Note the outturn financial position relating to the revenue and capital funding lines within the Business and Skills directorate for the 2021/22 financial year; and
- b) Note the anticipated opening budget position for 2022/23.

90. Strategic Funds Management Review – July 2022

The Business Board received an update on strategic funding programmes and their progress to 1st June 2022, including the LGF, Recycled LGF, the Community Renewal Fund (CRF), the Levelling Up Fund (LUF) and the UK Shared Prosperity Fund (UKSPF). Attention was drawn to section 4.1 of the report, which included information on a potential risk of delay to the opening of the North Cambridgeshire Training Centre (NCTC) in Chatteris, scheduled for September 2022, due to a problem with access to the site and difficulties in funding £347k for the necessary infrastructure work to resolve it. A request for additional funding would be presented to the Combined Authority Board

on 27th July 2022, and it was confirmed that this funding would not be related to the Business Board's resources. On 24th June 2022, the Business Board recommended three projects for approval of recycled LGF, and it was confirmed that the funding had been subsequently approved by Mayoral Decision Notice. A fourth project, on which the Business Board had deferred making a decision, would be presented at the Business Board meeting on 12th September 2022.

While discussing the report, the Business Board:

- Sought clarification on how robustly the efficacy of job creation for projects was being monitored in comparison to original forecasts. Noting that officers performed its own level of monitoring, questioning and evidence gathering, the Senior Responsible Officer for LGF, Market Insight & Evaluation informed members that Metro Dynamics had been commissioned to carry out a deep dive evaluation on the second tranche of LGF projects, following a previous such evaluation that had been carried out independently in 2021. He noted that this initial evaluation had demonstrated the increased value and better performance of projects that had been funded by the Business Board, as opposed to the former Greater Cambridgeshire Greater Peterborough LEP.
- Expressed concern about the potential delay to the opening of the NCTC and the impact that this would have on apprentices due to start in September 2022. Acknowledging the concerns, the Senior Responsible Officer highlighted that even if funding was awarded by the Combined Authority Board on 27th July 2022, the contractor that had been lined up to carry out the work would still have to obtain the necessary license from the County Council to close the road for the work to place, which could take a number of weeks and still delay the opening. He reassured members that the education provider at the NCTC was preparing contingency plans to ensure that in such circumstances the learners would still be able to commence their courses in an alternative location.
- Queried whether the NCTC would be able to be accessed via the adjoining property that was unaffected by the issue with the A141 roundabout. Emphasising that the centre would not be able to open until the issue with the junction had been resolved, the Senior Responsible Officer confirmed that access through the adjoining property had been investigated, but health and safety were significant concerns as it was an industrial factory.
- Observed that the NCTC was due to have opened by the time of the next Business Board meeting on 12th September 2022, and requested to be provided with an update at that meeting to confirm that the matter had been resolved. **Action required**
- Suggested that lessons should be learnt from this situation with the NCTC to avoid similar issues arising in the future with other projects. Noting that this had already been considered, the Senior Responsible Officer suggested that the major learning point was that project owners needed to carry out highways assessments in far more detail than they sometimes thought.

- Clarified that the communications team was aware of the situation with the NCTC, as with all red flag projects, in order to be able to respond to any criticism that may be received.

It was resolved unanimously to:

Note all programme updates outlined in this report.

91. UK Shared Prosperity Fund Investment Plan Update

The Business Board received a report which provided an update on the progress to develop the UK Shared Prosperity Fund (UKSPF) Local Investment Plan for Cambridgeshire and Peterborough, and which included the list of proposed projects to be included within the Local Investment Plan, as well as an outline of the process and governance mechanism to approve the Local Investment Plan and to manage delivery of funding to the projects. Although work continued to be carried out developing the Local Investment Plan, the final version would be presented to the Combined Authority Board at its meeting on 27th July 2021, prior to the submission deadline of 1st August 2022.

While discussing the update report, the Business Board:

- Noted the involvement of the Cambridgeshire Public Service Board (CPSB) in the development of the Local Investment Plan, and queried whether the Business Board had any input on the list of projects through the CPSB. Acknowledging that the Business Board was being consulted at a late stage of its development, the Senior Responsible Officer for LGF, Market Insight & Evaluation emphasised that the decision to work with the CPSB was because it included representatives of all the key local stakeholders. He also noted that the projects would be required to go through a further phase that included verification of their deliverability.
- Clarified that further projects could still be considered for inclusion, although it was acknowledged that they would have to be supported by the local authority relevant to the area in which they were located, as well as the fact that the deadline for submission of the Local Investment Plan was only three weeks away.
- Observed that the Economic Growth Strategy had identified various areas in which work needed to be carried out and for which funding had been unavailable, and suggested that such projects could fall within the scope of the UKSPF. The Senior Responsible Officer informed members that some of the proposed projects were based on the Economic Growth Strategy, although he noted that due to the fund's requirements and restrictions, the actual amounts for allocation were relatively small and therefore would not have as significant an impact as had been hoped for.
- Suggested that it would be beneficial to avoid funding projects that could already receive funding via Growth Works. Informing members that work had been carried out already to minimise duplication on various levels, the Senior Responsible Officer noted that Growth Works, in its current form, was due to come to an end in 2023, whereas the UKSPF would continue into 2024/25

It was resolved unanimously to:

Note the progress to date and next steps for the Cambridgeshire and Peterborough Local Investment Plan for the UK Shared Prosperity Fund.

92. Growth Works Management Review to 31 May 2022 (Q6 is April to June 2022)

The Business Board received an update on the Growth Works' programme performance up to 31st May 2022. While the inward investment, skills, and capital grants service lines were performing strongly, there were concerns about the performance of the coaching service line. However, an audit of YTKO, who deliver the coaching service line, had concluded that the procedures, processes and pipeline in place were all robust. The Deputy Chief Officer of the Business Board observed that businesses were taking around 50% longer than originally anticipated to complete their coaching, while the conversion rate of those undertaking diagnostics and then moving into coaching was lower than expected.

While discussing the report, the Business Board:

- Welcomed the positive data on the inward investment line, and requested further information on the kind of companies and sectors that were involved. Noting that inward investment supply chain events had been hosted on artificial intelligence and advanced manufacturing, with a further event planned for agritech, the Deputy Chief Officer of the Business Board undertook to circulate the information, although he emphasised that Growth Works was not tied to any sector in particular. **Action required**
- Clarified that companies were not given financial incentives to move to the region, and were instead attracted by the quality of the area and existing infrastructure. Members were also informed that assistance was provided in finding suitable premises and sorting travel arrangements. Members suggested that some companies were attracted to Cambridgeshire and Peterborough because of the various sector specialisations in the region, and considered whether Growth Works served to entice and support them, or whether they would actually move into the area regardless of the assistance that was on offer. The Deputy Chief Officer of the Business Board informed members that a significant amount of work was carried out behind the scenes to attract companies, many of which were also being enticed to other areas of the country, and undertook to provide members with further information on how this done. **Action required**
- Queried whether information was available on why some companies decided to locate themselves in other regions to Cambridgeshire and Peterborough. Noting that local authorities were also interested in establishing such information, the Deputy Chief Officer of the Business Board acknowledged that sometimes it was not possible to establish why companies decided to locate themselves elsewhere, although he confirmed that officers were investigating the matter.
- Sought clarification on whether funding would be lost if the service continued to underperform on nudge grants. Noting that YTKO and Gateley Economic Growth

Services (GEGS) had been asked to develop a recovery plan on this issue, the Deputy Chief Officer of the Business Board suggested that there was still time to overcome the problems with 18 months remaining of the programme. He informed members that DLUHC had indicated they were satisfied with the situation, and it was unlikely that funds would have to be returned.

- Expressed concern that there were only 18 months left in the Growth Works programme, and requested a further update prior to the next one that was scheduled in November 2022. The Deputy Chief Officer of the Business Board undertook to provide members with a briefing in the meantime. **Action required**
- Paid tribute to the successes of Growth Works and the support provided by the Deputy Chief Officer of the Business Board, and clarified that case studies were being prepared to publicise and demonstrate such achievements. The Growth Co Chair also highlighted that companies were being attracted across the region, and not just to Cambridge.
- Noted that a lot of high growth companies did not approach Growth Works because they either already had their own consultants or they were unaware of the assistance that was available, and emphasised the need to proactively approach such companies.
- Suggested that as well as looking to attract businesses to the region, the Business Board could consider how to attract more people.

It was resolved unanimously to:

Note the Growth Works programme performance up to 31 May 2022 (Q6 is April 2022 to 30th June 2022).

93. Economic and Skills Insight Report - June 2022

The Business Board received a report from Metro Dynamics containing the latest data on overall economic performance for Cambridgeshire and Peterborough. While previous such reports had focused on the impacts of Covid-19 on the economy, there was now a greater focus on issues such as inflation and cost of living. With inflation expected to continue to rise and the cost of living being driven up by energy and transport, the impact was falling disproportionately on poorer sectors of society. Although unemployment continued to stay low, wages were not rising as fast as inflation and the cost of goods, and part of the reason for low unemployment was that a significant number of people had left the workforce, often due to long-term sickness or caring responsibilities. The manufacturing sector was struggling in particular, although inflation in the service sector was less pronounced. The impacts of Covid-19 continued to be felt, with less footfall in larger towns and cities due to people continuing to work from home. Following consecutive quarters of negative growth on a national level, the prospect of future growth looked bleak, and the Business Board, along with the Combined Authority, would need to continue to monitor the situation over coming months and years.

While discussing the report, the Business Board:

- Expressed concern about the levels of inflation and suggested that the Business Board could consider whether its current activities were helping people with inflationary pressures, or whether there were further things that could be done, either by the Business Board or the Combined Authority.
- Expressed concern that those at the bottom of the spectrum were being hardest hit, and queried whether specific data was available for Cambridgeshire and Peterborough, rather than the national data provided in the report from research carried out by the Institute for Fiscal Studies. Acknowledging that various sections of the report were based on national data, the Metro Dynamics representative suggested that the issue could be more pronounced across the region, and undertook to provide further information.
- Paid tribute to the quality of the Metro Dynamics report and emphasised the importance of disseminating it as widely as possible. Noting that the reports were shared with the Business Advisory Panel, the Business Programmes and Business Board Manager informed members that the recruitment of a communications officer was being undertaken in order to develop and expand such publicity, and it was agreed that an update would be provided on how the Metro Dynamics reports would be made accessible. **Action required**

It was resolved unanimously to:

Note the Metro Dynamics report, attached at Appendix 1 to the report, and provide any feedback as applicable.

94. Nomination of Business Board Representative for the Combined Authority Board

The Business Board received a report seeking the nomination of a representative and a substitute for the Combined Authority Board for the municipal year. Chapter 2 (Membership of the Combined Authority) of the Combined Authority's Constitution set out the requirements, and it was noted that the nomination was normally the Chair of the Business Board.

Following the appointment of Alex Plant as the Chair of the Business Board earlier in the meeting, it was proposed by Al Kingsley, and seconded by Rebecca Stephens, to nominate Alex Plant as the representative, with Andy Neely, the Vice-Chair of the Business Board, as his substitute.

It was resolved unanimously to:

- a) Nominate Alex Plant, the Chair of the Business Board, to be a Member of the Combined Authority Board for the municipal year 2022/23;
- b) Nominate Andy Neely, the Vice-Chair of the Business Board, to be a substitute Member of the Combined Authority Board for the municipal year 2022/23;

- c) Recommend the nominations to the Combined Authority Board.

95. Nomination to the Greater Cambridge Partnership Executive Board

The Business Board received a report seeking the nomination of a member to be a non-voting co-opted member of the Greater Cambridge Partnership (GCP) Executive Board, and to agree on a second Business Board nominee as the substitute member. The previous member had been Austen Adams, until his resignation as Chair of the Business Board, while the substitute member was Andy Williams.

Noting Andy William's extensive experience of working with the GCP, it was proposed by the Acting Chair, and seconded by Faye Holland, to nominate Andy Williams as a non-voting co-opted member, with Alex Plant, the Chair of the Business Board, as the substitute member.

It was resolved unanimously to:

- a) Nominate Andy Williams to represent the Business Board as a non-voting co-opted member of the Greater Cambridge Partnership Executive Board;
- b) Nominate Alex Plant, the Chair of the Business Board, as the Business Board's substitute member of the Greater Cambridge Partnership Executive Board; and
- c) Note that the nominations at (a) and (b) above are subject to approval by the Greater Cambridge Partnership Executive Board.

96. Enterprise Zones - Cambourne Business Park Boundary Change and Programme Update

The Business Board received an update report on the Enterprise Zone Programme, which also sought the Business Board's support for a request from South Cambridgeshire District Council (SCDC) for a boundary change and redesignation of Enterprise Zone status for Parcel A at Cambourne Business Park, as set out in section 3 of the report.

While discussing the report, the Business Board:

- Expressed concern that it was being proposed to sacrifice highly sought-after business space for housing, especially when South Cambridgeshire was trying to raise its profile as a place to go for businesses, and queried what type of housing it was being proposed to build instead of business use. Confirming that he was unable to provide such information, the Business Programmes and Business Board Manager noted the site was three hectares and would therefore only be large enough for eight mid-range business units.
- Highlighted the regularity of developers requesting changes to agreements that would be of benefit to them, and sought clarification on whether the Business Board was able to prevent it from occurring. Clarifying that changing an Enterprise Zone boundary required a statutory process that needed to be agreed by the relevant

local authority first, the Business Programmes and Business Board Manager informed members that although the final decision would be made by the Department for Business, Energy and Industrial Strategy (BEIS), the Business Board would need to provide its endorsement due to its responsibility for strategic oversight for the delivery of Enterprise Zones in Cambridgeshire and Peterborough.

- Argued that further information was required before a decision could be made, particularly related to the benefits that the change would have for businesses, noting that the Business Board was responsible for advocating for the business sector, as opposed to the housing sector.

It was resolved unanimously to:

- a) Defer the decision on the boundary change request and redesignation of Enterprise Zone status for Parcel A at Cambourne Business Park, in order to obtain additional information and to further establish the benefits that it would provide to businesses; and
- b) Note the Enterprise Zones Programme update.

97. Greater South East Net Zero Hub LAD 2 (Green Homes Grant) and Sustainable Warmth Programme Update

The Business Board received an update report on the financial and non-financial performance of the LAD 2 (Green Homes Grant) and Sustainable Warmth Programmes. Following the return of £22m of grant funding that had been awarded to the Greater South East Net Zero Hub to the Government in March 2022, a further approximately £30m would be returned in September 2022, due to a higher than anticipated quality failure rate and available capacity for assessors and installers. The extension of that programme to September 2022 had a negative impact on the Sustainable Warmth Programme, due to the limited supply chain for retrofit works, and, despite requests being submitted to BEIS for an extension to the programme, it was estimated that the Combined Authority would only be able to deliver about £47m of the £118m that had been awarded. An internal working group had been established to gain further insight across sectors to the barriers of engaging in retrofit funded programmes and find solutions to scale the industry, which included two Business Board members and officers from the Combined Authority, with the group's terms of reference set out in section 5 of the report.

The Head of Greater South East Net Zero Hub informed members that interest was growing in the supply chain, with the Energy Efficiency Measures Dynamic Purchasing System, which was essentially an approved framework for suppliers, currently including 56 suppliers, with a further 16 additional applying in a recent round. Potential subcontractors were also being consulted as part of the drive to increase delivery, although it was emphasised that there was a focus on long-term growth for the supply chain, with key issues having been identified, such as risk appetite for small businesses and the caps on costs per property, and benchmarks having been established in order to ensure that the necessary skills programmes were developed to support the effort.

While discussing the report, the Business Board:

- Observed that people renting a house often felt that it was the owner's responsibility to retrofit the house, and therefore many potential houses were not available. It was confirmed that work was being undertaken to overcome this problem, which had also been experienced and overcome in other parts of the country.
- Argued that due to current high energy costs, there should be good demand from consumers if the supply chain issues could be resolved, and expressed frustration that the full allocated funds could not be spent.
- Acknowledged that returning significant levels of funding to the Government was both unfortunate and unpopular, but paid tribute to officers and Business Board members for their work in overcoming the challenges. It was suggested that some of the issues demonstrated the need for more coordinated working across the different directorates within the Combined Authority.
- Queried whether similar issues had occurred elsewhere across the country. Noting that there were constraints on supply chain availability and capacity across the country, the Head of Greater South East Net Zero Hub informed members that the proportional amount being returned by the Combined Authority was the highest in the country, largely due to a failed procurement process that set the region behind some of the other Hub areas.

It was resolved unanimously to:

Note the performance of the LAD 2 (Green Homes Grant) and Sustainable Warmth Programme.

98. Business Board Headlines for Combined Authority Board

While discussing the ongoing work to resolve the issues raised by the Government that led to a pause in the Combined Authority's funding, members requested that the Chief Executive provide them with a briefing on the improvement plan. **Action required**

The Business Board noted the headlines that the Chair would convey at the Combined Authority Board meeting on 27th July 2022.

99. Business Board Forward Plan

Noting that it was the last meeting for the Deputy Chief Officer of the Business Board, members paid tribute to his work and support that he had provided to the Business Board.

Confirming that the next meeting was scheduled to be held on 12th September 2022, the Business Board noted the Forward Plan.

Chair
12th September 2022



THE BUSINESS BOARD

Business Board Minutes Action Log

This Action Log captures the actions arising from the recent Business Board meetings and updates members of the Board on compliance in delivering the agreed actions. It does not include approved recommendations requiring immediate action (which are recorded on the Decision Log) or delegated decisions (which are recorded separately and held by the Monitoring Officer).

Business Board Meeting Held on 19th July 2021

Business Board Meeting Held on 19 th July 2021					
21.	Budget and Performance Report	Robert Emery	Identify a timeline for the potential exit plans of each equity investment project and present the findings to the Business Board for discussion.	The SRO for LGF and Market Insight & Evaluation, along with the Business Board's Section 73 Officer, has commenced work, but information is required from individual projects on the timelines for exit. This is a significant piece of work that will require input from across the directorate and was not completed in last financial year but is anticipated during the 2022/23 financial year. It will also need to consider those investments as part of the Growth Works contract. A change to the Business and Skills Finance Manager has created a delay to September 2022.	Action Ongoing Target: September 2022

Business Board Meeting Held on 14th September 2021

36.	Strategic Funding Management Review – September 2021	Steve Clarke	Provide the Business Board with a summary of the lessons learned from failed and aborted projects.	Lessons learned from the Wisbech Access project were reported to the Business Board at its meeting on 8 th November 2021 (Item 2.2, Appendix 2). A further project lessons learned report across all the funding portfolios will be shared with the Business Board during this financial year as part of the next tranche of project evaluation work to be undertaken in second half of the year.	Action Ongoing Target: November 2022
-----	--	--------------	--	--	--------------------------------------

Business Board Meeting Held on 10th January 2022

60.	Covid-19 Economic and Skills Insight Report	Emily Butler	Disseminate the data on Covid-19 provided by Metro Dynamics to the wider community in the Cambridgeshire and Peterborough region.	With the appointment of a new Chair and the end of the updates being delivered by Metro Dynamics, the subject of producing and disseminating economic data from the region will be part of the agenda for next Business Board activity update meeting to establish the next steps. A draft plan will be shared with Business Board members for review and comment.	Action Ongoing Target: September 2022
-----	---	--------------	---	--	---------------------------------------

62.	Business Board Appointments	Domenico Cirillo	Arrange an informal meeting to discuss the pending appointment of a new Director of Business and Skills.	A meeting will be scheduled with Business Board members at the earliest opportunity once formal arrangements are confirmed by the Combined Authority. This is not expected until late summer 2022 following the organisational transformation review.	Action Ongoing Target: October 2022
Business Board Meeting Held on 9 th May 2022					
76.	Strategic Funds Management Review – May 2022	Steve Clarke	Consider whether data in reports could be separated between live projects and completed projects, and whether there could be a differentiation between projects approved by the former LEP and the Business Board.	Work on splitting data has been started with the July reports showing some data split between former LEP and the Business Board, a more developed split in the reports between live and completed projects will be included in the September report onwards.	Action Complete
Business Board Meeting Held on 11 th July 2022					
87.	Appointment of Chair of the Business Board	Domenico Cirillo	Provide members with a more detailed biography of Alex Plant, the new Chair of the Business Board.	Details circulated to Business Board members and published on the Combined Authority's website.	Action Complete

89.	Budget and Performance Report	Domenico Cirillo	Invite the Chief Executive to future Business Board meetings.	Arrangements are being explored to extend an invite to the Chief Executive from September onwards.	Action Ongoing Target: September 2022
90.	Strategic Funds Management Review – July 2022	Steve Clarke	Provide an update at the Business Board meeting on 12 th September on how the situation with the North Cambridgeshire Training Centre was resolved.	Business Board members received an update on the training centre at its Activity Update meeting on 15 th August 2022.	Action Complete
92.	Growth Works Management Review to 31 May 2022 (Q6 is April to June 2022)	Steve Clarke / Domenico Cirillo	Circulate information to members on the kind of companies and sectors that are involved with Growth Works' inward investment service line.	Information on businesses and a high growth prospects list were circulated to Business Board members.	Action Complete
		Steve Clarke / Domenico Cirillo	Provide members with information on work that is being carried out behind the scenes to attract companies to the Cambridgeshire and Peterborough region.	Regular update meetings are held fortnightly with the Growth Works Inward Investment service line. Going forwards, Business Board members will be provided with quarterly '120 day' marketing & comms plan, together with monthly reporting information on progress by service (and especially the work being done to attract businesses into the area).	Action Complete

		Steve Clarke / Domenico Cirillo	Provide members with a briefing update on how problems with Growth Works' coaching service line are being addressed, prior to the next report that is scheduled to be presented to the Business Board in November 2022.	A briefing update session will be scheduled with all members ahead of the planned Business Board / Combined Authority workshop in September and the Business Board meeting in November.	Action Ongoing Target: November 2022
93.	Economic and Skills Insight Report - June 2022	Domenico Cirillo	Provide members with an update on how the Metro Dynamics reports will be made accessible to a wider public.	With the appointment of a new Chair and the end of the updates being delivered by Metro Dynamics, the subject of producing and disseminating economic data from the region will be part of the agenda for next Business Board activity update meeting to establish the next steps. A draft plan will be shared with Business Board members for review and comment.	Action Ongoing Target: September 2022
98.	Business Board Headlines for Combined Authority Board	Gordon Mitchell	Provide members with a briefing on the Combined Authority's Improvement Plan.	Members will be briefed accordingly with regular updates as available. This will be further discussed between members at the planned Business Board / CA Board workshop scheduled for 5 th September 2022.	Action Ongoing Target: September 2022

Budget and Performance Report

To: Business Board

Meeting Date: 12 September 2022

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Interim Finance Manager, Julia Hoban

Key decision: No

Recommendations: The Business Board is recommended to:

Note the financial position as of 31st July 2022 relating to the revenue and capital funding lines within the Business & Skills Directorate.

1.0 Purpose

- 1.1. To provide an overview of the revenue and capital funding lines that are within the Business & Skills Directorate to assist the Business Board and enable informed decision making regarding the expenditure of these funds.

2.0 Background

- 2.1. The Business Board has requested a summary of the revenue and capital funding lines available within the Business & Skills Directorate to assist in ensuring financial decisions relating to the revenue and capital funding lines under their control are well informed, financially viable, and procedurally robust.
- 2.2. The outturn forecast reflects costs incurred to date, accrued expenditure and the impact on the current year assumptions made on staffing, overheads and workstream programme delivery costs as set out in the Medium Term Financial Plan (MTFP).

3.0 Revenue Budget 2022/23

- 3.1. A breakdown of the Business & Skills Directorate 'Business Revenue' income for the period to 31st July 2022, is set out in Table 1 below.

Table 1 - Grant Income	July budget £'000	Adj £'000	Revised budget £'000	Actual income £'000	Forecast Outturn £'000	Forecast Variance £'000	Change in Forecast Outturn £'000
Enterprise Zone receipts	-972	-	-972	-	-972	-	-
ERDF - Growth Service Grant	-2,918	-	-2,918	-	-2,918	-	-
ESF Growth Service Grant	-920	-	-920	-	-920	-	-
Growth Hub Grants	-246	-	-246	-	-246	-	-
LEP Core Funding	-375	-	-375	-	-375	-	-
Total Grant Income	-5,431	-	-5,431	-	-5,431	-	-

- 3.2. The ERDF programme has been slower to start than was anticipated, as, to a lesser extent, has the ESF, and this is reflected in both delayed grant claims (seen here) and expenditure as seen in the 'Growth Co Services' line in Table 2. This is being addressed with GEG and the consortia putting together a detailed recovery plan which may entail a project change request. A recent audit has shown the processes and procedures are robust and an extension to the end of December 2022 has been granted by the Department for Levelling Up, Housing and Communities (DLUHC).
- 3.3. The reduction in the LEP core funding grant reflected the actual LEP funding provided by the Department for Business, Energy and Industrial Strategy (BEIS) for 2022-23. This reduction from £500k to £325k was applied to all LEPs nationally as previously reported to the Business Board.

3.4. A breakdown of the Business & Skills Directorate 'Business Revenue' expenditure for the year to 31st July 2022 is show below.

Table 2 - 'Business Revenue' Expenditure	July budget £'000	Adj £'000	Revised budget £'000	Actual spend £'000	Forecast Outturn £'000	Forecast Variance £'000	Change in Forecast Outturn £'000
Economic Rapid Response Fund	41	-	41	5	41	-	-
Growth Co Services	5,073	-	5,073	174	5,073	-	-
Insight and Evaluation Programme	75	-	75	12	75	-	-
Local Growth Fund Costs	426	-	426	109	426	-	-
Marketing and Promotion of Services	90	-	90	-	90	-	-
P'boro Uni Quarter Masterplan	100	-	100	-	100	-	-
SPF Evidence Base & Pilot Fund	77	-	77	-	77	-	-
Total BB revenue expenditure	5,881	-	5,881	300	5,881	-	-

3.5. £2.2m of planned 2021/22 expenditure was carried over from 2021/22 due to slippage as reported the Business Board in July 2022.

3.6. As reported in July, the 2021-22 Growth Co underspend was predominantly due to the slow initiation of the ERDF funded workstream within the Growth Co, which has delayed expenditure due to some issues getting the needed quality of documentation from supported companies. As the support has been provided by Growth Co's subcontractors it is anticipated that, once the documentation process is improved, the claims will catch-up.

3.7. The Peterborough University Quarter Masterplan budget has not yet been drawn down as there have been delays in its development, this is now scheduled for the second half of 2022-23.

3.8. Table 3 below, gives an overview of the Energy and Market Towns revenue budget lines which are currently outside the Business Board's control and are provided for information purposes.

Table 3 - Energy Revenue Expenditure	July budget £'000	Adj £'000	Revised budget £'000	Actual spend £'000	Forecast Outturn £'000	Forecast Variance £'000	Change in Forecast Outturn £'000
Net Zero Hub core	2,186	-	2,186	870	2,186	-	-
COP 26	23	-	23	2	23	-	-
Retrofit - LAD Phase 2	699	-	699	196	699	-	-
Retrofit - LAD Phase 3	10,601	-	10,601	94	6,094	-4,508	-4,508
Retrofit - Sourcing Activity	699	-	699	146	699	-	-
Retrofit - Home Upgrade Grant	4,443	-	4,443	1	2,493	-1,950	-1,950
Net Zero Investment Design	1,500	-	1,500	-	1,500	-	-
Public Sector Decarbonisation	1,150	-	1,150	4	1,150	-	-
Rural Community Energy Fund	1,974	-	1,974	956	1,974	-	-
Total Energy revenue expenditure	23,277	-	23,277	2,269	16,819	-6,458	-6,458

- 3.9. There was a substantial underspend across the Net Zero Hub budgets in 2021-22, which is due to the significant problems that have been encountered on the Retrofit - LAD Phase 2 programme resulting in significant delay to delivery of the programme. An update on this, and revised delivery profiles, resulting in £96m being returned to BEIS across LAD2, LAD3 and Sourcing Activity was presented to the Combined Authority Board at its meeting on 31st July and is linked to in the background papers section.
- 3.10. The necessity to focus on recovery of the GHG phase 2 programme resource has not been available to deliver on the other, less time critical, workstreams resulting in underspends on Net Zero Investment Design, Phase 3 and Public Sector Decarbonisation. The funding for these workstreams was ringfenced and has rolled over into 2022-23 spend.
- 3.11. The Rural Communities Energy Fund programme is materially complete, with all funds awarded. There are a few claims being completed and submitted by grant recipients which will now fall into 2022-23 for payment, but this is within the grant terms so no issues are anticipated.

4.0 Capital Budget 2021/22

- 4.1. A breakdown of the Business & Skills Directorate 'Business Capital' expenditure to 31st July 2022 is shown below Table 4.

Table 4 - 22-23 BB Capital Expenditure	Funding Source	Revised Budget £'000	Actual £'000	Forecast Outturn £'000	Forecast Variance £'000	Change in Forecast Outturn £'000
Barn4 specialist growing facilities	Recycled	400	-	400	-	-
Cambridge Biomedical MO Building	LGF	185	141	185	-	-
Cambridge City Centre	LGF	481	-	481	-	-
College of West Anglia - Net Zero	Recycled	274	-	274	-	274
Expansion of Growth Co Inward Investment	Recycled	400	-	400	-	-
Fenland Hi-tech Futures	Recycled	400	-	400	-	-
IEG Student Space	Recycled	7	-	7	-	7
Illumina Accelerator	Recycled	1,700	200	1,700	-	-
South Fen Business Park	LGF	946	-	946	-	-
Start Codon (Equity)	Recycled	1,475	-	1,475	-	-
The Growth Service Company	Mixed	5,135	454	5,135	-	-
Total 22-23 BB Capital Expenditure		11,402	795	11,402	-	281

N.B. LGF stands for Local Growth Fund; Recycled funds are those given out by the Business Board as loans which have subsequently been repaid

- 4.2. The five highlighted projects were approved by the Business Board within the current financial year. The Mega Factory project has not been included as there has been a subsequent change request which is reported in item 2.3 of this agenda and the result of the decision on that change request will be reflected in the next Budget and Performance Report in November 2022.
- 4.3. Table 5 below, gives an overview of the Energy & Market Towns capital budget lines which are currently outside the Business Board control and are provided for information purposes.

Table 5 - 22-23 Energy and Market Towns Capital	Funding Source	Revised Budget £'000	Actual £'000	Forecast Outturn £'000	Forecast Variance £'000	Change in Forecast Outturn £'000
Retrofit: LAD phase 2 capital	LAD 2	49,984	6,215	49,984	-	-
Retrofit: LAD phase 3 capital	LAD 3	73,675	-	34,530	-39,145	-39,145
Retrofit: Home Upgrade Grant (HUG) capital	HUG	29,610	-	14,128	-15,482	-15,482
Market Towns: Chatteris	CGS	596	122	596	-	-
Market Towns: Ely	CGS	735	-	735	-	-
Market Towns: Huntingdon	CGS	391	86	391	-	-
Market Towns: March	CGS	2,068	-	2,068	-	-
Market Towns: Ramsey	CGS	1,000	-	1,000	-	-
Market Towns: Soham	CGS	894	5	894	-	-
Market Towns: St Ives	CGS	433	86	433	-	-
Market Towns: St Neots	CGS	1,141	-	1,141	-	-
Market Towns: Whittlesey	CGS	914	-	914	-	-
Market Towns: Wisbech	CGS	746	178	746	-	-
St Neots Masterplan	CGS	215	-	215	-	-
Total 22-23 Energy And Market Towns Capital		162,401	6,692	107,775	-54,627	-54,627

N.B. CGS stands for Capital Gainshare which is the Combined Authority's unringfenced capital funding, HUG and LAD2/3 are capital grants specifically for the relevant retrofit phases.

- 4.4. The material change in the forecast position across the capital retrofit programmes is due to delays in delivery of the LAD 2 programme and the knock-on effect this has had in reducing the LAD3 and HUG delivery window from 12 months to 6 months. The forecast underspend on these projects will result in a repayment to BEIS of £96m. This was discussed in detail in a report presented to the Combined Authority Board on 31st July 2022, and is linked within the background papers section of this report.
- 4.5. Despite close monitoring and support from the Combined Authority, the Market Town programme has slipped across all delivery partners. As the delivery partners have been issued grant funding agreements to the award values the spend is contracted for and so the budgets have been brought forward into 2022-23. Spend on some areas of the programme has started to materialise, but there are still five projects where no spend was claimed, as at the end of July.

5.0 Capital Programme 2022/23

5.1. The Business Board are asked to note the Business and Skills directorate Capital Programme. Lines in the Business Board's remit are above the bold line.

	Approved Budget				Total approved to spend	Subject to Approval				Total project budgets
	22-23	23-24	24-25	25-26		22-23	23-24	24-25	25-26	
Table 6 - Business and Skills Capital Programme	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Barn4 specialist growing facilities	400	-	-	-	400	-	-	-	-	400
Cambridge Biomedical MO Building	185	-	-	-	185	-	-	-	-	185
Cambridge City Centre	481	-	-	-	481	-	-	-	-	481
College of West Anglia - Net Zero	274	850	876	-	2,000	-	-	-	-	2,000
Expansion of Growth Co Inward Investment	400	-	-	-	400	-	-	-	-	400
Fenland Hi-tech Futures	400	-	-	-	400	-	-	-	-	400
Growth Works Additional Equity Fund	-	-	-	-	-	950	2,850	2,850	2,850	9,500
IEG Student Space	7	30	260	99	397	-	-	-	-	397
Illumina Accelerator	1,700	-	-	-	1,700	-	-	-	-	1,700
South Fen Business Park	946	-	-	-	946	-	-	-	-	946
Start Codon (Equity)	1,475	-	-	-	1,475	-	-	-	-	1,475
The Growth Service Company	5,135	3,000	-	-	8,135	-	-	-	-	8,135
University of Peterborough Phase 3	-	-	-	-	-	-	-	-	-	-
FE Cold Spots (capital)	-	-	-	-	-	-	2,400	2,175	-	4,575
Retrofit: LAD phase 2 capital	49,984	-	-	-	49,984	-	-	-	-	49,984
Retrofit: LAD phase 3 capital	73,675	-	-	-	73,675	-	-	-	-	73,675
Retrofit: Home Upgrade Grant capital	29,610	-	-	-	29,610	-	-	-	-	29,610
Market Towns: Chatteris	596	-	-	-	596	-	-	-	-	596
Market Towns: Ely	735	-	-	-	735	-	-	-	-	735
Market Towns: Huntingdon	391	-	-	-	391	422	-	-	-	813
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	2,068	-	-	-	2,068	-	-	-	-	2,068
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	894	-	-	-	894	-	-	-	-	894
Market Towns: St Ives	433	-	-	-	433	380	-	-	-	813

Market Towns: St Neots	1,141	1,959	-	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	914	-	-	-	914	-	-	-	-	914
Market Towns: Wisbech	746	-	-	-	746	-	-	-	-	746
Market Towns and Villages	-	-	-	-	-	1,250	1,250	-	-	2,500
St Neots Masterplan	215	-	-	-	215	-	-	-	-	215
Total Business and Skills	173,404	5,840	1,136	99	180,879	4,002	6,500	5,025	2,850	199,256

6.0 Business Board Summary Funding Overview

- 6.1. A summary of the Business Board 'Recycled Capital & Revenue' funds is set out in Table 7 below:

Table 7 - Recycled Capital & Revenue Funds								
Capital (£'000)	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-11,054	-7,110	-3,195	-1,337	-1,422	-1,606	-1,790	-1,974
Forecast Expenditure	8,428	4,437	2,379	99	-	-	-	-
Forecast Income	-4,485	-522	-522	-184	-184	-184	-184	-2,024
Closing Balance	-7,110	-3,195	-1,337	-1,422	-1,606	-1,790	-1,974	-3,998
Revenue (£'000)	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-90	-345	-461	-551	-624	-691	-754	-812
Forecast Expenditure	-	-	-	-	-	-	-	-
Forecast Income	-255	-117	-89	-73	-68	-63	-58	-321
Closing Balance	-345	-461	-551	-624	-691	-754	-812	-1,133
Combined (£'000)	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-11,144	-7,455	-3,656	-1,888	-2,045	-2,297	-2,544	-2,786
Forecast Expenditure	8,428	4,437	2,379	99	0	0	0	0
Forecast Income	-4,739	-638	-611	-257	-252	-247	-242	-2,345
Closing Balance	-7,455	-3,656	-1,888	-2,045	-2,297	-2,544	-2,786	-5,131

- 6.2. Table 7 includes all funding decisions recommended by the Business Board to-date, income from the sale of the iMET building, and refunds from both the OneCAM investment and £953k of savings from the Ely Area Capacity Enhancement Programme, which the Combined Authority was informed of since the previous Business Board meeting (more detail is provided in Agenda Item 2.2).
- 6.3. A summary of the Business Board 'Enterprise Zones' Reserve Fund for the next six years is set out in Table 8 below. The opening balance figure is draft, pending the audit of the Combined Authority's accounts in November 2022, but is not expected to vary significantly.

Table 8 – Forecast enterprise zone income and expenditure						
£000's	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Opening Balance	-148	-429	-605	-1,199	-1,793	-2,387
Forecast Income	-972	-1,009	-1,009	-1,009	-1,009	-1,009
Total Expenditure	692	833	415	415	415	415
Annual surplus	-280	-176	-594	-594	-594	-594
Closing Balance	-429	-605	-1,199	-1,793	-2,387	-2,982

- 6.4. Income for the Enterprise Zones is for a further 19-year period through to 2041/42, and should be viewed as long term, and note the uncertainty in future receipts as they are dependent on the future expansion of businesses within the enterprise zones. The Business Board is currently entering the fourth year of revenue of this programme, with payments being made by local councils one year in arrears.
- 6.5. Expenditure is based upon the contribution to the Department for Transport for the A14 (in the region of £100k), an annual flat fee contribution of £250k to the Business Board's running costs, three years of contribution to the Growth Service, 25% of Business Board members remuneration & expenses and other projects approved at Business Board meetings.

Significant Implications

7.0 Financial Implications

- 7.1. There are no significant financial implications.

8.0 Legal Implications

- 8.1. The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.

9.0 Public Health implications

- 9.1. There are no significant public health implications.

10.0 Environmental and Climate Change Implications

- 10.1. There are no significant environmental and climate change implications.

11.0 Other Significant Implications

- 11.1. There are no other significant implications.

12.0 Background Papers

- 12.1. [Link to the Agenda for the Combined Authority Board meeting on the 31st July. Items 2.1 and 2.2 refer.](#)

Strategic Funds Management Review – September 2022

To: Business Board

Meeting Date: 12 Sept 2022

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Interim Associate Director for Business, Steve Clarke,

Key decision: No

Recommendations: The Business Board is invited to:

Note all programme updates outlined in this paper

1 Purpose

- 1.1 This report provides the Business Board with an update on the strategic funding programmes that it is responsible for, and covers progress to 31st July 2022. This includes the following:
- Spend performance of strategic funds
 - Performance & monitoring of strategic funds and projects
 - Recycled Local Growth Fund – update
 - Strategic funds - update

2 Background

- 2.1 The Local Growth Fund (LGF) £146.7m programme was closed and all spent by 31 March 2021, but programme outcomes from its invested projects are still being delivered until 2030. Also £7m of LGF is being returned over the medium term for a variety of reasons, and the Business Board is still reinvesting those funds as recycled Local Growth Fund. The recycled funds are being re-awarded using the same criteria as original LGF and in the form of Grants, Loans or other forms of funding, such as Equity Capital Investment.
- 2.2 The £14.6m Getting Building Funding (GBF) was awarded to the Combined Authority in July 2020, and the Business Board awarded the £14.6m GBF to the Net Zero Manufacturing Research and Development Innovation Centre, University phase 2 project.
- 2.3 The UK Community Renewal Fund (CRF) awarded a grant of £3,393,851 to the Combined Authority in November 2021 to deliver two projects by 30 December 2022. Both projects are being delivered through the existing Growth Works contractor.
- 2.4 In the Levelling Up Fund (LUF) round 1, Peterborough City Council were awarded £20m of capital grant for the ARU Peterborough Living Lab and University Cultural Quarter project. Fenland District Council, East Cambridgeshire District Council, and the Combined Authority Transport team submitted applications for round 2 in July.
- 2.5 On 13th April 2022, the Government launched the UK Shared Prosperity Fund (SPF) prospectus and guidance and after joint development with all the local authorities, the Combined Authority submitted its Local Investment Plan to deadline in July 2022.
- 2.6 The Government launched a call for expressions of interest in a new Create programme being led by the Department for Culture, Media and Sport (DCMS) on 21st July 2021, and New Anglia Local Enterprise Partnership, in partnership with the Combined Authority and other bodies, has submitted an Expression of Interest.

3 Programme Spend

- 3.1 The £146.7m Local Growth Fund programme closed on 31 March 2021 with all funding awarded to a portfolio of 51 projects, including the grant schemes, and included the allocated Combined Authority fund management costs. The project expenditure of the LGF programme totalled £142.9m as of 31 July 2022. This figure will be updated after the completion of the year-end closedown, and the final 2021-22 figure reported to the next Business Board meeting.

- 3.2 The £14.6m GBF awarded, invested before March 2022 and delivery is well advanced on the Manufacturing & Materials Research and Development Centre and infrastructure, with building completion due in December 2022, and fit-out and occupation by spring 2023.
- 3.3 The Peterborough University phase 3 project has commenced procurement of delivery team by the Peterborough HE Ltd (Propco 1). Planning submission is early September 2022 and planning determination is expected to be early 2023. The funding package includes £2m from Business Board recycled fund alongside the £24m from Peterborough City Council and Anglia Ruskin University.
- 3.4 The Community Renewal Fund first tranche payment of £2.06m from the Combined Authority plus the £800,000 Additional Restrictions Grant (ARG) match funding from council partners was paid to the Growth Works contractor in March, via the Cambridgeshire and Peterborough Growth Company. No further claim yet requested, with the second and final tranche of payment, due to be paid after 30 June, has now been extended until 31 December 2022.

4 Programme Delivery and Monitoring

- 4.1 Project reporting and monitoring has thrown up an exception alert on a project reporting here to the Business Board, Officers have been updated by Fenland District Council (FDC) that the South Fenland Enterprise Park project, awarded £997,032 LGF in 2020, has now fallen a long way behind its anticipated delivery milestones, with the project already noted as delayed from original plans because of combining this project with another remaining phase of development of the Business Park, leading to revised planning requirements being only approved recently and the scheme now fully tendered.
- 4.2 South Fens Enterprise Park is a mixed used commercial development in Chatteris owned and operated by Fenland District Council (FDC). The last phase of the project is the construction of 900sqm (10,000sqft) of light industry space.
- 4.3 There was delay at the start of the project when FDC decided to bring forward the final phase of the development in parallel to the already approved project to increase the space to approximately 24,000sqft, in 2 blocks. The increase in the project was due to additional funds being made available to FDC and the economies of scale in developing both areas at the same time to service unmet demand for space in Chatteris.
- 4.4 Officers have issued a formal letter instructing the project not to spend any further LGF funds until a Change Request is fully completed and approved by the Business Board and Combined Authority Board. This provides legal cover via the clawback and ring fences clauses in the Grant Funding agreement whilst assessment of the project position is understood. Officers are in discussion with FDC regards a Project Change Request to be considered by the Business Board and Combined Authority Board to be able to extend the project beyond its current delivery longstop date of 31st August 2022. Officers are discussing and assessing all the implications with FDC around the project, especially associated with costs in relation to original quote prices changing and a possible funding gap which it is understood is also being reviewed by FDC.
- 4.5 The Change Request for the extension in time required will include a revised spend profile and delivery plan. It is anticipated that the project will complete by September 2023. Officers have also ascertained that there could be a major risk to the project because of a funding

gap that has emerged associated with the larger scheme into which the original project has been dovetailed, more details on exact impact and mitigation are being sought by officers and will be reported back to the Business Board.

- 4.6 As officers conclude full details of the Project Change Request with FDC, that request will be brought back to either the next Business Board meeting or potentially sooner by email procedures.
- 4.7 The monitoring of all projects in delivery is conducted by the Strategic Funds team on a monthly and quarterly basis. The latest updated monitoring report of all outputs for all projects, both completed and live, is attached at Appendix 2.
- 4.8 The current monitoring update shows that there have been in total 7,671 jobs and 882 Apprenticeships created reported from all projects by June 2022 (Quarter 1). The added graphs in Appendix 1 show the whole LGF programme jobs created cumulative to date and the current year relative performance each month against forecast.
- 4.9 The Local Growth Fund dashboard with quarterly updated project outputs and outcomes can be found on the CPCA website:
[Local Growth Fund | Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://cambridgeshirepeterborough-ca.gov.uk)

5 Recycled Local Growth Fund

- 5.1 In January 2022, the Business Board approved a strategy to award the remaining recycled LGF, which included running two open calls for projects to bid for the LGF Recycled Funds.
- 5.2 The Category 1 call for projects was opened in February 2022 and received six applications which were taken through the assurance process, from which the Business Board approved three projects for funding award totalling £1.2m, and this recommendation was approved by the Combined Authority Board on 27th June 2022.
- 5.3 The Category 2 call for projects was open between 31st March and 29th April 2022 for Expressions of Interest. Eight of those Expressions received duly passed the gateway assessment and were invited to complete a Full Application. Six then attended Entrepreneurs Panel Assessment because they were requesting over £500k. In parallel, all projects were reviewed with external independent appraisal. The Business Board met on 24th June 2022 and agreed funding recommendation of £4,397,093 to three projects, recommending for the Mayor to approve by Mayoral Decision Notice in consultation with the Combined Authority Board. The Business Board also deferred one project until a later meeting to gather further information on the project to help with the making the decision on funding award.
- 5.4 Officers are currently getting the six approved projects for funding award from both calls contracted with Grant Funding Agreements signed with each applicant.
- 5.5 A project change request has been received for the MedTech Mega Factory project, which was one of the three projects awarded funds as outlined above. The reason for a change request is due to their national competitive application for additional core project funds from BEIS being notified as unsuccessful, and as a result the project has proposed a reduction in the requested amount of funding they have been awarded and in parallel scaled the overall

project down. This includes a reduced factory size and related outputs accordingly. A paper on this change request is being presented as part of Agenda Item 2.3 at this meeting.

- 5.6 A letter was received from the Principal Sponsor for the Ely Area Capacity Enhancements at Network Rail on 15th July 2022 informing the Combined Authority that, due to additional DfT funding have been brought into the project, there was an overall underspend on delivering the Outline Business Case, which will result in a £953k repayment to the Combined Authority. This has been reflected in the recycled growth funds forecast in Agenda Item 2.1 at this meeting.

6 Strategic Funds Update

6.1 Community Renewal Fund

- 6.1.1 On 25th March 2022, the central CRF team in DLUHC wrote to all CRF Lead Authorities offering a blanket extension nationally until 31 December 2022. This is in case any projects had been delayed/slow starting delivery because of Covid-19 constraints and now required extra time to deliver outputs and spend. Officers have written to DLUHC accepting the extension until 31 December 2022, but will only utilise additional time until projects are completed, which may be before 31 December 2022.
- 6.1.2 The delivery of the two projects being funded by the CRF continues through the Growth Works contractor and both projects will deliver their full spend and outputs and outcomes before the end of the extended delivery window of 31 December 2022.
- 6.1.3 On the Start and Grow project the current pipeline of potential candidates now generated from the marketing has been deemed more than enough to deliver all the grants and support outcomes in the programme. A decision has been made to close the programme to new entries. Current performance is outlined in the table below:

Output Name	Output target	Output delivered	Outcome Name	Outcome target	Outcome delivered
People - Unemployed	34	37	Employment increase in supported businesses as a result of support	103	72
People - Employed	190	190	Jobs safeguarded as a result of support	32	52
Businesses - Small	293	208	Number of new businesses created as a result of support	103	55
# of potential entrepreneurs assisted to be business ready	224	450	Businesses introducing new products to the market as a result of support	103	93
# of businesses receiving grants	293	115	Investment attracted as a result of support	£586,000.00	£231,827.00
			Grants Allocated	£2,859,000	£886,072.00

- 6.1.4 Turning Point has also taken advantage of the extension and are currently delivering to revised timeline, the table below sets out the current performance against targets:

Output Name	Output target	Output delivered	Outcome Name	Outcome target	Outcome delivered
# of people supported to engage in job-searching	436	236	Employment increase in supported businesses as a result of support	64	TBC next report
# of people supported to gain a qualification	19	9	Jobs safeguarded as a result of support	20	TBC next report
			People in education/training following support	365	TBC next report
			People engaged in job-searching following support	436	TBC next report
			People gaining a qualification following support	19	12

6.2 Levelling Up Fund

- 6.2.1 Government launched the Levelling Up Fund (LUF) round 2 prospectus on 23rd March 2022, which invited applications to be submitted by 6th July 2022 from Tier 2 local authorities for Regeneration projects up to £20m and Combined Authorities with transport powers up to £50m for transport projects.
- 6.2.2 The Combined Authority has supported applications for LUF round 2 regeneration projects submission from Fenland District Council. This submission was supported with a £2m match funding grant awarded from the recycled LGF by the Business Board to the College of West Anglia for a Green Tech Training Space.
- 6.2.3 Also, a letter of support was provided from the Combined Authority for regeneration LUF round 2 application submitted by East Cambridgeshire District Council that proposed project is focussing on sustainable growth in Littleport.
- 6.2.4 The Combined Authority's transport team shortlisted the Peterborough Station Quarter transport scheme which covers the priority 1 place of Peterborough. This scheme application for £48million was submitted into the LUF round 2 for the July deadline.

6.3 UK Shared Prosperity Fund

- 6.3.1 As the Lead Authority on Shared Prosperity Fund (SPF) for Cambridgeshire and Peterborough, the Combined Authority is facilitating the development of the Core SPF Local Investment Plan, which will secure the indicative allocation for the Combined Authority area. The locally agreed plan was submitted to DLUHC by deadline. The Government will assess and approve the local plans during September and October 2022, which in turn confirms the actual final allocation of funding awarded to the Combined Authority.
- 6.3.2 The Local Investment Plan was submitted to DLUHC on 31st July 2022, with confirmation of receipt, and there have been no queries as at 23rd August received from DLUHC.
- 6.3.3 The first year of funding will be paid to the Combined Authority in October 2022, once the Investment Plan is approved, and after the Combined Authority has signed and returned the funding agreement with DLUHC. Once this is achieved, the Strategic Funds team will be coordinating the grant agreements and contracts with local authorities and other delivery organisations.

- 6.3.4 There will be pressure on the first year of spend 2022/23 due to the time left in the financial year once the SPF investment plan is approved and first payment received from DLUHC to the Combined Authority.
- 6.3.5 The Cambridgeshire Public Service Board is the Partnership Board which has led the collective approach to developing the Local Investment Plan and they will continue as the SPF partnership board, advising the Combined Authority with the oversight of delivery and general operational input to the SPF over this first 3-year plan.
- 6.4 Getting Building Fund
- 6.4.1 The £14.6m GBF awarded, invested before March 2022 and delivery is now well advanced on the Manufacturing & Materials Research and Development Centre and infrastructure, with completion due in December 2022. Fit out of the building will continue until spring 2023.
- 6.4.2 The advertising of space in the building is under way, led by Savills and supported by partner organisations. The fit out of the building is now directly linked to the recruitment of tenants to the building, which will be completed by December 2022.
- 6.5 Create Growth Fund
- 6.5.1 New Anglia LEP and the Combined Authority have partnered with the University of East Anglia, Anglia Ruskin University, University of Suffolk, Norwich University of the Arts, Norfolk County Council, and Suffolk County Council to bid to become one of six areas delivering the new DCMS Create Growth Programme.
- 6.5.2 The partners have been successful in the first round following submission of an Expression of Interest. There are eighteen other regions now moving forwards to create Full Applications. New Anglia LEP are the Lead Applicant on this bid, and all other partners are supporting as the proposal covers Norfolk, Suffolk and Cambridgeshire as the target area. The Combined Authority has worked with all its local authority districts and Growth Works to gather data to support the full application and the evidence of the need in the region.
- 6.5.3 If successful, the final allocation of funding of £1.275m will be linked directly to the delivery of support programmes across Norfolk, Suffolk and Cambridgeshire to ready potential high growth organisations for seed funding, via a Fund Manager that is currently being recruited centrally by DCMS. Those organisations will have access to £7m of investment funds. Closing date for the full application is 25th August 2022, and DCMS expect to announce successful applicants during September 2022.
- 7 Significant Implications
- 7.1 Financial Implications
- 7.1.1 There are no direct financial implications beyond those set out in the report, any financial implications from the FDC project change request will be included in the report seeking approval of any potential change.

7.2 Legal Implications

7.2.1 None

7.3 Public Health Implications

- 7.3.1 Within the broad portfolio of funded projects, many have a positive impact on public health regarding creation of key employment or skills outcome improvements across the Combined Authority. Good work and personal skills development are key determinant of positive health outcomes.

7.4 Environment and Climate Change Implications

- 7.4.1 The programmes of funding contain various projects which will deliver impacts for environment and climate through the wider changes and innovations in sectors such as Agri-food, green engineering, and life sciences and digital that are Cambridgeshire and Peterborough global strengths. Success in these sectors will contribute to the global environmental and climate response.

7.5 Other Implications

7.5.1 None

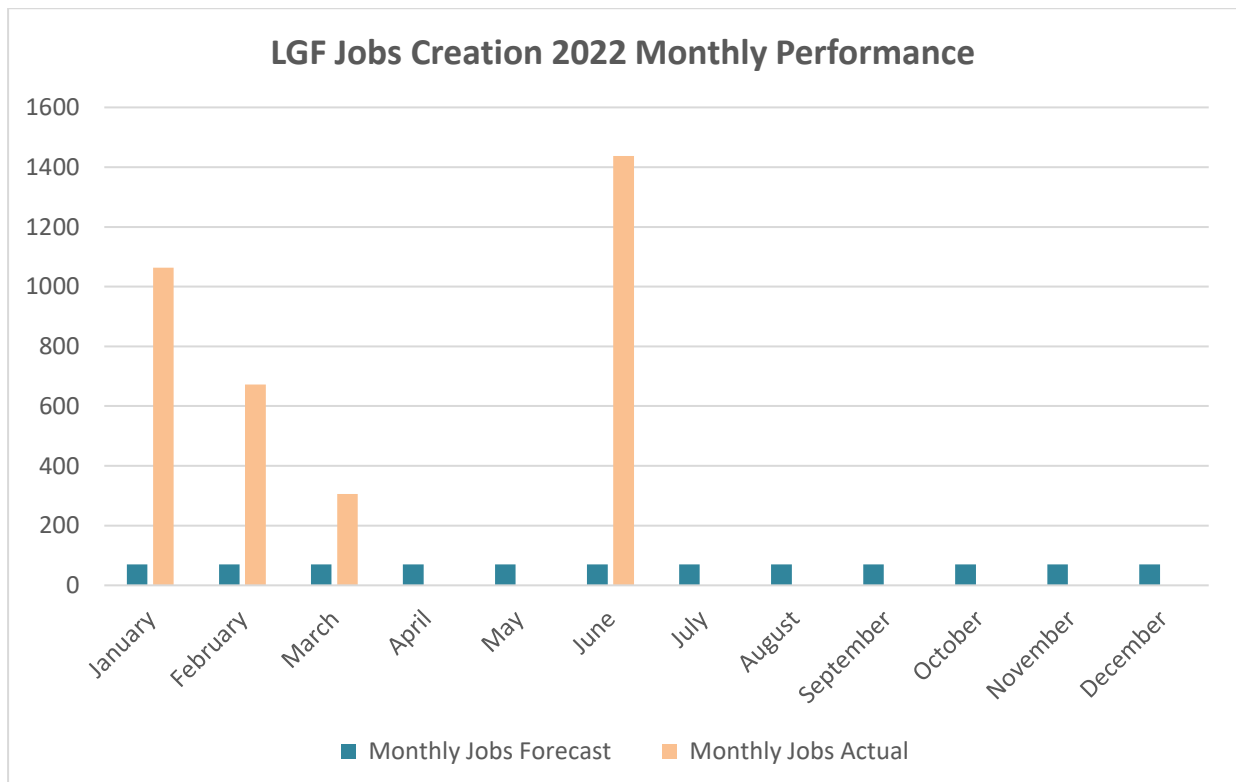
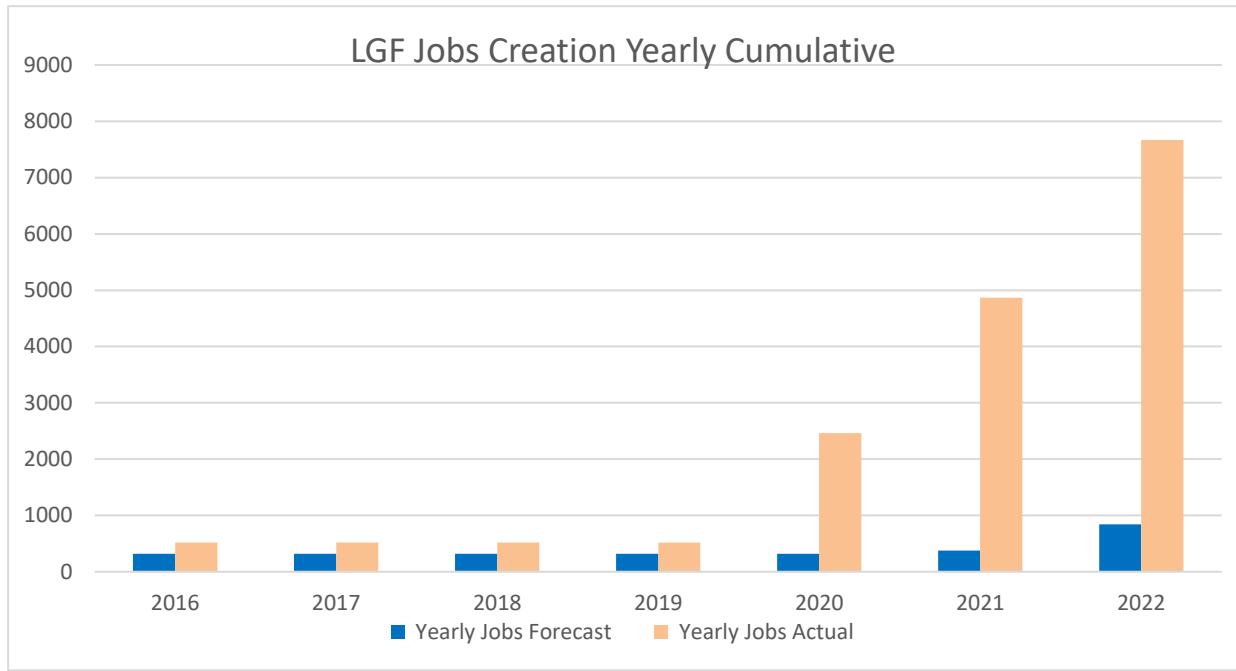
8 Appendices

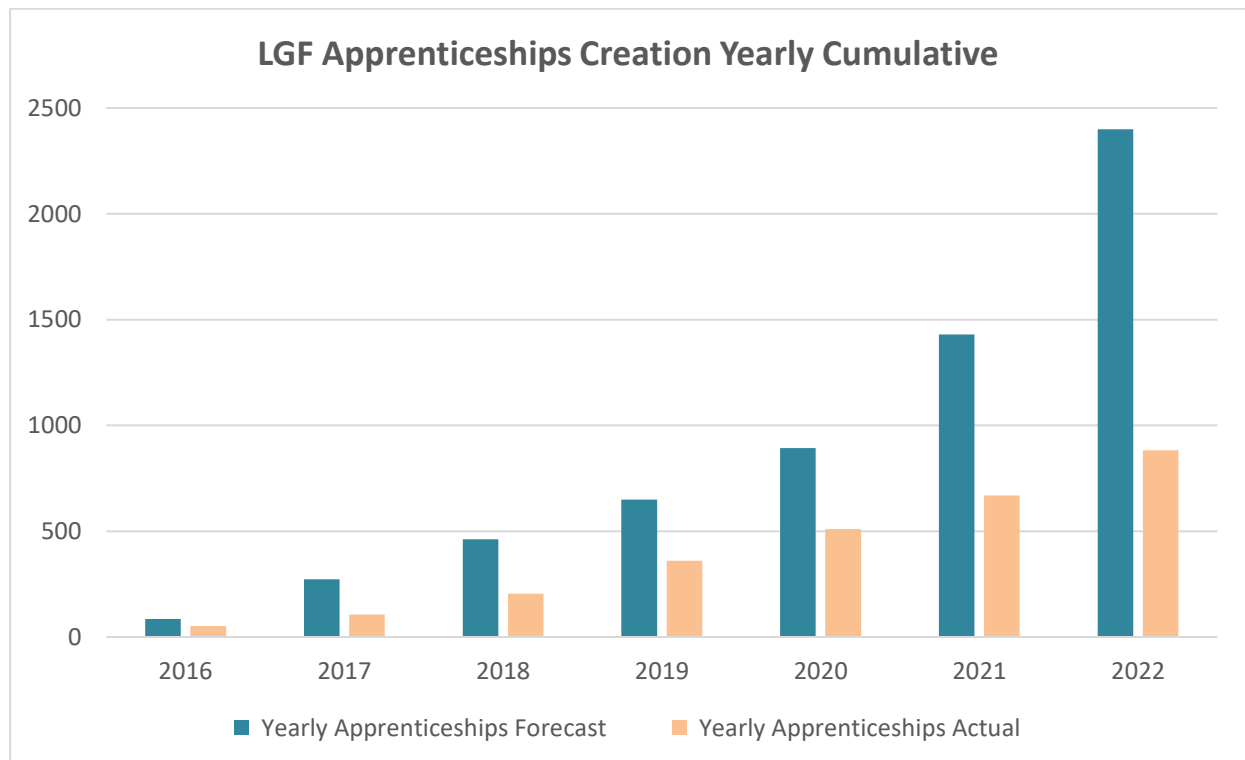
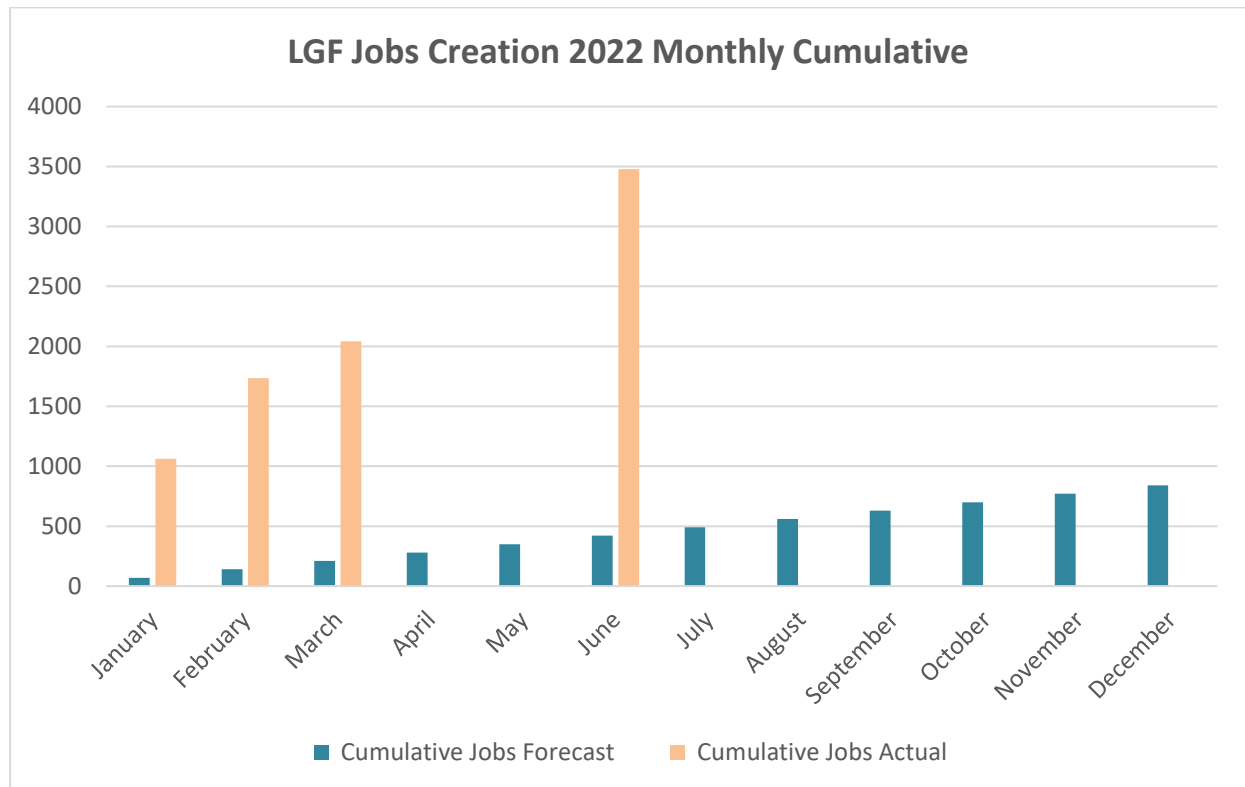
- 8.1 Appendix 1 – Business Board LGF Investment Monitoring Report

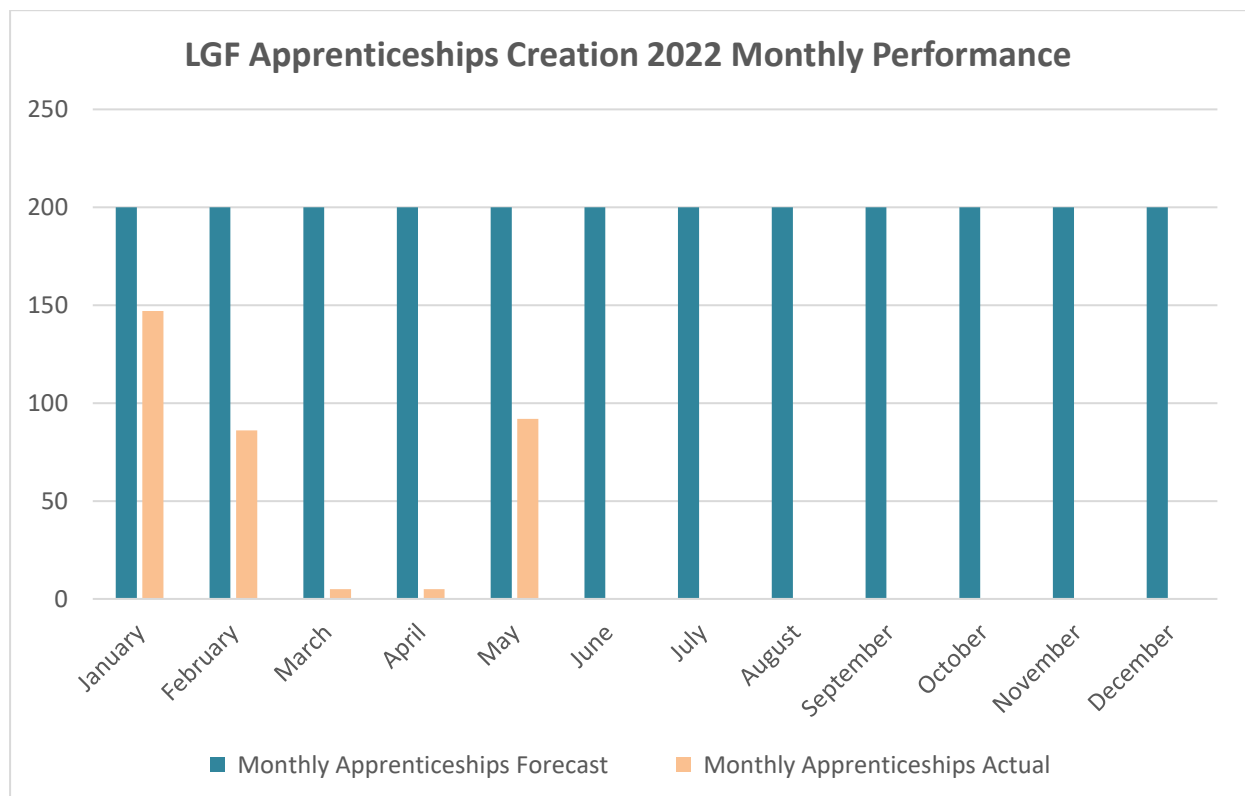
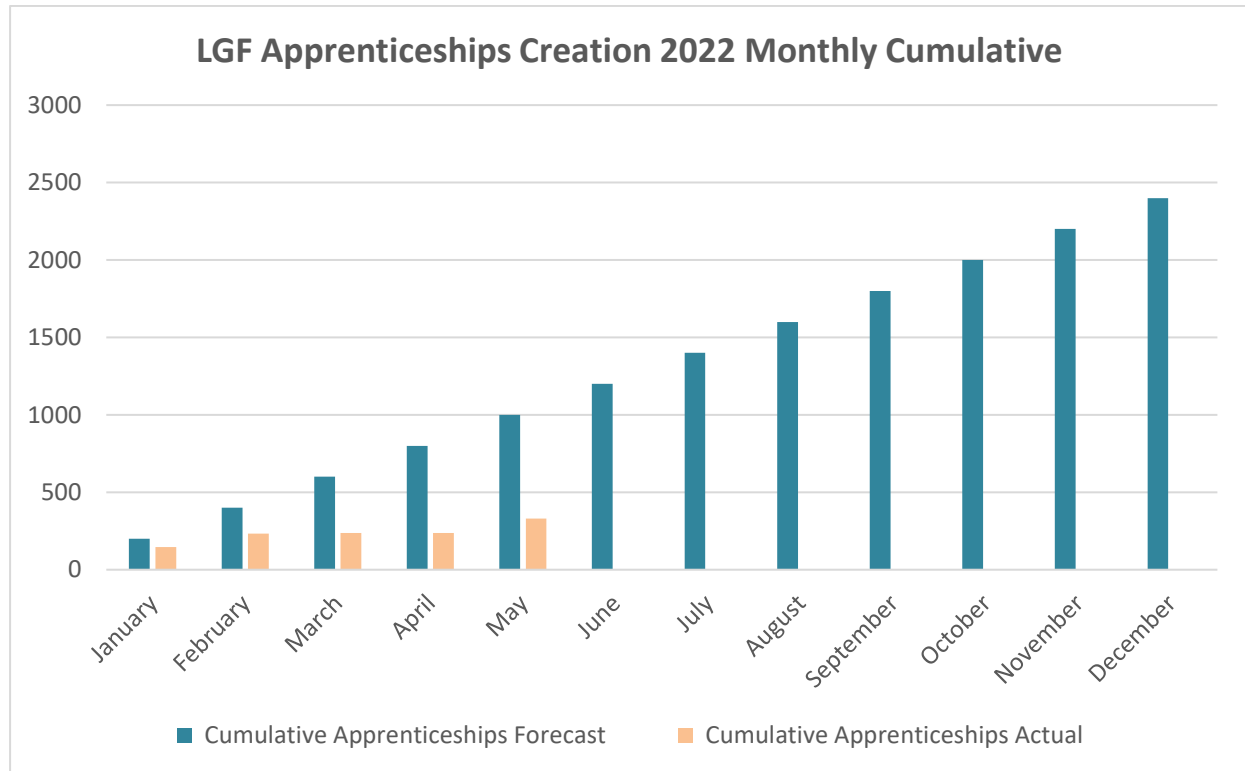
9 Background Papers

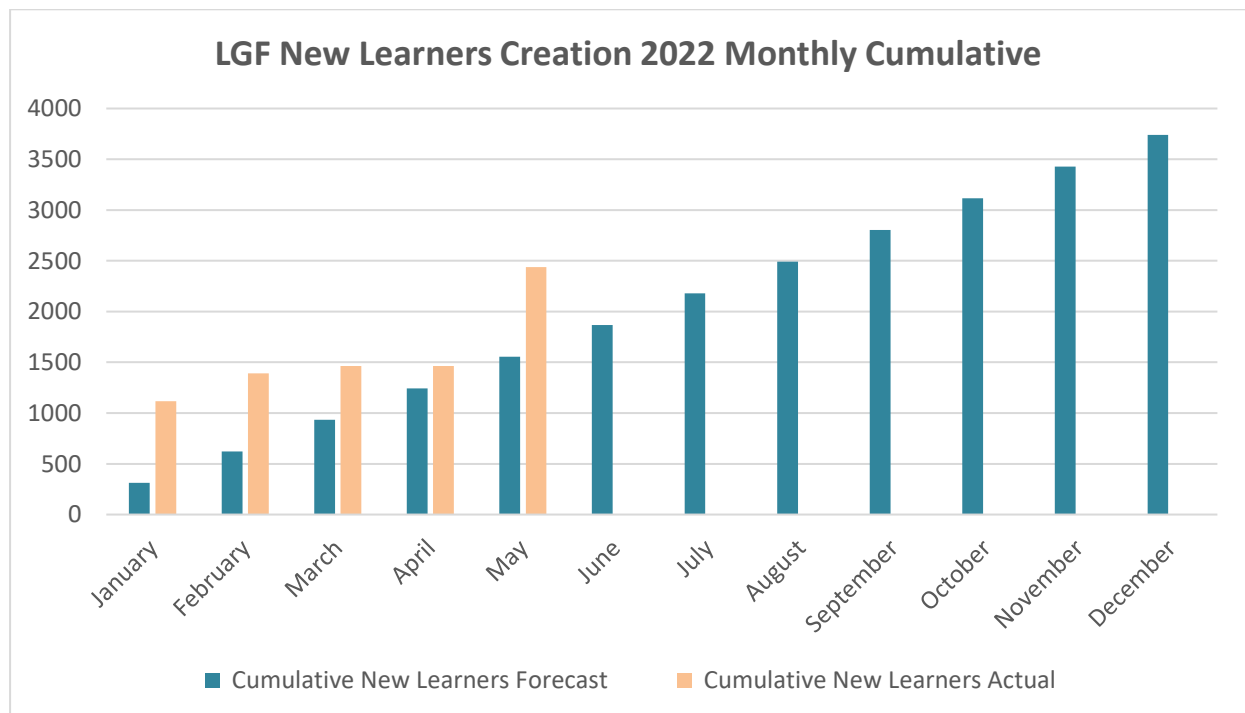
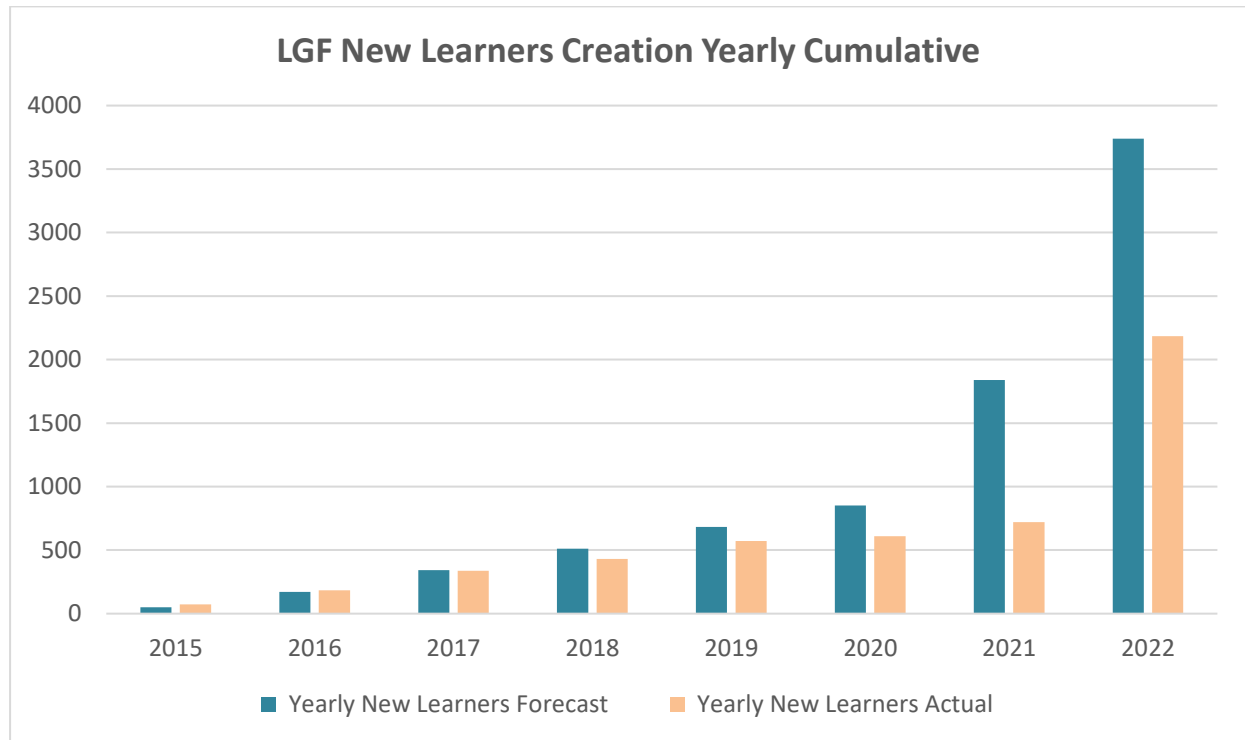
- 9.1 LGF Funding Award Project Approval
[Business Board 27 January 2020 Agenda Item 2.2](#)
- 9.2 Community Renewal Fund Award Approval
[Combined Authority Board 24 Nov 2021 Agenda item 3.6](#)
- 9.3 Getting Building Fund Award Approval
[Combined Authority Board 25 Nov 2020 Agenda Item 3.5](#)
- 9.4 Levelling up Project Approval
[Combined Authority Board 30 June 2021 Agenda Item 7.2](#)

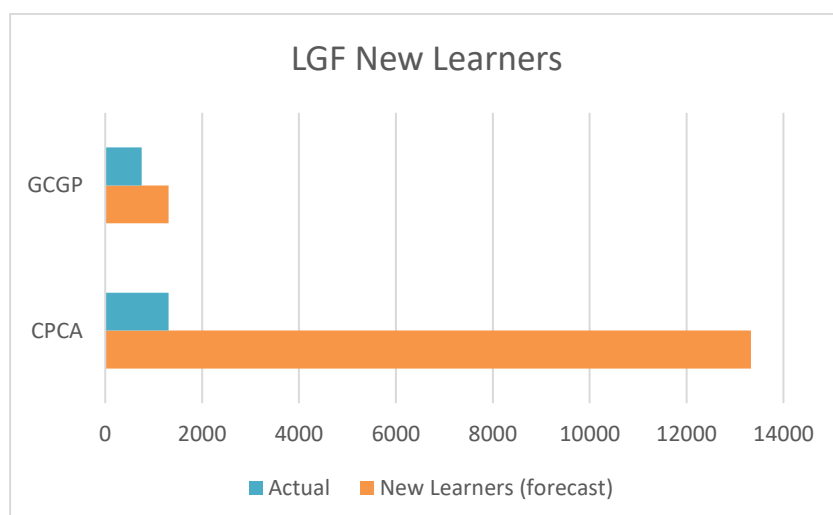
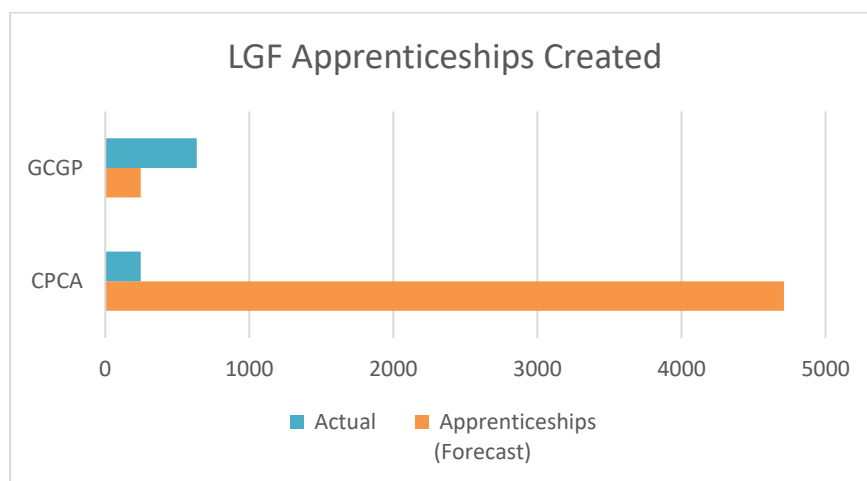
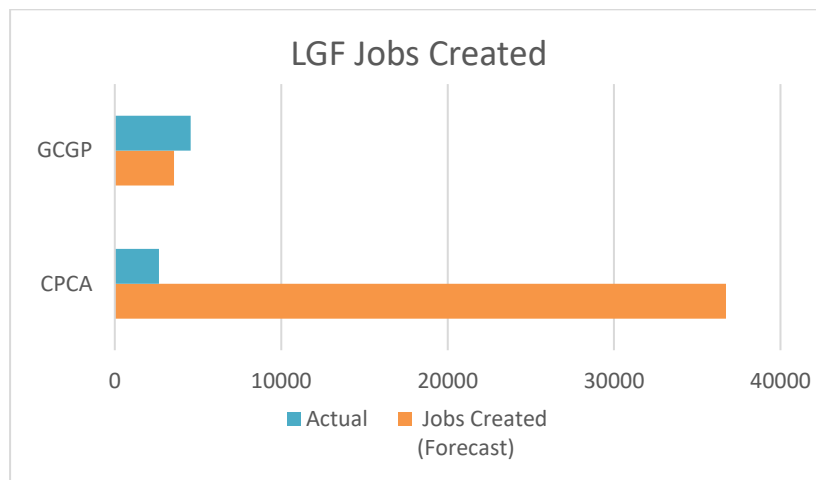
Local Growth Fund key indicator annual performance to 30th June 2022









LGF project comparison – GCGP investments compared to CPCA investments

LQF Project	LQF Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Direct Job Creation (Forecast)	Indirect Job Creation (Forecast)	Jobs Created (Forecast)	Actual	% completion	Apprenticeships (Forecast)	Actual	% completion	New Learners Assisted on Courses to Full Qualification (Forecast)	Actual	% completed
The Business Growth Service	£5,407,000	£28,083,556	2021	2030	8	47	4992	4739	146.5	3.09%	1800	141	7.83%	1800	423	23.50%
Ilumina Genomics Accelerator	£1,000,000	£29,000,000	2020	2030	8	1033	0	1033	85	8.23%	4	2	50.00%			
Startodon Life Science Accelerator	£3,342,250	£12,000,000	2020	2030	8	1730	3480	5190	173	3.33%						
Ascendal Transport Accelerator	£965,000	£990,000	2020	2024	2	2	200	202	3	1.49%	2	2	100%			
Medtech Accelerator	£500,000	£700,000	2016	2026	4	0	0	0	9	100%						
Peterborough & Fens Smart Manufacturing Association	£715,000	£888,800	2020	2025	3	143	242	385	6	1.56%						
Teraview Company Expansion	£120,000	£554,070	2018	2023	1	15	0	15	3	20.00%	3	0	0.00%			
Aerotron Company Expansion	£1,400,000	£5,600,000	2020	2025	3	140	15	155	105	67.74%	18	0	0.00%	0	15	100%
Agri-Tech Growth Initiative	£3,600,000	£1,996,000	2015	2025	3	338	0	338	384	113.61%						
Growing Places Fund Extension	£300,000	£200,000	2015	2016	0	320	0	320	520	162.50%	0	58	100%	2	2	100%
Signpost to Grant - CPCA Growth Hub	£200,000	£0	2016	2017	0	0	0	0	0	0.00%						
COVID Capital Growth Grant Scheme	£5,993,934.70	£0	2020	2022	0	287	0	287	216.5	75.44%						
Peterborough Builds Back Better	£800,000	£0	2020	2023	1	100	200	300	500	166.67%						
Cambridge Visitor Welcome 2021	£710,000	£80,000	2020	2023	1	60	380	440	26	5.91%						
BGS Capital Grants Scheme	£2,043,178	£0	2021	2024	2	0	1200	1200	480	40.00%						
Hawton House Incubation Centre	£438,000	£500,000	2019	2024	2	64	46	110	53	48.18%	210	0	0.00%			
South Fenland Enterprise Park	£997,032	£997,032	2020	2024	2	30	46	76	0	0.00%						
Photocentric 3D Centre of Excellence	£1,875,000	£5,625,000	2020	2024	2	616	61	677	21	3.10%	10	1	10.00%			
Cambridge Biomedical Campus	£3,000,000	£47,200,000	2020	2027	5	880	2204	3084	0	0.00%	19	0	0.00%			
NIAB - AgriTech Start Up Incubator	£2,484,000	£2,116,000	2020	2030	8	947	770	1717	8.5	0.50%	100	0	0.00%			
NIAB - Agri-Gate Hasse Fen extension	£599,850	£321,620	2020	2025	3	65	100	165	25	15.15%	40	4	10.00%			
TVI Engineering Centre	£2,100,000	£901,063	2015	2021	0	20	35	55	82	149.09%	4	0	0.00%			
Biomedical Innovation Centre	£1,000,000	£3,064,000	2015	2022	0	162	81	243	80	32.92%	80	30	37.50%	160	0	0%
Haverhill Epicentre - Jaynic	£2,700,000	£3,600,000	2019	2023	1	300	450	750	300	40.00%	5	0	0.00%			
TVI Ecosystem Innovation Centre	£1,230,000	£1,270,000	2020	2025	3	2	75	77	8	16.38%						
West Cambs Innovation Park	£3,000,000	£94,300,000	2020	2025	3	380	150	530	12	2.26%						
TTP Life Sciences Incubator	£2,300,000	£52,978,000	2020	2025	3	236	10	246	16	6.50%						
Aracaris Capital Living Cell Centre	£1,350,000	£1,350,000	2019	2024	2	200	0	200	63	31.50%	19	5	26.32%			
Whitneyey King's Dyke Crossing	£8,000,000	£21,981,478	2016	2022	0	0	0	0	150	100%						
Bourges Boulevard Phase 1 & 2	£11,300,000	£0	2014	2022	0	0	0	0	455	100%	280	100	35.71%			
A47/A15 Junction 20	£6,300,000	£0	2016	2022	0	0	0	0	47	100%						
Wisbech Access Strategy	£7,000,000	£227,434	2015	2026	4	0	1500	1500	13	0.87%	300	0	0.00%			
Lancaster Way Phase 1 Loan	£1,000,000	£126,760	2017	2025	3	1020	0	1020	2465	242%	720	22	3.06%			
Lancaster Way Phase 2 Loan	£3,680,000	£0														
Lancaster Way Phase 2 Grant	£1,445,000	£3,680,000														
Ely Southern Bypass	£22,000,000	£14,000,000	2016	2022	0	0	0	0	250	100%						
Mansea & Whittesee Stations	£395,000	£2,105,000	2017	2022	0	80	0	80	58	72.50%						
CAM Promotion Company	£995,000	£283,183	2020	2021	0	60	33	93	2	2.15%						
Soham Station	£1,000,000	£0	2019	2024	2	0	0	0	40	100%						
Metacraft Advanced Manufacturing Centre	£3,160,000	£900,000	2020	2030	8	14	30	44	1	2.27%	105	0	0.00%			
University of Peterborough Phase 1	£12,600,000	£15,035,000	2020	2027	5	250	14000	14250	414	2.91%	2100	0	0.00%	10000	0	0%
March Adult Education Skills & Training Expansion	£400,000	£50,000	2020	2022	0	141	0	141	7	4.96%	68	53	77.94%	695	252	36%
PRG Food Manufacturing Centre	£586,000	£586,000	2015	2022	0	0	0	0	0	0.00%	327	187	57.19%	372	238	63.98%
IMET Skills Training Centre	£10,473,564	£900,000	2015	2020	0	1	0	1	5	500%	752	48	6.38%	160	0	0%
CITB Construction Academy	£450,000	£496,324	2016	2021	0	1	0	1	2	200%	0	190	100%	511	511	100%
EZ Plant Centre Alconbury	£85,000	£80,000	2015	2018	0	0	0	0	0	0.00%						
Highways Academy	£363,784.30	£0	2015	2016	0	0	0	0	0	0.00%				100	0	0%
CRC Construction Skills Hub	£2,500,000	£497,360	2020	2023	1	600	609	609	2	0.33%	180	13	7.22%	686	112	16%
AEB Innovation Grant	£323,700	£336,700	2020	2023	1	15	0	15	8	53.33%	30	26	86.67%	150	631	421%
Totals	£144,107,293	£323,589,380				9708	30580	40288	7244.5	17.98%	7174	882	12.29%	14636	2184	14.92%

LGP Project	LGP Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Housing Units Completed (Forecast)	Actual	% completed	Road Schemes with New or Improved Fibre Optic Provision (Forecast)	Actual	% completed	Length of Road Resurfaced (km) (Forecast)	Actual	% completed	Length of Newly Built Road (km) (Forecast)	Actual	% completed	Length New Cycle Ways (km) (Forecast)	Actual	% completed	Prior Rating Grade	Post Completion Grade	% completed	Land with Reduced Likelihood of Flooding (m2) (Forecast)	Actual	% completed	Houses with Reduced Flood Risk (units) (Forecast)	Actual	% completed	Commercial Properties with Reduced Flood Risk (units) (Forecast)	Actual	% completed
The Business Growth Service	£3,427,000	£26,083,590	2021	2030	8																											
Harling Genetics Accelerator	£1,000,000	£20,000,000	2020	2030	8																											
Start-up Life Science Accelerator	£3,342,250	£12,000,000	2020	2030	8																											
Assisted Transport Accelerator	£965,900	£960,000	2020	2024	2																											
MedTech Accelerator	£393,800	£700,000	2019	2026	4																											
Peterborough & Peter Grant Manufacturing Association	£715,000	£998,900	2020	2025	3																											
Tennison Company Expansion	£123,000	£354,070	2018	2022	1																											
Aertron Company Expansion	£1,400,000	£5,800,000	2020	2025	3																											
AgriTech Growth Initiative	£3,600,000	£1,946,000	2015	2025	3																											
Growing Places Food Schemes	£300,000	£200,000	2018	2019	6																											
Signpost to Grant - CPDR Growth Hub	£299,800	£0	2016	2017	6																											
COVID Capital Growth Grant Scheme	£5,905,354.70	£0	2020	2022	6																											
Peterborough Builds Back Better	£860,000	£0	2020	2023	1																											
Cambridge Visitor Welcome 2021	£719,000	£80,000	2020	2022	1																											
BOS Capital Grants Scheme	£2,045,178	£0	2021	2024	2																											
Havtree House Insulation Centre	£438,000	£900,000	2019	2024	2									0.01	0.05	100%					D	A	100%									
South Fensland Enterprise Park	£997,932	£997,032	2020	2024	2																											
Pharosensis 3D Centre of Excellence	£1,875,000	£5,825,000	2020	2024	2									0.975	0	0%								0	500	100%				1	0	0%
Cambridge Biomedical Campus	£3,000,000	£47,200,000	2020	2027	8																											
NAB - AgriTech Start Up Incubator	£2,484,000	£2,116,000	2020	2020	8																											
NAB - AgriGate House Farm extension	£299,850	£821,600	2020	2020	3																			0	150	100%						
TW Engineering Centre	£2,100,000	£901,063	2015	2021	6																											
Biomedical Innovation Centre	£1,000,000	£3,384,000	2019	2022	9																											
Haverhill Enterprise - Jayco	£2,780,000	£3,800,000	2019	2023	1																											
TW Biosystems Innovation Centre	£1,200,000	£1,270,000	2020	2025	3																											
West Cambs Innovation Park	£3,000,000	£94,300,000	2020	2026	3																											
TTP Life Sciences Incubator	£2,300,000	£32,978,000	2020	2025	3							0.18	0.18	100%	0.710	0	0%	0.218	0.18	25%				04930	0	0%						
Arcaam Capital Living Cell Centre	£1,350,000	£1,300,000	2019	2024	2																											
Whitney King's Dye Crossing	£8,000,000	£21,981,479	2018	2022	6	740	0	0%																								
Boegers Boulevard Phase 1 & 2	£11,300,000	£0	2014	2022	6	661	315	34.89%				14.88	14.96	100%	3	3	100%	17.45	17.45	100%												
AAT/ATIS Junction 20	£9,300,000	£0	2018	2022	6	2940	261	8.86%				1	1	100%	1	1	100%															
Waltham Access Malley	£7,000,000	£227,434	2015	2026	4							13	0	0%																		
Letchworth Way Phase 1 Loan	£1,000,000	£126,769	2017	2025	3																											
Letchworth Way Phase 2 Loan	£1,000,000	£0																														
Letchworth Way Phase 2 Grant	£1,445,000	£3,980,000													0.835	1.200	100%							42100	10000	500%				0	0	100%
By Southern Bypass	£20,000,000	£14,000,000	2018	2022	6	2900	1600	56%							1.7	1.7	100%															
Harve & Whitsea Station	£395,000	£2,305,000	2017	2022	6																											
GMF Production Company	£395,000	£283,163	2020	2021	6																											
Solihull Station	£1,000,000	£0	2019	2024	2																											
Intacraft Advanced Manufacturing Centre	£3,180,000	£900,000	2020	2030	8										0.07	0.07	100%	0.37	0	0%												
University of Peterborough Phase 1	£12,000,000	£16,035,000	2020	2027	5																											
Marsh Adult Education Skills & Training Expansion	£400,000	£55,000	2020	2022	6																											
PMC Food Manufacturing Centre	£586,000	£586,000	2018	2022	6																											
MET Skills Training Centre	£10,472,864	£300,000	2015	2020	6																											
OTB Construction Academy	£400,000	£406,324	2016	2021	6																											
32 Water Centre Anniversary	£85,000	£84,000	2015	2016	6																											
Highways Academy	£363,784.30	£0	2015	2016	9																											
ORC Constructors Skills Hub	£2,500,000	£487,360	2020	2023	1																	C	B	100%								
ABB Innovation Grant	£325,700	£336,700	2020	2023	1																											
Totals	£144,187,263	£325,589,360				6496	2374	36.60%	0	0	0%	29.14	16.14	55.39%	7.53	7.88	94.01%	18.64	17.63	97.70%	N/A	N/A	N/A	128100	160550	127.32%	0	0	0%	1	8	800%

LSP Project	LSP Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Area of New or Improved Learning Training Programme (m2) (Forecast)	Actual	% completed	Floorspace Rationalisation (m2) (Forecast)	Actual	% completed	Commercial Floorspace Created (m2) (Forecast)	Actual	% completed	Commercial Floorspace Re-utilised (m2) (Forecast)	Actual	% completed	Commercial Floorspace Disposed (m2) (Forecast)	Actual	% completed	Commercial Businesses with Broadband Access (Forecast)	Actual	% completed	Enterprises Receiving Grant Support (Forecast)	Actual	% completed	Businesses Receiving Other Grant Support (Forecast)	Actual	% completed	Businesses Receiving New Financial Support (Forecast)	Actual	% completed	
The Business Growth Service	£3,457,000	£26,083,586	2021	2030	8																		889	22	2.44%				5000	1842	37%		
Horsham Genetics Accelerator	£1,000,000	£28,000,000	2020	2030	8								730	437	59%	730	437	59%					26	10	38%				0	8	100%		
Startvision Life Science Accelerator	£3,342,250	£13,000,000	2020	2030	8				34.8	38	100%															48	14	29%	48	14	29%		
Ascendix Transport Accelerator	£885,000	£990,000	2020	2024	3								248	248	100%	248	0	0%					9	0	0%	9	0	100%		0	0	100%	
Medbush Accelerator	£589,000	£700,000	2018	2026	4																		0	8	100%				0	8	100%		
Peterborough & Peter Grant Manufacturing Association	£715,000	£888,000	2020	2025	3																					0	2	100%	180	44	25.10%		
Tetrasave Company Expansion	£123,000	£254,076	2018	2023	1								901	901	100%	901	1022	102%															
Aercon Company Expansion	£1,400,000	£3,820,000	2020	2025	3							54000	54000	100%	43000	43000	100%	54000	54000	100%													
AgriTech Growth Initiative	£3,800,000	£1,946,000	2015	2025	3																		35	85	100%								
Growing Places Food Science	£389,000	£200,000	2018	2018	0	40	40	100%				0	2647	100%																			
Signature to Grant - OFCA Growth Hub	£299,000	£0	2018	2017	0																												
COVID Capital Growth Grant Scheme	£5,905,354.70	£0	2020	2020	0																												
Peterborough Builders Back Better	£883,000	£0	2020	2023	1							0	38	100%	2616	3000	100%		0	300	100%					0	30	100%	130	383	291%		
Cambridge Visitor Welcome 2021	£718,000	£80,000	2020	2022	1											1089	890	13%											35	42	76%		
BOS Capital Grants Scheme	£2,543,178	£0	2021	2024	2																												
Household Insulation Centre	£438,000	£900,000	2019	2024	2	50	53	100%								350	348	99.7%	179	180	100%	10	10	100%	240	32	13%						
South Fensland Enterprise Park	£987,532	£987,532	2020	2024	2							668	0	0%				668	0	0%	5	0	0%										
Pheliosion 3D Centre of Excellence	£1,875,000	£3,820,000	2020	2024	2							8100	8171	121%				8100	8171	121%	1	1	100%	1	1	100%							
Cambridge Biomedical Campus	£3,000,000	£47,200,000	2020	2027	5								11388	0	0%				8050	0	0%	39	0	0%									
NAB - AgriGate House Farm extension	£2,484,000	£2,116,000	2020	2030	8								279	238	85%				279	268	96%	15	2	12%						15	66	432%	
NAB - AgriGate House Farm extension	£299,830	£301,628	2020	2025	3								1193	1150	100%	1150	375	34%	0	0	0%				1	3	300%	0	1	100%	133	8	6%
TW Engineering Centre	£2,100,000	£901,063	2015	2021	0	858	858	100%					2480	2480	100%	2480	2480	100%												0	10	100%	
Biomedical Innovation Centre	£1,000,000	£3,384,000	2018	2022	0							2780	2780	100%				2780	2780	100%									40	40	100%		
Biomedical Innovation Centre - Jayco	£2,780,000	£3,800,000	2019	2023	1							3000	3000	100%				3000	862	22%	0	0	0%	0	0	100%	0	4	100%	50	30	60%	
YMA Ecosystems Innovation Centre	£1,230,000	£1,270,000	2020	2025	3							844	0	0%	1844	2853	155%	2588	2853	114%	0	1	100%										
West Cambs Innovation Park	£3,000,000	£84,100,000	2020	2028	3							4950	4847	97.94%				4850	0	0%													
TTP Life Sciences Incubator	£2,300,000	£32,978,000	2020	2025	3							8751	0	0%	2872	0	0%	12323	0	0%													
Arcon Capital Living Cell Centre	£1,350,000	£1,350,000	2016	2024	2							12000	12000	100%				12000	12000	100%													
Webbsey Kings Dye Crossing	£8,000,000	£21,841,478	2018	2022	0																												
Seeger Boulevard Phase 1 & 2	£11,300,000	£0	2014	2022	0							32000	32000	100%																			
AATTA15 Junction 20	£9,500,000	£0	2019	2022	0																												
Valerich Access Strategy	£7,000,000	£227,434	2015	2026	4																												
Lancaster Way Phase 1 Loop	£1,000,000	£128,769																															
Lancaster Way Phase 2 Loop	£1,880,000	£0	2017	2025	3	0	258	100%					18289	28104	150%				18289	28104	150%	0	8	100%	0	0	100%		0	0	100%		
Lancaster Way Phase 2 Grant	£1,645,000	£3,980,000																															
Ry Southern Bypass	£20,000,000	£14,000,000	2018	2022	0							70000	0	0%																			
Marey & Whitlocke Station	£395,000	£2,519,000	2017	2022	0							80	49	75%									1	1	100%								
GM Promotion Company	£895,000	£285,783	2020	2021	0																												
Solihull Station	£1,000,000	£0	2019	2024	2																												
Meatcraft Advanced Manufacturing Centre	£3,180,000	£900,000	2020	2030	8	1108	1108	100%	1108	1108	100%	1108	1108	100%				1108	1108	100%	1	0	0%										
University of Peterborough Phase 1	£12,300,000	£16,035,000	2020	2027	5							4000	0	0%																			
Marsh Adult Education Skills & Training Expansion	£495,000	£58,693	2020	2022	0							0	1087	100%																			
PMC Food Manufacturing Centre	£988,000	£988,000	2018	2022	0	426	426	100%																						0	10	100%	
HSCT Skills Training Centre	£10,473,364	£300,000	2015	2020	0							2380	2380	100%																			
OTB Construction Academy	£400,000	£488,324	2016	2021	0	185	185	100%																									
62 River Centre Academy	£85,000	£88,693	2016	2016	0																												
Highways Academy	£303,784.26	£0	2016	2016	0	432	0	0%																									
ORC Construction Skills Hub	£2,580,000	£487,366	2020	2023	1	1000	1000	100%																									
ABR Innovation Grant	£325,780	£326,700	2020	2023	1																												
Totals	£144,197,283	£325,589,360				12505	7399	86.13%	11442.8	1148	160.28%	259052	148863	84.53%	58429	52256	89.44%	173117	159651	97.92%	63	366	585.08%	1226	172	14.03%	51	54	105.88%	5668	2427	42.98%	

GBF Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Direct Job Creation (Forecast)	Indirect Job Creation (Forecast)	Jobs Created (Forecast)	Actual	% completion	Apprenticeships (Forecast)	Actual	% completion	New Learners Assisted on Courses to Full Qualification (Forecast)	Actual	% completed
£13,773,000	£1,900,000	2020	2030	8	150	390	540	146	27.04%						
£827,000	£500,000	2020	2025	3											
£14,600,000	£2,400,000				150	390	540	146	27.04%	0	0	0%	0	0	0%

GBF Project	GBF Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Planning Units Completed (Forecast)	Actual	% completed	New Houses with New or Improved Floor-Plate Provision (Forecast)	Actual	% completed	Length of Road Resurfaced (mi) (Forecast)	Actual	% completed	Length of Newly Built Road (mi) (Forecast)	Actual	% completed	Length New Cycle Way (mi) (Forecast)	Actual	% completed	Prior Rating Grade	Post Completion Rating Grade	% completed	Land with Reduced Likelihood of Flooding (ac) (Forecast)	Actual	% completed	Houses with Reduced Flood Risk (mi) (Forecast)	Actual	% completed	Commercial Properties with Reduced Flood Risk (ac) (Forecast)	Actual	% completed
University of Peterborough Phase 2	£13,773,000	£1,900,000	2020	2030	8							0.5	0	0%	0.5	0	0%															
ARU Peterborough Infrastructure Support	£827,000	£500,000	2020	2025	3																											
Totals	£14,600,000	£2,400,000				0	0	0%	0	0	0%	0.5	0	0%	0.5	0	0%	0	0	0%	N/A	N/A	N/A	0	0	0%	0	0	0%	0	0	0%

GBF Project	GBF Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Area of New or Improved Learning/ Training Floorplate (sq2) (Forecast)	Actual	% completed	Floorspace Refurbishment (sq2) (Forecast)	Actual	% completed	Commercial Floorspace Created (sq2) (Forecast)	Actual	% completed	Commercial Floorspace Refurbished (sq2) (Forecast)	Actual	% completed	Commercial Floorspace Grouped (sq2) (Forecast)	Actual	% completed	Commercial Businesses with Broadband Access (Forecast)	Actual	% completed	Enterprises Receiving Grant Support (Forecast)	Actual	% completed	Businesses Receiving Other Grant Support (Forecast)	Actual	% completed	Businesses Receiving Non-Financial Support (Forecast)	Actual	% completed
University of Peterborough Phase 2	£13,773,000	£1,900,000	2020	2030	8							1820	0	0%				1820	0	0%	45	0	0%							45	0	0%
ARU Peterborough Infrastructure Support	£827,000	£500,000	2020	2025	3																											
Totals	£14,600,000	£2,400,000				0	0	0%	0	0	0%	1820	0	0%	0	0	0%	1820	0	0%	45	0	0%	0	0	0%	0	0	0%	45	0	0%

LGF Recycled Project	LGF Recycled Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Direct Job Creation (Forecast)	Indirect Job Creation (Forecast)	Jobs Created (Forecast)	Actual	% completion	Apprenticeships (Forecast)	Actual	% completion	New Learners Assisted on Courses to Full Qualification (Forecast)	Actual	% completed
Business Growth Service Grants Investment	£9,500,000	£0				0	1200	1200	550	45.8%						
NIAB Growing Equipment - cat 1	£400,000	£332,785														
Growth Co - Inward Investment - cat 1	£400,000	£0														
COWS - Training Equipment - cat 1	£400,000	£237,000														
COWA - Green Tech Centre - cat 2	£2,000,000	£20,000,000														
Peterborough College - Training Centre - cat 2	£300,000	£151,433														
Aseptika ltd - Mega Factory - cat 2	£2,000,000	£10,000,000														
CRC Specialist Equipment			2021	2026	4						100	37	37%			
University of Peterborough Phase 3	£2,000,000	£20,000,000														
Totals	£17,000,000	£50,721,218				0	1200	1200	550	45.83%	100	37	37%	0	0	0%

LGF Recycled Project	LGF Recycled Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Housing Units Completed (Forecast)	Actual	% completed	New Homes with New or Improved Fibre Optic Provision (Forecast)	Actual	% completed	Length of Road Resurfaced (km) (Forecast)	Actual	% completed	Length of Newly Built Road (km) (Forecast)	Actual	% completed	Length New Cycle Ways (km) (Forecast)	Actual	% completed	Prior Estate Grade	Post Completion Estate Grade	% completed	Land with Reduced Likelihood of Flooding (m2) (Forecast)	Actual	% completed	Homes with Reduced Flood Risk (units) (Forecast)	Actual	% completed	Commercial Properties with Reduced Flood Risk (units) (Forecast)	Actual	% completed
Business Growth Service Grants Investment	£9,500,000	£0																														
NIAB Growing Equipment - cat 1	£400,000	£332,785																														
Growth Co - Inward Investment - cat 1	£400,000	£0																														
COWS - Training Equipment - cat 1	£400,000	£237,000																														
COWA - Green Tech Centre - cat 2	£2,000,000	£20,000,000																														
Peterborough College - Training Centre - cat 2	£300,000	£151,433																														
Aseptika Ltd - Mega Factory - cat 2	£2,000,000	£10,000,000																														
CRC Specialist Equipment			2021	2026	4																											
University of Peterborough Phase 3	£2,000,000	£20,000,000																														
Totals	£17,000,000	£50,721,218				0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	N/A	N/A	N/A	0	0	0%	0	0	0%	0	0	0%

LGF Recycled Project	LGF Recycled Amount	Leverage Funding	Start Date	End of Project Monitoring	Years remaining	Area of New or Improved Learning/ Training Floorspace (m2) (Forecast)	Actual	% completed	Floorspace Rationalisation (m2) (Forecast)	Actual	% completed	Commerical Floorspace Created (m2) (Forecast)	Actual	% completed	Commerical Floorspace Refurbished (m2) (Forecast)	Actual	% completed	Commerical Floorspace Occupied (m2) (Forecast)	Actual	% completed	Commerical Businesses with Broadband Access (Forecast)	Actual	% completed	Enterprises Receiving Grant Support (Forecast)	Actual	% completed	Businesses Receiving Other Grant Support (Forecast)	Actual	% completed	Businesses Receiving Non Financial Support (Forecast)	Actual	% completed
Business Growth Service Grants Investment	£9,500,000	£0																					241	0	0%							
NIAB Growing Equipment - cat 1	£400,000	£332,785																														
Growth Co - Inward Investment - cat 1	£400,000	£0																														
COWS - Training Equipment - cat 1	£400,000	£237,000																														
COWA - Green Tech Centre - cat 2	£2,000,000	£20,000,000																														
Peterborough College - Training Centre - cat 2	£300,000	£151,433																														
Aseptika ltd - Mega Factory - cat 2	£2,000,000	£10,000,000																														
CRC Specialist Equipment			2021	2026	4																											
University of Peterborough Phase 3	£2,000,000	£20,000,000																														
Totals	£17,000,000	£50,721,218				0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	241	0	0%	0	0	0%	0	0	0%

Recycled Local Growth Fund Project Funding Awards

To:	Business Board
Meeting Date:	12 September 2022
Public report:	This report contains appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.
Lead Member:	Chair of the Business Board, Alex Plant
From:	Louisa Simpson, Strategic Funds Programme Lead
Key decision:	Key Decision for the Combined Authority Board on 21 st September 2022
Forward Plan ref:	2022/022
Recommendations:	<p>The Business Board is asked to:</p> <ul style="list-style-type: none">a) Recommend the Combined Authority Board approves the full grant request of £1,158,525 from the Recycled Local Growth Fund for the Ramsey Food Hub Project; andb) Recommend the Combined Authority Board rejects the change request submitted for a revised grant award of £1,321,100 for the MedTech Mega Factory project.

1. Purpose

- 1.1 This report sets out the process undertaken, and presents the assurance analysis of the application for Recycled Local Growth Funds (LGF) that was presented to the Business Board at its meeting on 24th June 2022, and the decision deferred to a future meeting.
- 1.2 The report contains additional information received from the applicant to enable the Business Board to decide whether to recommend the award to the Food Hub project.
- 1.3 This report also sets out a change request submitted by the MedTech Mega Factory project for a revised project scope with reduced funding, triggered by confirmation of unsuccessful application to the Department of Business, Energy and Industrial Strategy (BEIS) for the core capital funding element in the project to build the original factory design. The proposed revision to the project is to establish a reduced MedTech Factory in ARU Peterborough Phase 2 building.

2. Background

- 2.1 Growth Deal and Growing Places funding was provided by the Government to local areas to invest in projects to create new jobs, increase productivity, and stimulate economic growth. A total of £146.7m was provided to this area. In previous funding rounds, loans were allocated to organisations and continue to be repaid. In addition, funds have been returned from projects that were halted for various reasons, which gave the Business Board funds of circa £7m to allocate to projects in the medium term.
- 2.2 The Business Board approved the strategy to utilise the recycled funds in November 2021, and in January 2022, the Combined Authority Board formally endorsed the Business Board recommendation on the criteria and approach to run two categories of Recycled LGF project calls:
 - Category One – a fund of approximately £1m (15% of total fund)
 - Category Two – a fund of approximately £6m (85% of total fund)
- 2.3 The Business Board approved £1.2m to Category 1 projects at its meeting in May 2022, and approved £4.397m, at its meeting on 24th June 2022, broken down in Table 1 below. At this same meeting, the Business Board deferred the decision regarding the Ramsey Produce Hub to enable officers to gather further information from the applicant.

Project	Amount Allocated
Medtech Mega Factory	£2,000,000
Net Zero Training Centre	£2,000,000
Training Centre Planning	£397,093
Total	£4,397,093

Table 1

- 2.4 The summary in Table 2 below shows the balance on capital and revenue recycled funds over the next 5 years, including the decisions highlighted in paragraph 2.3 of this report and income from the sale of iMET and savings on the Ely Area Capacity project reported in an earlier item in the agenda.

- 2.5 After significant investment over the next two years, showing a significant reduction in balances, the Business Board's funds increase over time as loans continue to be repaid.

£'000	22-23	23-24	24-25	25-26	26-27
Capital closing balance	-7,110	-3,195	-1,337	-1,422	-1,606
Revenue closing balance	-345	-461	-551	-624	-691
Total closing balance	-7,455	-3,656	-1,888	-2,045	-2,297

Table 2

- 2.6 Following the deferral of the decision on the Ramsey Produce Hub project, officers contacted Huntingdonshire District Council (HDC) and discussed opportunities for funding from elsewhere to support the Ramsey Produce Hub building. Following this discussion, it was concluded that the assumptions made by the External Due Diligence Team were not correct, and funds identified in HDC reserves were revenue funds not assigned to any capital programmes and could not be diverted to the Produce Hub project.
- 2.7 Through the assurance process, the Produce Hub has scored highly in several areas including the strategic fit, deliverability and timescales, resulting in it ranking second, as seen in Table 3 below. However, the efficiency, based on grant required per job created, was very low, with £103,823 of grant required per job for the £1.16m investment requested.
- 2.8 This compares to the average investment per job created at £71,000 before the Business Board managed the LGF, and £23,500 per job created and delivered across the portfolio since it was managed by the Business Board, with projections forecasting to achieve £3,640 per job created over the entire monitoring period to 2030. Appendix 1 contains the full application and due diligence report.
- 2.9 The position is therefore that the project cannot be delivered without the full £1.16m allocation from the Business Board, so the Business Board is asked to consider this project for funding and, if the agreed decision of the Business Board is to award the funds to the project, recommend the Combined Authority Board approves the full allocation despite the low efficiency score.
- 2.10 Table 3 below precis the score against the other Category 2 submissions.

% Marks	Internal	External	EAP	Total	Rank	Requested Grant
Medtech Mega Factory	41%	55%	89%	62%	3	£2,000,000
COWA - Net Zero	48%	82%	88%	73%	1	£2,000,000
HDC - 5G study	42%	54%	0%	48%	8	£350,000
HDC - Produce Hub	44%	66%	76%	62%	2	£1,158,525
Meanwhile 15+	38%	57%	76%	57%	5	£929,215
PCC Station Quarter	41%	56%	70%	55%	7	£1,000,000
P College IEG	47%	74%	0%	61%	4	£397,093
NIAB	36%	57%	79%	57%	5	£1,096,000

Table 3

- 2.11 The project spend profile in funding agreements for all Category 2 projects will need to match the drawdown of the Business Board annual budget profiles, and the agreed grant will be spent towards the back end of project delivery where feasible.
- 2.12 Following the award of £2m conditional funding approved by the Combined Authority Board in July 2022, the Medtech Mega Factory Project has submitted a Project Change Request. This is due to being unsuccessful in its larger application for £10m funding from BEIS. The change request seeks to reduce its request for awarded funding from £2m to £1.2m and has reduced the scope of creating the larger Mega Factory element of its application in Peterborough. Instead, the new proposal is for increased factory orientated outputs linked to a larger space at ARU Peterborough in the Phase 2 Research and Innovation Centre, with further details set out in Appendix 2.
- 2.13 A due diligence check has been carried out on the change request and the report is attached at Appendix 3. The recommendation from the independent external appraiser to the Business Board is to not fund the project at this time. Based on the concerns and risks raised by the external appraiser, the opinion of the Business Board's Section 73 officer is also that the Business Board should not approve the change request. Should the Business Board decide not to fund the project at this time, the £2m allocation would be returned to the Business Board's reserves for allocation elsewhere.

Significant Implications

3. Financial Implications

- 3.1 The detailed financial implications related to the applications are detailed in the appendices and summarised in the body of the report. As can be seen in the table in paragraph 2.5 the Business Board's minimum capital balance is greater than the £1.16m being sought, and thus there are sufficient funds available should the Board wish to fund the project fully regardless of the response to the change request.

4. Legal Implications

- 4.1 There are no direct legal implications, but the assessment of applications for Local Growth Funding has been done in accordance with the process agreed by the Business Board at its meeting in November 2021, as well as the Combined Authority Local Assurance Framework.

5. Public Health implications

- 5.1 The proposed funded projects will have a positive impact on public health regarding the creation of key employment or skills outcome improvements across the Combined Authority area. Good work and personal skills development are a key determinant of positive health outcomes.

6. Environmental and Climate Change Implications

- 6.1 None

7. Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 (Exempt) – Project Assessment Scoring

8.2 Appendix 2 (Exempt) – Project Application and Appraisal

8.3 Appendix 3 (Exempt) – Project Change Request and Appraisal

9. Background Papers

9.1 [Business Board Meeting 19th September 2019](#)

9.2 [Business Board Meeting 8th November 2021 Item 2.2 Strategic Funds Management Review](#)

9.3 [Business Board Meeting 10th January 2022 Item 2.2 Strategic Funds Management Review January 2022](#)

9.4 [Business Board Meeting 24th June 2022](#)

9.5 [Business Board Meeting 11th June 2022](#)

Sector Strategies Review

To: Business Board

Meeting Date: 12 September 2022

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Interim Associate Director of Business, Steve Clarke

Key decision: No

Recommendations: The Business Board is asked to:

- a) Consider the findings from the review of the Sector Strategies and Action Plans; and
- b) Determine the priorities for the next phase of delivery of the wider strategy development and agree the next steps.

1. Purpose

- 1.1 This report sets out the findings for the four Priority Sector Strategies for Cambridgeshire and Peterborough from the review undertaken.
- 1.2 The purpose of this review is three-fold:
 - To review progress of delivering the recommendations in Cambridgeshire and Peterborough's sector strategies, noting what has, is and will be delivered;
 - To highlight the key enablers and barriers in delivering against strategic recommendations; and
 - To provide recommendations as to the future implementation of the sector strategies.

2. Background

- 2.1 The Business Board commissioned, approved, and adopted four priority sector strategies for the region across years since 2019 following the publication of its Local Industrial Strategy at that time, which advocated for those four priority sectors.
- 2.2 During the period of development and implementation of these strategies, there have been significant impacts and changes brought about by the withdrawal of the UK from the EU, the Covid-19 pandemic, and changes to the climate, energy and environment. This led to re-focusing for delivery of those strategies, based on the Local Economic Recovery Strategy (LERS) and now latterly the new Economic Growth and Skills Strategy (EGSS).
- 2.3 The Combined Authority commissioned Metro Dynamics, on behalf of the Business Board, to review progress on the implementation of the region's sector strategies - AgriTech (2019) and AgriTech Action Plan for CPCA (2021); Digital (2019) and Digital Sector Strategy Update (2021); Life Sciences (2021); and Advanced Manufacturing (2021). The review is attached at Appendix 2
- 2.4 The approach to the review was conducted in three parts by Metro Dynamics as follows:
 - Desk-based review: a detailed review of the sector strategies to map actions and recommendations.
 - Stakeholder Engagement: eleven scoping interviews with a range of sector stakeholders involved in strategy development and delivery.
 - Mapping and Scoring: assessment of the delivery progress and continued relevance of sector strategies. Where required, desk-based research into regional activity has been performed to, where possible, address gaps in consultee knowledge on strategic delivery.
- 2.5 The delivery progress and strategic fit of the sector strategy recommendations was assessed using the scoring system shown in Table 1 below. Assessment of strategic fit has been informed by stakeholder feedback and identification of synergies with the objectives outlined in the EGSS, as well as other relevant Combined Authority policy documents, such

as the new Employment and Skills Strategy (ESS). A summary of the assessment of each recommendation is attached at Appendix 1.

Score	Delivery Score	Strategic Fit Score
0	Delivery of recommendation has not started, and no wider activity is underway anywhere in the CPCA geography which is aligned to the recommendation.	N/A
1	There is minimal evidence of strategic delivery of the recommendation, and there is very limited wider sector activity underway in the CPCA geography which is aligned to the recommendation.	The recommendation is no longer considered relevant and does not align to the CPCA's other strategic priorities. It is unlikely/unrealistic that changes can be made to increased strategic fit.
2	There is limited evidence of delivery (both strategic and wider sector activity) against the recommendation, however it is not of the scope or scale required to realise strategic ambitions. Significant changes are required to improve the scope, scale, pace or quality of implementation.	The recommendation has reduced relevancy and has minimal alignment to CPCA's other strategic priorities. Substantive changes would be required to increase relevancy and/or strategic fit.
3	There is some evidence of delivery (both strategic and wider sector activity) against the recommendation, however it is not consistently to the scope, scale, pace or quality required to realise strategic ambitions. Changes to delivery could stabilise and improve implementation.	The recommendation is considered partially relevant and is partially aligned to CPCA's other strategic priorities. Substantive changes could improve relevancy and/or strategic fit.
4	There is substantial evidence of delivery (both strategic and wider sector activity) against the recommendation. Minor changes to delivery could further enhance the scope, scale, pace or quality of implementation.	Recommendation is considered relevant and is well aligned to CPCA's other strategic priorities, however minor changes could further enhance relevancy and/or strategic fit.
5	There is strong evidence of delivery (both strategic and wider sector activity) against the recommendation to the required scope, scale, pace and quality.	Recommendation is considered highly relevant and is strongly aligned to CPCA's other strategic priorities. No refinement required to increase relevancy and/or strategic fit.

- 2.5 The findings from engagement across stakeholders suggest that, while they remain relevant, it has been challenging to consistently implement recommendations from the sector strategies. Awareness of delivery progress is generally fragmented and high level, indicative of limited shared understanding of the strategic objectives and mechanisms for both delivery and implementation monitoring. A major contributing factor in this has been the lack of a clear sector-side lead to own and drive implementation.

2.6 The following barriers to delivery were highlighted during consultation:

- Lack of implementation/action plans: implementation or action plans were not developed as part of life sciences, digital or advanced manufacturing sector strategy development. As such, the roles of different stakeholder groups, management and governance structures have not been defined or agreed, resulting in a lack of clarity regarding delivery responsibility and accountability. An action plan for Agri-Tech was published in April 2021, which refines and prioritises the recommendations made in the 2019 sector strategy but does not assign delivery responsibility to sector-side stakeholders or outline monitoring arrangements.
- Lack of consistent personnel: in some instances, the individuals involved in strategy development have left their posts without a succession plan in place to determine responsibility for driving elements of delivery forwards. Changes in staff have also contributed to a loss in momentum in recommendation delivery.
- High levels of competition for funding: funding to deliver against recommendations is limited, competition for national funding pots is high and bid writing is perceived as resource intensive and difficult to coordinate across stakeholders and geographies.
- Lack of communication across the Combined Authority geography and delivery partners: effective mechanisms to facilitate continued dialogue on delivery across different geographies and delivery partners are either not in place or are underdeveloped.
- Challenging operating context and short termism: the strategies were launched shortly before, or during, the Covid-19 pandemic, resulting in stakeholder groups prioritising shorter term activity rather than longer term strategic projects. Ongoing supply chain, talent and inflationary pressures are continuing to drive short-term activity. A mechanism (group or person) co-ordinating and driving longer term sector projects has been suggested as a way to mitigate this.

2.7 A summary of the implementation progress of each sector strategy or action plan and their respective recommendations is provided in the summary tables in Appendix 1, as well as the summary current strategic fit score.

2.8 The Business Board is asked to consider the following recommendations highlighted for consideration from within the review and determine whether they should be included in the plans for the next phase of delivery for sector-focused activity, but this has to be cross-referenced and aligned to the implementation plan being developed for the EGSS:

Appoint CPCA Sector Champions

2.9 Ensure that there is a champion for the Combined Authority's growth sectors within the organisation that can advocate and advise on strategic implementation. A sector champion could also support the bilateral flow of information across the Combined Authority and partners, and be a key conduit for communicating impact and identifying opportunities for collaboration to add value to strategic delivery.

Create a Sector Reference Group

- 2.10 There is a key opportunity for the Combined Authority to cement its role as convener by bringing together public and private sector stakeholders to form groups for each priority sector.
- 2.11 Thematic groups are common forums within the Combined Authority's governance structures. They are designed to be multi-functional. Responsibility for the development of the sector strategy implementations could be delegated to this group, and membership organisations may be tasked with delivering specific activities as part of this.
- 2.12 The thematic composition makes sector groups well placed to provide evidence-based insight and recommendations across the Combined Authority policy domains on issues that cut across priority sectors. Existing committees and boards may commission the sector groups to engage appropriate partners and stakeholders and build up an evidence base to assist in the development of key strategy relevant to the different priority sectors. For instance, the sector groups could be consulted as part of the implementation of key strategic documents, such as the 2022 EGS. Proposals to create sector groups as key representatives of a new Employer Reference Group is included in the ESS Implementation Plan.
- 2.13 The Terms of Reference for the sector groups should be codesigned with Combined Authority sector champions and stakeholders. Consideration should be given to:
- the role and function of the group;
 - the governance of the group (i.e. who does the sector groups report to);
 - group membership and appointment of a chair or Lead Member;
 - meeting frequency; and
 - what funding is available to support group activity.

Develop Implementation Plans

- 2.14 As the Implementation Plan is being developed for the EGSS at this time, there is opportunity to carry through and embed routes for delivery of sector strategies and action plan recommendations.
- 2.15 Implementation plans are important instruments for translating the ambitions and objectives of a strategy into alive documents that provide a practical road map for realistic and achievable delivery. They are a mechanism by which stakeholders can agree a shared understanding of what is to be delivered, when, and by who.
- 2.16 The development of an implementation plan should not be a one-off activity but a continual process whereby the agreed actions and timeline for their implementation must be reviewed regularly as part of wider progress monitoring activity. The plan should be an agile document which is responsive to changing policy contexts and funding opportunities, as well as any changes to sector needs.
- 2.17 An example of a proposed implementation plan structure is provided in Appendix 1, alongside areas of consideration for the Combined Authority and stakeholders as part of the plan development.

Significant Implications

3. Financial Implications

- 3.1 The development of an implementation plan for the EGSS is currently included within the approved budget, however no funding has been allocated for any other potential activities arising from the recommendations.
- 3.2 If the Business Board is minded to progress any of the other recommendations, the implications of these, including budgetary, will be established by officers and brought back to the Business Board for a future decision.

4 Legal Implications

- 4.1 There are no significant legal implications at this point,

5 Public Health implications

- 5.1 The Sector Strategies proposed recommendations and funded projects would have a positive impact on public health regarding the creation of key employment or skills outcome improvements across the Combined Authority area. Good work and personal skills development are a key determinant of positive health outcomes.

6 Environmental and Climate Change Implications

- 6.1 The strategies and action plans propose programmes of funding containing various projects which will deliver impacts for environment and climate through the wider changes and innovations in sectors such as Agri-food, Green engineering, and life sciences and Digital that are Cambridgeshire and Peterborough global strengths. Success in these sectors will contribute to the global environmental and climate response.

7 Significant Implications

- 7.1 None

8 Appendices

- 8.1 Appendix 1 – Summary of Assessment of the Sector Recommendations
- 8.2 Appendix 2 – Review of Delivery on Sector Strategies and Action Plans

9. Background Papers

- 9.1 None

The summary of the assessment scoring of each recommendation is below

Score	Delivery Score	Strategic Fit Score
0	Delivery of recommendation has not started, and no wider activity is underway anywhere in the CPCA geography which is aligned to the recommendation.	N/A
1	There is minimal evidence of strategic delivery of the recommendation, and there is very limited wider sector activity underway in the CPCA geography which is aligned to the recommendation.	The recommendation is no longer considered relevant and does not align to CPCA's other strategic priorities. It is unlikely/unrealistic that changes can be made to increased strategic fit.
2	There is limited evidence of delivery (both strategic and wider sector activity) against the recommendation, however it is not of the scope or scale required to realise strategic ambitions. Significant changes are required to improve the scope, scale, pace or quality of implementation.	The recommendation has reduced relevancy and has minimal alignment to CPCA's other strategic priorities. Substantive changes would be required to increase relevancy and/or strategic fit.
3	There is some evidence of delivery (both strategic and wider sector activity) against the recommendation, however it is not consistently to the scope, scale, pace or quality required to realise strategic ambitions. Changes to delivery could stabilise and improve implementation.	The recommendation is considered partially relevant and is partially aligned to CPCA's other strategic priorities. Substantive changes could improve relevancy and/or strategic fit.
4	There is substantial evidence of delivery (both strategic and wider sector activity) against the recommendation. Minor changes to delivery could further enhance the scope, scale, pace or quality of implementation.	Recommendation is considered relevant and is well aligned to CPCA's other strategic priorities, however minor changes could further enhance relevancy and/or strategic fit.
5	There is strong evidence of delivery (both strategic and wider sector activity) against the recommendation to the required scope, scale, pace and quality.	Recommendation is considered highly relevant and is strongly aligned to CPCA's other strategic priorities. No refinement required to increase relevancy and/or strategic fit.

Table 1. Digital Sector Strategy Implementation overview

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 1	Collaborate on high-quality digital training for young people and teachers, and reskilling for adults. Develop a region-wide culture of employer engagement in education. > Digital businesses to engage with existing STEM skills development and career guidance programmes.	3	5	Cambridge Wireless have run a number of programmes aimed at improving the digital skills of young people, such as CW Techsters which has delivered strongly and had good engagement. Cambridge Wireless are also delivering CW Unplugged – a series of curated events for young entrepreneurs. There is a need to increase the scope of activity under this recommendation to deliver strategic ambitions. Very strongly aligned to the ESS strategy (and national skills policy drivers) due to its focus on creating an employer-led ecosystem and providing pathways to training for residents in different stages of learning journey. Aligned to the better-quality skills via a world class skills system objective.
Recommendation 2	Much of CPCA's success in innovation is based on its culture of networking. Access to networking is essential for idea-sharing, inspiration, customer acquisition, hiring and encouraging investment. > When social distancing guidance relaxes, digital businesses to engage in large-scale networking activities that promote knowledge transfer and customer acquisition, e.g. Cambridge Tech Week.	4	4	Cambridge Wireless TEC ran in June 2022, with other 40 businesses in attendance. Cambridge Wireless run over 40 gatherings a year, some of which are free to the public. Special interest groups have been created to facilitate knowledge transfer and customer acquisition. Considered very relevant by stakeholders, however, stress the need for this to be CPCA wide (i.e. encourage participation by businesses outside of Cambridge) in order to contribute to local placemaking and reducing inequalities. This recommendation is relevant to a number of the capitals under the CPCA model, notably Innovation, People, Infrastructure, Finance and Governance and Reducing Inequalities.
Recommendation 3	CPCA must guarantee internationally competitive networks that combine the speed and security needed to work from home. Covid-19 has changed the use of telecommunications networks, and while they have coped they are not yet world-class. High Performance Computing (HPC) resource is in high demand and an area in which CPCA is lacking. - Target 1GB/s broadband speeds across the region by 2022. > Prevent any future housing or infrastructure project to take place without the installation of ultra-fast internet connectivity. -Commit to an HPC Roadmap to retain CPCA's primacy in fields such as supercomputing and AI	4	5	Connecting Cambridgeshire have produced a digital infrastructure strategy (refreshed in 2021) which aims to deliver gigabit capable infrastructure for homes in CPCA - with a target of 85% by 2025. Work is already underway, and coverage is up at 71%. Stakeholders consider this a very important/relevant recommendation for all sectors. It is strongly aligned to the Infrastructure capital as well as a key contributor to the Innovation capital.
Recommendation 4	Ensure high-quality digital training for young people and teachers, and reskilling for adults. Develop a region-wide culture of employer engagement in education. Attract talent into the region with affordable housing and high quality local amenities. > Ensure high quality digital education and training opportunities, ranging from digital literacy, advanced programming skills up to doctorates, as well as reskilling programmes, are available and accessible for young people, teachers and adults throughout the region.	3	5	Cambridge Wireless have extended their CPD offer and ran the CWTeachers programme (targeted at teachers and young people). Delivery has been strong across the geography, however more activity is required to delivery on strategic ambitions and create impact in the sector. Very strongly aligned to the ESS strategy (and national skills policy drivers) due to its focus on creating an employer-led ecosystem and providing pathways to training for residents in different stages of learning journey. Aligned to the better quality skills via a world class skills system.

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 5	<p>A thriving digital sector has complex supply chain demands that can be met by local businesses, if potential customers are aware.</p> <p>> Fund opportunities for digital businesses to meet local suppliers through face-to-face networking and intraregional programmes, e.g. Cambridge Tech Week.</p>	3	4	<p>Opportunities for businesses to network with local suppliers is afforded through Cambridge Wireless events. These events are paid for by CW membership (i.e. not publicly funded). Stakeholders agree publicly funded networking opportunities would further enhance activity under this recommendation and encourage participation by a more diverse range of businesses. Stakeholders consider this very important if CPCA is able to remain competitive in the sector, and is aligned to the Finance and Governance and Innovation capitals under the EGS.</p>
Recommendation 6	<p>Starting and growing a business requires an idea, talent, space, finance, suppliers, customers - to name a few! Such things are present in the region to a degree, but CPCA needs to improve signposting, access and quality.</p> <p>> Develop high-quality, supportive business premises across the region for start-ups.</p> <p>> Establish a CPCA Digital Innovation Fund with a particular focus on convergence activities and businesses setting up outside of Cambridge.</p> <p>> Increase the visibility and accessibility of financial information throughout the region.</p>	2	5	<p>Growth Works and the CPCA Growth Hub signpost companies to relevant incubators and accelerators dependent on the findings of their initial diagnostic. Companies may be eligible for revenue grant support via Growth Works. Community Renewal Fund support available for high potential start-ups in specific regions only, outside of Cambridge. No evidence of Digital Innovation Fund development, and no examples of high quality business premises given by stakeholders. Stakeholders think this is a particularly important recommendation, which would align to a number of CPCA capitals including People, Innovation, Finance and Governance and Reducing Inequalities.</p>
Recommendation 7	<p>While the digital sector grows, other industries are also digitalizing their processes. Encouraging the adoption of digital technologies in key sectors for CPCA such as life sciences, manufacturing and agriculture will increase the number of skilled jobs in the region.</p> <p>> Establish Leadership Councils for Technology in Manufacturing, Logistics and Agriculture. -Establish "Launchpads" (sector-specific business premises) for the development and trial of digital technologies in key sectors.</p> <p>> Fund high-impact networking and knowledge transfer activities between the digital sector and industry, e.g. Cambridge Tech Week.</p> <p>> Expand on projects such as "Digital Manufacturing on a Shoestring" which support the uptake of digital manufacturing among SMEs.</p>	2	5	<p>CW's TEC and Firestarter programme provide opportunities for peer networking between sector and industry. No evidence of the creation of Leadership Councils or launchpads to support innovation. This is an example of cross sector working which stakeholders think CPCA should be promoting as a means of knowledge sharing and facilitating innovation (a CPCA capital). If done effectively, this would support a range of objectives in the EGS, including supporting a transition to a low carbon economy, providing good quality jobs in high performing businesses and accelerate business growth. Having sector specific business premises would also contribute to local placemaking and renewal objective.</p>
Recommendation 8	<p>The City of Cambridge is the most innovative city in the UK, producing almost three times the number of patent applications per capita than any other city. The UK Government must support CPCA in promoting this attractive brand overseas.</p> <p>> The UK Government must position the CPCA brand as a global innovation powerhouse to encourage inward investment by technology companies into the country</p>	4	4	<p>Locate Cambridge have built strong relationships with the Department for International Trade, providing detailed briefings on the region's selling points both within Cambridge and beyond. DIT posts are provided with information to provide to companies looking to expand into the UK and the team can then provide targeted support to land companies and create jobs in our region. Growth Hub maintain a strong working relationship with BEIS and the Arc cluster. Recommendation considered relevant and aligned to the Finance and Governance capital of the EGS, as well as its place making objectives.</p>

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 9	The UK Government must look to CPCA for leadership on Artificial Intelligence. The City of Cambridge is already home to the world's foremost Artificial Intelligence departments > Amazon, Microsoft, Samsung - as well as innovative AI start-ups. > Coordinate the energies of the public and private sector to cement CPCA as a global centre of expertise in Artificial Intelligence	3	4	Partnering with Cambridge Wireless to raise awareness of Cambridge's AI offering, Growth Coaching looking to establish specific high-growth community for AI companies in the region and AI coaches. Stakeholders note that more activity needs to be done at a strategic level to deliver on this recommendation. Recommendation is still considered relevant and is aligned to the Innovation and Financial and Governance capitals of the EGS.

Table 2. AgriTech Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 1	Provide specific support for scale-up of businesses active in AgriTech – including facilities, access to finance and infrastructure support.	1	5	No specific support is available for AgriTech businesses however businesses that fit the criteria for Growth Works may access this scheme to receive a revenue grant or coaching support. Stakeholders agree that this is extremely relevant and is strongly aligned to the business objectives outlined in the EGS.
1a	Undertake audit of existing & planned facilities for scale-up of AgriTech businesses in the region, identifying gaps and opportunities.	1	4	Some early work is underway to begin this audit, however consultees note that it has been difficult to get wider stakeholder buy in/engagement to the audit process. Some of this work will be captured in the work commissioned by Locate Cambridge to support their AgriTech market access programme. Aligned to the Infrastructure capital of the EGS.
1b	Create a “hub-and-spoke” model of co-ordinated support to provide facilities for grow-on and scale-up space.	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders agree that this is relevant, however note scoping work required to understand if hub and spoke model is practical and most cost effective.
1c	Create flexible growth capital options & co-invest with other private sector investors, potentially aspiring to emulate the Engine model with MIT. alongside infrastructure & connectivity planning around the CPCA area.	0	4	No known activity underway or in pipeline aligned to recommendation but is well aligned to the Innovation and Finance and Systems capitals under the EGS.
1d	Provide dedicated AgriTech business support by ensuring the “AgriTech literacy” of the Growth Works scheme with dedicated AgriTech advisor(s).	0	4	No dedicated AgriTech advisor available as part of the Growth Works programme. No action has been taken to improve AgriTech literacy although there are some quick wins that could be adopted to support this. Stakeholders agree this is still relevant and is aligned to the business objectives of the EGS.

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
1e	Ensure AgriTech needs are considered	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders agree with this point but are unsure as to how this will be implemented. However, it is noted that implementation of the sector specific priorities is a key action outlined in the EGS.
Recommendation 2	Increase rate of adoption of new agricultural technologies by farmers through de-risking investment & providing support for academic-industry support.	0	4	No known activity underway or in pipeline aligned to recommendation, however, stakeholders consider this to be highly relevant. It is aligned to the Innovation and Finance and Governance capitals.
2a	A regional grant scheme to build on the Eastern AgriTech Growth Initiative, encompassing R&D, as well as in-house R&D and business growth.	0	5	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this a strongly relevant recommendation. It is linked to a number of EGS capitals - Innovation, People and Finance and Governance.
2b	A fund to help farm businesses with procurement and investment in new technologies, to fund trials and de-risk farmer adoption, potentially also forming part of an incubator/accelerator fund to connect researchers and start-ups to agri-businesses.	1	3	No specific fund has been created but some AgriTech businesses will be able to access support through Growth Works. Stakeholders consider this a strongly relevant recommendation. It is linked to the Innovation and Finance and Governance capital.
Recommendation 3	Ensuring a fit-for-purpose workforce for an AgriTech enabled industry, providing life-long learning opportunities, re-skilling and up-skilling.	0	4	No known activity underway or in pipeline aligned to recommendation, however it is strongly aligned to the People capital of the EGS and the Life Wide and Lifelong Learning Opportunities theme of the Employment and Skills Strategy (ESS).
3a	Development of a bespoke, AgriTech skills plan to sit alongside a wider skills plan for food, drink and agriculture.	1	5	Whilst no current activity is being delivered under this activity, it is noted as an urgent action for implementation in the draft ESS implementation plan. Stakeholders consider a skills plan for the sector essential to support growth. It is aligned to both the EGS and ESS.
3b	Structured support for new learners with employers to help provide industry placements, apprenticeships, internships and studentships.	0	4	No known activity underway or in pipeline aligned to recommendation. Increasing the routes into training and employment is also aligned to the People and Reducing Inequalities capitals, as well as the 'better-quality jobs' objective under the EGS.
Recommendation 4	Harnessing AgriTech as an enabler for the Net Zero journey in the CPCA geography.	0	4	No known activity underway or in pipeline aligned to recommendation. AgriTech offers routes to Net Zero however significant R&D investment is needed. Aligned to the 'ensure transition to green, low carbon economy' objective as well as the Climate and Nature and Innovation capitals.

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
4a	Life cycle analysis & modelling, including via a digital twin, of Fenland agriculture to understand how best to reduce GHG emissions.	0	4	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature and Innovation capitals.
4b	Financial support for demonstration and test-beds of AgriTech capabilities as innovative tools for lowland peat GHG management.	0	5	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature and Innovation capitals.
4c	Grant incentives for infrastructure and upgrading of farm real estate to support an electric or renewable energy platform, battery storage etc.	0	4	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature, Finance and Governance and Innovation capitals.
Recommendation 5	Develop a clear positioning around the AgriTech capacity and assets in the CPCA geography and ensure these are well-understood and embedded across all communications.	0	4	No known activity underway or in pipeline aligned to recommendation. Well aligned to the 'accelerate business growth' and the 'accelerate local placemaking and renewal' objectives under the EGS.
5a	Refresh the 2015 "smart specialisation" approach to the AgriTech assets in the CPCA area Embed the AgriTech narrative more visibly within the wider CPCA inward investment "offer."	0	4	No known activity underway or in pipeline aligned to recommendation. Well aligned to the 'accelerate business growth' and the 'accelerate local placemaking and renewal' objectives under the EGS.
5b	Develop communications around the CPCA AgriTech excellence, promoting market "pull", technology capacity and strengths of the region.	0	5	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this highly relevant and a recommendation which can be actioned with little resource. It is well aligned to the 'accelerate local placemaking and renewal' objective under the EGS.
5c	Identify and attend global events and explore opportunities to promote the CPCA AgriTech competencies and assets internationally.	0	3	No known activity underway or in pipeline aligned to recommendation. The recommendation is still considered relevant but not as high a priority as other recommendations. It is aligned to the 'accelerate business growth' objective and Finance and Governance capitals under the EGS.

Table 3. Advanced Manufacturing Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 1	Support the CPCA's future opportunities roadmap work and draw on support from the new 'Make It Smart' programme. Join and engage with the Smart Manufacturing Alliance.	4	4	SMA has been engaged and is widely considered as an important mechanism for strategy implementation. No evidence of roadmap work development, yet stakeholders agree that this a relevant and value exercise. Recommendation well aligned to the Infrastructure and Finance and Governance capitals of the EGS.

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 2	Support the CPCA's manufacturing skills programmes and those of partner organisations. Work with schools and colleges to promote opportunities to learners and young people.	2	3	Cambridgeshire County Day resulted in successful engagement with learners. Events planned to mark National Manufacturing Day will also provide opportunities to speak to young people and learners about the sector. More activity is required to deliver the recommendation more fully, which would be supported by stronger links between SMA and CPCA skills team. Recommendation is aligned to the EGS better quality skills objective and People capital.
Recommendation 3	Publish a future opportunities roadmap which can be used with businesses to inform their future growth ambitions.	0	4	No known activity underway or in pipeline aligned to recommendation, however stakeholders note this as being much needed as a tool to supporting and growing the sector business base. Well aligned to the accelerate business growth objective of the EGS.
Recommendation 4	Produce a 'London Underground style' guide to Advanced Manufacturing and Materials sources of funding, support and networks for the region.	0	5	No known activity underway or in pipeline aligned to recommendation. Very strongly aligned to the EGS strategy, all stakeholders consulted think this will be extremely valuable asset which will contribute to all six capitals within CPCA's framework. Noted however that there is some duplication with recommendation 3.
Recommendation 5	Commission and implement the programme design for Cambridgeshire & Peterborough's 'Make It Smart' integrated business support package (implementation to take longer than next 12 months).	0	4	No known activity underway or in pipeline aligned to recommendation. Recommendation aligned to the EGS' business growth objective and People capital.
Recommendation 6	Produce a review and gap analysis of existing supply and demand for skills to inform where future provision should be targeted.	0	5	No known activity underway or in pipeline aligned to recommendation. Recommendation is noted as very relevant and an important foundation to other strategic objectives in the sector strategy. Aligned to the good quality jobs and better-quality skills objectives of the EGS.
Recommendation 7	Over the long term implement the findings of the skills review which might include activities such as: developing or enhancing skills infrastructure where needed, working with employers to create opportunities for young people, working with employers and training providers to raise awareness of employment opportunities.	0	4	No known activity underway or in pipeline aligned to recommendation as skills review yet to be conducted. Recommendation is very strongly aligned to the ambitions of the ESS and the EGS, notably the better-quality skills, good quality jobs and accelerate business growth objectives.

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 8	Continue to support the Smart Manufacturing Alliance to provide a comprehensive network of manufacturing businesses within CPCA.	3	4	CPCA representative sits on the board of SMA but stakeholders agree there is scope for more strategic support from the Combined Authority. SMA viewed as a positive networking asset by stakeholders. The recommendation is well aligned to the Infrastructure capital under the EGS.
Recommendation 9	Review the place marketing offer and work with partners to establish a single voice for the different offers in the area.	4	4	Locate Cambridge has been established as the single voice for promoting the region and our sector capabilities to potential inward investors, including building and maintain a pipeline of opportunities. Recommendation is well aligned to the objectives of the accelerate local placemaking and renewal objective of the EGS.
Recommendation 10	Government to roll-out the Made Smarter programme nationally - though with local / regional oversight and guidance from local partners.	3	4	SMA has collaborated with the Institute for Manufacturing to roll out the Digital Manufacturing on a Shoestring programme. Further scoping will be undertaken for a national rollout funded by Made Smarter. Recommendation is well aligned to the accelerate business growth objective of the EGS.
Recommendation 11	Government to increase funding to Innovate UK and the Catapults Network with a focus on supporting SMEs to innovate.	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this important but more clarification is needed on how Advanced Manufacturing stakeholders can influence this. Recommendation is aligned to the EGS business growth and good quality jobs in high performing businesses objectives.
Recommendation 12	Implement the 'Make it Smart' business support package.	0	4	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this relevant, however there was a low awareness of the details of the programme. Stakeholders stressed the need for sector specific business support (in accordance with EGS objectives and People and Finance and Governance capitals).
Recommendation 13	Implement a sector skills and careers programme based on the findings of the sector skills review.	0	5	No known activity underway or in pipeline aligned to recommendation as skills review yet to be conducted. Recommendation is very strongly aligned to the ambitions of the ESS and the EGS, notably the better-quality skills, good quality jobs and accelerate business growth objectives.

Table 4. Life Sciences Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 1	Building the Financial & Management Capacity for Growth > Establish a new £1 billion Life Sciences Innovation Fund > Lead on the drive to improve UK public equity markets for life sciences companies > Create a “Future Leaders Programme” to build commercial management skills of the sector > Support the development of a culture that aspires to scale	2	5	There is no evidence of the development of the Life Sciences fund, however Growth Works with Equity offering of matched equity investments up to £250,000 to VC operating with Life Sciences companies looking to raise funds to support expansion has been promoted in the region, which will leverage funding from other sources into the region and create jobs. Creation of Future Leaders Programme yet to begin. Recommendation is strongly linked to a number of the EGS objectives, notably accelerating business growth, better quality skills and better-quality jobs. It is also strongly aligned to the Innovation, People and Finance and Governance capitals.
Recommendation 2	Building Network Capacity for Growth > Develop a coordinating body for the strategic initiatives and appoint a “Life Sciences Strategy Director” to drive the implementation of these initiatives > Support the establishment of a single agency to promote Cambridge around the UK and internationally > Leverage the Ox-Cam Arc, the UK Innovation Corridor (linking King’s Cross to Cambridge) and the Golden Triangle	4	5	Funding has been provided to CUHP to lead the implementation of strategic initiatives, which has begun under the ‘talent’ and ‘place’ themes. No evidence of the establishment of a single agency to promote Cambridge nationally and internationally. The recommendation is strongly aligned EGS strategy. Stakeholders consider uniting under one brand essential for continuing to build on Cambridges’ continued success in the sector. Action needs to be taken to ensure the benefits are felt by all in CPCA geography and activity is not Cambridge centric. Recommendation aligned to the Finance and Governance and Innovation capitals.
Recommendation 3	Building Talent & Skills Capacity for Growth > Create new technical education programmes to support skills required by life sciences firms > Support for alternative routes into life sciences employment > Create new programmes to upskill in the techlife science convergence > Improve the diversity and inclusion of the sector	2	5	Work has begun to assign delivery responsibilities to implement this recommendation between public and private sector stakeholders. Recommendation is strongly aligned to EGS and ESS strategies. It is closely tied to the People capital as well as Reducing Inequalities due to the focus on expanding the diversity of the sector and ensuring opportunities for all.
Recommendation 4	Building Physical Capacity for Growth > Implement life science employment growth within site areas currently consented for new buildings but stalled > Densify life science employment within site areas currently consented for new building > Intensity life science employment within current buildings by encouraging firms from other sectors to relocate to alternative parks	4	5	Public and private sector stakeholders have committed to delivering different elements of the CUHP ‘Place’ themed projects. These are all in pipeline stage but includes: - improving physical opportunities for networking through the CBC enlivenment programme (CBC Ltd) - create co-located collaboration space and amenities (1000 Discovery Drive and AstraZeneca R&D centre). - develop future proof laboratory research facilities - in short term (1-2 years) this will

	<p>> Expand life science employment through new planning applications within and adjacent to established areas</p>			<p>include the Cambridge Heart and Lung Research Institute, Location of the Altos Labs (anti-ageing) within Cambridge, the opening of ARU: Peterborough and the Communicate Care Research Institute (Anglia Ruskin University).</p> <p>Recommendation is strongly aligned to the accelerate local placemaking and renewal objectives. Creation of high-quality employment sites and research facilities around the CPCA geography will help revitalise town centres and provide good employment for residents.</p>
--	---	--	--	--

An overview of a typical implementation plan structure is provided in Table 5 below, alongside areas of consideration for CPCA and stakeholders as part of plan development.

Table 5. Implementation Plan Structure and Key Considerations

Section	Content	Areas for consideration
Where we want to be	Outline of strategic ambitions and objectives.	<ul style="list-style-type: none"> • Are there any objectives that are no longer relevant? • Are there any areas of duplication?
How we will get there	<p>Overview of the governance structures and delivery groups that are responsible, accountable, consulted and informed of implementation, and the reporting lines between them.</p> <p>An assessment of what activity is underway and in the pipeline for each recommendation. An explanation of where gaps in activity are and the plan for how these will be addressed.</p>	<ul style="list-style-type: none"> • Are there any opportunities for cross sector collaboration? • Are there gaps in activity under the recommendations? • How should the gaps in delivery be prioritised?
When we will get there	<p>A timeline of activity which outlines the current and pipeline projects, noting delivery time scales and organisations responsible for implementation.</p> <p>This should include specific review points for reviewing current and pipeline projects.</p>	<ul style="list-style-type: none"> • How often should implementation progress be reviewed?



Section	Content	Areas for consideration
Monitoring our progress	Explanation of how the outcomes and impact of implementation will be accessed and communicated.	<ul style="list-style-type: none">• What is the approach to monitoring and evaluation?• How will data be collected, held and shared?

CPCA Sector Strategies - Implementation Review

Working Draft

August 2022

Metro — Dynamics

Contents

1 Introduction.....3

2 Key Findings6

3 Digital.....10

4 AgriTech.....13

5 Advanced Manufacturing16

6 Life Sciences19

1 Introduction

Study Background

Cambridgeshire and Peterborough Combined Authority (CPCA) have commissioned Metro Dynamics to review progress on the implementation of the region's sector strategies – AgriTech (2019) and An AgriTech Action Plan for CPCA (2021); Digital (2019) and Digital Sector Strategy Update (2021); Life Sciences (2021); and Advanced Manufacturing (2021).

The purpose of the review is three-fold:

- to review progress of delivering the recommendations in Cambridgeshire and Peterborough's sector strategies, noting what has, is and will be delivered;
- to highlight the key enablers and barriers in delivering against strategic recommendations; and,
- to provide recommendations as to the future implementation of the sector strategies.

Study Approach

Metro Dynamics' approach to the review is shown in Table 1 below.

Table 1. Review Approach

Stage	Activity
Desk Based Review	A detailed review of sector strategies to map actions and recommendations
Stakeholder Engagement	<p>11 scoping interviews with a range of sector stakeholders involved in strategy development and delivery. Key lines of enquiry include:</p> <ul style="list-style-type: none"> • how the strategy was developed and if provision/a plan for implementation was devised as part of this process; • key barriers and enablers in delivering the strategy; • the ongoing relevance of strategic recommendations; • overview of what strategic recommendations are being delivered (by who, where and how) and what activity is in the pipeline; and, • suggestions for how to enhance the scale, pace and quality of sector strategy implementation.

**Activity
Mapping**

Assessment of the delivery progress and continued relevance of sector strategies. Where required, desk-based research into regional activity has been performed to, where possible, address gaps in consultee knowledge on strategic delivery.

The delivery progress and strategic fit of the sector strategy recommendations was assessed using the scoring system shown in Table 2 (overleaf). Assessment of strategic fit has been informed by stakeholder feedback and identification of synergies with the objectives outlined in Cambridge and Peterborough's Economic Growth Strategy (EGS) and other relevant CPCA policy documents such as the Employment and Skills Strategy (ESS). An overview of the objectives of the ESS and EGS is provided as an appendix for reference.

This Document

This document presents the findings of the sector strategy delivery review. Overview of delivery progress is based on information provided by stakeholders and results from desk-based research, however, may not cover all the regional activity currently in delivery or in the pipeline.

Chapter Two presents the key findings relating to common barriers and enablers of strategy delivery across the sectors and provides recommendations for future implementation. The following chapters provide an overview of each sector strategy, including a summary of how they were developed, stakeholder feedback and a table which captures known activity and scores according to the system described above.

Table 2. Activity Scoring Matrix

Score	Delivery Score	Strategic Fit Score
0	Delivery of recommendation has not started, and no wider activity is underway anywhere in the CPCA geography which is aligned to the recommendation.	N/A
1	There is minimal evidence of strategic delivery of the recommendation, and there is very limited wider sector activity underway in the CPCA geography which is aligned to the recommendation.	The recommendation is no longer considered relevant and does not align to CPCA's other strategic priorities. It is unlikely/unrealistic that changes can be made to increased strategic fit.
2	There is limited evidence of delivery (both strategic and wider sector activity) against the recommendation, however it is not of the scope or scale required to realise strategic ambitions. Significant changes are required to improve the scope, scale, pace or quality of implementation.	The recommendation has reduced relevancy and has minimal alignment to CPCA's other strategic priorities. Substantive changes would be required to increase relevancy and/or strategic fit.
3	There is some evidence of delivery (both strategic and wider sector activity) against the recommendation, however it is not consistently to the scope, scale, pace or quality required to realise strategic ambitions. Changes to delivery could stabilise and improve implementation.	The recommendation is considered partially relevant and is partially aligned to CPCA's other strategic priorities. Substantive changes could improve relevancy and/or strategic fit.
4	There is substantial evidence of delivery (both strategic and wider sector activity) against the recommendation. Minor changes to delivery could further enhance the scope, scale, pace or quality of implementation.	Recommendation is considered relevant and is well aligned to CPCA's other strategic priorities, however minor changes could further enhance relevancy and/or strategic fit.
5	There is strong evidence of delivery (both strategic and wider sector activity) against the recommendation to the required scope, scale, pace and quality.	Recommendation is considered highly relevant and is strongly aligned to CPCA's other strategic priorities. No refinement required to increase relevancy and/or strategic fit.

2 Key Findings

The findings from engagement with CPCA staff and sector stakeholders suggest that whilst they remain relevant, it has been challenging to consistently implement recommendations from the sector strategies. Awareness of delivery progress is generally fragmented and high level, indicative of limited shared understanding of the strategic objectives and mechanisms for both delivery and implementation monitoring. A major contributing factor in this has been the lack of a clear sector-side lead to own and drive implementation.

There are, however, some positive reflections for the future implementation of the sector strategies, and there are some examples of activity which addresses and/or complements strategic recommendations.

Barriers to Delivery

- **Lack of implementation/action plans:** implementation or action plans were not developed as part of life sciences, digital or advanced manufacturing sector strategy development. As such, the roles of different stakeholder groups, management and governance structures have not been defined or agreed, resulting in a lack of clarity regarding delivery responsibility and accountability. An action plan for AgriTech was published in April 2021, which refines and prioritises the recommendations made in the 2019 sector strategy but does not assign delivery responsibility to sector-side stakeholders or outline monitoring arrangements.
- **Lack of consistent personnel:** in some instances, the individuals involved in strategy development have left post without a succession plan in place to determine responsibility for driving elements of delivery forwards. Changes in staff have also contributed to a loss in momentum in recommendation delivery.
- **High levels of competition for funding:** funding to deliver against recommendations is limited, competition for national funding pots is high and bid writing is perceived as resource intensive and difficult to coordinate across stakeholders and geographies.
- **Lack of communication across the CA geography and delivery partners:** effective mechanisms to facilitate continued dialogue on delivery across different geographies and delivery partners are either not in place or are underdeveloped.
- **Challenging operating context and short termism:** the strategies were launched shortly before, or during, the Covid-19 pandemic, resulting in stakeholder groups prioritising shorter term activity rather than longer term strategic projects. Ongoing supply chain, talent and inflationary pressures are continuing to drive short-term activity. A mechanism (group or person) co-ordinating and driving longer term sector projects has been suggested as a way to mitigate this.

Delivery Enablers

Stakeholders are passionate about strengthening Cambridgeshire and Peterborough's brand in growth sectors and developing a diverse talent pipeline and entrepreneurial ecosystem for the area. Many consultees are willing to take leading roles in supporting sector strategy implementation, highlighting the following as key enablers in this:

- developing effective mechanisms for communicating the strategic vision and objectives for the sectors to both local and national stakeholders;
- identifying appropriate funding for delivering work;
- Assigning delivery responsibility to specific organisations or individuals;
- having appropriate oversight mechanisms in place to hold individuals/organisations responsible for delivery to account for and monitor progress.

Recommendations

Appoint CPCA Sector Champions

Ensure that there is a champion for CPCA's growth sectors within the organisation that can advocate and advise on strategic implementation. A sector champion could also support the bilateral flow of information across CPCA and partners and be a key conduit for communicating impact and identifying opportunities for collaboration to add value to strategic delivery.

Create a Sector Reference Group

There is a key opportunity for CPCA to cement its role as convener by bringing together public and private sector stakeholders to form groups for each priority sector.

Thematic groups are common forums within Combined Authority Governance structures. They are designed to be multi-functional. Responsibility for the development of the sector strategy implementations could be delegated to this group, and membership organisations may be tasked with delivering specific activities as part of this.

The thematic composition makes a sector reference group well placed to provide evidence-based insight and recommendations across the CPCA policy domains on issues that cut across priority sectors. Existing committees and boards may commission the sector group to engage appropriate partners and stakeholders and build up an evidence base to assist in the development of key strategy relevant to the different priority sectors. For instance, the sector groups could be consulted as part of the implementation of key strategic documents, such as the 2022 Cambridgeshire and Peterborough Economic Growth Strategy and the Employment and Skills strategy.

The Terms of Reference for the sector groups should be codesigned with CPCA sector champions and stakeholders. Consideration should be given to:

- the role and function of the group;
- the governance of the group (i.e. who does the sector groups report to);
- group membership and appointment of chair;
- meeting frequency; and,
- what funding is available to support group activity.

Develop Implementation Plans

Implementation plans are important instruments for translating the ambitions and objectives of a strategy into alive documents that provides a practical road map for realistic and achievable delivery. They are a mechanism by which stakeholders can agree a shared understanding of what is to be delivered, when, and by who.

The development of an implementation plan should not be a one-off activity but a continual process whereby the agreed actions and timeline for their implementation must be reviewed regularly as part of wider progress monitoring activity. The plan should be an agile document which is responsive to changing policy contexts and funding opportunities, as well as any changes to sector needs.

An overview of a typical implementation plan structure is provided in Table 3, alongside areas of consideration for CPCA and stakeholders as part of plan development.

Table 3. Implementation Plan Structure and Key Considerations

Section	Content	Areas for consideration
Where we want to be	Outline of strategic ambitions and objectives.	<ul style="list-style-type: none"> • Are there any objectives that are no longer relevant? • Are there any areas of duplication?
How we will get there	<p>Overview of the governance structures and delivery groups that are responsible, accountable, consulted and informed of implementation, and the reporting lines between them.</p> <p>An assessment of what activity is underway and in the pipeline for each recommendation. An explanation of where gaps in activity are and the plan for how these will be addressed.</p>	<ul style="list-style-type: none"> • Are there any opportunities for cross sector collaboration? • Are there gaps in activity under the recommendations? • How should the gaps in delivery be prioritised?

Section	Content	Areas for consideration
When we will get there	<p>A timeline of activity which outlines the current and pipeline projects, noting delivery time scales and organisations responsible for implementation.</p> <p>This should include specific review points for reviewing current and pipeline projects.</p>	<ul style="list-style-type: none"> • How often should implementation progress be reviewed?
Monitoring our progress	<p>Explanation of how the outcomes and impact of implementation will be accessed and communicated.</p>	<ul style="list-style-type: none"> • What is the approach to monitoring and evaluation? • How will data be collected, held and shared?

3 Digital

Strategy Development

Written by Cambridge Wireless and Anglia Ruskin University, the Digital sector strategy was approved and published in 2019. An update was published in 2021, which brings the actions outlined in the original strategy into the post-pandemic context. The action plan did not allocate responsibility to different sector players to deliver recommendations and there has been no group or persons given oversight or delivery responsibility for implementing the strategy.

Stakeholder Feedback

Stakeholders agree that the strategic recommendations remain relevant. However, a robust implementation plan is required to translate the ambitious strategy into a series of prioritised actions which can effectively be delivered against.

A key part of implementation plan development will be reviewing the strategic recommendations to identify areas of duplication. For example, recommendations 1 and 4 are both focused on the provision of high-quality digital training and therefore could be consolidated under one programme or strand of activity.

Consultees highlighted the difficulty in getting the appropriate buy-in from different sector stakeholders, which has limited the strategic co-ordination of activity. This is due in part to low awareness from digital businesses, research organisations and sector bodies about the existence of the strategy or subsequent action plan. A plan for communicating CPCA's strategic ambition to the sector (both locally and outside of the Cambridgeshire and Peterborough) is therefore also noted as important in the development of the strategy implementation plan.

Implementation Overview

Analysis of the Digital Sector Strategy (as seen in Table 4) shows mixed performance across the recommendations. There are examples of strong delivery – such as CW TEC and other Cambridge Wireless programmes targeted at improving the digital skills of young people and professionals – however there is scope to increase activity across all recommendations in order to realise strategic ambitions. Recommendations remain relevant and are on the whole well aligned to wider CPCA policy.

Table 4. Digital Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 1	Collaborate on high-quality digital training for young people and teachers, and reskilling for adults. Develop a region-wide culture of employer engagement in education. > Digital businesses to engage with existing STEM skills development and career guidance programmes.	3	5	Cambridge Wireless have run a number of programmes aimed at improving the digital skills of young people, such as CW Techsters which has delivered strongly and had good engagement. Cambridge Wireless are also delivering CW Unplugged – a series of curated events for young entrepreneurs. There is a need to increase the scope of activity under this recommendation to deliver strategic ambitions. Very strongly aligned to the ESS strategy (and national skills policy drivers) due to its focus on creating an employer-led ecosystem and providing pathways to training for residents in different stages of learning journey. Aligned to the better-quality skills via a world class skills system objective.
Recommendation 2	Much of CPCA's success in innovation is based on its culture of networking. Access to networking is essential for idea-sharing, inspiration, customer acquisition, hiring and encouraging investment. > When social distancing guidance relaxes, digital businesses to engage in large-scale networking activities that promote knowledge transfer and customer acquisition, e.g. Cambridge Tech Week.	4	4	Cambridge Wireless TEC ran in June 2022, with other 40 businesses in attendance. Cambridge Wireless run over 40 gatherings a year, some of which are free to the public. Special interest groups have been created to facilitate knowledge transfer and customer acquisition. Considered very relevant by stakeholders, however, stress the need for this to be CPCA wide (i.e. encourage participation by businesses outside of Cambridge) in order to contribute to local placemaking and reducing inequalities. This recommendation is relevant to a number of the capitals under the CPCA model, notably Innovation, People, Infrastructure, Finance and Governance and Reducing Inequalities.
Recommendation 3	CPCA must guarantee internationally competitive networks that combine the speed and security needed to work from home. Covid-19 has changed the use of telecommunications networks, and while they have coped they are not yet world-class. High Performance Computing (HPC) resource is in high demand and an area in which CPCA is lacking. -Target 1GB/s broadband speeds across the region by 2022. > Prevent any future housing or infrastructure project to take place without the installation of ultra-fast internet connectivity. -Commit to an HPC Roadmap to retain CPCA's primacy in fields such as supercomputing and AI	4	5	Connecting Cambridgeshire have produced a digital infrastructure strategy (refreshed in 2021) which aims to deliver gigabit capable infrastructure for homes in CPCA - with a target of 85% by 2025. Work is already underway, and coverage is up at 71%. Stakeholders consider this a very important/relevant recommendation for all sectors. It is strongly aligned to the Infrastructure capital as well as a key contributor to the Innovation capital.
Recommendation 4	Ensure high-quality digital training for young people and teachers, and reskilling for adults. Develop a region-wide culture of employer engagement in education. Attract talent into the region with affordable housing and high quality local amenities. > Ensure high quality digital education and training opportunities, ranging from digital literacy, advanced programming skills up to doctorates, as well as reskilling programmes, are available and accessible for young people, teachers and adults throughout the region.	3	5	Cambridge Wireless have extended their CPD offer and ran the CWTeachers programme (targeted at teachers and young people). Delivery has been strong across the geography, however more activity is required to delivery on strategic ambitions and create impact in the sector. Very strongly aligned to the ESS strategy (and national skills policy drivers) due to its focus on creating an employer-led ecosystem and providing pathways to training for residents in different stages of learning journey. Aligned to the better quality skills via a world class skills system.

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 5	A thriving digital sector has complex supply chain demands that can be met by local businesses, if potential customers are aware. > Fund opportunities for digital businesses to meet local suppliers through face-to-face networking and intraregional programmes, e.g. Cambridge Tech Week.	3	4	Opportunities for businesses to network with local suppliers is afforded through Cambridge Wireless events. These events are paid for by CW membership (i.e. not publicly funded). Stakeholders agree publicly funded networking opportunities would further enhance activity under this recommendation and encourage participation by a more diverse range of businesses. Stakeholders consider this very important if CPCA is able to remain competitive in the sector, and is aligned to the Finance and Governance and Innovation capitals under the EGS.
Recommendation 6	Starting and growing a business requires an idea, talent, space, finance, suppliers, customers - to name a few! Such things are present in the region to a degree, but CPCA needs to improve signposting, access and quality. > Develop high-quality, supportive business premises across the region for start-ups. > Establish a CPCA Digital Innovation Fund with a particular focus on convergence activities and businesses setting up outside of Cambridge. > Increase the visibility and accessibility of financial information throughout the region.	2	5	Growth Works and the CPCA Growth Hub signpost companies to relevant incubators and accelerators dependent on the findings of their initial diagnostic. Companies may be eligible for revenue grant support via Growth Works. Community Renewal Fund support available for high potential start-ups in specific regions only, outside of Cambridge. No evidence of Digital Innovation Fund development, and no examples of high quality business premises given by stakeholders. Stakeholders think this is a particularly important recommendation, which would align to a number of CPCA capitals including People, Innovation, Finance and Governance and Reducing Inequalities.
Recommendation 7	While the digital sector grows, other industries are also digitalizing their processes. Encouraging the adoption of digital technologies in key sectors for CPCA such as life sciences, manufacturing and agriculture will increase the number of skilled jobs in the region. > Establish Leadership Councils for Technology in Manufacturing, Logistics and Agriculture. -Establish "Launchpads" (sector-specific business premises) for the development and trial of digital technologies in key sectors. > Fund high-impact networking and knowledge transfer activities between the digital sector and industry, e.g. Cambridge Tech Week. > Expand on projects such as "Digital Manufacturing on a Shoestring" which support the uptake of digital manufacturing among SMEs.	2	5	CW's TEC and Firestarter programme provide opportunities for peer networking between sector and industry. No evidence of the creation of Leadership Councils or launchpads to support innovation. This is an example of cross sector working which stakeholders think CPCA should be promoting as a means of knowledge sharing and facilitating innovation (a CPCA capital). If done effectively, this would support a range of objectives in the EGS, including supporting a transition to a low carbon economy, providing good quality jobs in high performing businesses and accelerate business growth. Having sector specific business premises would also contribute to local placemaking and renewal objective.
Recommendation 8	The City of Cambridge is the most innovative city in the UK, producing almost three times the number of patent applications per capita than any other city. The UK Government must support CPCA in promoting this attractive brand overseas. > The UK Government must position the CPCA brand as a global innovation powerhouse to encourage inward investment by technology companies into the country	4	4	Locate Cambridge have built strong relationships with the Department for International Trade, providing detailed briefings on the region's selling points both within Cambridge and beyond. DIT posts are provided with information to provide to companies looking to expand into the UK and the team can then provide targeted support to land companies and create jobs in our region. Growth Hub maintain a strong working relationship with BEIS and the Arc cluster. Recommendation considered relevant and aligned to the Finance and Governance capital of the EGS, as well as its place making objectives.
Recommendation 9	The UK Government must look to CPCA for leadership on Artificial Intelligence. The City of Cambridge is already home to the world's foremost Artificial Intelligence departments > Amazon, Microsoft, Samsung - as well as innovative AI start-ups. > Coordinate the energies of the public and private sector to cement CPCA as a global centre of expertise in Artificial Intelligence	3	4	Partnering with Cambridge Wireless to raise awareness of Cambridge's AI offering, Growth Coaching looking to establish specific high-growth community for AI companies in the region and AI coaches. Stakeholders note that more activity needs to be done at a strategic level to deliver on this recommendation. Recommendation is still considered relevant and is aligned to the Innovation and Financial an Governance capitals of the EGS.

4 AgriTech

Strategy Development

CPCA commissioned Promar to develop a high level AgriTech sector strategy in 2019. This was built on in *From Report to Reality: Strategic Action Plan for the CPCA*, a series of recommendations developed by AgriTech E on behalf of the Combined Authority, which was approved at the October 2021 Business Board. The strategic action plan updated and refined the recommendations from the 2019 strategy and provides suggested actions for consideration.

Stakeholder Feedback

To date, delivery of the action plan has not met the scope, scale or pace anticipated by sector stakeholders. A lack of funding and strategic coordination, as well as a loss of knowledgeable personnel within CPCA were cited as contributory factors in this.

Stakeholders highlighted a particular dearth in sector specific business support and agree this should be addressed with urgency. The Growth Hub and Growth Works continue to have a substantial level of inquiries from AgriTech SMEs looking for support – notably capital support to upgrade infrastructure to streamline processes and facilitate innovation – however there is currently no provision suitable for the sector.

There are a few ‘quick wins’ that could provide interim solutions to sector recommendations as a means of kick-starting strategy implementation. An example of this is Growth Works flexing its eligibility criteria to accept SMEs with fewer employers to accommodate the smaller family-run businesses which are common in AgriTech, whilst tailored provision for the sector is developed (including the identification of appropriate funding sources and the design of tailored support).

Implementation Overview

The AgriTech Sector Strategy recommendations remain relevant and are generally well aligned to the EGS and wider CPCA policy. Substantial action is required to improve strategy implementation, as no known activity is underway or in the pipeline to support strategic delivery for the majority of recommendations. A summary is shown in Table 5.

Table 5. AgriTech Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 1	Provide specific support for scale-up of businesses active in AgriTech – including facilities, access to finance and infrastructure support.	1	5	No specific support is available for AgriTech businesses however businesses that fit the criteria for Growth Works may access this scheme to receive a revenue grant or coaching support. Stakeholders agree that this is extremely relevant and is strongly aligned to the business objectives outlined in the EGS.
1a	Undertake audit of existing & planned facilities for scale-up of AgriTech businesses in the region, identifying gaps and opportunities.	1	4	Some early work is underway to begin this audit, however consultees note that it has been difficult to get wider stakeholder buy in/engagement to the audit process. Some of this work will be captured in the work commissioned by Locate Cambridge to support their AgriTech market access programme. Aligned to the Infrastructure capital of the EGS.
1b	Create a “hub-and-spoke” model of co-ordinated support to provide facilities for grow-on and scale-up space.	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders agree that this is relevant, however note scoping work required to understand if hub and spoke model is practical and most cost effective.
1c	Create flexible growth capital options & co-invest with other private sector investors, potentially aspiring to emulate the Engine model with MIT. alongside infrastructure & connectivity planning around the CPCA area.	0	4	No known activity underway or in pipeline aligned to recommendation but is well aligned to the Innovation and Finance and Systems capitals under the EGS.
1d	Provide dedicated AgriTech business support by ensuring the “AgriTech literacy” of the Growth Works scheme with dedicated AgriTech advisor(s).	0	4	No dedicated AgriTech advisor available as part of the Growth Works programme. No action has been taken to improve AgriTech literacy although there are some quick wins that could be adopted to support this. Stakeholders agree this is still relevant and is aligned to the business objectives of the EGS.
1e	Ensure AgriTech needs are considered	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders agree with this point but are unsure as to how this will be implemented. However, it is noted that implementation of the sector specific priorities is a key action outlined in the EGS.
Recommendation 2	Increase rate of adoption of new agricultural technologies by farmers through de-risking investment & providing support for academic-industry support.	0	4	No known activity underway or in pipeline aligned to recommendation, however, stakeholders consider this to be highly relevant. It is aligned to the Innovation and Finance and Governance capitals.
2a	A regional grant scheme to build on the Eastern AgriTech Growth Initiative, encompassing R&D, as well as in-house R&D and business growth.	0	5	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this a strongly relevant recommendation. It is linked to a number of EGS capitals - Innovation, People and Finance and Governance.
2b	A fund to help farm businesses with procurement and investment in new technologies, to fund trials and de-risk farmer adoption, potentially also forming part of an incubator/accelerator fund to connect researchers and start-ups to agri-businesses.	1	3	No specific fund has been created but some AgriTech businesses will be able to access support through Growth Works. Stakeholders consider this a strongly relevant recommendation. It is linked to the Innovation and Finance and Governance capital.
Recommendation 3	Ensuring a fit-for-purpose workforce for an AgriTech enabled industry, providing life-long learning opportunities, re-skilling and up-skilling.	0	4	No known activity underway or in pipeline aligned to recommendation, however it is strongly aligned to the People capital of the EGS and the Life Wide and Lifelong Learning Opportunities theme of the Employment and Skills Strategy (ESS).

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
3a	Development of a bespoke, AgriTech skills plan to sit alongside a wider skills plan for food, drink and agriculture.	1	5	Whilst no current activity is being delivered under this activity, it is noted as an urgent action for implementation in the draft ESS implementation plan. Stakeholders consider a skills plan for the sector essential to support growth. It is aligned to both the EGS and ESS.
3b	Structured support for new learners with employers to help provide industry placements, apprenticeships, internships and studentships.	0	4	No known activity underway or in pipeline aligned to recommendation. Increasing the routes into training and employment is also aligned to the People and Reducing Inequalities capitals, as well as the 'better-quality jobs' objective under the EGS.
Recommendation 4	Harnessing AgriTech as an enabler for the Net Zero journey in the CPCA geography.	0	4	No known activity underway or in pipeline aligned to recommendation. AgriTech offers routes to Net Zero however significant R&D investment is needed. Aligned to the 'ensure transition to green, low carbon economy' objective as well as the Climate and Nature and Innovation capitals.
4a	Life cycle analysis & modelling, including via a digital twin, of Fenland agriculture to understand how best to reduce GHG emissions.	0	4	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature and Innovation capitals.
4b	Financial support for demonstration and test-beds of AgriTech capabilities as innovative tools for lowland peat GHG management.	0	5	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature and Innovation capitals.
4c	Grant incentives for infrastructure and upgrading of farm real estate to support an electric or renewable energy platform, battery storage etc.	0	4	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature, Finance and Governance and Innovation capitals.
Recommendation 5	Develop a clear positioning around the AgriTech capacity and assets in the CPCA geography and ensure these are well-understood and embedded across all communications.	0	4	No known activity underway or in pipeline aligned to recommendation. Well aligned to the 'accelerate business growth' and the 'accelerate local placemaking and renewal' objectives under the EGS.
5a	Refresh the 2015 "smart specialisation" approach to the AgriTech assets in the CPCA area Embed the AgriTech narrative more visibly within the wider CPCA inward investment "offer."	0	4	No known activity underway or in pipeline aligned to recommendation. Well aligned to the 'accelerate business growth' and the 'accelerate local placemaking and renewal' objectives under the EGS.
5b	Develop communications around the CPCA AgriTech excellence, promoting market "pull", technology capacity and strengths of the region.	0	5	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this highly relevant and a recommendation which can be actioned with little resource. It is well aligned to the 'accelerate local placemaking and renewal' objective under the EGS.
5c	Identify and attend global events and explore opportunities to promote the CPCA AgriTech competencies and assets internationally.	0	3	No known activity underway or in pipeline aligned to recommendation. The recommendation is still considered relevant but not as high a priority as other recommendations. It is aligned to the 'accelerate business growth; objective and Finance and Governance capitals under the EGS.

5 Advanced Manufacturing

Strategy Development and Delivery

On behalf of the CPCA business Board, Hethel Innovation produced an evidence base and strategic overview of the Advanced Manufacturing and Materials sector in 2019 which called on key stakeholders to strengthen the local ecosystem in order to retain the region's competitive edge.

Metro Dynamics were subsequently commissioned in 2020 to convene a series of workshops to consider the Hethel Innovation report and work with sector stakeholders to develop a series of strategic recommendations which would support the growth of the advanced manufacturing sector over the long term whilst responding to shorter term issues such as Covid-19 recovery. The strategy was approved in April 2021.

An implementation or action plan has not been developed to support the realisation of the strategy. No group or persons has been given oversight or delivery responsibility for implementing the strategy.

Stakeholder Feedback

Stakeholders agree that the recommendations contained within the strategy remain relevant. Whilst some progress has been made in implementing the recommendations, this has generally not been to the scale or pace required.

The establishment of the Smart Manufacturing Alliance (SMA) – a joint venture between Opportunity Peterborough and the CPCA - is widely viewed as an important step in growing the sector. The SMA could also form a useful mechanism for effectively delivering on the strategy if engaged appropriately and given funding to act upon requirements where needed.

Stakeholders noted funding constraints as a barrier to implementing the strategy, however also highlighted that there are some recommendations, such as Recommendation 4 (the development of London Underground style map of funding, support and networks in Cambridgeshire and Peterborough), which should be fairly inexpensive to deliver.

Implementation Overview

Table 6 shows that the recommendations contained in the Advanced Manufacturing Strategy generally score strongly on strategic fit. There are number of recommendations where there is no known activity underway, which should be prioritised for action in the development of the implementation plan.

Table 6. Advanced Manufacturing Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 1	Support the CPCA's future opportunities roadmap work and draw on support from the new 'Make It Smart' programme. Join and engage with the Smart Manufacturing Alliance.	4	4	SMA has been engaged and is widely considered as an important mechanism for strategy implementation. No evidence of roadmap work development, yet stakeholders agree that this a relevant and value exercise. Recommendation well aligned to the Infrastructure and Finance and Governance capitals of the EGS.
Recommendation 2	Support the CPCA's manufacturing skills programmes and those of partner organisations. Work with schools and colleges to promote opportunities to learners and young people.	2	3	Cambridgeshire County Day resulted in successful engagement with learners. Events planned to mark National Manufacturing Day will also provide opportunities to speak to young people and learners about the sector. More activity is required to deliver the recommendation more fully, which would be supported by stronger links between SMA and CPCA skills team. Recommendation is aligned to the EGS better quality skills objective and People capital.
Recommendation 3	Publish a future opportunities roadmap which can be used with businesses to inform their future growth ambitions.	0	4	No known activity underway or in pipeline aligned to recommendation, however stakeholders note this as being much needed as a tool to supporting and growing the sector business base. Well aligned to the accelerate business growth objective of the EGS.
Recommendation 4	Produce a 'London Underground style' guide to Advanced Manufacturing and Materials sources of funding, support and networks for the region.	0	5	No known activity underway or in pipeline aligned to recommendation. Very strongly aligned to the EGS strategy, all stakeholders consulted think this will be extremely valuable asset which will contribute to all six capitals within CPCA's framework. Noted however that there is some duplication with recommendation 3.
Recommendation 5	Commission and implement the programme design for Cambridgeshire & Peterborough's 'Make It Smart' integrated business support package (implementation to take longer than next 12 months).	0	4	No known activity underway or in pipeline aligned to recommendation. Recommendation aligned to the EGS' business growth objective and People capital.
Recommendation 6	Produce a review and gap analysis of existing supply and demand for skills to inform where future provision should be targeted.	0	5	No known activity underway or in pipeline aligned to recommendation. Recommendation is noted as very relevant and an important foundation to other strategic objectives in the sector strategy. Aligned to the good quality jobs and better-quality skills objectives of the EGS.
Recommendation 7	Over the long term implement the findings of the skills review which might include activities such as: developing or enhancing skills infrastructure where needed, working with employers to create opportunities for young people, working with employers and training providers to raise awareness of employment opportunities.	0	4	No known activity underway or in pipeline aligned to recommendation as skills review yet to be conducted. Recommendation is very strongly aligned to the ambitions of the ESS and the EGS, notably the better-quality skills, good quality jobs and accelerate business growth objectives.
Recommendation 8	Continue to support the Smart Manufacturing Alliance to provide a comprehensive network of manufacturing businesses within CPCA.	3	4	CPCA representative sits on the board of SMA but stakeholders agree there is scope for more strategic support from the Combined Authority. SMA viewed as a positive networking asset by stakeholders. The recommendation is well aligned to the Infrastructure capital under the EGS.

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 9	Review the place marketing offer and work with partners to establish a single voice for the different offers in the area.	4	4	Locate Cambridge has been established as the single voice for promoting the region and our sector capabilities to potential inward investors, including building and maintain a pipeline of opportunities. Recommendation is well aligned to the objectives of the accelerate local placemaking and renewal objective of the EGS.
Recommendation 10	Government to roll-out the Made Smarter programme nationally - though with local / regional oversight and guidance from local partners.	3	4	SMA has collaborated with the Institute for Manufacturing to roll out the Digital Manufacturing on a Shoestring programme. Further scoping will be undertaken for a national rollout funded by Made Smarter. Recommendation is well aligned to the accelerate business growth objective of the EGS.
Recommendation 11	Government to increase funding to Innovate UK and the Catapults Network with a focus on supporting SMEs to innovate.	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this important but more clarification is needed on how Advanced Manufacturing stakeholders can influence this. Recommendation is aligned to the EGS business growth and good quality jobs in high performing businesses objectives.
Recommendation 12	Implement the 'Make it Smart' business support package.	0	4	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this relevant, however there was a low awareness of the details of the programme. Stakeholders stressed the need for sector specific business support (in accordance with EGS objectives and People and Finance and Governance capitals).
Recommendation 13	Implement a sector skills and careers programme based on the findings of the sector skills review.	0	5	No known activity underway or in pipeline aligned to recommendation as skills review yet to be conducted. Recommendation is very strongly aligned to the ambitions of the ESS and the EGS, notably the better-quality skills, good quality jobs and accelerate business growth objectives.

6 Life Sciences

Strategy Development and Delivery

In 2020, CPCA commissioned JLL to produce a Life Sciences Strategy which focused on growing existing strengths in the sector. In the same period, Cambridge University Health Partner (CUHP) developed a shared set of ambitions for Cambridgeshire-based stakeholder to ensure the area remains a competitive destination for life sciences.

The CPCA and CUHP-led visions for the sector are highly complementary, both focusing on themes of Place, Networks, Talent and Finance as key cornerstones for supporting sector development. The notable difference between the two documents is the additional Data pillar in the CUHP vision, which centres on the responsible use of robust and reliable data to improve delivery of care, fuel discovery and drive innovation.

Due to the synergy between the CPCA and CUHP documents, CPCA provided funding to CUHP to progress the shared agenda for the region. Between January-March 2022, representatives from across the sector were brought together to identify, coordinate and progress a programme of specific initiatives. Starting with the 'place' theme, participating stakeholders jointly reviewed the recommendations and scored each suggested action as to the confidence that the initiative will address ecosystem needs and the likelihood of deliverability as a means of prioritising activity. As part of this process, stakeholders took on responsibility for delivering on different actions, based on which partner was best placed to respond to ecosystem needs.

This approach is being replicated for the Talent theme. To date, this has included a series of workshops to determine ecosystem skills needs and refine the recommendations made in the CUHP and CPCA visions. Partners are currently seeking feedback on these recommendations before prioritising and agreeing which stakeholders will be responsible for delivery.

Stakeholder Feedback

Stakeholders commended the quality and insight of the CUHP strategy and consider the recommendations highly relevant. It was noted, however, that since its approval in 2021, the document has not been sufficiently promoted and it has been perceived as being buried under other strategic activity underway in the region.

The approach to implementation modelled by CUHP has been widely praised. Stakeholders from across CPCA's priority sectors agree that it should be replicated to ensure the delivery of the AgriTech, Digital and Advanced Manufacturing strategies.

Implementation Overview

The CPCA Life Sciences Sector Strategy is strongly aligned to wider Combined Authority policy. The delegation of implementation to CUHP has resulted in some strong examples of delivery, however the process outlined above must be applied to all recommendations in order to realise strategic ambitions. The implementation progress of the CPCA strategy is shown in Table 7. The results of the CUHP and partner scoring exercise to develop and delegate initiatives under the CUHP strategy are shown in Tables 8 – 11.

Table 7. Life Sciences Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 1	<p>Building the Financial & Management Capacity for Growth</p> <ul style="list-style-type: none"> > Establish a new £1 billion Life Sciences Innovation Fund > Lead on the drive to improve UK public equity markets for life sciences companies > Create a “Future Leaders Programme” to build commercial management skills of the sector > Support the development of a culture that aspires to scale 	2	5	<p>There is no evidence of the development of the Life Sciences fund, however Growth Works with Equity offering of matched equity investments up to £250,000 to VC operating with Life Sciences companies looking to raise funds to support expansion has been promoted in the region, which will leverage funding from other sources into the region and create jobs. Creation of Future Leaders Programme yet to begin. Recommendation is strongly linked to a number of the EGS objectives, notably accelerating business growth, better quality skills and better-quality jobs. It is also strongly aligned to the Innovation, People and Finance and Governance capitals.</p>
Recommendation 2	<p>Building Network Capacity for Growth</p> <ul style="list-style-type: none"> > Develop a coordinating body for the strategic initiatives and appoint a “Life Sciences Strategy Director” to drive the implementation of these initiatives > Support the establishment of a single agency to promote Cambridge around the UK and internationally > Leverage the Ox-Cam Arc, the UK Innovation Corridor (linking King’s Cross to Cambridge) and the Golden Triangle 	4	5	<p>Funding has been provided to CUHP to lead the implementation of strategic initiatives, which has begun under the ‘talent’ and ‘place’ themes. No evidence of the establishment of a single agency to promote Cambridge nationally and internationally. The recommendation is strongly aligned EGS strategy. Stakeholders consider uniting under one brand essential for continuing to build on Cambridges’ continued success in the sector. Action needs to be taken to ensure the benefits are felt by all in CPCA geography and activity is not Cambridge centric. Recommendation aligned to the Finance and Governance and Innovation capitals.</p>
Recommendation 3	<p>Building Talent & Skills Capacity for Growth</p> <ul style="list-style-type: none"> > Create new technical education programmes to support skills required by life sciences firms > Support for alternative routes into life sciences employment > Create new programmes to upskill in the techlife science convergence > Improve the diversity and inclusion of the sector 	2	5	<p>Work has begun to assign delivery responsibilities to implement this recommendation between public and private sector stakeholders. Recommendation is strongly aligned to EGS and ESS strategies. It is closely tied to the People capital as well as Reducing Inequalities due to the focus on expanding the diversity of the sector and ensuring opportunities for all.</p>
Recommendation 4	<p>Building Physical Capacity for Growth</p> <ul style="list-style-type: none"> > Implement life science employment growth within site areas currently consented for new buildings but stalled > Densify life science employment within site areas currently consented for new building > Intensity life science employment within current buildings by encouraging firms from other sectors to relocate to alternative parks > Expand life science employment through new planning applications within and adjacent to established areas 	4	5	<p>Public and private sector stakeholders have committed to delivering different elements of the CUHP ‘Place’ themed projects. These are all in pipeline stage but includes:</p> <ul style="list-style-type: none"> - improving physical opportunities for networking through the CBC enlivenment programme (CBC Ltd) - create co-located collaboration space and amenities (1000 Discovery Drive and AstraZeneca R&D centre). - develop future proof laboratory research facilities - in short term (1-2 years) this will include the Cambridge Heart and Lung Research Institute, Location of the Altos Labs (anti-ageing) within Cambridge, the opening of ARU: Peterborough and the Communicate Care Research Institute (Anglia Ruskin University). <p>Recommendation is strongly aligned to the accelerate local placemaking and renewal objectives. Creation of high-quality employment sites and research facilities around the CPCA geography will help revitalise town centres and provide good employment for residents.</p>

Table 8. CUHP Strategic Implementation – Place Theme Priority Area 1

1. Priority developments to support different types of research and collaboration							
	Recommendations	Time horizon	Projects in pipeline	Ecosystem leads	Ecosystem RAG status		
					Confidence that initiatives will address ecosystem need	Likelihood of delivery (e.g. availability of funding, etc.)	Matrix result
i	Improve virtual opportunities for networking across the cluster	Short-term 1-2 years	Connect: Health Tech Mayor’s joint Transport and Digital Strategy	Milner Therapeutics Institute CPCA	2	3	6
ii	Improve physical opportunities for networking; create co-located collaboration space and amenities provision	Short-term 1-2 years	CBC enlivenment programme Amenities via 1000 Discovery Drive and AZ R&D Centre CBC collaboration hub	CBC Ltd Cambridge Medipark Ltd / AstraZeneca CBC Ltd / Cambridge Medipark Ltd	2	3	6
		Medium-term 3-5 years	Shared amenity hubs at West Cambridge	University of Cambridge	2	3	6
iii	Future-proof laboratory research facilities, including additional disease-focused institutes	Short-term 1-2 years	Cambridge Heart and Lung Research Institute Location of Altos Labs (anti-ageing) within Cambridge Opening of ARU: Peterborough, including Manufacturing and Materials R&D Centre Community care research institute	Royal Papworth / University of Cambridge CUHP and cluster partners Anglia Ruskin University CPFT, Anglia Ruskin University	2	3	6
		Medium-term 3-5 years	New Radiochemistry Lab (Forvie site) CBC Plot 9 (TBC) Research institutes within CC and CCRH Research institute focused on molecular biology of the brain	University of Cambridge University of Cambridge University of Cambridge MRC LMB	2	2	4
		Long-term 5+ years	West Cambridge innovation district Redevelopment of Forvie site Redevelopment of Island site Co-location of Anglia Ruskin life sciences activity on expanded CBC	University of Cambridge University of Cambridge University of Cambridge Anglia Ruskin University / CBC Ltd	2	2	4
							5.3

Table 9. CUHP Strategic Implementation – Place Theme Priority Area 2

2. Flexible space to accommodate business needs at different stages							
	Prioritised recommendations	Time horizon	Projects in pipeline	Ecosystem leads	Ecosystem RAG status		
					Confidence that initiatives will address ecosystem need	Likelihood of delivery (e.g. availability of funding, etc.)	Matrix result
i	Initiate cluster forum to bring together science park and campus leadership	Short-term 1-2 years	Proposal sponsored by CPCA - first year chaired by Derek Jones, Babraham Research Campus	Babraham Research Campus / CUHP / CPCA	3	3	9
ii	Undertake a detailed space planning exercise to inform future planning provision; survey available brownfield sites and empty buildings to repurpose space	Short-term 1-2 years	Interest from multiple stakeholders including S Cambs and Cambridge County Council	Proposed governance / involvement through cluster forum (d)	2	2	4
iii	Develop evidence on community benefits of life science development, working with communities themselves	Short-term 1-2 years	'From co-location to integration'; potential commission re inward investment / link to Cambridge&	Proposed governance / involvement through cluster forum (d)	2	2	4
iv	Increase number and support for start-up space (including incubators, accelerators and prototyping space)	Short-term 1-2 years	1000 Discovery Drive, CBC Proprietary AZ incubator, CBC St John's Innovation Centre, expansion 40,000 sq ft new building, Babraham Bid to BEIS/OLS for medtech manufacturing hub	Cambridge Medipark Ltd AstraZeneca St John's College Babraham Research Campus Eastern AHSN	2	3	6
		Medium-term 3-5 years	Growth Hubs and Innovation Space, West Cambridge Early Detection Institute (CCRH) Data/tech sandpit space within WGC expansion	University of Cambridge CUH / University of Cambridge Wellcome Trust / Urban & Civic	2	2	4
v	Enable strong development pipeline for grow-on space; initiate regular life sciences forum with planning authorities to support development dialogue	Short-term 1-2 years	Early interest from CPCA in setting up planning forum	Proposed governance / involvement through cluster forum (d); Greater Cambridge Shared Planning	2	2	4
		Long-term 5+ years	Babraham Vision WGC planning application Granta Park expansion Cambridge International Technology Park West Cambridge innovation district CBC Vision 2050	Babraham Research Campus Wellcome Trust / Urban & Civic Blackstone / BioMed Realty Blackstone / BioMed Realty University of Cambridge CBC Ltd	2	2	4
vi	Develop co-working locations in market towns to revitalise urban centres and accommodate life sciences growth	Short-term 1-2 years	Market Towns Programme	CPCA	2	2	4
							4.9

Table 10. CUHP Strategic Implementation – Place Theme Priority Area 3

3. Fit-for-the-future healthcare facilities which support research and innovative models of care							
	Recommendations	Time horizon	Projects in pipeline	Ecosystem leads	Ecosystem RAG status		
					Confidence that initiatives will address ecosystem need	Likelihood of delivery (e.g. availability of funding, etc.)	Matrix result
i	Explore new models of public and private sector collaboration to future-proof NHS infrastructure	Short-term 1-2 years	Strategic partnership with Illumina; co-location of GLH and histopathology Intraoperative MRI suite with private sector	CUH CUH / University of Cambridge	2	2	4
ii	Future-proof trial infrastructure; increase provision and accessibility of clinical trial facilities across the region	Short-term 1-2 years	Cardiorespiratory CRF within HLRI Human Challenge Facility (CBC) / additional experimental medicine capacity	Royal Papworth, University of Cambridge University of Cambridge / CUH	2	3	6
		Medium-term 3-5 years	Location of new CRFs within community care hubs	C&P ICS	2	2	4
iii	Deliver fit-for-the-future healthcare facilities which support new models of care	Medium-term 3-5 years	Redevelopment of Hinchingsbrooke Hospital Cambridge Children's Cambridge Cancer Research Hospital Community care diagnostics hubs (e.g. Princess of Wales Community Hospital, Ely)	NWAFT CUH / University of Cambridge CUH / University of Cambridge C&P ICS	3	2	6
		Long-term 5+ years	Addenbrooke's 3 Relocation of CPFT mental health services to expanded CBC	CUH; University of Cambridge CPFT	3	1	3
							4.6

Table 11. CUHP Strategic Implementation – Place Theme Priority Area 4

4. Infrastructure to support productive and liveable communities							
	Recommendations	Time horizon	Projects in pipeline	Ecosystem leads	Ecosystem RAG status		
					Confidence that initiatives will address ecosystem need	Likelihood of delivery (e.g. availability of funding, etc.)	Matrix result
i	Promote access to affordable housing for employees in close proximity to business	Long-term 5+ years	WGC expansion including 1,500 homes for campus employees Sufficient new developments, e.g. Northstowe, Waterbeach, etc.	Wellcome Trust / Urban & Civic Greater Cambridge Shared Planning / Cambridge Ahead (evidence base, data, etc.)	1	2	2
ii	Ensure sustainable provision of energy, water, digital infrastructure for growth	Long-term 5+ years	The Future Fenland Project Future-proofing energy supply - e.g. project to deliver two new substations Further extension of Granta Backbone Network	Water Resources East GCP Environment workstream / Cambridge Ahead (evidence base, data, etc.) University of Cambridge	2	2	4
iii	Support development of sustainable transport links; make campus to campus travel easier across cluster to support collaboration and commutability	Short-term 1-2 years	Transport solutions from travel hubs, e.g. rail stations, to science parks and research campuses, (e.g. autonomous vehicles, electric scooters, etc.) Campus to campus shuttle service	GCP, CPCA	1	2	2
		Long-term 5+ years	Greenways Cambridge South Station integrated with other transport modalities New Park & Ride sites, e.g. between Granta Park and Babraham, and off the M11 to support CBC Cambridge South East Transport scheme – potential to extend to Wellcome Genome Campus Delivery and electrification of East West Rail	GCP, CPCA Cambridge Ahead (evidence base, data, etc.)	2	2	4
iv	Support sustainability for both new and refurbished life sciences developments	Medium-term 3-5 years	Individual parks / campus and organisational strategies Targeted grants Potential to link in with BEIS mini clusters scheme	CPCA / GCP Greater South East Energy Hub / life science forum (d)	1	2	2
v	Offer bespoke support to life sciences and supply chain companies to scale within the region	Medium-term 3-5 years	Cambridge Science Park - new mid-tech site Inward investment agencies	Trinity College CPCA / GrowthWorks / Cambridge&	2	2	4
							3.0





Appendix - CPCA Strategic Objectives

Table 12. EGS Objectives



Source: Cambridgeshire and Peterborough Economic Growth Strategy (2022)

Table 13. ESS Short-term Priorities

Pre-work learning and formal education 	<ul style="list-style-type: none"> • Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance • Widening education access and participation to make education more inclusive and the student body (and future workforce) more diverse • Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations • Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building
Employer access to talent 	<ul style="list-style-type: none"> • Supporting covid recovery, growth and net zero transition by developing priority skills and responding to acute issues • Driving up and sustaining employers' engagement with provision • Embedding modern work practices and conditions and improving job quality
Life-wide and lifelong learning 	<ul style="list-style-type: none"> • Improving access to careers information, advice and guidance at any age • Providing support to upskill and reskill in response to economic restructuring (e.g. following covid-19, Brexit, digitisation, as net zero transition intensifies) • Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g. short courses/online/blended learning). • Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders
Support into and between work 	<ul style="list-style-type: none"> • Supporting unemployed and NEETs into training and employment • Providing support for disadvantaged groups to access the labour market • Targeting support for Covid-19 recovery and transitions for displaced workers



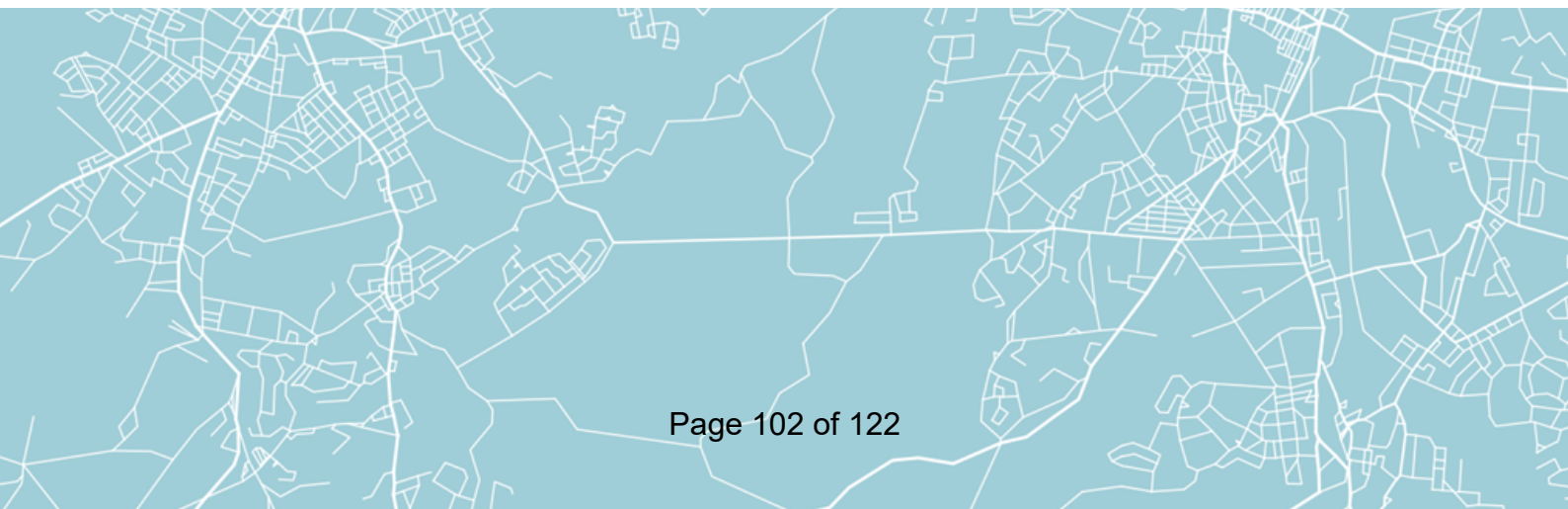
Metro — Dynamics

3 Waterhouse Square
138 Holborn
London
EC1N 2SW

020 3868 3085

Elliot House
151 Deansgate
Manchester
M3 3WD

0161 393 4364



Enterprise Zones – Proposed Cambourne Business Park Boundary Change

To: Business Board

Meeting Date: 12 September 2022

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Business Programmes & Business Board Manager, Domenico Cirillo

Key decision: No

Recommendations: The Business Board is recommended to:

- a) Agree to the boundary change and redesignation of Enterprise Zone status for Parcel A at Cambourne Business Park; and
- b) Subject to recommendation (a), recommend approval to the Combined Authority Board.

1. Purpose

- 1.1 To seek Business Board support for South Cambridgeshire District Council's (SCDC) request for a boundary change at Cambourne Business Park and agree to the redesignation of Enterprise Zone status for Parcel A to align with the current adopted Local Plan designation.
- 1.2 This would concentrate all Enterprise Zone land north of the access road and adjacent to SCDC offices. This change would incorporate the existing Marketing Suite to increase the Enterprise Zone offer on site. The other part, Parcel B, would not be affected by the change.
- 1.3 Following determination by the Business Board and further ratification by the Combined Authority Board, SCDC would seek final agreement from the Department for Business, Energy and Industrial Strategy (BEIS) before the change is implemented.

2. Background

- 2.1 In 2017, Cambridgeshire & Peterborough became a Mayoral Combined Authority area, and assumed responsibility for the Local Enterprise Partnership governance in 2018. In the Autumn of 2018, the LEP was rebranded, and the Business Board was created to provide a business voice for the area.
- 2.2 The Business Board is a non-statutory body which is the Local Enterprise Partnership for the Combined Authority area. It is also independent of the Combined Authority, operating as a private-public sector partnership, which focuses on the key business sectors to provide strategic leadership and drive growth in Cambridgeshire and Peterborough and the wider Local Enterprise area.
- 2.3 The Business Board remains responsible and retains strategic oversight for the delivery of Enterprise Zones in Cambridgeshire and Peterborough, and reports to the Combined Authority Board as its accountable body. Enterprise Zone delivery and management is further delegated to local authority led boards, which include the Enterprise Zone Programme Board for Alconbury Weald and the Enterprise Zone Project Boards for each of the five Cambridge Compass sites.
- 2.4 On the 11 July 2022 the Business Board considered a request from South Cambridgeshire District Council for a boundary change of the Enterprise Zone Parcel A at Cambourne Business Park. The weblink to the previous report is included under background papers.
- 2.5 The Business Board deferred the decision and requested additional information be provided in relation to the proposed development and to also establish the benefits that it would provide to business.

3. Cambourne Business Park – Enterprise Zone Boundary Change

- 3.1 Enterprise Zone parcel A is relatively small (3 acres), within a larger allocation of 21 acres of land that was redesignated primarily for residential use in the South Cambridgeshire District Local Plan in 2018. At the time of redesignation, the majority of the employment

land that had been intended on the site was reallocated to the adjacent Cambourne West development. Appendix 1 outlines the permission and planning context for the development site. Appendix 2 shows the location of the smaller EZ parcel A within the Cambourne Business Park area.

- 3.2 The Cambourne West development has now commenced and there is outline permission secured for three separate employment areas which will come forward in later phases.
- 3.3 The development of the Cambourne Business Park land, including Enterprise Zone parcel A as a residential development is proposed by South Cambridgeshire Investment Partnership (SCIP), a partnership between South Cambridgeshire District Council and Hill Group. This presents an opportunity to help integrate the Cambourne West development, including the future employment sites, into the rest of Cambourne through the pedestrian, cycle and bus link through the Business Park, creating a coherent place.
- 3.4 The SCIP proposal is for approximately 260 needed homes of which 40% will be affordable, it will include a market square, new café/amenity facility, open space, play areas and the pedestrian, cycle and bus links previously mentioned.
- 3.5 The development will be gas free, with air source heat pumps in every home and at least 50% of homes will have an EV charging point. The intention is for the affordable homes to be owned and managed by the Council and they will meet either Passivhaus or Net Zero standards. The scheme will also deliver 20% biodiversity net gain. The proposal includes café/amenity provision which will benefit the business park users as a whole.
- 3.7 The Council, as owner of Cambourne Business Park Ltd “CBPL” (the Business Park infrastructure land is in the ownership of CBPL) and owner of the plot designated as the remaining Enterprise Zone Parcel B (shown in Appendix 2), are keen for business growth to continue at pace, with growth now likely to come from the development of the existing business park infrastructure, rather than Enterprise Zone Parcel A.
- 3.8 In December 2021, London Stock Exchange listed Life Science REIT (Ironstone Asset Management) acquired all other buildings on Cambourne Business Park for £38m . Currently, these buildings total c.130,000 sq ft of office and midtec space with two two-storey buildings and one three-storey building.
- 3.9 Life Science REIT has a bold ambition to position Cambourne Business Park as the “*premier science park*” to the West of Cambridge. They see significant investment opportunities in developing further laboratory space and ancillary amenities to drive the value proposition as referenced in their various acquisition press releases.
- 3.10 As a property business focussed solely on the UK’s growing life science sector, specifically targeting opportunities in the “Golden Triangle” research hubs of Oxford and Cambridge, employment opportunities will significantly enhance GVA creation from and within the business park.
- 3.11 SCIP (South Cambridgeshire Investment Partnership) is actively engaging Life Science REIT on the SCIP residential development plans.
- 3.12 Life Science REIT is also actively involved in decision making for the future of the marketing suite and the development of plot 4010 (Parcel B) via bi-monthly CBPL led operational board meetings.

- 3.12 The proposed change to the boundary of Parcel A would align the Enterprise Zone with the current Local Plan and future plans for the development of the Business Park as a whole. Both Life Science REIT and the Council are keen for business growth, investment and job creation to continue at pace on the business park. The Council are already in active discussion with Life Science REIT, SCIP and Council stakeholders about converting the marketing suite to a café/amenity provision. It is therefore appropriate to now change the EZ boundary to align with the Local Plan and progress the growth proposals.

Significant Implications

4. Financial Implications

- 4.1 A request for business rates projections to highlight any potential loss of rate retention for the remaining period to 2041 was made. However, without any plans for commercial development on which to base the assumptions (i.e. type of space and sizes), this would be a speculative estimate at best. It has been argued that as no buildings or plans for commercial build exist, the loss is zero, as it could be that the site could remain empty for the life of the Enterprise Zone and therefore the value of this exercise has been questioned by the Revenues Manager. However, redesignation of Enterprise Zone over to the Marketing Suite / land would have a positive impact on retained business rates, albeit on a small scale.

5. Legal Implications

- 5.1 In terms of next step actions, the existing MoU would need to be reviewed to reflect the change of ownership and any redesignation of the Enterprise Zone parcel, and to provide clarity on ownership and next step actions to get an acceptable outcome for all (MOU) parties.

6. Public Health implications

- 6.1 No public health implications.

7. Environmental and Climate Change Implications

- 7.1 No environmental or climate change implications.

8. Other Significant Implications

- 8.1 No other significant implications.

9. Appendices

- 8.1 Appendix 1 – Explanation of Permission and Planning Context
- 8.2 Appendix 2 – Map showing Location of Enterprise Zone Parcels A & B

9. Background Papers

9.1 Business Board Meeting (11 July 2022) [CMIS > Meetings](#)

Outline Permission and Planning Context

When the original masterplan for Cambourne was approved, the application site was designated for employment use, forming part of the wider business park area. Despite this longstanding allocation, the site has remained vacant.

Through the preparation of the updated and now adopted Local Plan, the Site has now been reallocated for residential development to help meet the local housing need.

The Site is situated to the East of the Cambourne West village development which was granted outline planning permission in 2017. Permission was granted for up to 2,350 new dwellings together with 7.45ha of commercial/retail floorspace, new schools, community and leisure uses.

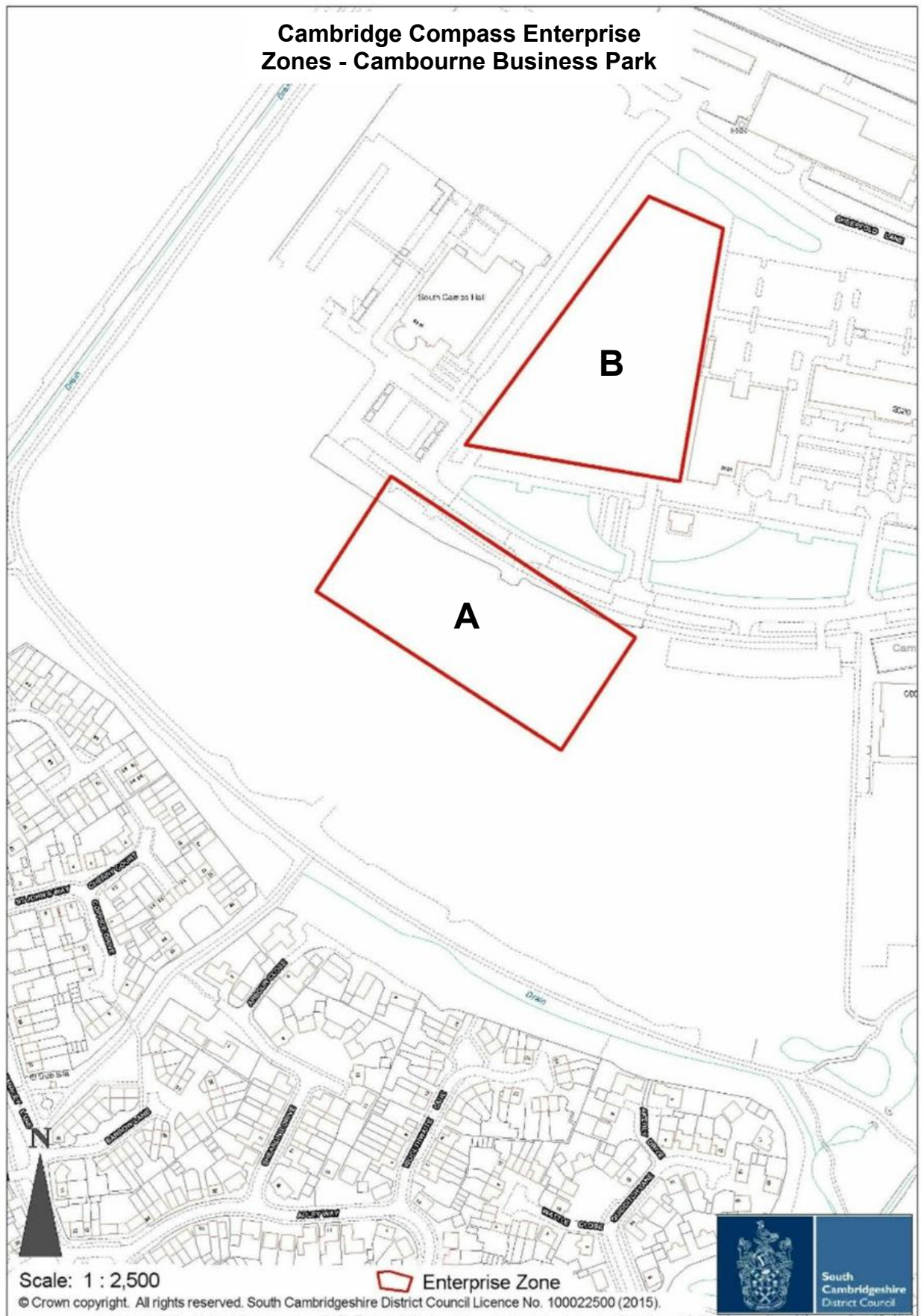
The development of this site presents an opportunity to help integrate the proposed Cambourne West development into the rest of Cambourne, helping to create a coherent place where communities can come together and interact with each other.



Cambourne masterplan 1995



The Cambourne West illustrative masterplan. Image: randallthorp.co.uk





Business Board Forward Plan

Business Board Meeting – 12th September 2022

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 11 th July 2022	Business Board	12 th September 2022		To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	12 th September 2022		To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Strategic Funding Management Review – September 2022	Business Board	12 th September 2022		To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, Interim Associate Director of Business</i>	Chair
4.	Recycled Local Growth Funds (Category 2) Project Approvals	Combined Authority Board	28 th September 2022		To approve the decision regarding the deferred project (Produce Hub).	<i>Louisa Simpson, Strategic Funds Programme Lead</i>	Chair
5.	Delivery of Sector Strategies/Action Plans	Business Board	12 th September 2022		To note the delivery to date on the sector strategies.	<i>Steve Clarke, Interim Associate Director of Business</i>	Chair
6.	Enterprise Zones - Cambourne Business Park Boundary Change (recalled item)	Combined Authority Board	28 th September 2022		To approve proposed changes to the boundary of Cambourne Business Park Enterprise Zone.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair

7.	Forward Plan	Business Board	12 th September 2022		To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair
----	--------------	----------------	---------------------------------	--	---------------------------	--	-------

Business Board Meeting – 14 th November 2022						
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author
1.	Minutes of the Meeting Held on 12 th September 2022	Business Board	14 th November 2022		To approve the minutes of the last meeting as a correct record.	
2.	Budget and Performance Report	Business Board	14 th November 2022		To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Julia Hoban, Finance Manager</i>
3.	Business Advisory Panel (BAP) Update	Business Board	14 th November 2022		To update the Business Board on feedback and insight from the Business Advisory Panel (BAP) sub-group.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>
4.	LEP Integration Plan	Business Board	14 th November 2022		To consider a first draft of the LEP Integration Plan for the Business Board as required for submission to Government.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>

5.	Strategic Funding Management Review – November 2022	Business Board	14 th November 2022		To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>
6.	Shared Prosperity Fund Implementation Plan	Business Board	14 th November 2022		To endorse the Shared Prosperity Fund Implementation Plan for Cambridgeshire and Peterborough.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>
7.	Growth Works Management Review – November 2022	Combined Authority Board	30 th November 2022		To monitor and review programme delivery and performance.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>
8.	Local Growth Fund (LGF) Projects – Lessons Learned	Business Board	14 th November 2022		To consider a report on the lessons learned for LGF projects.	<i>Louisa Simpson, Strategic Funds Programme Lead</i>
9.	Profile of Investments	Combined Authority Board	30 th November 2022		To review the profile of investments made by the Business Board.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>
10.	Economic Growth Strategy – Draft Implementation Plan	Business Board	14 th November 2022		To consider first draft of the Economic Growth Strategy Implementation Plan.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>
11.	Skills Strategy Implementation Plan	Business Board	14 th November 2022		To consider the final Skills Strategy Implementation Plan.	<i>Fliss Miller Interim Associate Skills Director</i>

12.	University of Peterborough, Delivery Update and Future CPCA Role	Combined Authority Board	30 th November 2022	Decision	To note the progress of the development of the University of Peterborough, it's initial and potential performance against the original business plan objectives and to consider the future role of the CPCA in the further evolution and development of the University.	<i>Fliss Miller Interim Associate Skills Director</i>
13.	Business Board Communications Update	Business Board	14 th November 2022		To note latest Business Board Communications plan and to consider proposed dissemination of economic insight data.	<i>Constance Anker Business and Skills Communications Advisor</i>
14.	Local Skills Improvement Plan	Business Board	14 th November 2022		To note the latest update from Local Skills Improvement Plan and proposed policy changes for the area.	<i>Parminder Singh Garcha, SRO – Adult Education</i>
15.	Forward Plan	Business Board	14 th November 2022		To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>

Business Board Meeting – 9th January 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
--	--------------	----------------	-------------------	----------	---------	---------------	-------------

1.	Minutes of the Meeting Held on 14 th November 2022	Business Board	9 th January 2023		To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	9 th January 2023		To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Business Advisory Panel (BAP) Update	Business Board	9 th January 2023		To update the Business Board on feedback and insight from the Business Advisory Panel (BAP) sub-group.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair
4.	Strategic Funding Management Review – January 2023	Business Board	9 th January 2023		To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
5.	LEP Integration Plan	Combined Authority Board	25 th January 2023		To approve the final LEP Integration Plan for the Business Board as required for submission to Government.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair
6.	Business Board Communications Update	Business Board	9 th January 2023		To note latest Business Board Communications plan and to consider proposed dissemination of economic insight data.	<i>Constance Anker - Business and Skills Communications Advisor</i>	Chair
7.	Forward Plan	Business Board	9 th January 2023		To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 13th March 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 9 th January 2023	Business Board	13 th March 2023		To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	13 th March 2023		To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Business Advisory Panel (BAP) Update	Business Board	13 th March 2023		To update the Business Board on feedback and insight from the Business Advisory Panel (BAP) sub-group.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair
4.	Strategic Funding Management Review – March 2023	Business Board	13 th March 2023		To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
5.	Growth Works Management Review – March 2023	Business Board	13 th March 2023		To monitor and review programme delivery and performance.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
6.	Local Assurance Framework Annual Review	Combined Authority Board	22 nd March 2023		To consider the revised Local Assurance Framework and make recommendations to the Combined Authority Board.	<i>Reena Roojam, Lawyer</i>	Chair

7.	Business Board Communications Update	Business Board	13 th March 2023		To note latest Business Board Communications plan and to consider proposed dissemination of economic insight data.	<i>Constance Anker - Business and Skills Communications Advisor</i>	Chair
8.	Forward Plan	Business Board	13 th March 2023		To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 15 th May 2023							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 13 th March 2023	Business Board	15 th May 2023		To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	15 th May 2023		To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Business Advisory Panel (BAP) Update	Business Board	15 th May 2023		To update the Business Board on feedback and insight from the Business Advisory Panel (BAP) sub-group.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair

4.	Strategic Funding Management Review – May 2023	Business Board	15 th May 2023		To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
5.	Business Board Communications Update	Business Board	15 th May 2023		To note latest Business Board Communications plan and to consider proposed dissemination of economic insight data.	<i>Constance Anker - Business and Skills Communications Advisor</i>	Chair
6.	Nomination of Business Board Representatives for the Combined Authority Board	Combined Authority Board	7 th June 2023	Decision	To nominate the Chair and Vice-Chair to be a member and substitute member of the Combined Authority Board for the municipal year 2023-24.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
7.	Business Board Expenses and Allowances 2022-23	Business Board	15 th May 2023		To report on the remuneration and expenses paid to private sector members for 2022-23 under the Business Board Expenses and Allowances Scheme.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
8.	Forward Plan	Business Board	15 th May 2023		To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

SUBMIT YOUR COMMENTS OR QUERIES TO BUSINESS BOARD

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

.....

Tel:

Email:

Who would you like to respond?