



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 04 September 2023

Democratic Services

Edwina Adefehinti
Chief Officer Legal and Governance, Monitoring Officer

14:30 PM

2nd floor, Pathfinder House
St Mary's Street
Huntingdon
Cambs
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Virtual Meeting

AGENDA

PUBLIC MEETING

Part 1 - Governance

1.1 Apologies for Absence and Declarations of Interest

1.2 Minutes of the previous meeting

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Membership

The Business Board comprises

Private Sector Members

Member	Sector
Vic Annells	Business Support Services
Tina Barsby	Agri-Tech
Belinda Clarke	Agri-Tech
Al Kingsley (Chair)	Digital & Education
Andy Neely (Vice Chair)	Skills & Education
Nitin Patel	Advanced Manufacturing and Small & Medium-sized Enterprises
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 Anna Smith	Deputy Mayor of Cambridgeshire and Peterborough	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 Alison Marston at alison.marston@cambridgeshirepeterborough-ca.gov.uk



THE BUSINESS BOARD

Business Board: Minutes

(Draft minutes published on 13 July 2023)

Date: 10 July 2023

Time: 2:30pm – 4:25pm

Present: Mike Herd (Interim Vice-Chair), Vic Annells, Belinda Clarke, Mayor Dr Nik Johnson, Al Kingsley, Nitin Patel, Councillor Anna Smith, Rebecca Stephens and Dr Andy Williams.

1.1 Apologies for Absence and Declarations of Interest

Apologies for absence were received from Andy Neely and Tina Barsby.

Vic Annells declared a non-statutory disclosable interest in items on the agenda as the Chief Executive of the Cambridgeshire Chambers of Commerce.

1.2 Minutes – 15 May 2023

The minutes of the meeting held on 15 May 2023 were approved as a correct record and signed by the Chair.

- Business Board noted the Minutes Action Log with officers confirming that the target for item 21 would be updated.

2.1 Business Board Chair's Update

The Interim Vice-Chair updated the Board on the progress of the recruitment for a permanent Chair of Business Board. He confirmed that eleven applications had been received with five applicants put forward for interview. Final interviews were scheduled to take place on 27 July 2023.

He confirmed that the process for filling the other vacant places on the Business Board would commence shortly.

The Mayor voiced his feeling of reassurance that previous comments made by the Board regarding the recruitment process had been taken on board.

2.2 CPCA Director's Update

The Executive Director for Economy and Growth explained that the Chair and Director's updates have been added to the structure of the Business Board agendas going forward as an important two-way communication opportunity to capitalise on the Board's transformation into an advisory board for the Combined Authority. Opportunities will also be given to the Business Board members who have been coopted onto the Combined Authority's Thematic Committees to feed back into these meetings and pick up issues as they develop.

He updated the Board on work officers have been doing alongside officials from DLUHC, the Department for Transport and the Department of Business and Trade around deeper devolution. Moving forward, the engagement of the Business Board and its Members will be enhanced.

The Rail Summit was cited as an excellent event; bringing together public, private and voluntary community sectors to talk about the importance of rail and to raise the profile of key infrastructure across the patch. The Ministerial visit at Cambridge South station was also very successful; with the rail minister announcing government commitment to open the station by 2025.

Following the arrival of the new Chief Executive at the Combined Authority, the restructured corporate management team is now complete.

The Growth Hub evaluation report has just come out from Government and the Growth Works evaluation and review report has been circulated to Business Board members.

The Department for Business and Trade have put a call out for large capital projects as part of the UK Global Investment Summit in the Autumn. The Executive Director urged Business Board members to speak to the officers if there are any projects they can identify.

3.1 Budget and Performance Report

The Business Board received the budget and performance report which provided an overview of the revenue and capital funding lines with the Economy and Growth Directorate, to assist the Business Board and enable informed decision-making regarding the expenditure of these funds.

During discussion, the following points were raised and responded to by officers:

- The equity investments scheduled to be made by Growth Co before the end of the year are able to be reviewed to ensure funds are used in the right way
- Historical slippage was noted and calculated assumptions have been made for the upcoming year.

It was resolved unanimously to:

- a) Note the financial year 2023/24 budget relating to the revenue and capital funding lines within the Economy and Growth Directorate.

3.2 Business Board Plan for Remaining Strategic Funds

The Business Board received a report on the remaining strategic funds, presenting a proposed spending plan on the remaining Recycled Growth Funds and Enterprise Zone (EZ) income budgets for consideration.

During discussion of the report, the Business Board:

- Sought clarification that Growth Hub funding continues until next March (confirmed by officers and if the Government confirms that this will continue into the future this will come back into funds)
- Commented that greater collaboration between the local authorities is needed, businesses don't stop at boundaries.
- Queried the statement in paragraph 5.1 "Approval of the plan put forward in this paper would allocate all the available budget for next 4 financial years, and so limit the Business Board's ability to react to events within that time horizon except where existing resources could be pivoted within committed plans." Officers confirmed that bearing in mind business board moving towards advisory capacity it is hard to ascertain what such events may be. The Government could also change the rules around LEPS. Officers pointed out that Enterprise Zone receipts go on for 19 years; so there are another 16 years from which we can draw forward if we need funds in emergency cases.
- Emphasised the need for the new Economy Team to be seen to be delivering new capacity and not just offsetting existing capacity. Officers confirmed that the workplan would be drawn around key targets, milestones and outputs.
- Reiterated that the role of the Combined Authority is a convening one; getting the best out of all the officers at all constituent levels. But that local authority officers should be enabling, supporting and advising, not delivering the work of local businesses. Officers confirmed that under the governance changes a new Economic Growth Officers Advisory Group is set up.
- After the success of the previous meeting, a further meeting was requested between the Business Board and Combined Authority Board.

It was resolved unanimously to:

- a) Recommend the Combined Authority Board approves the proposed plan for allocating the Recycled Growth Funds and Enterprise Zone Income for 2023-24 and the following three financial years, subject to more detailed and costed business model being brought back to the Business Board.

3.3 Business Board Priority Sector Strategies

The Business Board received a report on the Priority Sector Strategies, requesting additional support to take forward plans and implement the recommendations of the sector strategies.

During discussion, the Business Board noted that with Board Members adding to the thematic committees, it is key to get the recruitment of new members right in order to regain balance on the board.

It was resolved unanimously to:

- a) Recommend the Combined Authority Board approves the plan to create a 'New Economy Team' using £1.15m revenue of recycled Growth Funds and Enterprise Zone income.
- b) Recommend the Combined Authority Board approves the release of the £1.15m subject to completion of the workplan for the new team resources.
- c) Recommend the Combined Authority Board delegates authority to the Executive Director for Economy and Growth, in consultation with the Chief Finance Officer and Chief Monitoring Officer, to utilise this financial year's funds to draw up a workplan, job descriptions and begin recruitment and make appointments of required resources.

3.4 UK Shared Prosperity Fund – REPF

The Business Board received a report updating on the UK Shared Prosperity Fund, specifically the addition of the Rural England Prosperity Fund Addendum agreed formally by DLUHC on 30 May 2023. They were asked to consider the report, endorse the Addendum and recommend to the Combined Authority for delegated authority to approve and implement delivery of the REPF.

During discussion, the Business Board:

- Queried whether districts need help coordinating their grants. Officers confirmed that the initial proposal for one panel to look at all the proposal bids was rejected, with the new offer for a Combined Authority officer to sit on each of the panels to support. Districts will deal with due diligence and checks themselves.
- Expressed concern that East Cambridgeshire District look to have predetermined a project to receive this funding without giving local businesses the opportunity to bid. Officers confirmed that whilst the Business Board have been asked to note that this project has been put forward this is not giving approval for the funding. The district will need to complete a change request form, and it will need to be ascertained whether the change is major or minor. A minor change can be dealt with within the Combined Authority, but a major change will need to go through DLUHC. Officers also confirmed that there are discussions taking place at officer level to see if there are other ways to support this particular project.
- Reiterated the need for the local authorities to be working together (Team Cambridgeshire). It was felt that the money could have potentially been better spent if the pot was given to the Combined Authority to decide where it was best utilised. Officers confirmed that ultimately the goal is to get to a position where there is a process and decisions can be made regarding the best use

of funding. The Government expects Combined Authorities to have a Single Assurance Framework, which the CPCA is working towards, which in the future will be used in these circumstances.

It was resolved unanimously to:

- a) Recommend that the Combined Authority Board approves the Rural England Prosperity Fund (REPF) Addendum, Appendix 2.
- b) Recommend that the Combined Authority Board delegates authority to Executive Director for Economy & Growth to approve in consultation with local authority partners, the Chief Finance Officer & Monitoring Officer Minor Changes as set out in Appendix 1a & 1b.
- c) Recommend that the Combined Authority Board delegates authority to Executive Director for Economy & Growth to approve the terms of Grant Funding Agreements associated with the delivery proposal (as set out in the REPF Addendum, Appendix 2) in consultation with the Chief Finance Officer & Monitoring Officer and the subsequent execution of such Grant Funding Agreements.
- d) Note the proposed projects set out in 2.1.

An additional recommendation was tabled and resolved unanimously:

- e) As the Accountable Body, recommend that the Combined Authority shall ratify all grant funding decisions made by the four District Authority panels, which shall include a Combined Authority Officer, with regards to Rural England Prosperity Funds & that all payments will be retrospectively paid by the Combined Authority to successful grant applicants on receipt of valid evidence of payments being made and checks being completed by the District Authorities.

3.5 Strategic Funds Management Review

The Business Board received a report providing an update on the strategic funding programmes that the board is responsible for, progress covered to 15 June 2023.

During discussion, the Business Board queried how the Create Growth Programme is managed and put forward, as there is concern we do not lose the opportunity for a creative focus in the area. Officers confirmed that this programme is led by universities with support of LEPs. It is a combined project delivered in cohorts, with Cambridgeshire scheduled later this year.

The Mayor confirmed that it has always been one of his mayoral priorities for there to be a cultural strategy for the whole area. This is currently not covered by the Business Board in terms of representation; encouraging people from that area to join the board will help develop a formalised cultural strategy for the area.

It was resolved unanimously to:

- a) Note the updates contained within the report.

3.6 Growth Works Programme Update (Year 3, Quarter 9)

The Business Board received a report updating on the performance data for the Growth Works Programme for the reporting period to 31 April 2023.

During discussion, the Business Board queried whether with the shortfalls on ERDF and ESF, any money will have to be given back. Officers confirmed that there is no risk for the ESF as it will not be below 85%. As the ERDF is a grant scheme where we will only be drawing down precisely what will be spent, there is no risk of drawing down on something that will need to be given back.

The money spent on marketing to improve the Growth Works Programme in year two was discussed, with it confirmed that all the branding assets belong to the

Combined Authority so could continue under Team Cambridgeshire. Growth Hub is a government brand which all localities have.

The substantial amount of information included in the reporting was commented on, with it noted that it could be easy to miss important information within the large documents. Officers confirmed that the reports could be looked at in more detail at the next informal meeting.

It was resolved unanimously to:

- a) Note the Growth Works Programme Performance Update to Year 3, Quarter 9 (to April 2023)

4.1 Employment and Skills Strategy Implementation Update

The Business Board received a report on the progress that has been made in taking forward the implementation of the Employment and Skills Strategy.

During discussion, the Business Board:

Queried the measures as no figures were included in the report. Officers confirmed these are released on an annual basis (November).

Inquired about maths and science education for older people and what provision we are offering. Officers confirmed that it depends on what level: we have budget for adult education (citing Multiply as an example) but we have no control over Higher Education. By working with partners the funds available are used in the most effective way.

Sought assurance on better cross-over and cross-referral going forwards. Officers confirmed that this was in hand, with a skills section in each of the sector strategies to ensure a holistic focus.

It was resolved unanimously to:

- a) Note the progress of the Implementation of the Employment and Skills Strategy.

5.1 Business Board Headlines for the Combined Authority Board

The Business Board noted the headlines highlighted by the Interim Vice-Chair, to be conveyed at the Combined Authority Board meeting on 26 July 2023.

5.2 Business Board Forward Plan

Confirming that the next meeting was scheduled to be held on 4 September 2023, the Business Board noted the Forward Plan.

Chair
4 September 2023



Business Board

10 July 2023

Agenda Item

1

Title:	Minutes Action Log
Report of:	Alison Marston, Head of Democratic Services
Public Report:	Yes

Minute	Report Title	Lead Officer	Action	Response	Status
Business Board Meeting held 19 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 Finance Team and Business Board's Section 73 Officer will be circulating via email an update on all equity investment projects with the timelines for exit and what the current and future projected valuation is currently estimating. A previous report was circulated outlining all the outputs and outcomes projected to be achieved from the projects which have had equity type investment made by the Business Board.	Action Ongoing Target: September 2023
Business Board Meeting held 10 January 2022					
60	Covid-19 Economic and Skills Insight Report	Domenico Cirillo / Rebecca Quigg	Disseminate the data on Covid-19 provided by Metro Dynamics to the wider community in the Cambridgeshire and Peterborough region.	The dissemination of economic data from the region is being further developed with external consultants to drive this forwards. This is also being supported by the CPCA Communications and Skills teams to ensure the platform is harmonised with the online skills portal, CPCA website and LGF dashboard. A proposed plan will be shared with Business Board members for review, with the aim of getting the portal launched by September 2023.	Action Ongoing Target: by September 2023

Minute	Report Title	Lead Officer	Action	Response	Status
Business Board Meeting held 13 March 2023					
131	Strategic Funds Management Review (March 2023)	Steve Clarke	Organise a meeting between Business Board members and the communications team	Luke Page from the Communication team was scheduled for the Business Board activity update meeting on the 26 June but that meeting was cancelled due to Members availability, there was no activity update meeting in August so Luke and Communication Team colleagues will be invited along to the next Business Board activity update meeting 25 September 2023.	Action Ongoing – Target Sept 2023
Business Board Meeting held 15 May 2023					
5	Recruitment of new Chair of the Business Board	Domenico Cirillo	Board asked for the advert to be recirculated for comment and for Penna to make contact with Board members so they can feed into the process.	The updated recruitment pack was shared with members and Penna consulted directly for member input as part of the process. A total of 5 candidates were interviewed on July 27th, and the appointment of the new Chair, Al Kingsley, was confirmed in August 2023.	Action Closed
Business Board Meeting held 10 July 2023					
3.2	Business Board Plan for Remaining Strategic Funds	Steve Clarke	After the success of the previous meeting, a further meeting was requested between the Business Board and Combined Authority Board.	The Economy and Growth team will work with the New Business Board Chair, Policy/Public Affairs team, Governance team and Mayor's office to schedule a joint Business Board and CA Board meeting for autumn 2023.	Action Ongoing – Target November 2023
3.6	Growth Works Programme Update	Steve Clarke	The substantial amount of information included in the reporting was commented on, with it noted that it could be easy to miss important information within the large documents. Officers confirmed that the reports could be looked at in more detail at the next informal meeting.	Discussion will be scheduled at the next Business Board activity update meeting on 25 th Sept 2023 to review report structures and how important detailed information can be highlighted/presented in a better way.	Action Ongoing – Target Sept 2023

Business Board		Agenda Item
04 September 2023		2.1
Title:	State of the Economy Cambridgeshire and Peterborough (Summer 2023)	
Report of:	Executive Director Economy and Growth, Richard Kenny	
Lead Member:	Chair of the Business Board, Al Kingsley	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:

A	To note the latest Cambridgeshire & Peterborough Economic Update for summer 2023
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Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving best value and high performance

1. Purpose

1.1	To update the Business Board on the latest data in overall economic performance for Cambridgeshire & Peterborough.
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2. Proposal

2.1	The purpose of the economic update report is to provide latest evidence (where new data is available) on the state of the local Cambridgeshire and Peterborough economy. It is intended as a useful source of information and analysis on a range of economic topics – it does not need to be read in full but may act as a useful document to refer to over time.
2.2	The economic update report also helps to identify the key issues and interests which may be explored further as part of a larger regional economic review. The Executive Summary presents key messages, with further sections of the report providing additional information.

2.3	Following discussion and input into this economy update report, it will be published and shared with key partners and stakeholders.
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3. Background

3.1	<p>In summary the report covers:</p> <ul style="list-style-type: none"> • Economy Overview • Labour Market and Business Conditions • Infrastructure (including water, energy, and housing) • Health and Skills
3.2	This economic update report will be used to inform the wider refresh of the Cambridgeshire & Peterborough Independent Economic Review (CPIER), which is being renamed as the 'State of the Region' and is expected later this year. The Comments and input from the Board will be fed back to the team to ensure that the CPCA's interpretation is robust and in line with data emerging.

4. Appendices

4.1	The full report produced by Metro Dynamics is included as Appendix 1.
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5. Implications

Financial Implications

5.1	There are no specific implications, however for the State of the Region (CPIER) refresh, officers will ensure a comprehensive and robust consultation and engagement is undertaken with the Business Board, key partners and stakeholders to ensure both value in the specialism and knowledge required as part of the refresh exercise.
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Legal Implications

5.2	No implications.
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Public Health Implications

5.3	No implications.
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Environmental & Climate Change Implications

5.4	No implications.
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Other Significant Implications

5.5	No other significant implications.
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Background Papers

5.6	Economic and Skills Insight Report - June 2022 Appendix – State of the Economy Report – June 2022
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Cambridgeshire and Peterborough Economic Update

AUGUST 2023

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- I. Executive Summary
- II. Economy Overview
- III. Labour market and Business conditions
- IV. Infrastructure (water, energy, housing)
- V. Health and skills

A note about this report

The purpose of this report is to provide updated evidence (where new data is available) on the Cambridgeshire and Peterborough economy. It is intended as a useful source of information and analysis on a range of economic topics – it does not need to be read in full but may act as a useful document to refer to over time. It also helps to identify issues / interests which the region may wish to examine further, including in a future in depth State of the Region or CPIER refresh. The Executive Summary presents key messages, with further sections of the report providing additional information.

The national economic picture

Inflation beginning to fall but remains high. Over the last 2 years, inflation has been historically high, largely owing to greater demand for oil and gas post-pandemic, the war in Ukraine putting further pressure on the supply of oil and gas, as well as the supply of grain pushing up global food prices, compounded earlier this year by a shortage of salad and other vegetables caused by bad weather in Spain and Northern Africa.

Inflation has fallen from 10.1% in March but remains high at 6.8% in July. Food costs rose by 14.8% in the year to July 2023, down on levels seen in previous months which were around the highest seen for over 45 years. The Bank of England, in its latest Monetary Policy report expects inflation to fall to around 5% by the end of the year, accounting for lower energy prices, and to a lesser degree, food where prices rises are expected to slow to around 10%.

Consecutive interest rate rises impacting mortgages. The Bank of England has tried to curb high inflation by raising interest rates over the last 14 consecutive months, with the base rate in August sitting at 5.25%, the highest it has been since February 2008. As a result, mortgage rates have risen over the last year. Although some of Britain's biggest lenders have cut rates in recent weeks, the average two-year fixed residential mortgage stands at 6.26% while the five-year rate is 5.68%, whereas last June, these rates were closer to 3%. The BoE has warned that payments will rise by between £200 and £499 a month for more than 2 million households and £500 for nearly 1 million households by the end of 2026.

Landlords are passing some of these costs on to their tenants, with UK rental prices rising by 5.3% in the year to July 2023, and 4.9% across the East of England. On top of high grocery prices, this is placing a further strain on household budgets, evidenced by 40% of adults nationally struggling to afford to pay for rent or a mortgage according to the ONS' latest public opinions and social trends bulletin, up from 31% in July 2022.

The UK remains in a challenging economic position. Economic performance in the first half of 2023 has been better than expected, with latest quarterly growth (April – June) of 0.2%, meaning the UK has so far avoided a widely anticipated recession, although GDP in Q2 2023 remained 0.2% below its pre-pandemic

levels in Q4 2019. The Bank of England expects similar growth in the short-term, however falling house prices and a sharp slowdown in Manufacturing have fuelled fears of a recession in 2024. According to Nationwide, house prices fell by 3.8% in July, the fastest annual rate in 14 years, with higher interest rates limiting people's ability to buy a property with a mortgage.

Slowdown in Manufacturing. Higher borrowing costs and domestic and overseas market conditions are also impacting manufacturers. The Purchasing Managers' Index, reported by S&P Global fell to 45.3 in July, its lowest since July 2020. The index has been below 50 for a year, indicating a deterioration in operating conditions, with S&P Global reporting an acceleration in the rates of contraction in output, new orders and employment. Despite this, just over half of manufacturers expect output to rise over the next year, linked to expected improvements in market conditions.

The local impact of these pressures will not show up in ONS output numbers until data at the Combined Authority/ local authority district level are released over the next few years, but overall Manufacturing locally had recovered well from the pandemic before the latest set of pressures emerged.

Uncertain outlook impacting businesses and consumers. Business confidence, as measured by the Institute of Directors Economic Confidence Index, dropped to -31 in June and remained subdued at -30 in July, following improvements since the beginning of the year, with persistent inflation and rising interest rates leading to a greater sense of caution. However, there are some signs of improvement in business conditions, as the ONS reports in the Business Insights and Conditions Survey fewer firms citing energy prices as their main concern.

Consumer confidence took a dent in July, following an improvement in the first 6 months of the year as retail sales rose between May and June, with retailers citing good weather and promotions as factors for this increase. Retail sales fell by 1.2% in July, with bad weather hitting summer clothing sales and retailers indicating that the increased costs of living and food prices is continuing to affects sales volumes. GfK's Consumer Confidence Index decreased 6 points to -30 in July, with concern over personal finances and the wider UK economy.

Further evidence of economic recovery in C&P

The last economic report was produced in March 2023. Since then some new data on the C&P economy has become available, with the main updates outlined below:

- Latest data for 2021 shows that the economy has nearly returned to pre-covid output levels; GVA growth in the run-up to 2019 was middling compared with other areas but has recovered more quickly post-pandemic.
- The importance of the region nationally is highlighted by doubling in jobs created from FDI investment over the last year as well as a trade surplus in services driving an overall trade surplus of £4.3bn.
- However this does not tell the full story. Jobs growth of 2% between 2016- 21 is the second lowest of CA areas. There is variation within C&P and particularly within Cambridgeshire with very strong growth in South Cambs but a sharp decline in East Cambs.
- Although productivity using GVA per hour remains below the UK average, the gap closed in 2021 figures. This, coupled with relatively strong recovery in economic growth, suggests resilience in the Cambridgeshire and Peterborough economy. However, there are signs of underperformance, with weak jobs growth and middling growth pre-pandemic. Also, there remains variation amongst local authority districts, particularly Fenland where economic growth was falling pre-covid and the productivity gap has since widened further.
- Generally output has remained below its pre-pandemic levels across sectors, following on from a period of decline or stagnation in some sectors including retail and the professional, scientific and technical sector where employment has been growing faster than GVA. These structural changes in some local sectors help explain declining productivity stats.
- Some sectors have bounced back more strongly since the pandemic including manufacturing (where growth had previously been sluggish) financial Services and IT, which has continued to grow strongly. GVA has grown more quickly than employment across these sectors, helping to explain rising productivity stats.
- Business numbers have remained flat across Cambridgeshire and Peterborough since the pandemic, but total businesses have increased in both Fenland and Peterborough, where churn rates are high. Churn rates and business creation are lower in Cambridgeshire.
- Digital connectivity continues to improve, particularly on full fibre connections, where coverage increased from 45% to 58% but some districts, particularly those which are more rural, face greater connectivity challenges.

Major risks and barriers remain

Overall the economy is unlikely to reach the target of doubling GVA over 25 years. The changing economic and policy context may well suggest reviewing this commitment.

There are a number of risks and barriers facing the economy, alongside well established major opportunities. These risks are important to consider in setting future economic and investment priorities.

Sources: ONS Regional GVA by industry, ONS Jobs Density, ONS GVA per hour, ONS Housing Affordability in England and Wales: 2022, Bidwells, CoStar, Cambridge Water Draft Water Resources Management Plan 2024, Water Resources East Draft Regional Plan, GCP Electricity Grid Reinforcement Project Outline Business Case



Overall Growth

Growth in the run up to the pandemic was below C&P's original devolution deal target and was further disrupted by the onset of Covid-19, but the economy has almost returned to 2019 levels, at £27bn in 2021. Based on historic growth rates, the C&P economy would be almost £4bn lower than target levels by 2042.



Unequal gains in productivity

Productivity remains below the national average but GVA per hour has increased by 16% over the last 5 years, closing the gap to nationally. Greater Cambridge has seen significant improvements, whereas Peterborough has seen a recent decline. The productivity gap is widest in Fenland and has worsened over the 5 years to 2021.



Lack of commercial space

A shortage of available laboratory space threatens growth in C&P's life sciences cluster, one of the area's priority sectors. Industrial vacancies have also increased post-covid, including from 2022, particularly in South Cambs and Huntingdonshire. Industrial vacancies have been consistently low in East Cambs and Fenland indicating constrained supply.



Slow growth in jobs

Jobs growth has been relatively slow at 2% between 2016-21. Experience has varied across districts; growth being particularly high in South Cambs but significant decline in East Cambs. Generally the labour market has held up well but there is evidence of cooling. Vacancies are falling in C&P and unemployment rising nationally, perhaps a leading indicator.



Housing affordability

Like much of the East of England, housing affordability has become a mounting challenge, especially in Cambridgeshire. House prices are as high as 13 times earnings in Cambridge. Affordability has worsened this year given rising mortgage rates and rents. Supply has increased in East and South Cambs but has almost halved in Cambridge since 2016/17.



Utility constraints

Water supply is a major issue, already impeding development and likely to continue to do so in the short-term. Energy constraints are also impacting C&P, where the electricity grid network capacity is constrained and currently would be unable to meet future demand and severely impacting opportunity to exploit energy sources and roll-out of EV charging points.

Economy, labour and skills

For further detail, see:

[Economy Overview](#)

[Labour Market](#)

[Business Conditions and Performance](#)

[Health and Skills](#)

There are signs of a recovery post-pandemic, and the labour market also appears resilient, but significant concerns remain, chiefly in the form of high inflation and mounting cost of living pressures

DATA HEADLINES

- Across Cambridgeshire and Peterborough, nominal earnings have continued to recover since the pandemic, with consistent growth of 6% or above over the last year. But given sustained high inflation real earnings have actually fallen, although there are signs real earnings may start to grow in coming months.
- C&P's economy has almost recovered to its pre-pandemic levels, following a contraction due to the Covid-19 pandemic and associated lockdowns. Growth in the build-up to the Pandemic was middling compared to other combined authorities but in line with regionally and the national average excluding London. This is consistent across most of the districts but growth in Fenland fell in contrast to other areas. However jobs growth has been relatively slow at 2% between 2016-21 although has varied amongst districts.
- Productivity has improved at a CA level, with GVA per hour increasing to £37.09 in 2021, a 16% increase over the last five years, a marked improvement on 7% growth seen in the previous five years. Despite this, productivity remains below the national average, however, the gap has closed from 4.8% below the UK average in 2019 to 3.2% in 2021.
- The labour market has held up well, particularly in Greater Cambridge; payrolled employees are up on pre-pandemic levels, relatively high economic activity and low unemployment but there are varying experiences, particularly in the Fens. There is evidence the labour market is starting to weaken across Cambridgeshire and Peterborough as job vacancies have fallen and nationally unemployment rose in the three months to June.
- Total education and training and apprenticeship achievements are down on pre-pandemic levels, following national and regional trends, with Cambridgeshire having a relatively low number of education and training achievements per 100,000 population, and Cambridge the lowest across districts. However, higher level apprenticeship achievements have increased across districts, with Cambridgeshire now having a greater number of higher apprenticeship achievements per 100,000 population than nationally.

IMPLICATIONS FOR C&P

- Despite nominal earnings increasing across local authority districts, households are facing stretched budgets in the face of rising prices, increasing rents and mortgage repayments. Cost of living pressures exist for all communities across C&P but are particularly acute in The Fens.
- A promising sign that the economy has largely withstood the impacts of the pandemic, but it's important to emphasise that the economy underperformed compared to a number of other combined authorities and has only just about made it back to 2019 levels. The economy has fallen behind the growth rate required to meet the CPCA's Devolution Deal target of doubling GVA from 2017 to 2042.
- Productivity is key in raising living standards and driving long-term economic growth so these initial figures are encouraging. Differing patterns across districts and sectors indicates that productivity growth continues to be a priority to address.
- Falling vacancies likely reflect greater economic uncertainty and potential cooling of the labour market meaning we may see reduced employment opportunities in the coming months. Continuing to support residents into employment, training or education opportunities is vital, particularly in the Fens where employment is relatively low.
- The pandemic has continued to disrupt education and training settings across Cambridgeshire and Peterborough. Although the increase in higher levels apprenticeship achievements shows increasing availability of higher level technical courses, particularly in Greater Cambridge. When data for the complete 2022/23 academic year are released later this year, we will be able to assess how achievements have continued to recover against pre-pandemic levels.

Infrastructure and investment

Strong investment into the region shows national significance of C&P, but utilities, housing and lack of lab space may act as barriers constraining future growth

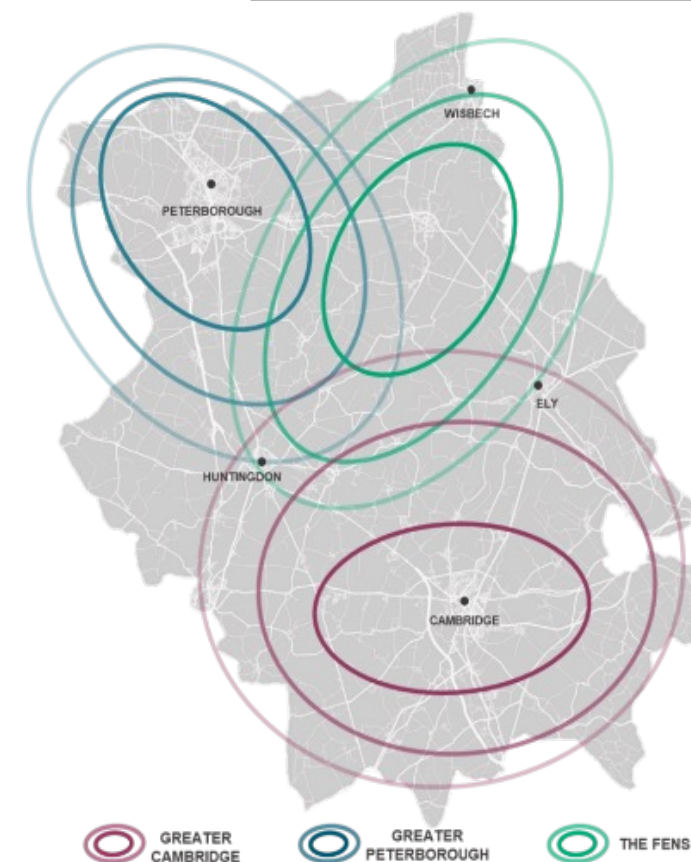
DATA HEADLINES

- Investment into C&P has strengthened, with 1,361 jobs created by Foreign Direct Investment (FDI) projects over the last year, up by over 70% from the year previous. Across C&P in 2021, there was a trade surplus of over £4.3bn, driven by exports in services in finance and insurance, real estate, and professional and scientific and IT sectors. The Growth Works inward investment services has helped secure commitment to 868 new jobs through supporting 27 companies to invest in C&P since it was established in early 2021.
- Strong innovation demonstrated by a relatively high share of high growth businesses and innovation jobs across Cambridgeshire and Peterborough, driven by life sciences in Greater Cambridge and digital and IT in Greater Cambridge and Peterborough. Advanced manufacturing employment is up across all areas. The Fens continues to be a strong region for agri-tech, with employment increasing there too.
- Utilities challenges in relation to water supply, where planning applications have been rejected for the first time on the basis of concerns over water supply in South Cambridgeshire, and energy where the electricity grid network is constrained, with particularly acute problems at Histon, Arbury and Fulbourn grid substations. This constrains generation, limiting the ability to deploy renewable energy sources until capacity is reinforced.
- Housing affordability is a mounting challenge, with house prices at least 8 times annual earnings across Greater Cambridge and the Fens. Affordability challenges are most acute in Cambridge where supply has fallen over recent years. Supply has also fallen in Peterborough.
- There remains a shortage of available laboratory space in C&P with demand in excess of 1 million sq ft. Commercial vacancy rates have risen following disruption caused by the pandemic and high inflation, which has particularly impacted demand for industrial space. Industrial vacancy rates are highest in South Cambs and Huntingdonshire but relatively low in East Cambridgeshire and Fenland, indicating constrained supply.

IMPLICATIONS FOR C&P

- Cambridgeshire and Peterborough remains vital to the national economy and attractive to overseas investors despite the uncertain economic landscape over the last year, especially considering job creation from FDI has fallen across the UK. Strong exports from priority sectors highlights their value to the region. The inward investment programme is starting to create added value, helping to engage with firms with the aim of locating in the region or investing in strategic projects.
- Life sciences and digital clusters in Cambridge and South Cambs continue to drive innovation landscape across Cambridgeshire and Peterborough. Further analysis should explore how to support high-value growth in other regions and sectors.
- Utilities constraints are impeding development, whilst also slowing the transition towards renewable energy sources. Grid constraints also limit the ability to install EV charging points. Solving this will be crucial in helping to reduce transport emissions, which have only fallen by 4% since 2005.
- Although house prices have slightly fallen in recent months, rising mortgage rates and rents are making it increasingly difficult for home owners/renters. Difficulties with home building may be exacerbated by issues with water and the grid especially in Greater Cambridge.
- Lack of lab space threatens to dampen growth in C&P's life sciences sector. Increasing input costs may have dampened production and therefore demand for industrial space more in South Cambs and Huntingdonshire. A lack of sufficient industrial space in East Cambs and The Fens impedes growth.

Variations across Cambridgeshire and Peterborough



Economy: Post-pandemic economic recovery trajectories differ across the sub-economies, though save for Huntingdonshire, all districts have outperformed the national recovery. Growth has been fastest in South Cambridgeshire, with the economy 4.5% above 2019 levels in 2021. Fenland's economy was also larger in 2021 than 2019, despite contracting over the previous five years. Peterborough's economy was the same size in 2021 as it was in 2019 after a period of strong growth in the 2010s, but despite having the fastest growing economy pre-pandemic, Huntingdonshire has since recovered most slowly.

Productivity: Strong recent productivity gains in Cambridge and South Cambridgeshire, with both districts now more productive than the UK average, including particularly strong growth of 24% in Cambridge between 2016-21. East Cambs and Huntingdonshire have seen strong growth of 23.5% and 16.3% over the same time period, closing the productivity gap to the UK average. Whereas the productivity gap has generally widened in Greater Peterborough and the Fens. Although GVA per hour increased by 11% and 5.6% in Peterborough and Fenland respectively, this is below the 14.3% gain nationally, meaning the gap has widened over the last 5 years, particularly in the Fens where productivity is now over a quarter lower than it is nationally.

Priority sector employment: Growth in priority sector employment driven by increasing employment across Greater Cambridge and Peterborough, with relatively strong gains in digital and IT and life sciences employment in Cambridge and South Cambs. Cambridge and South Cambs combined contribute 95% and two thirds of life sciences and digital and IT employment respectively. South and East Cambs and Huntingdonshire saw falls in Agri-tech employment, helping explain a slight fall in agri-tech employment across C&P despite a 50% increase in Peterborough and continued steady employment growth in Fenland. All areas saw growth in advanced manufacturing employment.

Business: 36,950 businesses across C&P in 2022, up from 34,230 in 2016, driven by strong business survival/low death rates despite below average business creation rates. Business creation rates have been highest in Peterborough and Fenland, with the business base in both districts continuing to grow through the pandemic and

beyond. High growth businesses continue to be mainly based in Greater Cambridge, with many likely associated with the clusters of priority sector businesses there.

Labour: Economic activity high in Greater Cambridge and Peterborough, with all districts having a higher economic activity rate than UK average except Fenland. At 90%, East Cambridgeshire's economic activity rate is notably high. Unemployment low across Greater Cambridge but at or above national average in Greater Peterborough and the Fens. Nominal earnings continue to grow across all areas, with growth between 6-7% across districts for the year up to Q1 2023 but as prices have been rising faster, real wages have actually been falling. Nominal earnings are above the national average other than in Greater Peterborough and the Fens.

Infrastructure: Housing affordability poor across the region, particularly in Greater Cambridge, coupled with falling supply in Cambridge, although supply has increased in other areas in Greater Cambridge. Enabling infrastructure – particularly water but also energy – is a critical issue to resolve if forecast population growth is to be accommodated. All areas have increased the proportion of domestic properties with an EPC rating of A-C, showing signs towards retrofitting our housing stock, with relatively high proportions in Greater Cambridge and Peterborough. All areas have increased digital connectivity, particularly on full fibre connections but the Fens and more rural areas in Greater Cambridge and Huntingdonshire lag behind.

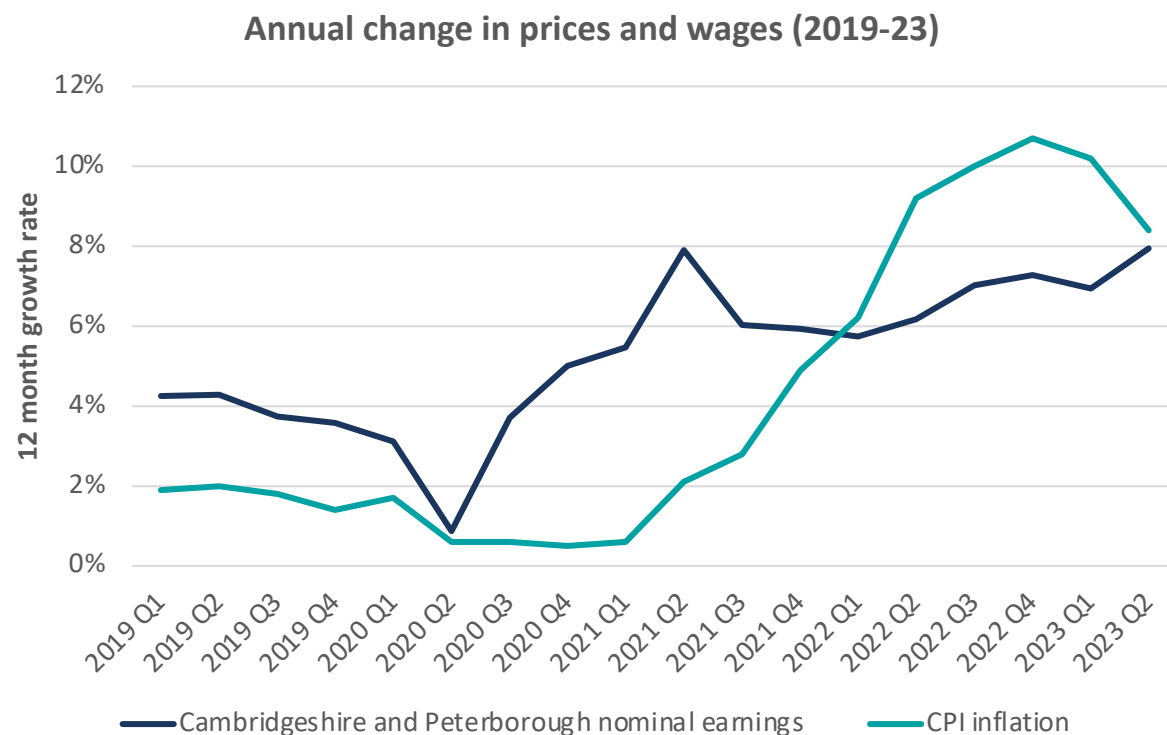
Skills: The Covid pandemic caused disruption in education and training settings, with education and training achievements down across areas other than in South Cambs. Total apprenticeship achievements have also fallen across C&P but higher level apprenticeship achievements have increased across all districts, especially in Greater Cambridge and Peterborough, with Cambridgeshire having a higher number of higher achievements per 100,000 population and Peterborough in line with national rates.

Health: Life expectancy higher in Greater Cambridge and relatively low in Greater Peterborough and the Fens, where healthy life expectancy is below retirement age in the most deprived neighbourhoods; plus relatively high proportions of child poverty in Greater Peterborough and the Fens.



Economy Overview

Cost of living (inflation vs wage growth)

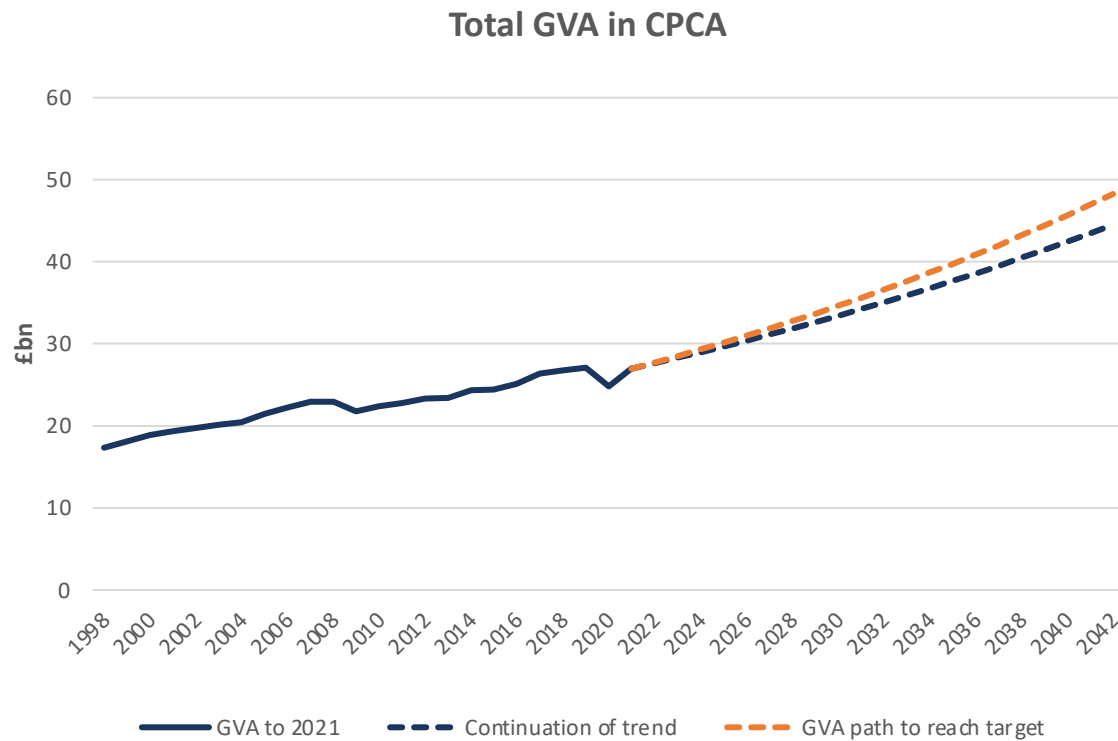


- To get a sense of the cost of living pressures being faced locally we have tracked growth in wages using earnings data from the ONS Pay As You Earn Real Time Information against the UK inflation rate.
- Nominal earnings have bounced back since the Pandemic with growth consistently above 6% over the last year.
- But high sustained inflation has meant real earnings have been falling over the last year, placing increased pressure on residents across Cambridgeshire and Peterborough.
- However, with inflation starting to slow and nominal wages growing strongly, real wages may start to pick up in the coming months. Latest data for July showed growth in wages was 6.2% in C&P compared to inflation of 6.8%.

Note: To neatly show wage growth against inflation, we have taken a weighted average of quarterly earnings for Cambridgeshire and Peterborough to calculate wage growth across Cambridgeshire and Peterborough as up-to-date earnings are not released at the combined authority level.

Source – ONS. PAYE Real Time Information. August 2023 release, ONS Consumer Price Inflation, UK: July 2023

Economy: size and growth

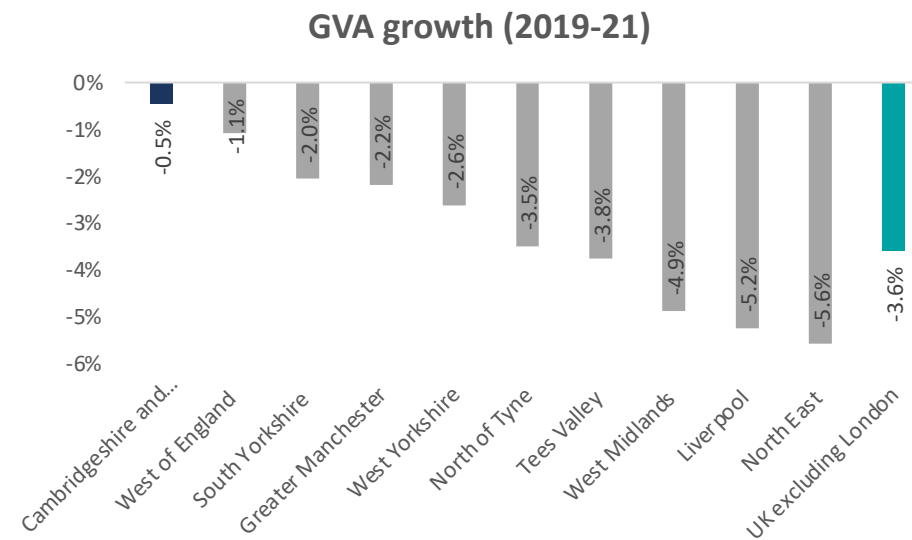
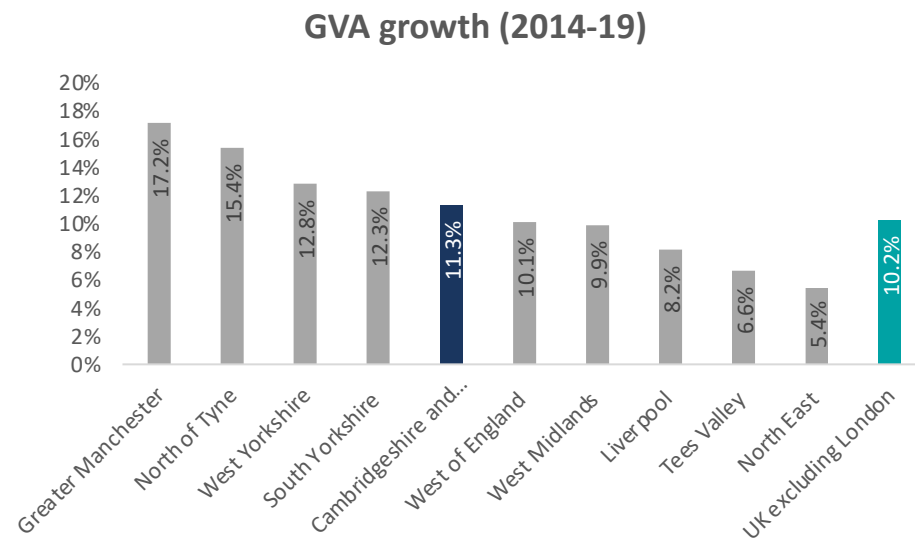


- GVA fell in 2020 after the onset of the pandemic and following lockdowns. Over the next year, GVA increased by 8.7% and in 2021 was £27bn, just below pre-pandemic levels of £27.1bn in 2019.
- C&P's original devolution deal set a target to double GVA from 2017 to 2042, which requires average annual growth of 2.8%. Before the pandemic the C&P economy was tracking below this growth rate, and the two years of stalled growth since 2019 have compounded the challenge further.
- Although extrapolated trends should be treated with significant caution, based on historic growth rates from 1998 – 2021 the C&P economy would be almost £4bn lower than target levels by 2042.

Source: Metro Dynamics analysis of ONS Regional GVA by industry

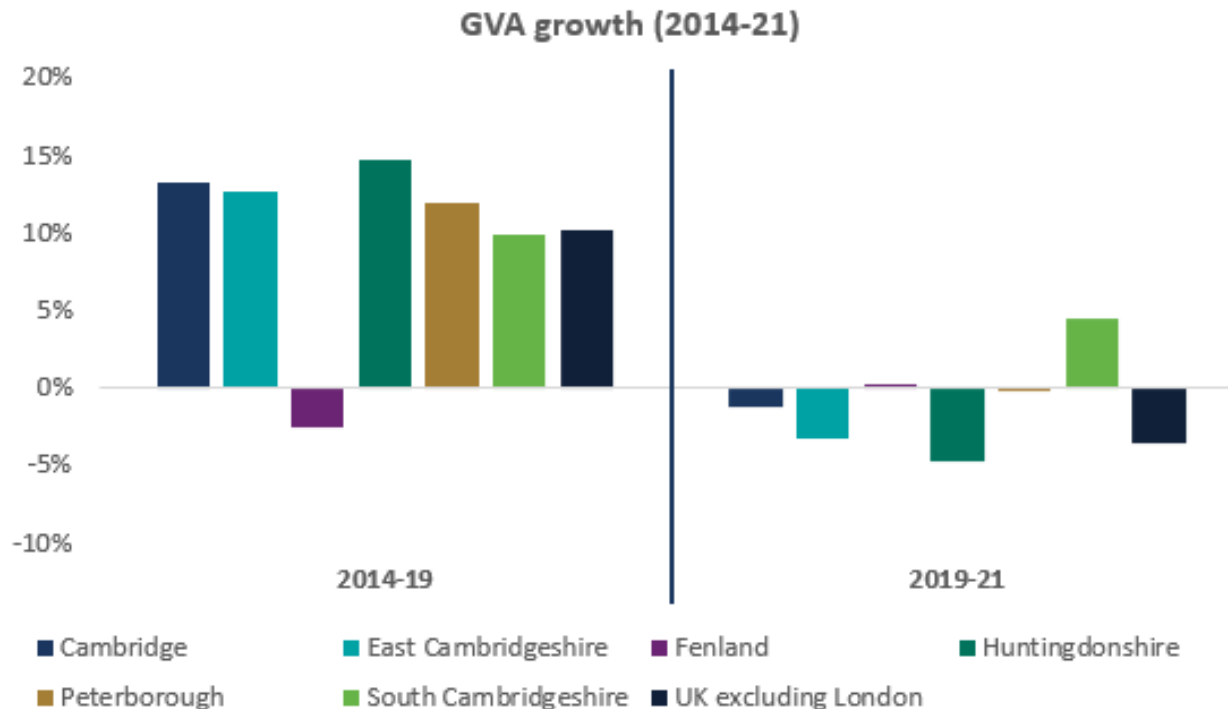
Economy: size and growth

- Cambridgeshire and Peterborough experienced growth of 11.3% in the five years before the Covid-19 Pandemic, middling compared to other Combined Authorities but comparable to the national average excluding London.
- The economy has recovered more quickly in C&P since 2019 compared to other areas. Growth has returned to its pre-pandemic levels in Peterborough and is 0.6% below in Cambridgeshire compared to over 3% below 2019 levels nationally excluding London.



Source: ONS dataset Regional GVA by industry

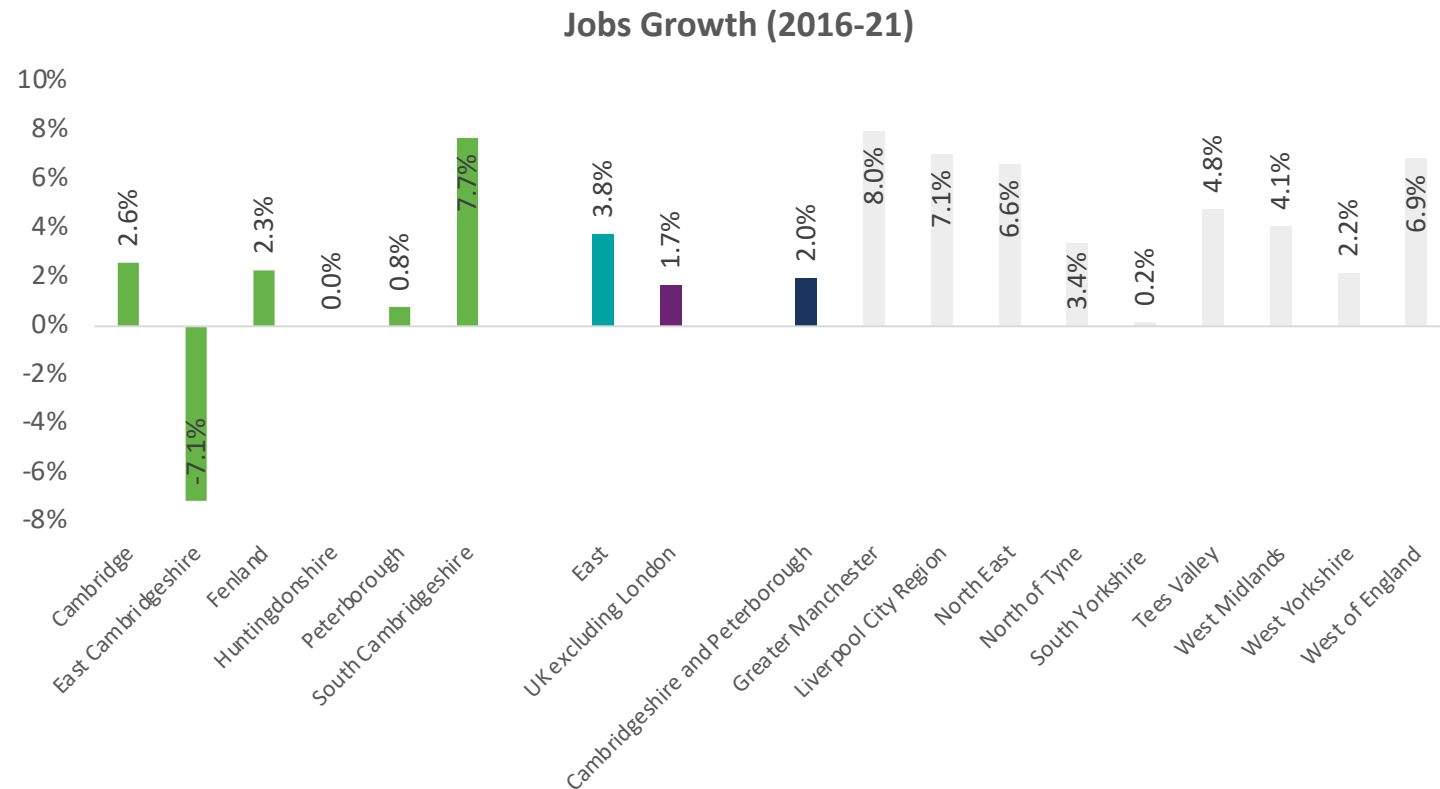
Economy: focus on districts



- In the run up to the pandemic, economic growth was generally in line or above the UK excluding London across the local authority districts, particularly Huntingdonshire, Cambridge and East Cambridgeshire.
- Despite fairly strong growth between 2014-19 in Peterborough, GVA fell by 7% in the run up to the pandemic (2018-19) before bouncing back relatively strongly post pandemic, with GVA returning to pre-pandemic levels in 2021.
- Economic growth has recovered more quickly across most of the districts since the pandemic compared to the national average, particularly in South Cambs where economic growth is 4.5% above 2019 levels. In Fenland, economic growth has returned to pre-pandemic levels but the economy had contracted in the five years before the Pandemic, in contrast to other districts.

Source: ONS dataset regional GVA by industry: local authorities by International Territorial Level (ITL) 1 region: TLH East

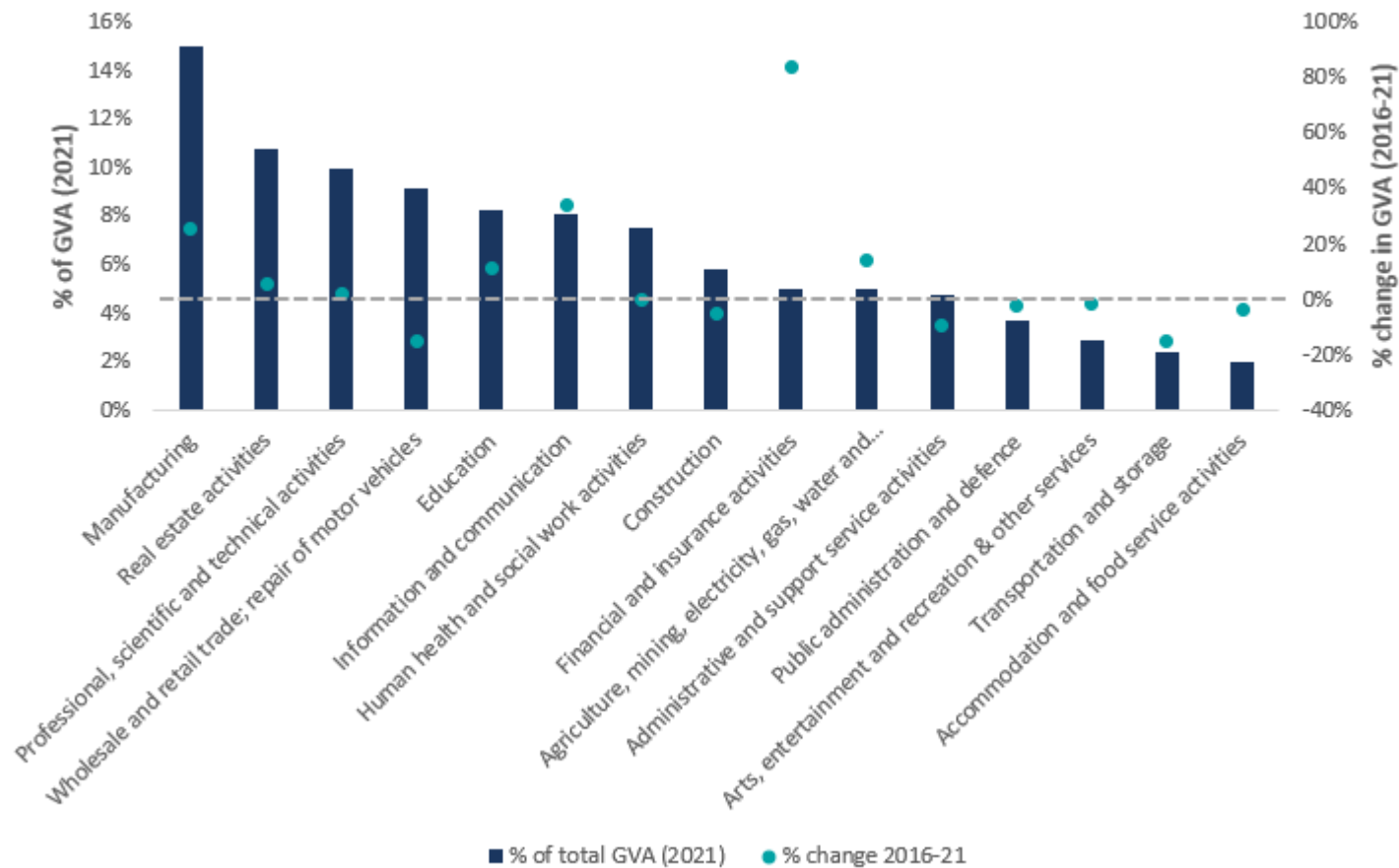
Economy: jobs growth



- GVA growth only tells part of the story. When comparing growth in jobs, Cambridgeshire and Peterborough ranks second lowest of Combined Authorities, but is in line with the national average excluding London.
- South Cambs has seen rapid growth with Cambridge and Fenland just above the national average but East Cambs has seen a rapid decline in jobs over the 5 years up to 2021.

Source: ONS Jobs Density

Sectors: size and growth (GVA)



- Manufacturing is the largest contributor to the C&P economy and has been one of the fastest growing over the last 5 years.
- Combined Manufacturing, Real Estate, Professional, Scientific and Technical, and retail make up 44.8% of total GVA.
- But Retail has seen the sharpest decline over the last five years, along with transport.
- IT has continued its fast growth seen over the last decade and now makes up 8% of GVA.
- Financial Services has been the fastest growing sector since 2016, having seen a decline in the five years previous.

Source: ONS dataset Regional GVA by industry

Priority sectors: employment

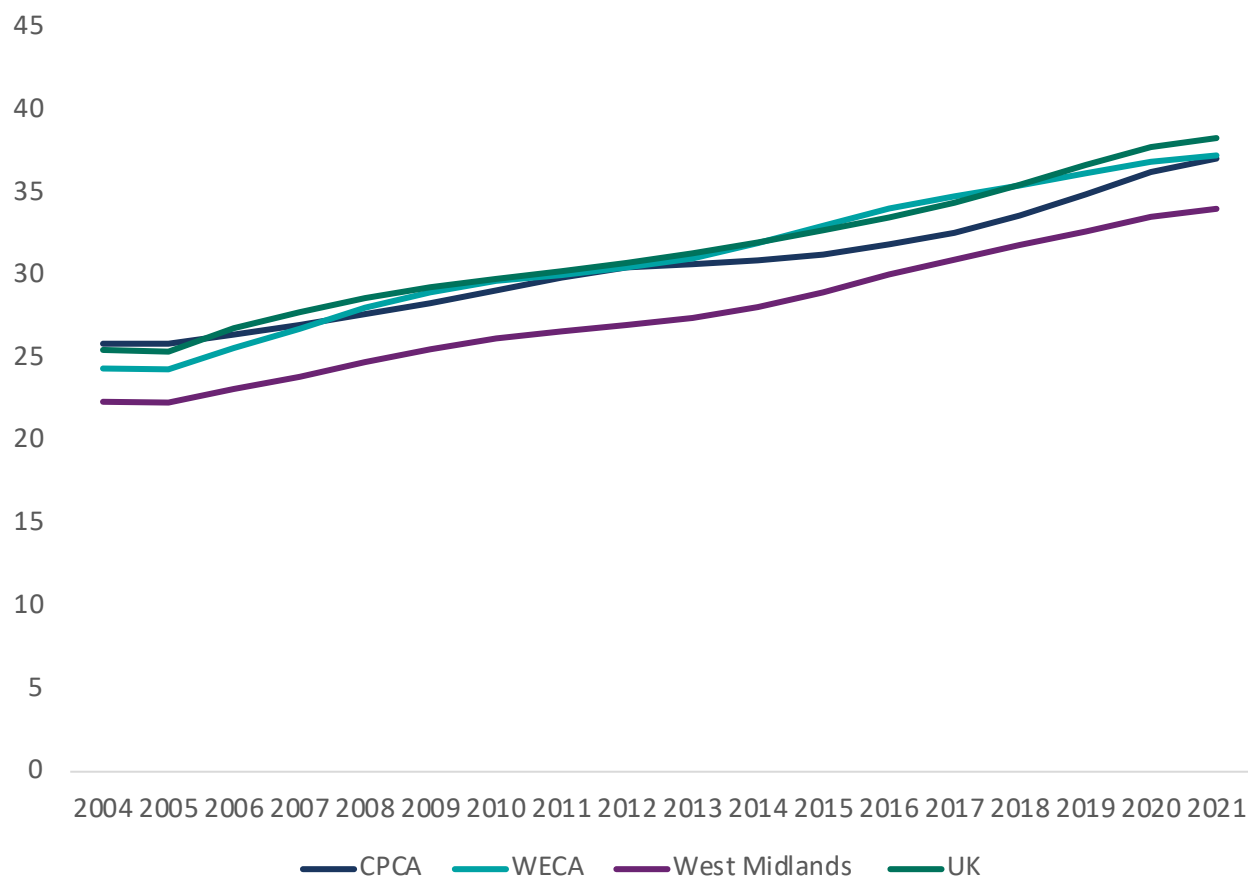
- Growth in priority sector employment has largely been driven in Greater Cambridge, particularly Cambridge and South Cambridgeshire. Across all priority sectors employment is up by 32% and 26% in Cambridge and South Cambridgeshire respectively.
- Strong increase in employment across all areas in Advanced Manufacturing, in contrast to fall experienced nationally.
- Agri-tech employment increased by 51% in Peterborough, with steady increases in the Fens, contrasting to other areas. The increase in Peterborough is largely explained by increasing employment in fruit and veg processing.
- Priority sector employment in The Fens continues to be dominated by Agri-tech, with relatively low proportions of employment in the other priority sectors, however from 2016-2021 the region experienced rapid growth in Advanced Manufacturing employment.

Area	Advanced Manufacturing		Agri tech		Digital and IT		Life sciences	
	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)
Cambridge	5,435	30%	765	5%	10,755	25%	6,805	54%
East Cambridgeshire	2,260	40%	2,485	-15%	1,165	6%	180	-29%
Fenland	975	34%	3,365	5%	525	-5%	5	-50%
Huntingdonshire	3,080	26%	3,965	-6%	3,960	-2%	630	-13%
Peterborough	5,025	17%	2,070	51%	6,155	3%	805	15%
South Cambridgeshire	6,715	11%	2,345	-21%	10,130	49%	13,350	35%
Cambridgeshire and Peterborough	23,980	25%	15,560	-3%	31,320	13%	21,275	28%
GB excluding London	873,705	-3%	597,920	-1%	1,042,440	5%	262,850	15%

Source: Metro Dynamics analysis of ONS Business Register and Employment Survey

Productivity (overall)

GVA per hour worked

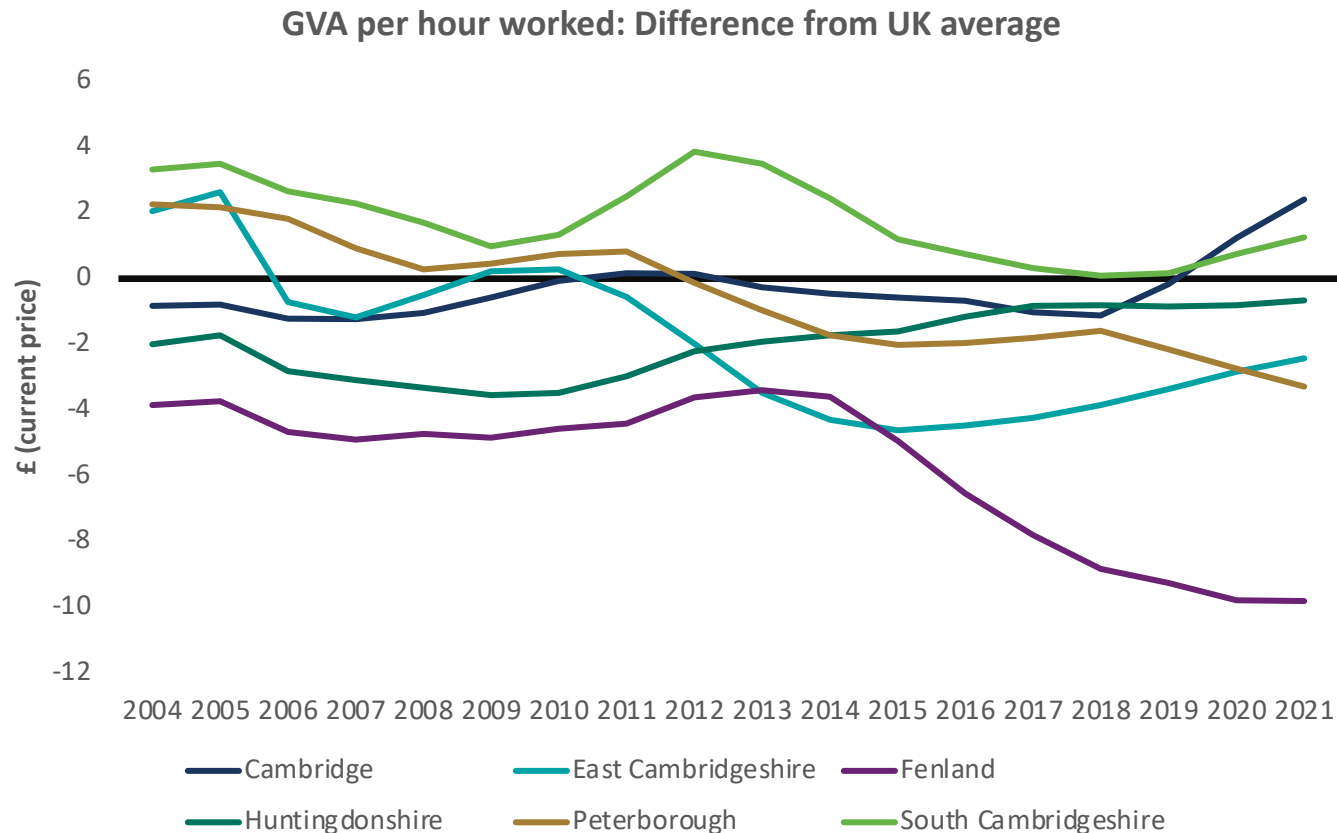


- GVA per hour was £37.09 in 2021, a 16% increase over the last five years.
- Productivity remains below the UK average but the gap to the UK average has closed to £1.20 in 2021.
- There remains significant variation amongst districts, with Cambridge and South Cambridgeshire the only districts more productive than the UK average.

Area	GVA per hour worked, 2021
UK	£38.3
Cambridge	£40.7
East Cambridgeshire	£35.9
Fenland	£28.5
Huntingdonshire	£37.7
Peterborough	£35.1
South Cambridgeshire	£39.6

Source: ONS. Subregional productivity: labour productivity indices by UK ITL2 and ITL3 subregions

Productivity relative to UK average over time

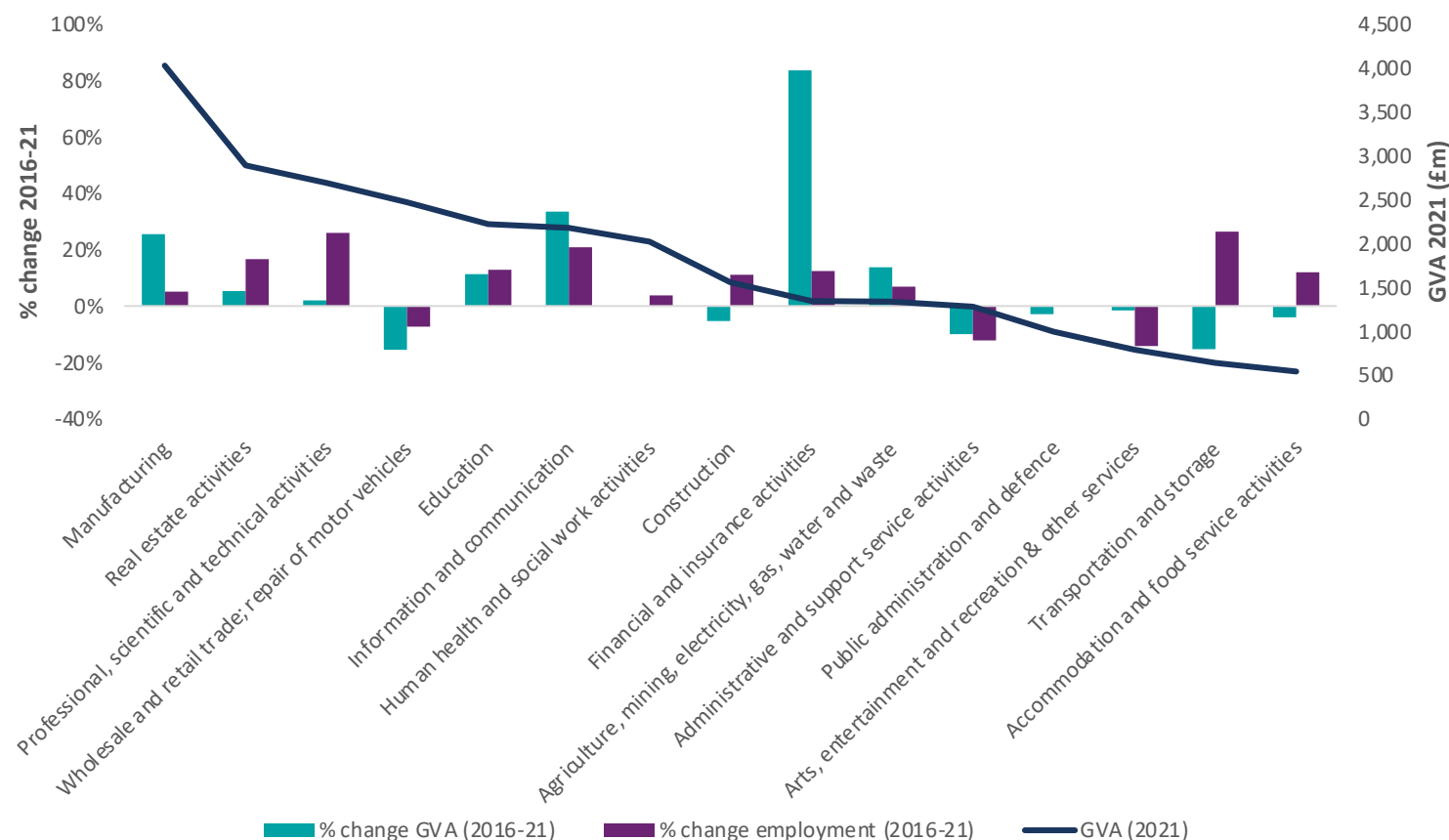


- The chart presents the difference between C&P's local authorities' productivity and the UK average over time.
- Productivity gains seen across C&P as a whole are driven by increases in Greater Cambridge and Huntingdonshire.
- Following a relative decline between 2012 and 2018 South Cambridgeshire and Cambridge are now more productive when compared to the UK average. Productivity improvements also fuelled by gains in Huntingdonshire and East Cambridgeshire where the gap against the UK average is closing.
- Productivity has generally declined in Fenland and recently in Peterborough. In Peterborough GVA per hour is now over 8% lower and in Fenland over a quarter lower compared to the UK average, or £10 per hour lower.

Note: Data are in current prices and does not account for inflation, purpose is to show position relative to UK average

Source: ONS Current Price (smoothed) GVA per hour worked indices; ITL regions, 2004 - 2021

Output and employment growth (2016 – 2021)



- Broad sector groupings are ordered from left to right by the amount of GVA they generated in C&P in 2021, with the highest GVA sectors on the left.
- GVA rose faster than employment in Manufacturing, IT, Finance and primary industries, indicating productivity gains in those sectors, but the reverse is true for other sectors.

It's important to caveat that when more recent data are published, output and productivity may fall in Manufacturing, reflecting the current downturn reported by the Purchasing Managers Index.

Source: ONS dataset Regional GVA by industry & Business Register and Employment Survey

Productivity (by sector)

Broad sector group	GVA (2021) (£m)	Employment (2021)	GVA per employment (2021)	Compared to region	Compared to GB excluding London	% change 2016-21
Agriculture, mining, electricity, gas, water and waste	1335	13475	99072	Above	Below	6.4%
Manufacturing	4031	41000	98317	Similar	Above	19.4%
Construction	1560	20000	78000	Below	Similar	-14.9%
Wholesale and retail trade; repair of motor vehicles and motorcycles	2467	63000	39159	Similar	Similar	-8.7%
Transportation and storage	639	24000	26625	Below	Below	-32.9%
Accommodation and food service activities	538	28000	19214	Below	Similar	-14.2%
Information and communication	2177	29000	75069	Similar	Below	10.5%
Financial and insurance activities	1345	9000	149444	Above	Above	63.3%
Real estate activities	2889	7000	412714	Below	Below	-9.8%
Professional, scientific and technical activities	2689	58000	46362	Above	Similar	-19.1%
Administrative and support service activities	1276	43000	29674	Similar	Below	2.6%
Public administration and defence; compulsory social security	994	15000	66267	Similar	Similar	-2.8%
Education	2221	53000	41906	Above	Above	-1.4%
Human health and social work activities	2022	55000	36764	Above	Above	-3.8%
Arts, entertainment and recreation	783	18000	43500	Above	Above	14.9%
Total	26964	476000	56647	Similar	Similar	1.6%

- Productivity as measured by GVA per employment, slightly rose by 1.6% compared to slight falls regionally and nationally excluding London, with GVA per employment the same as GB excluding London levels having been over £1,000 lower in 2016.
- Significant productivity improvements in Finance which is one of 5 sectors with productivity above GB excluding London, including Manufacturing, the largest contributing sector to the C&P economy.
- GVA per employment in the Professional, scientific and technical sector remains above the regional average but has worsened more rapidly than regionally and nationally excluding London.

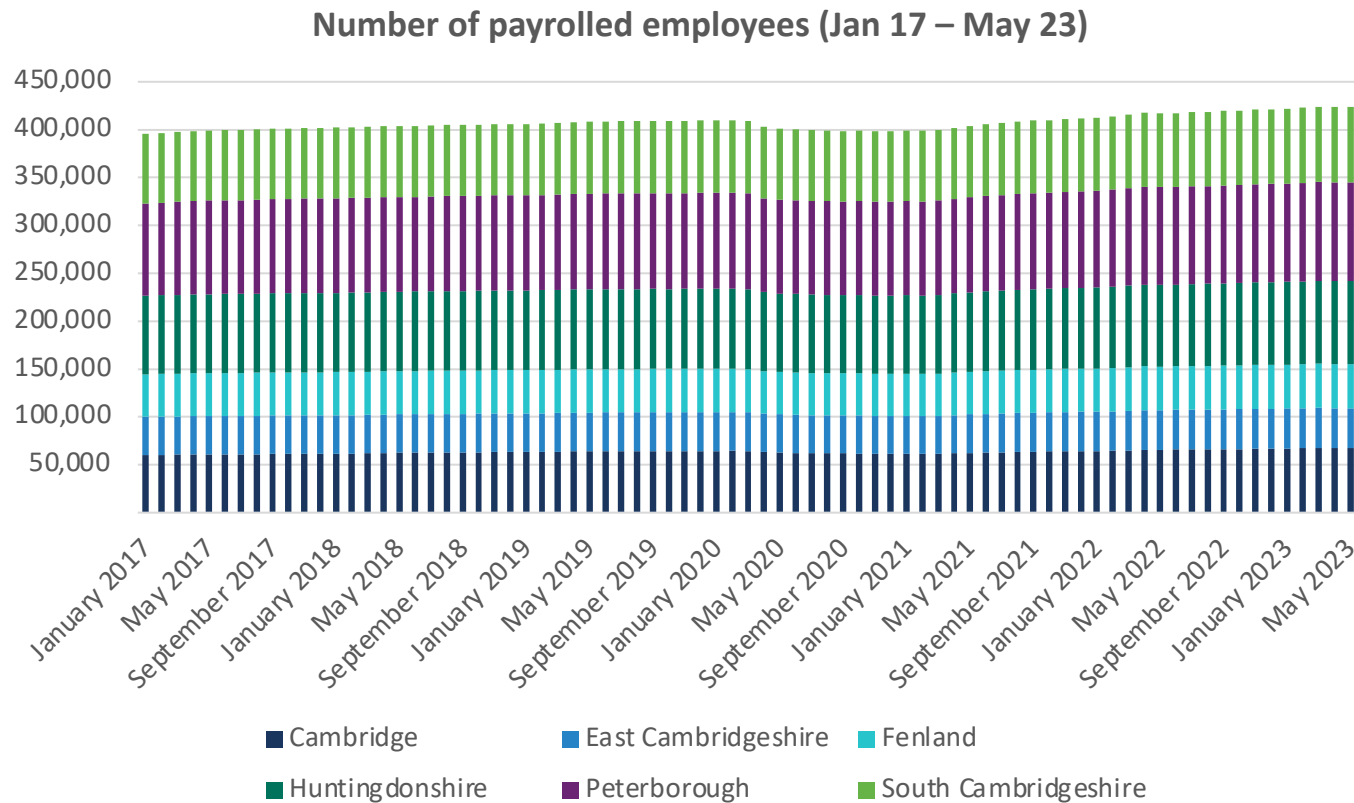
Source: Metro Dynamics analysis of ONS regional GVA datasets and ONS Business Register and Employment Survey. Sectors that are 5% or more greater than comparator are labelled "above", sectors that are 5% or more lower than comparator are labelled "below", and those in between are labelled "similar".

Source: ONS dataset Regional GVA by industry



Labour Market

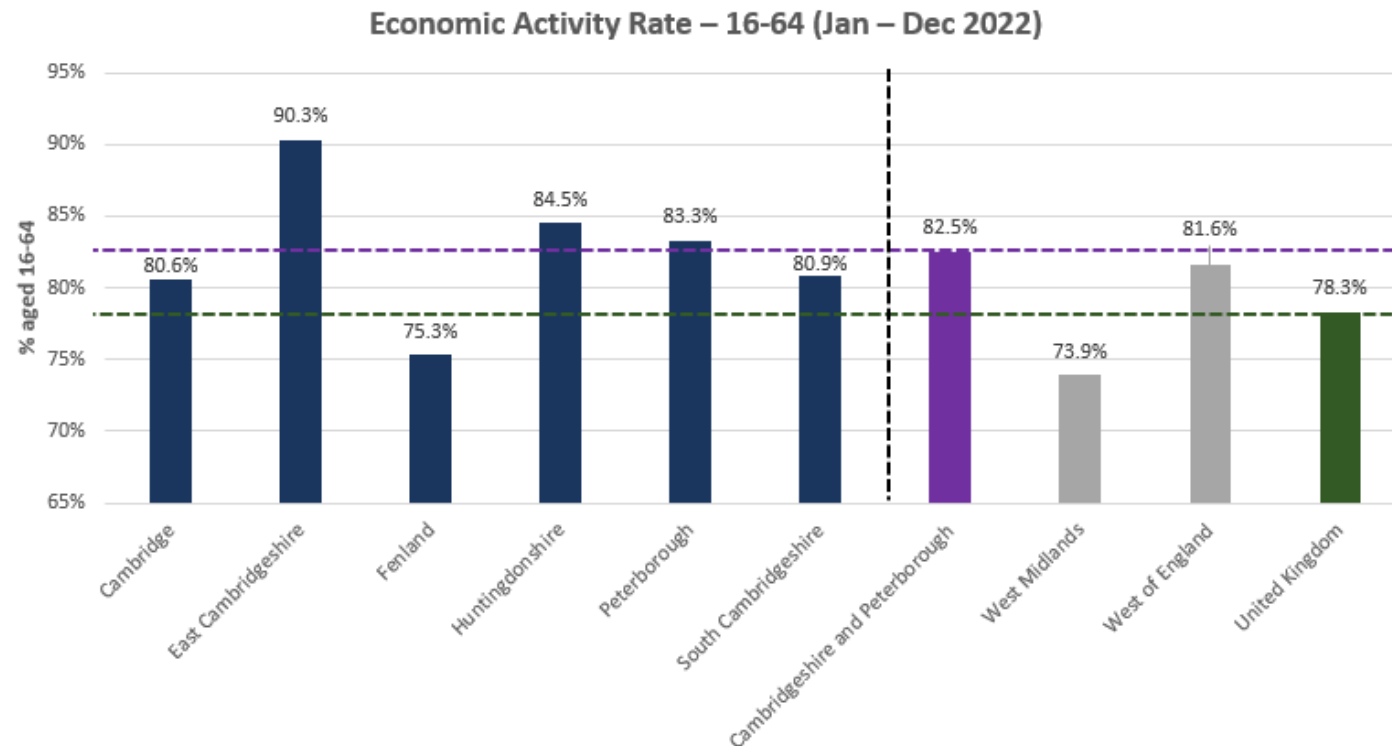
Total employees



Source: ONS. PAYE Real Time Information. June 2023 release

- There were 423,805 payrolled employees across Cambridgeshire and Peterborough in May 2023, continuing the general increase in employees apart from during the pandemic.
- Employees are up 19,990 (5%) since May 2021, recovering since Covid related restrictions started to be eased, and up by 15,620 (3.8%) compared to pre-pandemic levels in May 2019.
- This is comparable against UK average growth (3.9%) between May 2019 and May 2023, but Cambridge (5.4%) and South Cambridgeshire (4.4%) were the only local authority districts with higher growth. Fenland had the lowest increase of 1.9%.

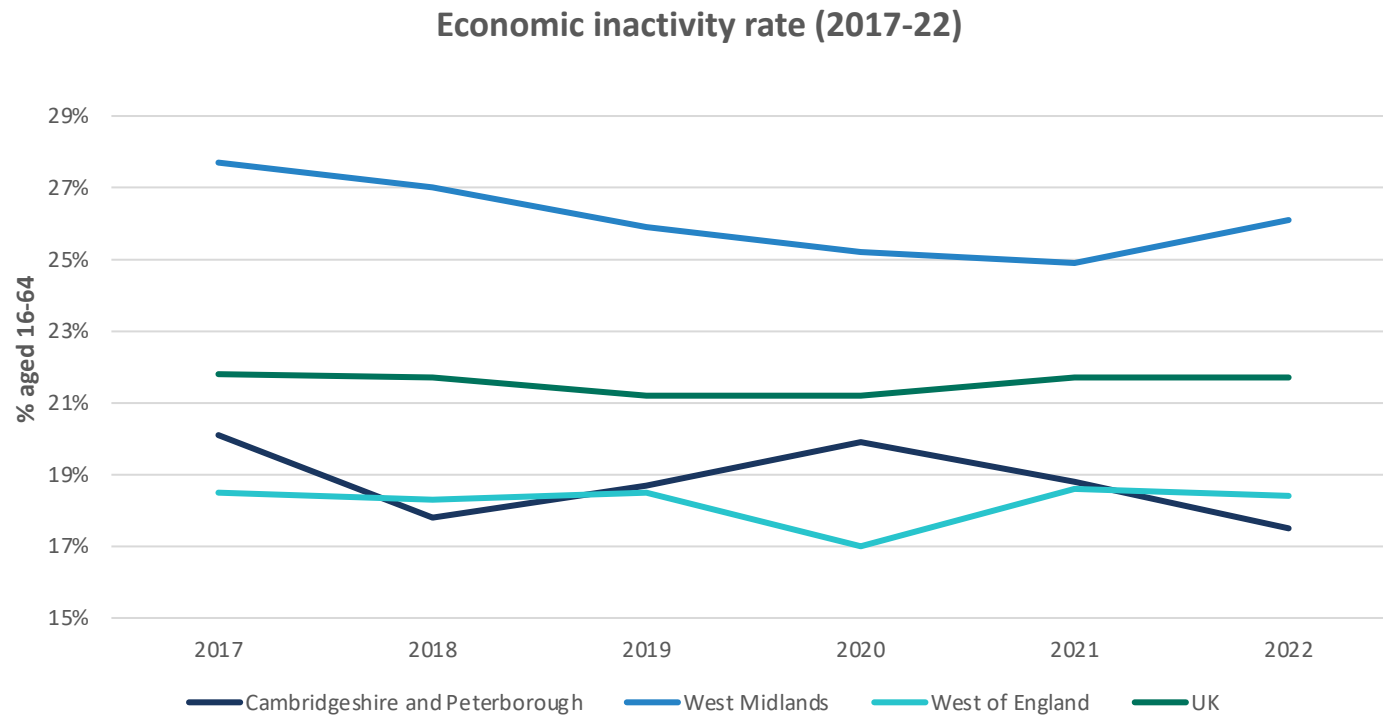
Economic activity and comparators



- Economic activity across C&P is relatively high, at 83% of the working age population, higher than the UK average and West Midlands and in line with West of England.
- Rates of economic activity are particularly high in East Cambridgeshire, Huntingdonshire and Peterborough.
- Fenland is the only local authority with an activity rate below the UK average.

Source: ONS. Annual Population Survey 2022

Economic inactivity

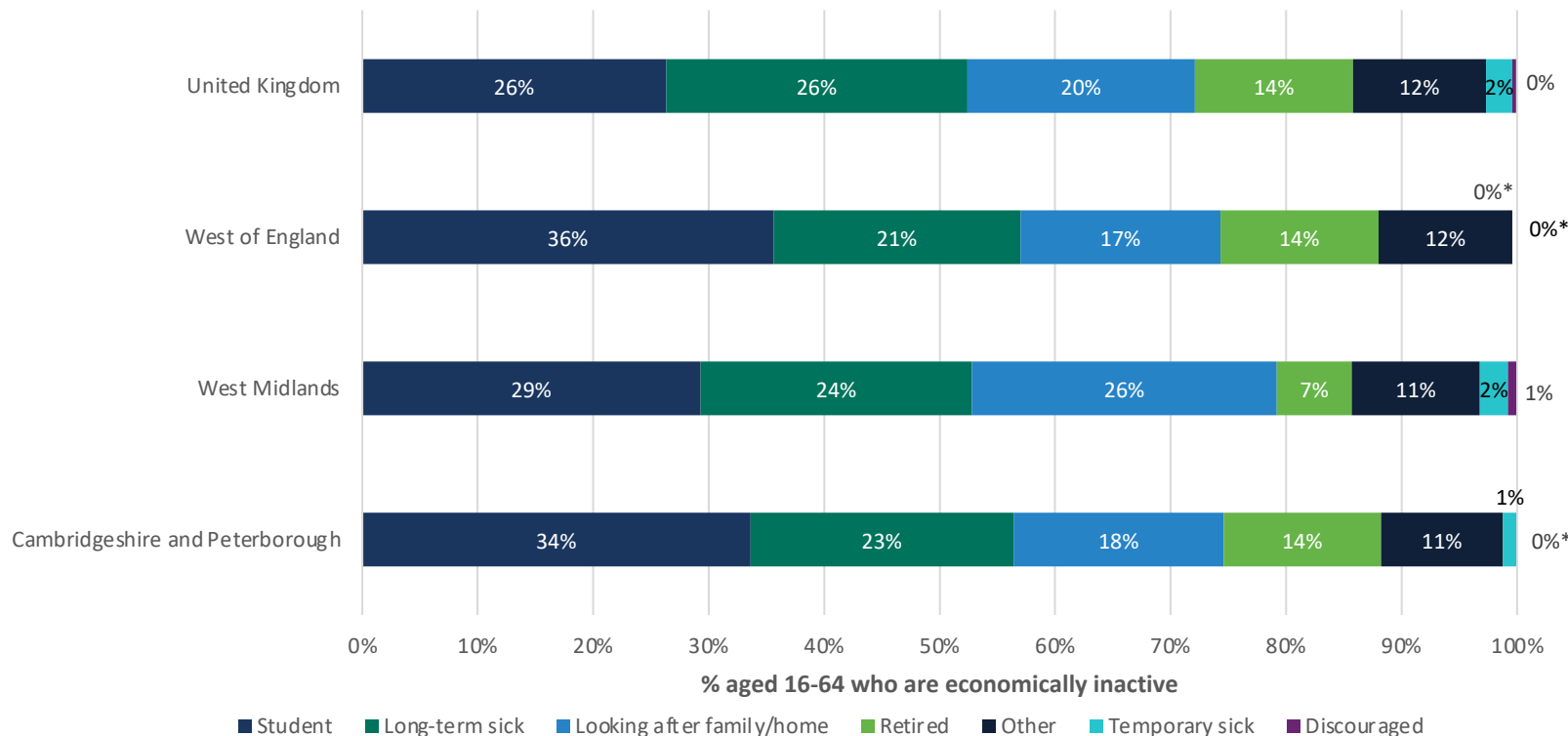


- The proportion of the population who are economically inactive in Cambridgeshire and Peterborough has continued to fall following an increase during the pandemic.
- Levels have consistently been lower than the national average over the last 5 years, where inactivity has plateaued since the pandemic compared to a fall in C&P.

Source: ONS. Annual Population Survey 2022

Reason for inactivity

Economic inactivity by reason (2022)

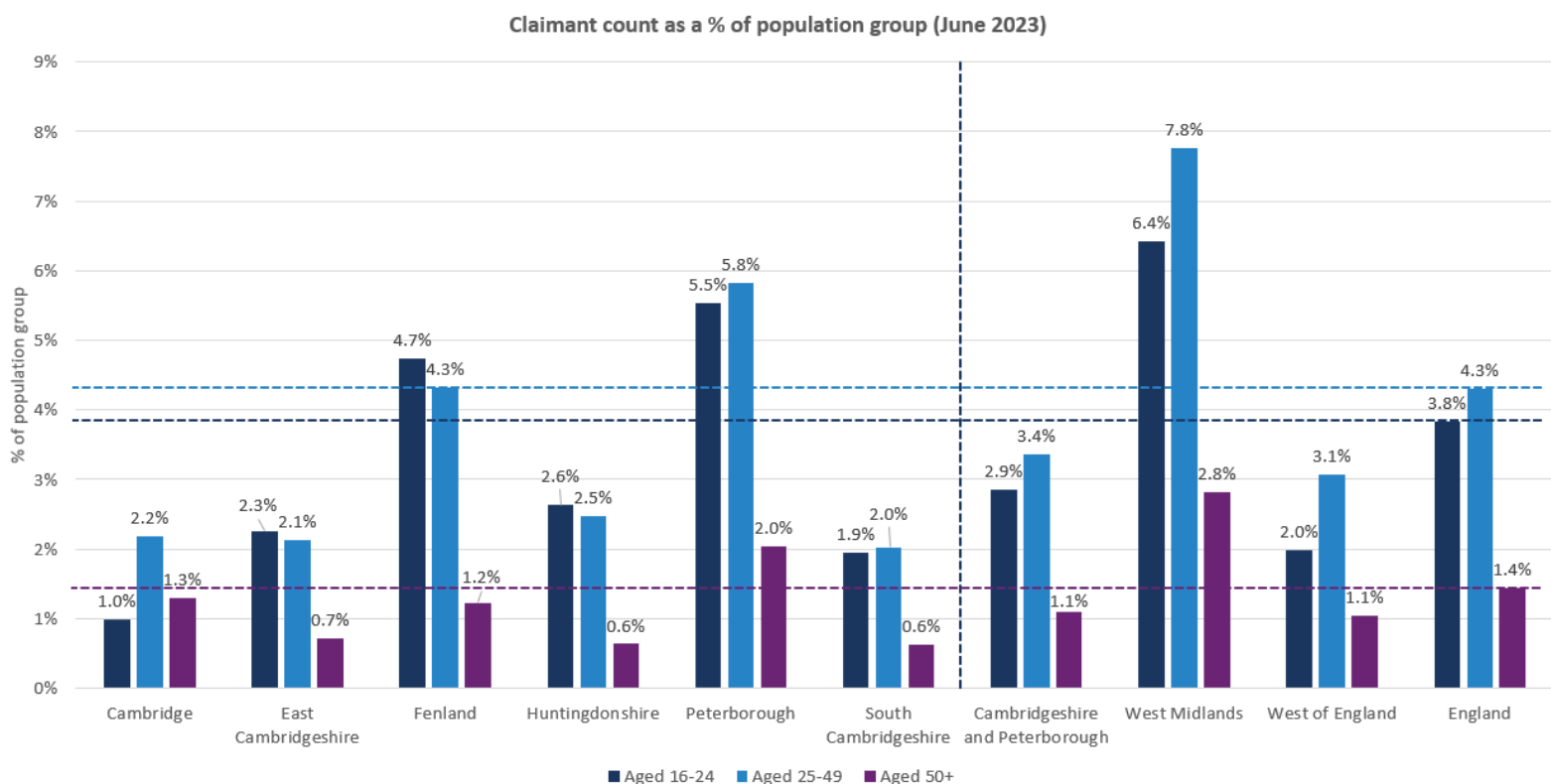


- The main reason for inactivity in Cambridgeshire and Peterborough is being a student, 8 percentage points above the UK average, and illustrative of the region's significant universities.
- Long-term sickness as a reason is slightly lower in C&P than the UK average, but other reasons are broadly comparable with UK averages.

**Please note that data is not available for discouraged across Cambridgeshire and Peterborough, West of England and West Midlands due to the group sample size being zero or disclosive (0-2).*

Source: ONS. Annual Population Survey 2022

Claimant count* by age



- Across Cambridgeshire and Peterborough, the claimant count across age groups is lower than the national average.
- Among local authority districts, the Claimant count for those aged 16-24 and 25-49 is highest in Peterborough and Fenland. For Peterborough, the count is above for both age groups and in Fenland is above for those aged 16-24 but in line for those aged 25-49.
- Other districts are below the national average for those aged 16-24 and 25-49 and below or generally in line with the West of England.

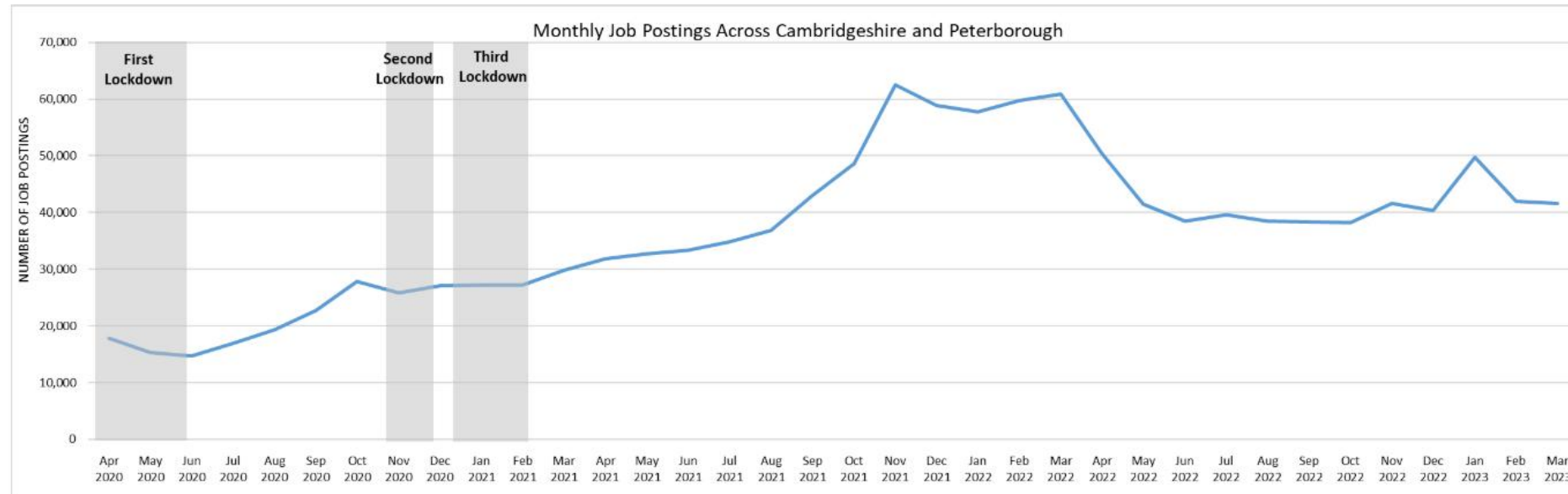
*The number of people claiming benefits principally for the reason of being unemployed

*National comparison is England owing to analysis using Census 2021 population figures and Scotland having a different Census to England

Source – Claimant Count by Sex and Age, ONS , June 2023 – Accessed via Nomis

Job postings – vacancies over time

- Following a steep increase in vacancies following initial easing of Covid related restrictions, vacancies peaked in November 2021 before falling back towards trend early 2022.
- January 2023 saw a large increase in job postings: +23% from the previous month in Cambridgeshire and Peterborough and +21% nationally.
- There were 41,663 unique job postings across Cambridgeshire and Peterborough in March 2023, down 32% from the year previously, steeper than 8% decline nationally. It should be noted that last March saw the second highest number of monthly vacancies over the last decade.



Source: Cambridgeshire insight analysis of Lightcast data

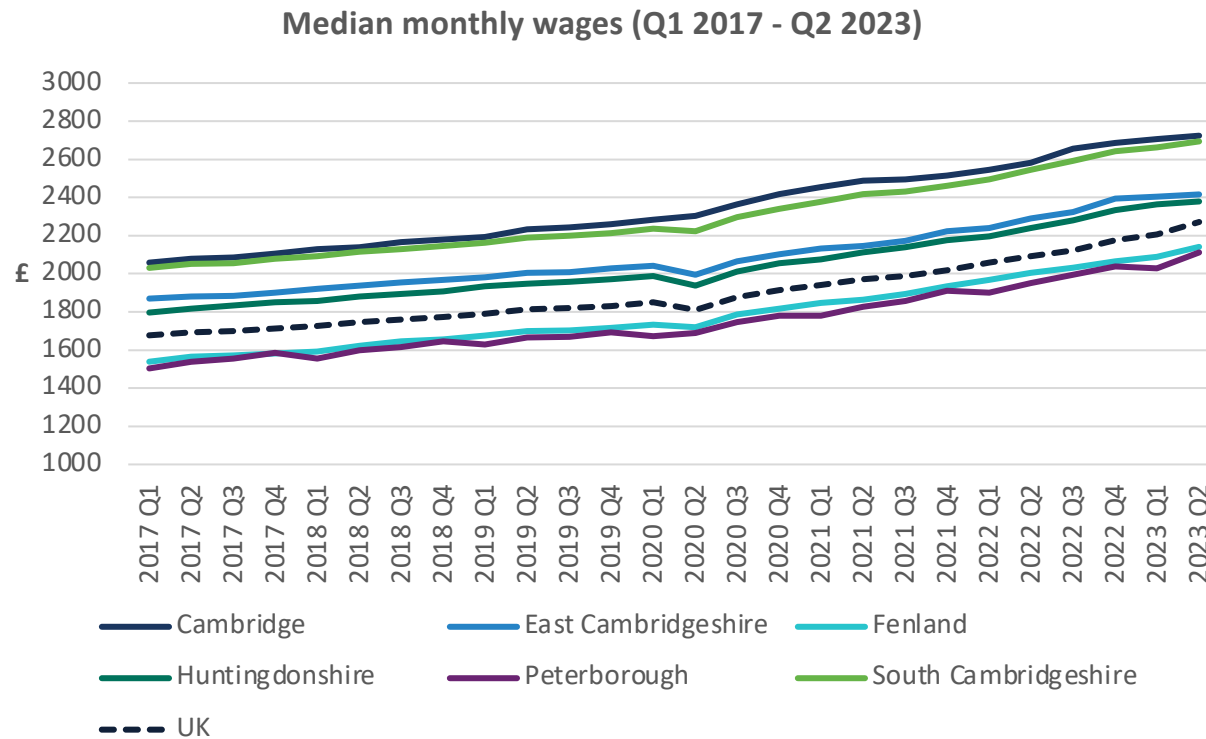
Job vacancies by sector

- Decline in vacancies across sectors from last March, but as previously mentioned this was a month with the second highest vacancies over the last decade.
- Increases in vacancies from December 2022 in Professional, Scientific and Technical, Manufacturing, Finance and Construction following previous declines. Vacancies have continued to fall in most steeply in Transport.

Employment Sector	Vacancies in Cambridgeshire & Peterborough: March 2023	Cambridgeshire & Peterborough % Difference December 2022 - March 2023	National % Difference December 2022 - March 2023	Cambridgeshire & Peterborough % Difference from March 2022	National % Difference From March 2022
HUMAN HEALTH AND SOCIAL WORK ACTIVITIES	5,189	1%	3%	-27%	-6%
INFORMATION AND COMMUNICATION	4,742	1%	-11%	-46%	-33%
ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES	3,648	-4%	5%	-28%	-9%
MANUFACTURING	3,037	7%	14%	-37%	-3%
PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES	2,811	14%	1%	-24%	-13%
EDUCATION	2,219	1%	14%	-20%	15%
CONSTRUCTION	2,096	18%	15%	-27%	-5%
ACCOMMODATION AND FOOD SERVICE ACTIVITIES	1,677	-17%	-1%	-24%	1%
ARTS, ENTERTAINMENT AND RECREATION	1,658	5%	9%	-24%	-10%
FINANCIAL AND INSURANCE ACTIVITIES	1,469	19%	5%	-27%	-11%
WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES	1,339	-8%	-5%	-12%	7%
TRANSPORTATION AND STORAGE	1,292	-23%	-11%	-56%	-17%
REAL ESTATE ACTIVITIES	647	17%	22%	-3%	15%
PUBLIC ADMINISTRATION AND DEFENCE; COMPULSORY SOCIAL SECURITY	371	5%	5%	-41%	-9%
OTHER SERVICE ACTIVITIES	184	7%	19%	-9%	22%

Source: Cambridgeshire Insight analysis of Lightcast data

Median wages – PAYE data



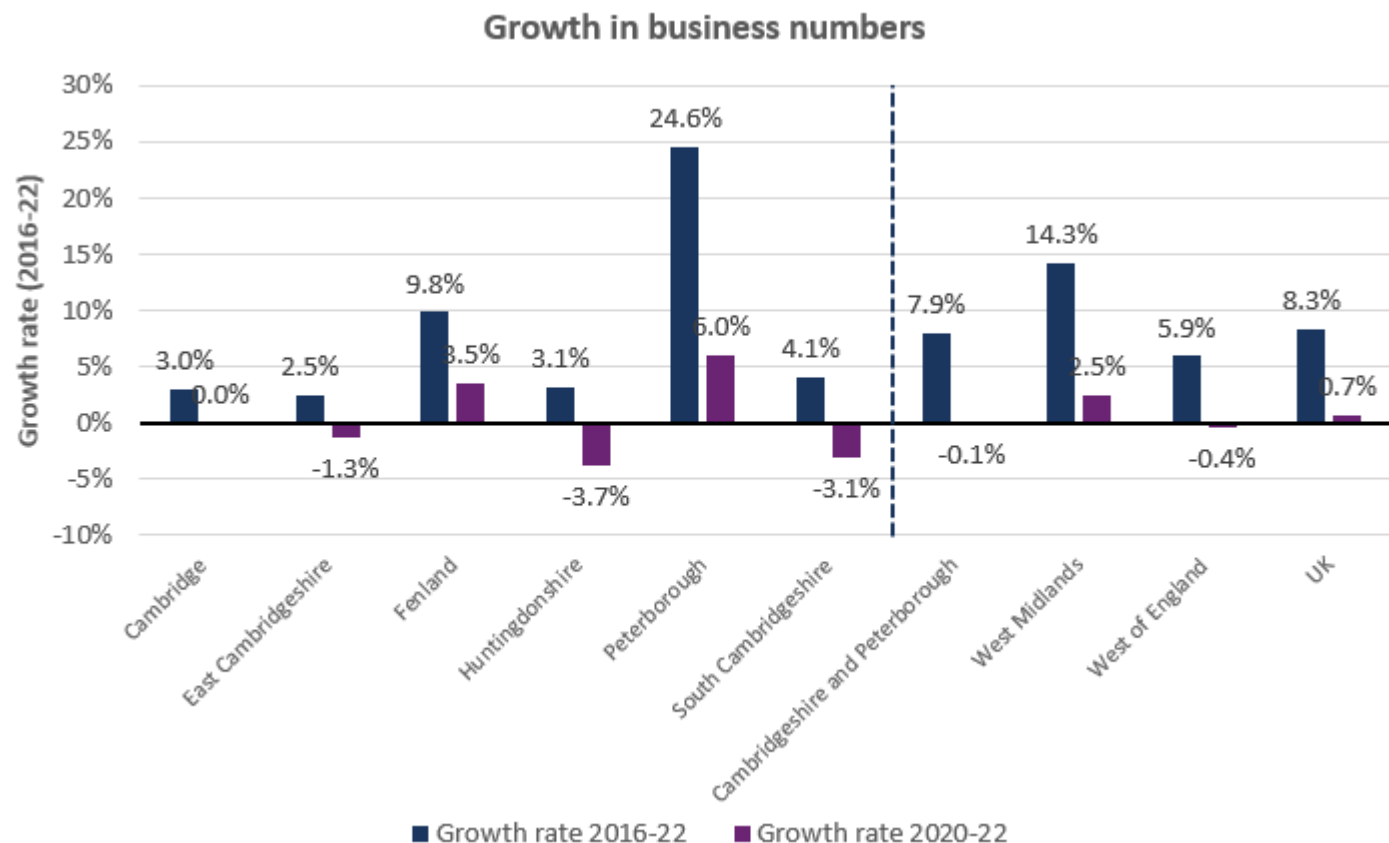
- Nominal median wages have been consistently higher than the national average in local authority districts other than Peterborough and Fenland.
- Wages have continued to grow since a slight dip in early 2020. Since last year districts have seen consistent growth of around 6-8%.
- However, when inflation is taken into account (which rose by 10.2% in the year to Q1 2023) real wages have actually fallen across Cambridgeshire and Peterborough, and nationally.
- Latest data for Q2 2023 showed wages rose by 7.9% across Cambridgeshire and Peterborough, still slightly below 8.4% inflation.

Source: ONS. PAYE Real Time Information. June 2023 release, ONS Consumer Price Inflation, UK: July 2023



Business Conditions and Performance

Business: growth in business numbers



- Across Cambridgeshire and Peterborough, there were 36,950 businesses in 2022, up from 34,230 in 2016, driven by strong business survival/low death rates, despite below average business creation rates.
- All local authority districts saw growing business numbers over this period but only Fenland and particularly Peterborough had higher growth than the UK average between 2016-22.
- Since 2020, business numbers have remained at around 37,000 across Cambridgeshire and Peterborough, likely explained by added reluctance during the pandemic due to the uncertain business landscape. This compares to slight growth across the UK.
- The local authority districts have had differing experiences since 2020; business numbers have fallen in half of the districts whereas business numbers have grown relatively strongly in Peterborough and Fenland.

Source: ONS Business Count (2022); Mark Hart, Enterprise Research Centre Aston University (2018)
Business Environment in the WMCA Region: A report to the WMCA Productivity and Skills Commission

Business: churn rate

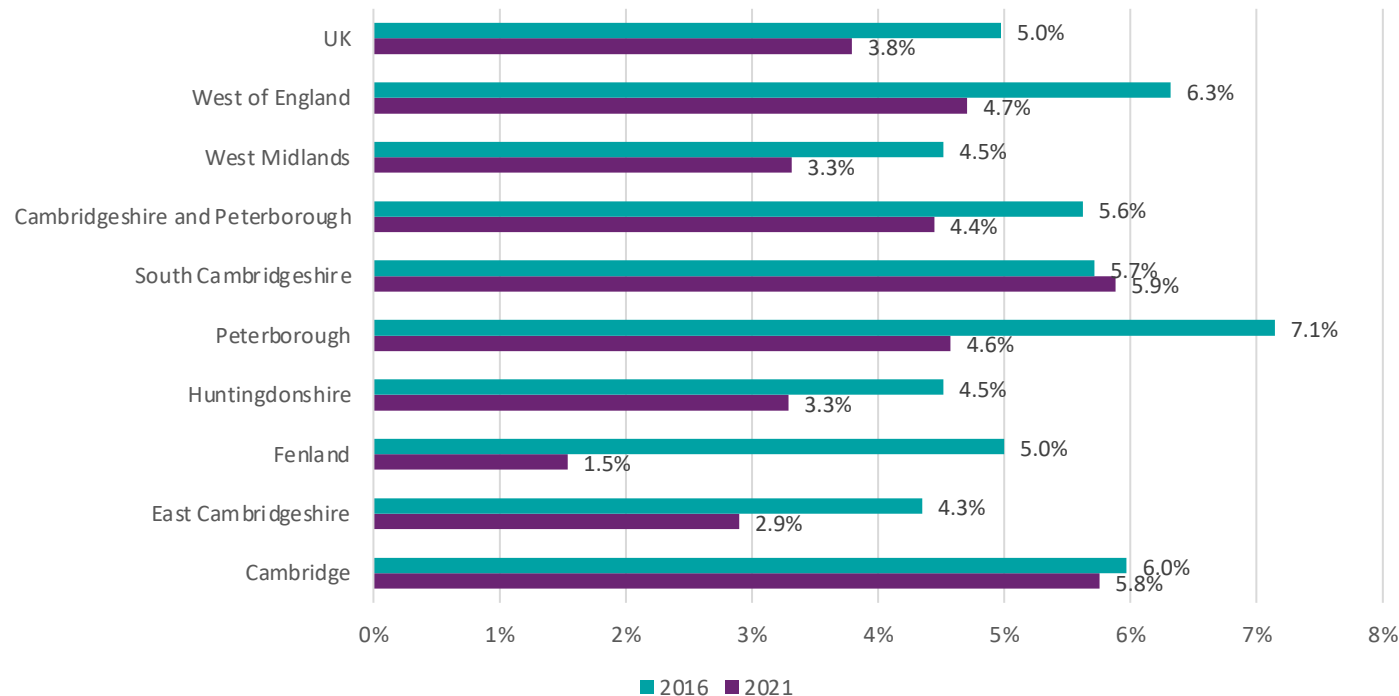


Source: ONS Business Demography (2022); Mark Hart, Enterprise Research Centre Aston University (2018) Business Environment in the WMCA Region: A report to the WMCA Productivity and Skills Commission,

- Churn rates (births + deaths rates) can be used as a metric for business dynamism which connects to productivity with the idea being that increased competition fosters innovation and therefore productivity. As such we would expect increasing birth and death rates to signify that new, more productive firms are replacing those who are less productive.
- Across Cambridgeshire and Peterborough, the churn rate is below the UK but has increased to 2021. This may help to explain below average productivity, but where the gap to the UK has been closing post-pandemic.
- Rates are high in Peterborough and Fenland, promising signs of business dynamism, with high relative business creation rates in 2021.
- Churn rates are lower across Greater Cambridge and have fallen in Cambridge and East Cambridgeshire, with falling business creation rates over the last 5 years to 2021.

High growth business

Share of high growth businesses (10 or more employees)



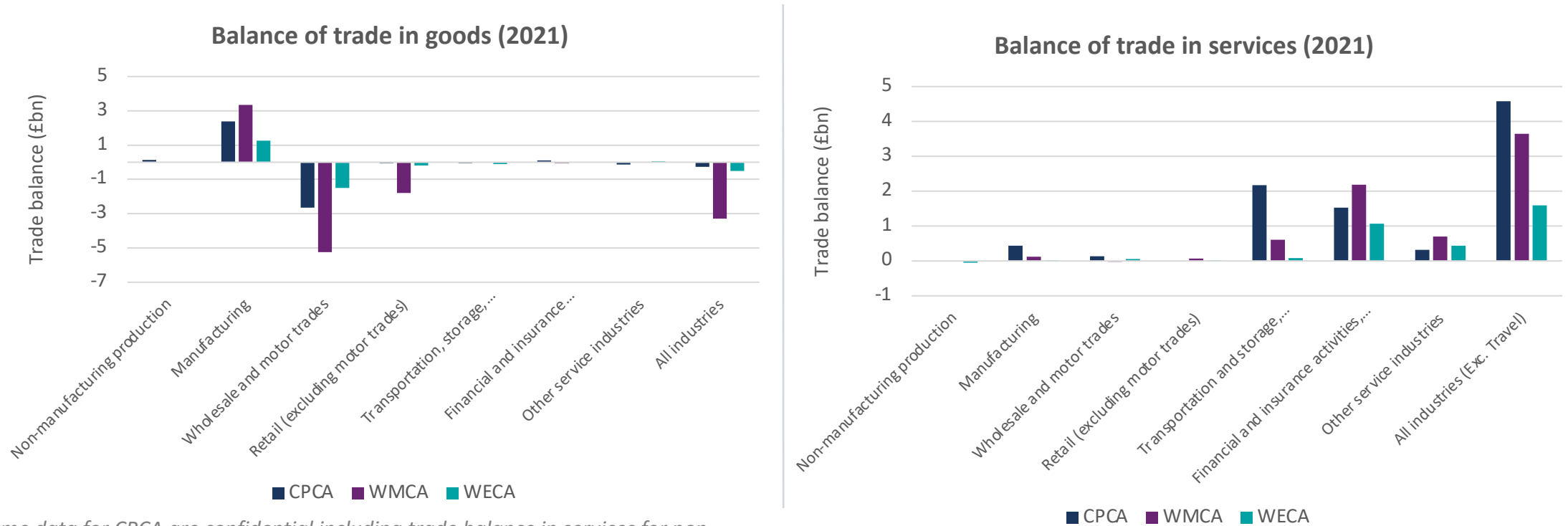
Note: High growth businesses defined as enterprises with 10 or more employees experiencing average annualised employment growth greater than 20% per annum over a three-year period

- High growth businesses represent 4.4% of total businesses across Cambridgeshire and Peterborough, above the national average. Share of total businesses has declined, particularly since 2018 where high growth businesses have fallen by 28%. This is reflective of regional and national trends, but the fall in CPCA has been slightly sharper than nationally.
- South Cambridgeshire and Cambridge drive the relatively high proportion, bucking the falling shares seen in other areas.
- Particular falls in Peterborough, where the share was relatively high in 2016 before falling towards the CA average, and in Fenland, where the share of high growth businesses was lowest.

Source – ONS Business Demography (2022)

Trade balance by sector (2021)

- CPCA had a trade surplus in services of over £4.5bn, helping to drive an overall trade surplus of £4.3bn.
- There was a slight deficit in the trade of goods, mainly explained by imports exceeding exports in the wholesale and motor trades sector, but the manufacturing industry had a trade surplus in goods of £2.4bn.

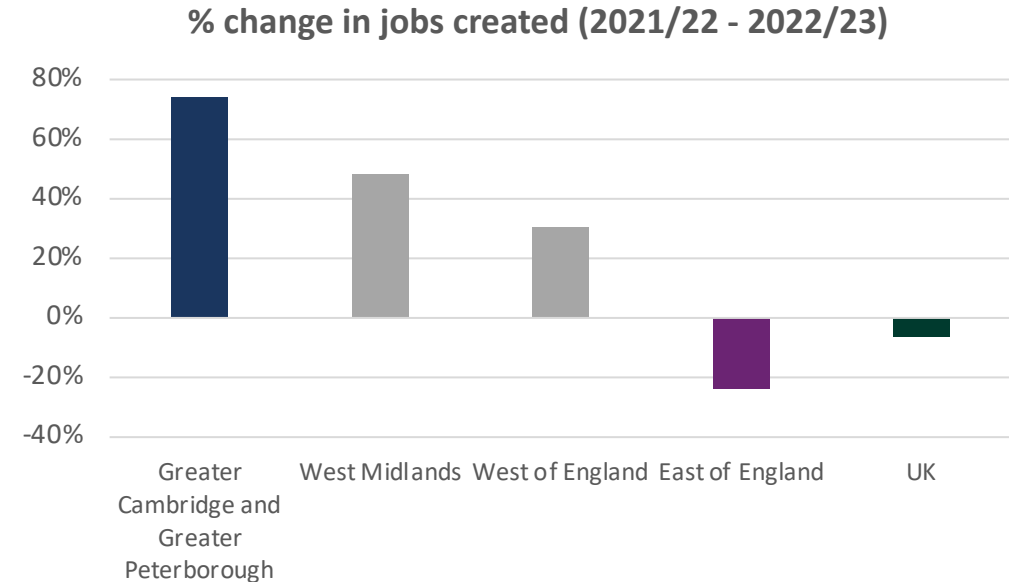
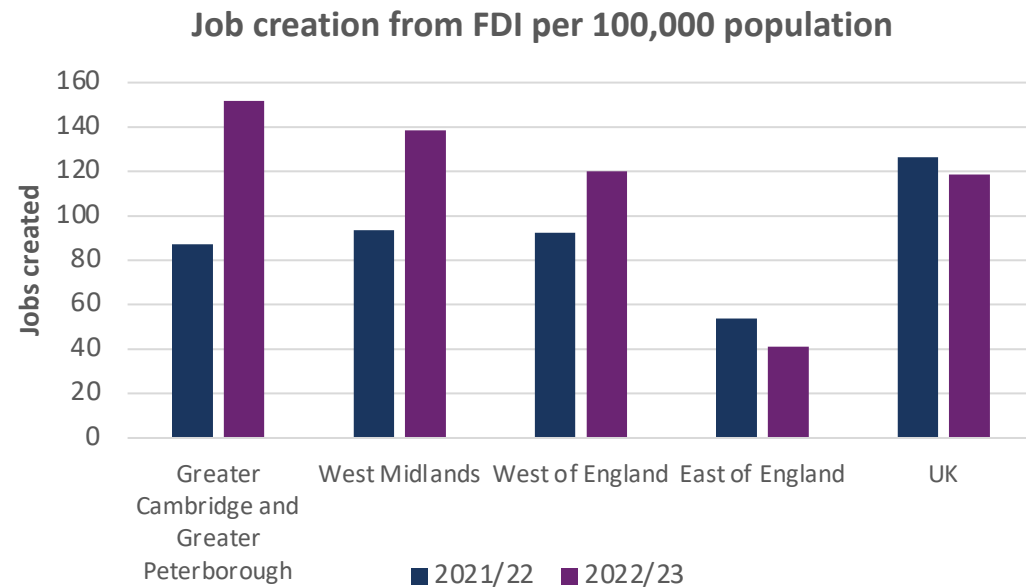


Note: Some data for CPCA are confidential including trade balance in services for non-manufacturing production and retail

Source: ONS. Subnational Trade in goods & Subnational trade in services

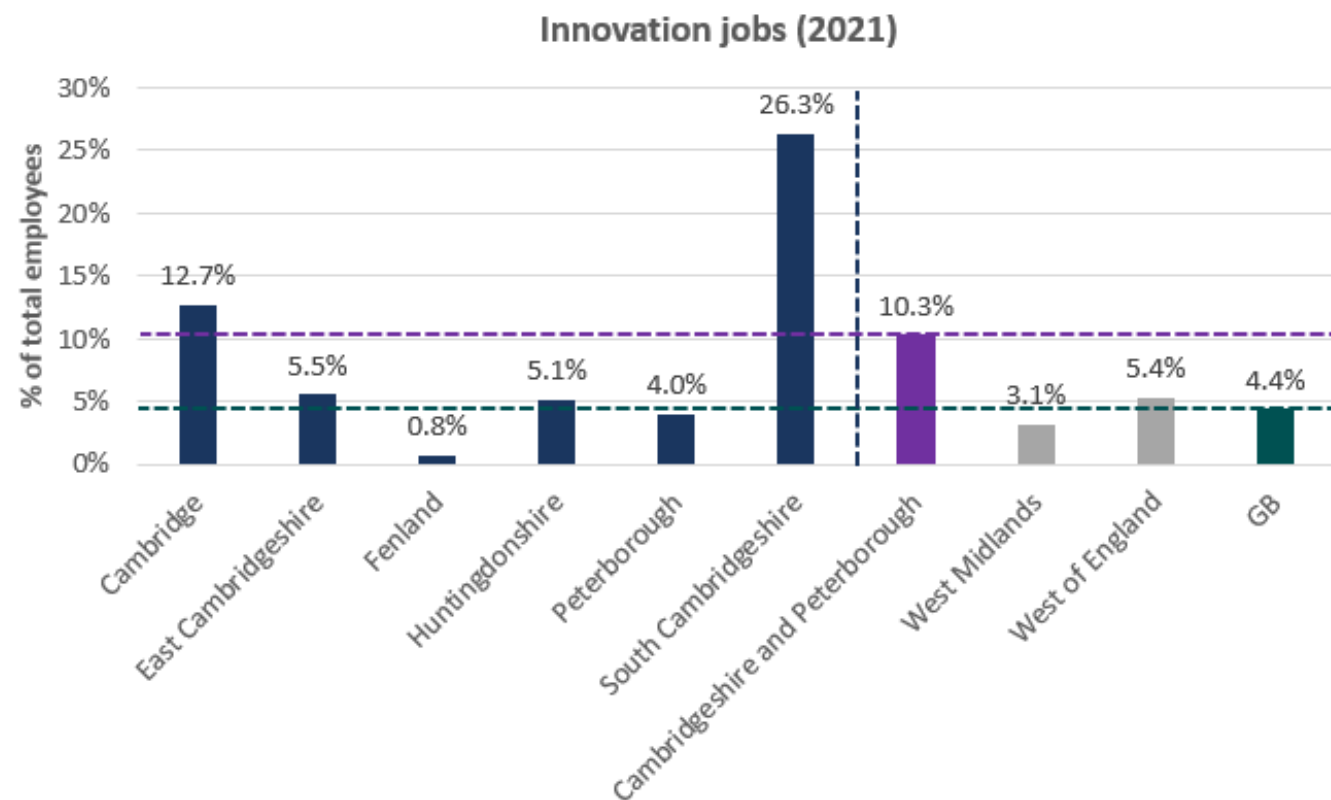
Foreign Direct Investment into Cambridgeshire and Peterborough

- Latest data shows that across 29 FDI investment projects into Cambridgeshire and Peterborough, a total of 1,351 new jobs were created, up from 782 the previous year.
- Cambridgeshire and Peterborough had a marked improvement against comparators, bucking falls nationally and regionally and having the highest FDI induced job creation per 100,000 population of all comparators. Although within the West Midlands, Coventry and Warwickshire (339) and Greater Birmingham (183) LEP areas have higher job creation from FDI investment projects.
- Over 2022/23, Cambridgeshire and Peterborough investment projects accounted for over half of the region's total jobs created.



Source: Department for Business & Trade Inward Investment Results 2022-23, ONS Population Estimates (2021)

Innovation (% of innovation jobs)



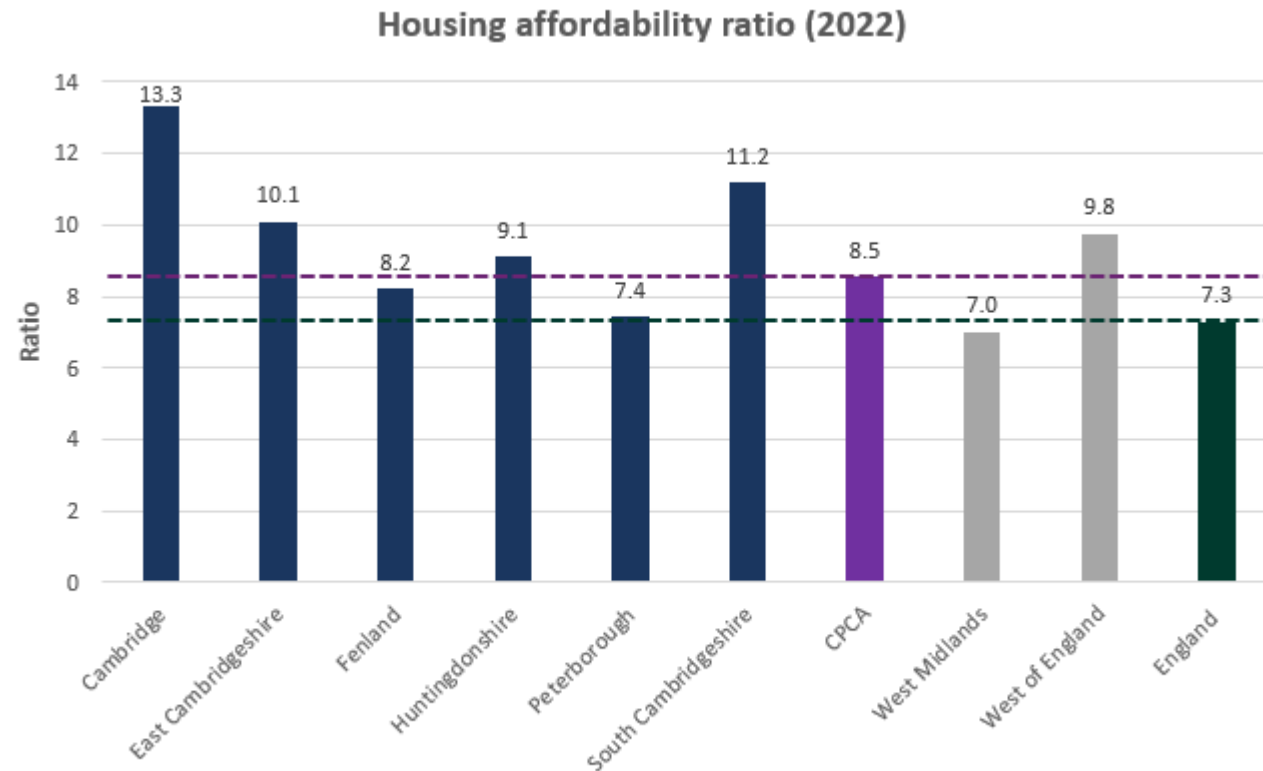
- Across Cambridgeshire and Peterborough, over 10% of employees are in innovation jobs in 2021, over double the national proportion.
- South Cambridgeshire and Cambridge are the main contributors, making up over three quarters of total innovation jobs across Cambridgeshire and Peterborough.
- Only Peterborough and Fenland have a lower proportion of innovation jobs than the national average.
- Fenland, which is also lower than the West Midlands proportion, has had a proportion consistently below 1% over the last 5 years.

Source: Metro Dynamics analysis of ONS Business Register and Employment Survey (2021)



Infrastructure

Housing – affordability ratio



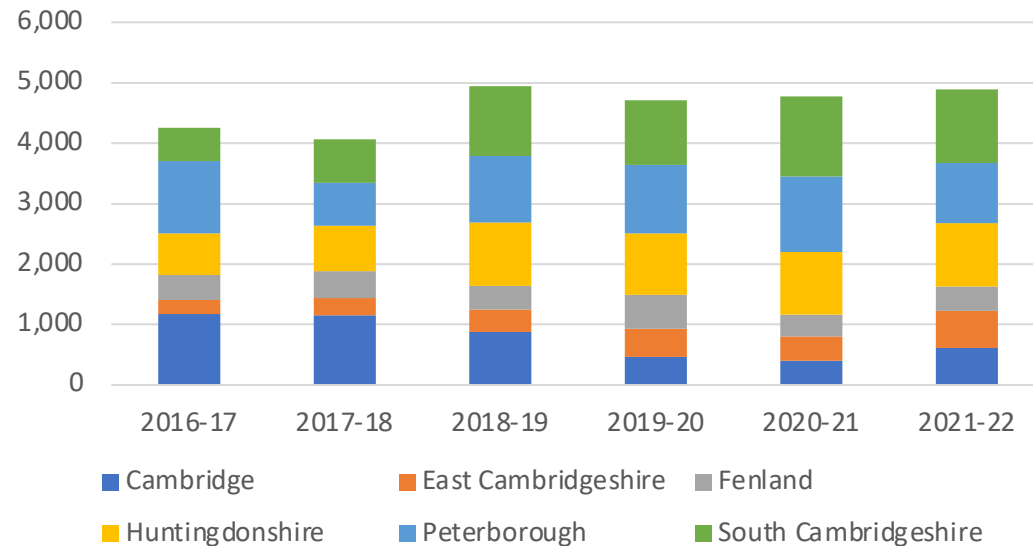
Note: Affordability ratio refers to the ratio between lower quartile house price (existing dwellings) to lower quartile gross annual workplace earnings

- There is variation amongst local authority districts, with Cambridge and South Cambridgeshire facing the most acute affordability constraints as per the affordability ratio.
- However, housing affordability is a challenge across the whole of Cambridgeshire and Peterborough, with house prices no lower than 7.4 times annual earnings.

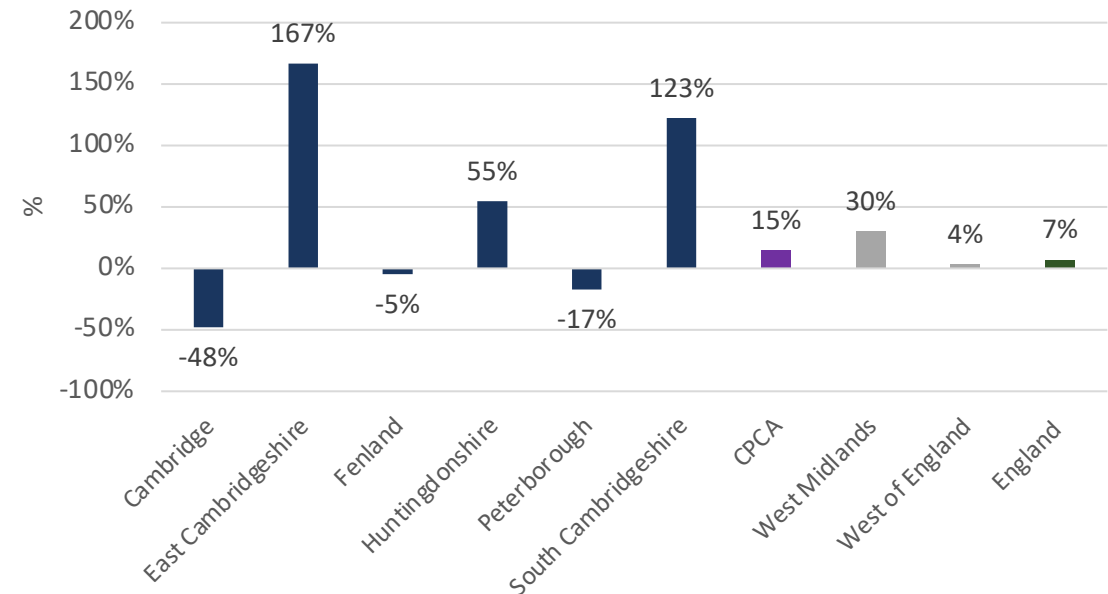
Source: ONS Housing Affordability in England and Wales: 2022, ONS House Price Statistics for Small Areas, ONS Annual Survey of Hours and Earnings

Housing – supply

Net additional dwellings (2016/17-2021/22)



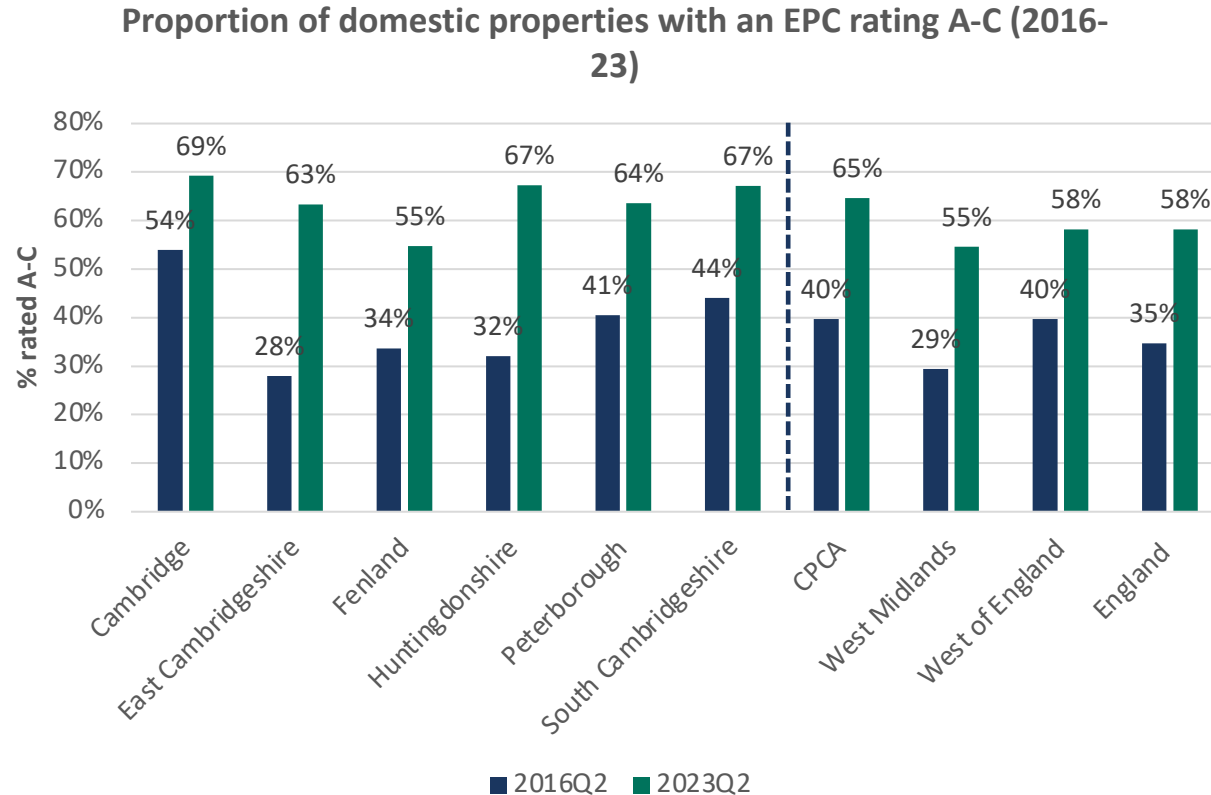
Growth in net additional dwellings (2016/17 - 2021/22)



- There were almost 5,000 additional dwellings across Cambridgeshire and Peterborough in 2021/22, up by 15% since 2016/17, although this remains slightly below levels seen in 2018/19, with the Pandemic impacting growth in supply, similar to the trend seen nationally post-pandemic.
- Huntingdonshire and particularly East and South Cambs have seen growth in supply, contributing to overall growth in Cambridgeshire and Peterborough above the national rate. Additional dwellings have doubled in both East and South Cambs.
- Supply has fallen across the other local authority districts, particularly Cambridge where supply has almost halved since 2016/17.
- Supply had increased in Peterborough falling a dip in 2017/18 but fell by a quarter between 2020/21 and 2021/22, country to most other areas.

Source: Department for Levelling Up, Housing and Communities Housing supply: net additional dwellings

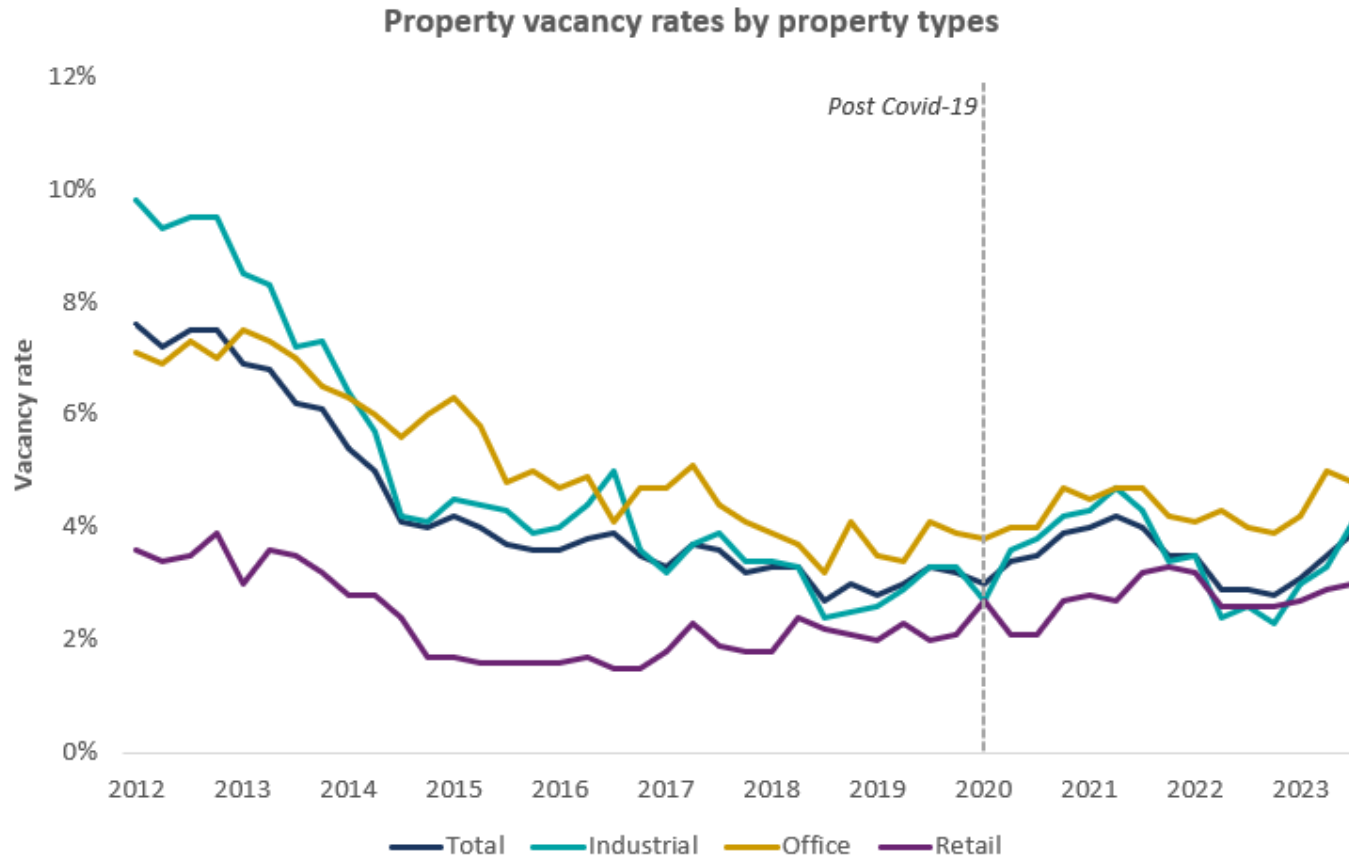
Housing – Retrofit



Source: Department for Levelling Up, Housing and Communities Energy Performance of Buildings Certificates (Domestic Energy Performance Certificates for all dwellings by energy efficiency rating)

- All local authority districts have made progress in retrofitting domestic properties, with most districts at or above two thirds of domestic properties with an EPC rating of A-C.
- Fenland is the only local authority with a lower proportion of A-C EPC rated properties than the national average despite progress since 2016.
- Cambridge remains the area with the highest proportion of A-C rated properties but only slightly above areas in Greater Cambridge and Peterborough.

Commercial vacancy rates

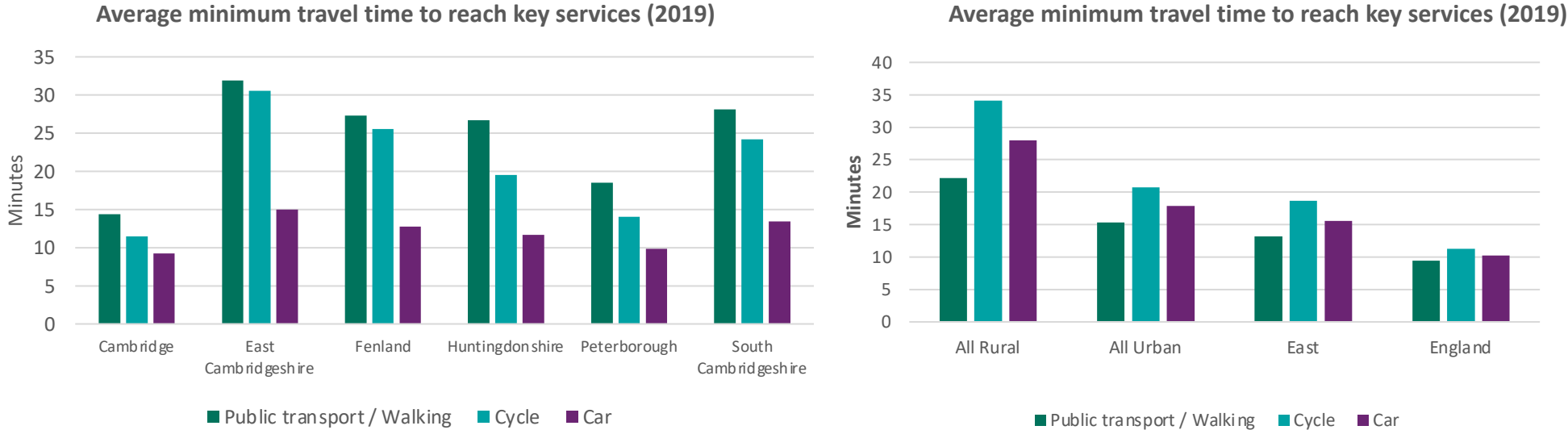


Source: Metro Dynamics analysis of CoStar data, Bidwells, Savills and Cheffins

- There is acute shortage of available laboratory space, with estimates in March that demand for space stands in excess of 1 million sq ft. Demand has brought forward schemes expected to deliver 370,000 sq ft this year and a more sustained supply pipeline for 2024 but this is expected to be below demand.
- Office vacancies were already highest among property types pre-pandemic and have remained so post covid as increased hybrid working is likely reducing demand for office space. Although the rate is below 7.6% seen nationally.
- Retail vacancies saw a slight increase up until the end of 2021 before stabilising at 3%, similar to the trend nationally. Retail services, although initially impacted by lockdowns, were largely able to continue to operate although under restrictions. Increase in the rate largely explained by increasing vacancies in Huntingdonshire.
- Industrial vacancies have been most volatile post-covid. Initial restrictions likely to have impacted the number of people able to work in industrial settings therefore reducing demand for space until mid-2021, when demand appeared to increase as restrictions were eased.
- From late last year, industrial vacancies have risen. High energy and input costs likely to be impacting producers who may have reduced production as a result, therefore reducing demand for industrial space. Recent increase in the industrial vacancy rate largely explained by increasing vacancies in Huntingdonshire and particularly South Cambs where industrial vacancies were at 8.5% in Q2 2023.
- Industrial vacancies have been consistently been below 1% in East Cambs and Fenland since 2021, indicating constrained supply, although the vacancy rate slightly increased in Fenland last quarter.

Transport

- Longer journey times using public transport in 4 of the local authority districts compared to rural areas in England highlight connectivity challenges facing the area despite a number of improvements being made. Challenges cited include rail connectivity such as the need for improvements on the East Coast Mainline, poor reliability on the bus network and major issues with road quality in the Fens.
- Looking towards the transition towards EVs the more urban areas of South Cambridgeshire, Cambridge and Peterborough all have charging point numbers broadly in line with the national average, while more rural areas of East Cambridgeshire, Huntingdonshire and Fenland have numbers significantly below the national average.

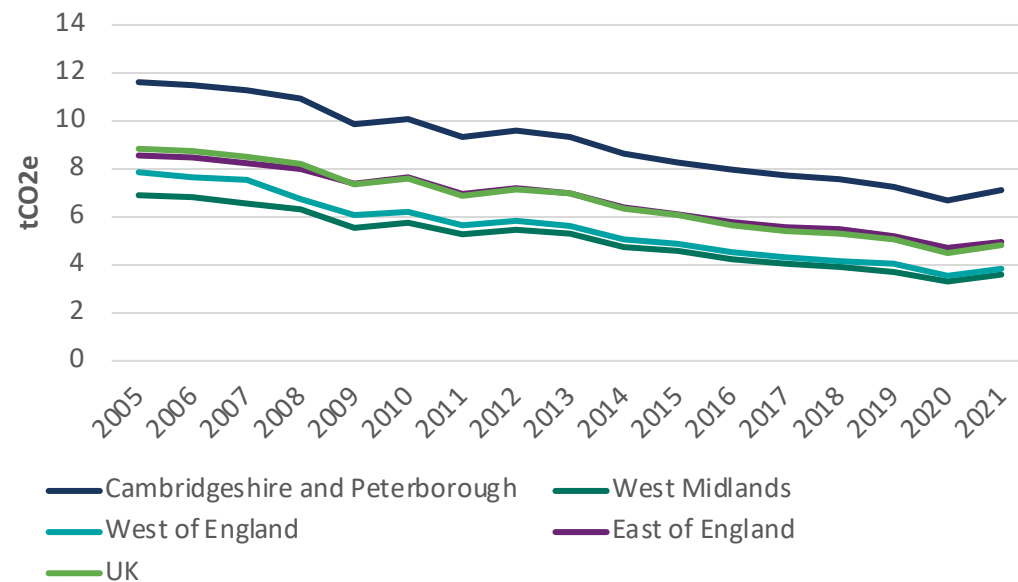


Source: Cambridgeshire & Peterborough Local Transport and Connectivity Plan, DfT
Journey time statistics

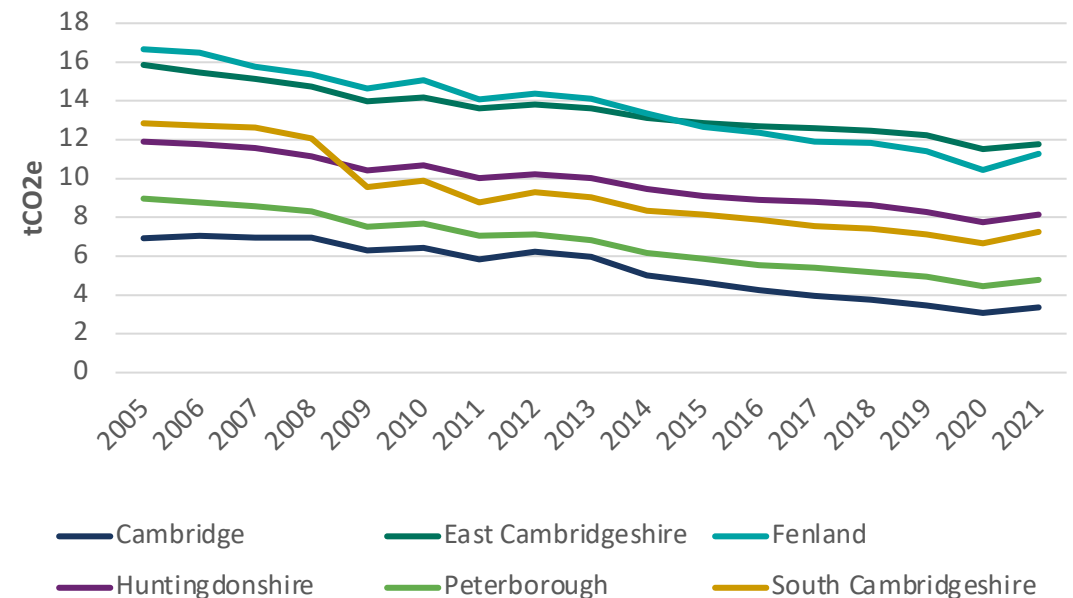
CO2 emissions

- Emissions slightly rose between 2020-21, primarily due to the increase in the use of road transport as nationwide lockdowns were eased, along with increases in emissions from power stations and the residential sector, matching trends across all areas.
- Between 2005-21, emissions per capita fell by 39% across Cambridgeshire and Peterborough, slower than all comparator regions,
- Transport has only seen a 4% reduction in emissions since 2005, making up a larger contribution of total emissions (up from 26% in 2005 to 34% in 2021).
- Only Cambridge (3.4) and Peterborough (4.8) are at or below the UK's 4.8 tCO2e per capita emissions, with East Cambridgeshire and Fenland at almost triple the emissions per capita, reflecting their rurality.

CO2 emissions per capita (2005-21)



CO2 emissions per capita (2005-21)



Source: Department for Energy Security & Net Zero UK local authority and regional greenhouse gas emissions national statistics: 2005-2021

Utilities - Water

Utilities continue to be a significant challenge across Cambridgeshire and Peterborough. These challenges are critical to consider in the context of climate change and delivering sustainable development.

- Decreasing water supply is now a major barrier to growth across the region, with development levels effectively capped across the East of England including Cambridgeshire. In June, the Environment Agency objected to five planning applications in South Cambridgeshire based on concerns over water supply, the first time it has raised objections to new housing over such concerns.
- Demand has increased post-pandemic, with population growth and continued hybrid working expected to increase this further over the next 25 years.
- To add to this, reductions in supply are needed to protect and restore important environments locally. Nearly all water from the region comes from chalk aquifers that feed chalk streams. In order to protect these rare streams, reductions amounting to more than half of current water availability are required.
- Options in place to expand supply include a water transfer from Grafham reservoir in Anglia Water's operating area and building a reservoir in the Cambridgeshire Fens, but these won't be ready until 2030, and the new reservoir is unlikely to be ready until the late 2030s so there remains a short-term issue to 2030, when caps from the Environment Agency on the amount water companies can take from sources come into effect.

Source: Cambridge Water Draft Water Resources Management Plan 2024, Water Resources East Draft Regional Plan

Utilities – Energy

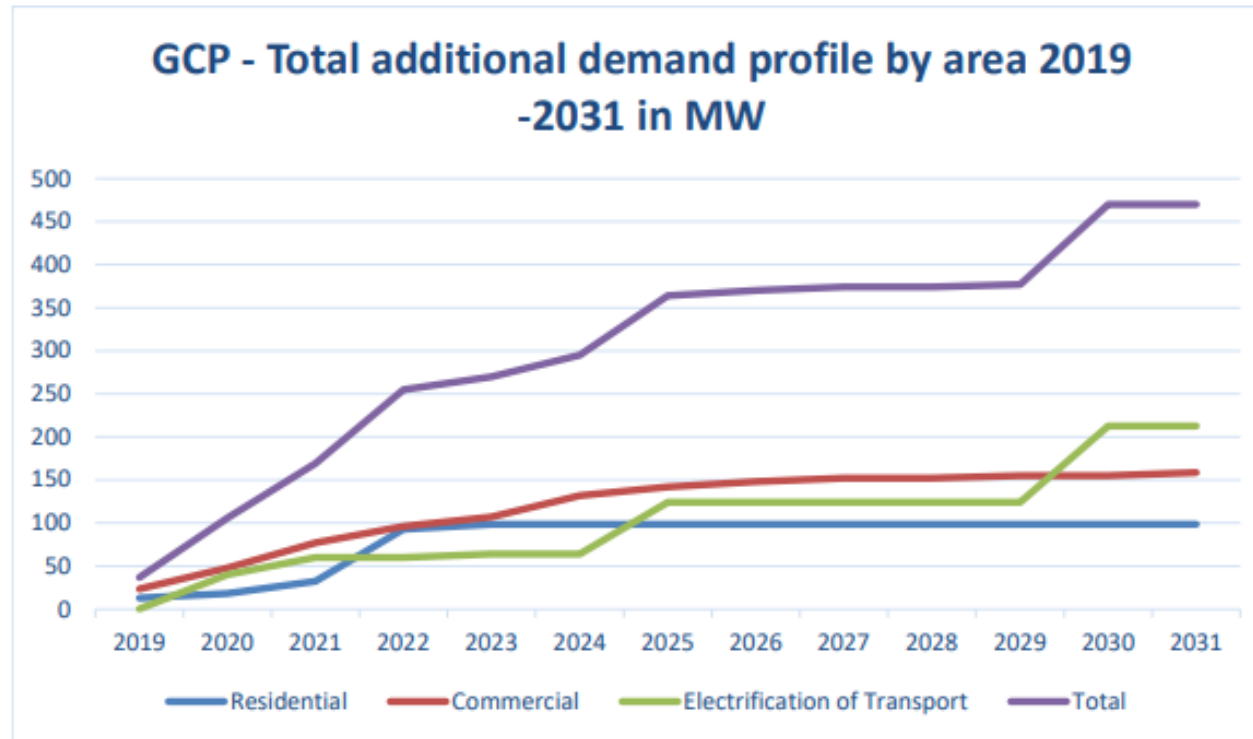


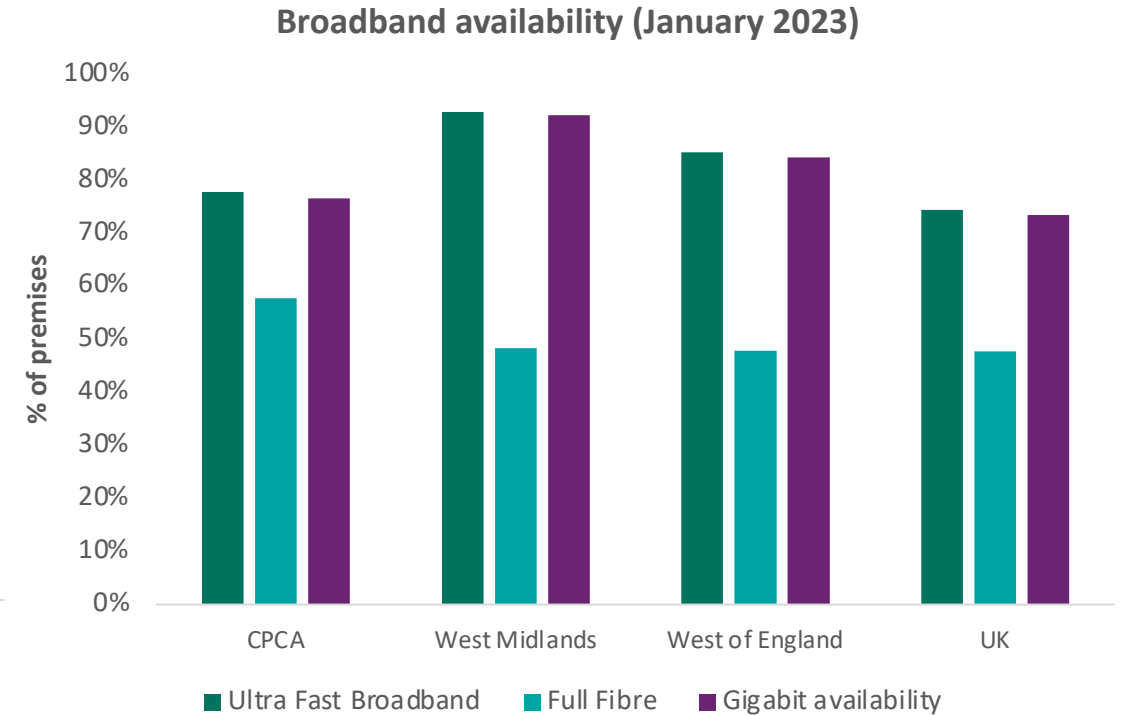
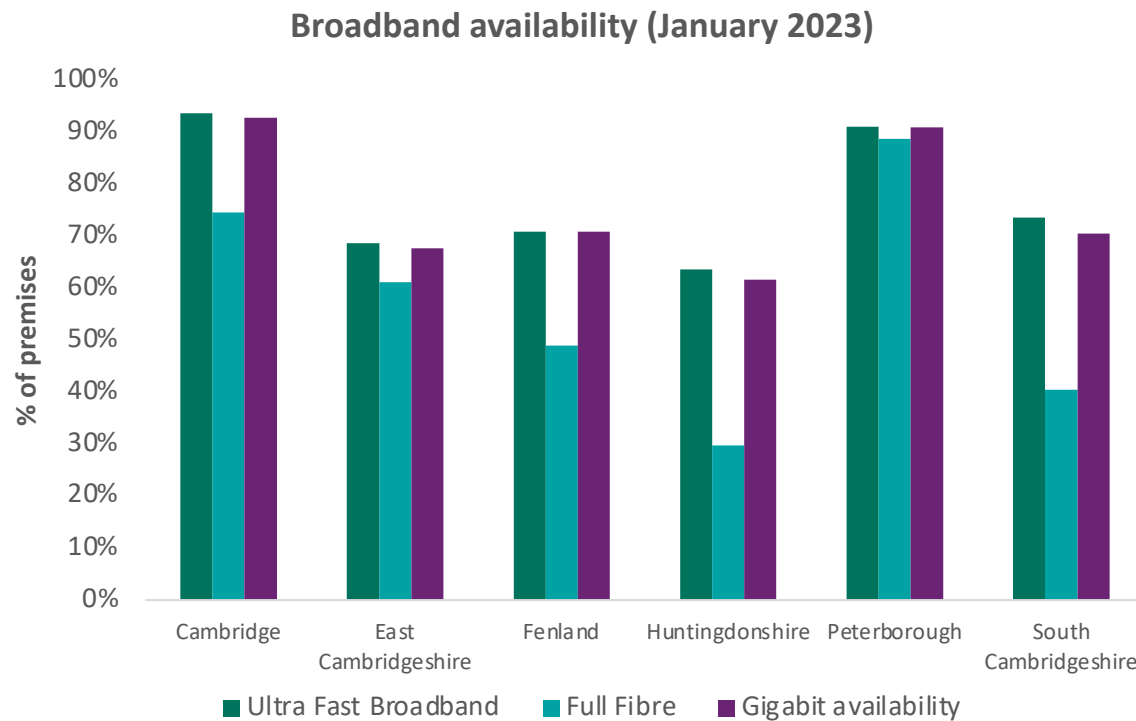
Figure 2.1 The cumulative additional demand profile by area together with the total cumulative demand profile from 2019-2031.

- UKPN advised that demand capacity for Greater Cambridge is 240 MW in 2019, with predicted electricity demand expected to triple to 710MW by 2031 mainly driven by business growth, home building and the electrification of transport and homes.
- There is limited capacity within the existing high voltage (132kV) primary substation network. The problems are particularly acute at Histon, Arbury and Fulbourn grid substations.
- The electricity grid network capacity is also constrained for generation, which means that opportunities to exploit renewable energy sources, such as solar power, cannot be fully realised until capacity is reinforced, therefore severely impacting localised generation of clean energy and ability to install Electric Vehicle (EV) charging points.
- Recently announced proposals for two new substations in Trumpington and East Cambridge would provide upgrades to the constrained network.

Source: GCP Electricity Grid Reinforcement Project Outline Business Case, Climate and Environment Advisory Committee June 2021

Digital connectivity

- Cambridge and Peterborough continue to perform well against the national average across connections.
- All districts have improved connections available since May last year, particularly on Full Fibre availability for residential premises, increasing from 45% to 58% in January this year across Cambridgeshire and Peterborough. But despite this progress, some districts, particularly those which are more rural, face more significant digital connectivity challenges.



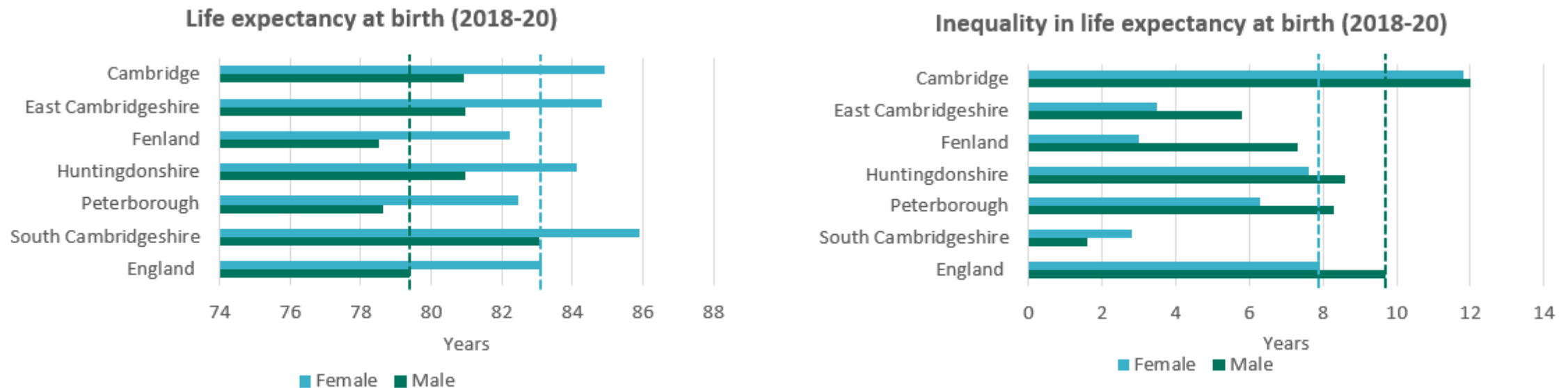
Source: Ofcom. Connected Nations update: Spring 2023.



Health and skills

Inequality in life expectancy

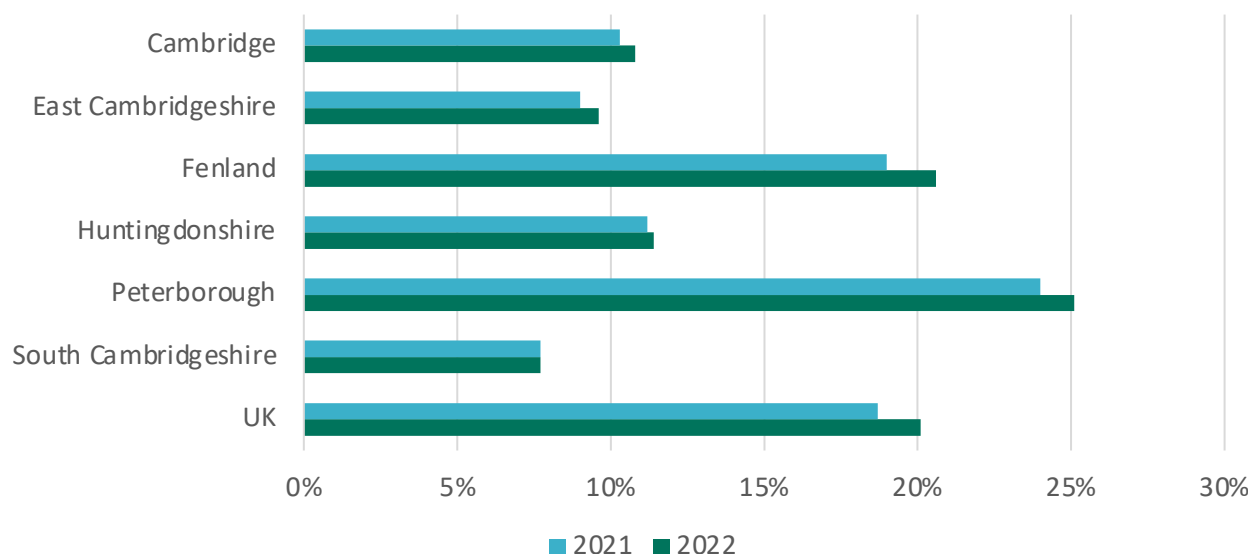
- Life expectancy generally higher across districts for males and females compared to the national average, other than in Fenland and Peterborough.
- There is a clear gap in quality of life across the region. In the regions most deprived neighbourhoods, healthy life expectancy is below the retirement age. Inequality in life expectancy is significantly higher in Cambridge, with a 12 year gap between life expectancy at birth between the most and least deprived areas.



Source: ONS Health State Life expectancy (2018-20), Office for Health Improvement & Disparities Inequality in life expectancy at birth (2018-20)

Health deprivation – child poverty

Percentage of children living in relative low income families
(2021-22)

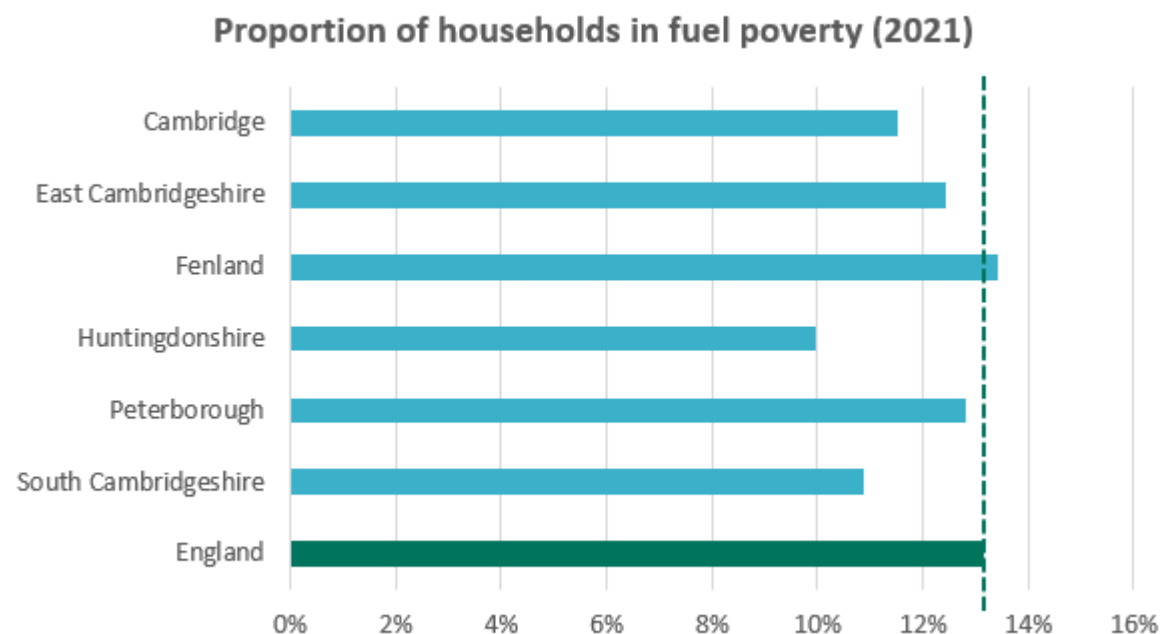


- There continues to be variation in the proportion of children living in relative low income families among local authority districts. Most districts have a lower proportion of children living in relative low income families including South Cambs which has one of the lower rates across the county at 7.7% (Richmond Upon Thames lowest at 5%), whereas it is as high as 25% in Peterborough (42% in Leicester highest across the UK).
- Peterborough has a higher proportion of children living in relative poverty compared to regionally and nationally, with Fenland at the national rate, experiencing the largest percentage point increase between 2021 and 2022.

Note: Relative low income is defined as a family in low income Before Housing Costs (BHC) in the reference year. A family must have claimed Child Benefit and at least one other household benefit (Universal Credit, tax credits, or Housing Benefit) at any point in the year to be classed as low income in these statistics.

Source: Department for Work & pensions Children in low income families: local area statistics, financial year ending 2022

Health deprivation – fuel poverty



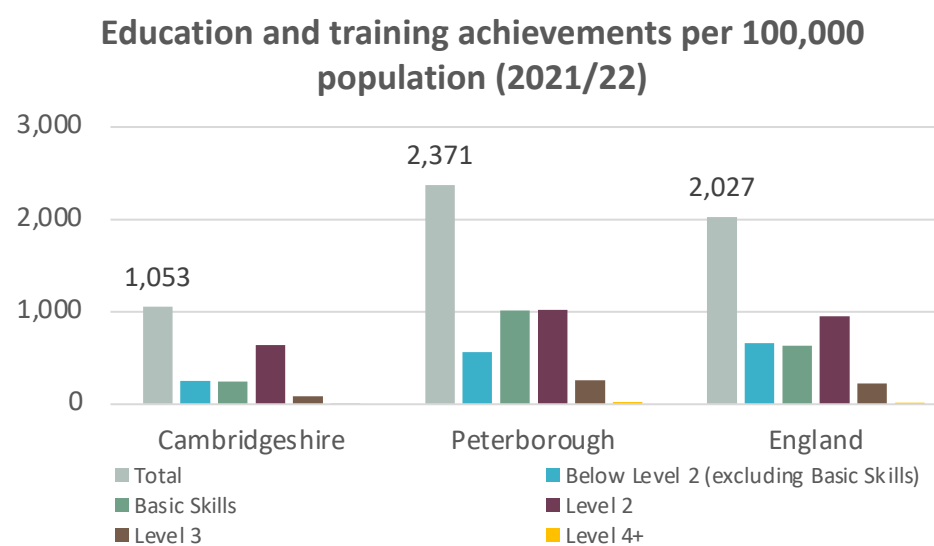
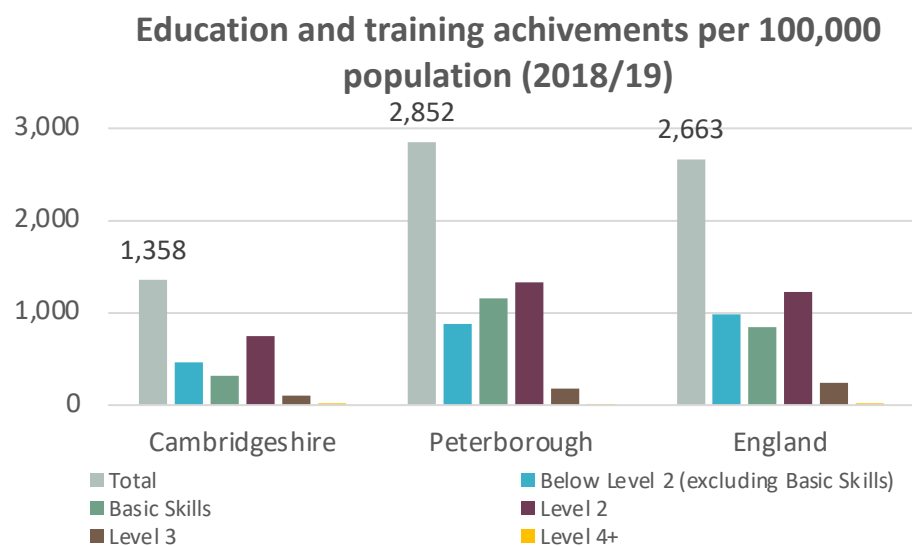
Note: The Low Income Low Energy Efficiency fuel poverty metric considers a household to be fuel poor if it is living in a property with an energy efficiency rating of band D, E, F or G and its disposable income (income after housing costs (AHC) and energy needs) would be below the poverty line

- Most recent data available at a local authority level are for 2021, which do not take into account rapid price rises over the last year in energy. In 2022, 13.4% of households were estimated to be in fuel poverty in England in 2022 and this is projected to increase to 14.4% (3.53m households) in 2023.
- Using National Energy Action's definition of fuel poverty that a household is fuel poor if it needs to spend more than 10% of its income on energy to provide a satisfactory heating regime, the government has estimated 8.8m households could be classed as fuel poor in 2023, although this would be reduced once the delay to the Energy Price Guarantee and reductions in fuel prices over the second half of 2023 are factored in.
- In 2021, all districts were either at or had a lower proportion of households defined as fuel poor than the national average. Given the above, fuel poverty is expected to increase across all areas once more recent data is released at a local level.

Source: BEIS/Department for Energy Security & Net Zero Sub-regional fuel poverty in England 2023 (2021 data).

Education and Training: Achievement Rates

- Total achievements were impacted significantly due to the disruption caused by the pandemic and have not yet returned to pre-pandemic levels; achievements are down 17% and 9% from 2018/19 levels in Cambridgeshire and Peterborough respectively, but showing greater signs of recovery than the 23% fall seen nationally.
- Level 3 and 4 achievements have grown in Peterborough, although making up a small proportion of total achievements, whereas achievements in Cambridgeshire have fallen across the board.

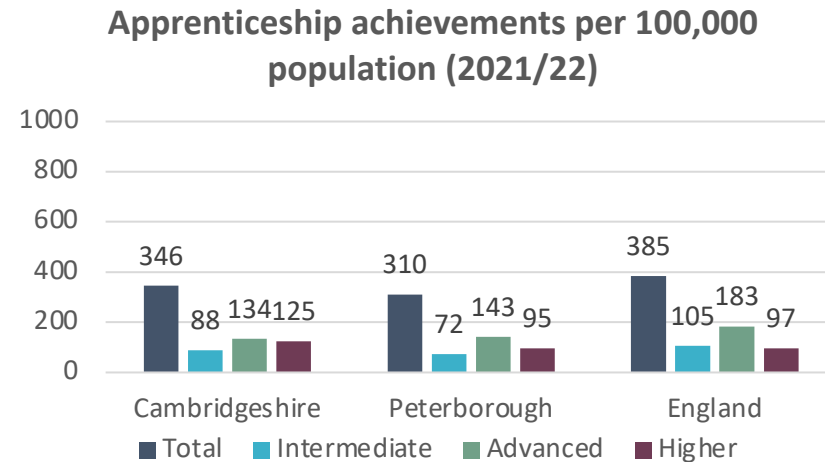
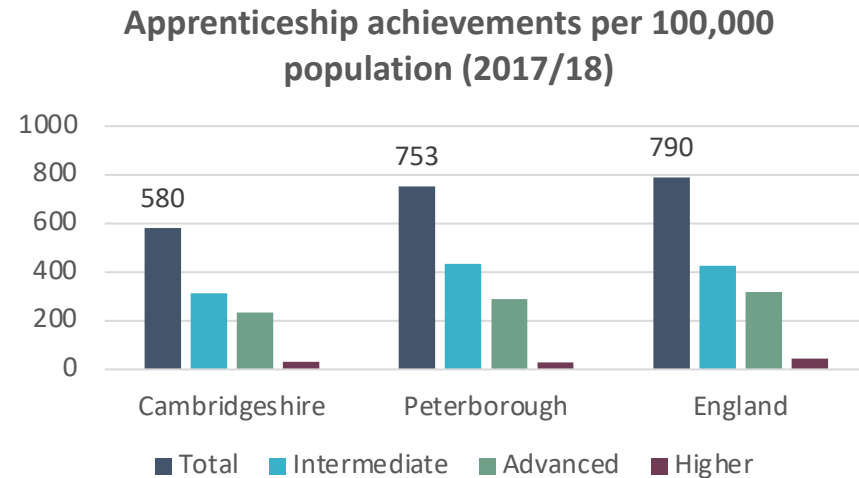


Note: 2022/23 data are provisional and only covers the first three quarters of the academic year so we report on 2021/22 as it is most recent year with data covering the full academic year

Source – DfE Further education and skills 2021/22

Apprenticeships: achievements

- Despite an increase in apprenticeship total achievements between 2019/20 and 2020/21 following the initial easing of covid related restrictions, achievements fell again to 2021/22 and were 36% and 54% lower than in 2017/18 in Cambridgeshire and Peterborough respectively, similar to falls seen nationally and regionally.
- Higher apprenticeship achievements have risen in contrast to other types, similar to trends regionally and nationally but rises have been higher across Cambridgeshire and Peterborough, where higher achievements have more than doubled with Cambridgeshire now having a higher number of achievements in higher apprenticeships per 100,000 population.



Note: 2022/23 data are provisional and only covers the first three quarters of the academic year so we report on 2021/22 as it is most recent year with data covering the full academic year

Source – DfE Apprenticeships and traineeships 2021/22



Business Board	Agenda Item 2.2
4 September 2023	

Title:	Budget and Performance Report
Report of:	Bruna Menegatti, Finance Manager
Lead Member:	Chair of the Business Board, Al Kingsley
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required.

Recommendations:

A	Note the financial position of the Business elements of the Economy and Growth Directorate for the financial year 23/24 to July 2023
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Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
	Increased connectivity
	Enabling resilient communities
x	Achieving best value and high performance

1. Purpose

1.1	To provide an update of the financial position for 2023/24 and to provide analysis against the 2023/24 budgets, up to the period ending July 2023
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2. Background

2.1	At the last meeting, the Board was provided with an analysis of the 2023/24 Business annual budget. This report provides an update of the performance against budget up to the period ending July 2023.
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3. Revenue Income and Expenditure

- 3.1 A breakdown of the Economy and Growth Directorate Business Grant income for the period to 31 July 2023 is set out in Table 1 below.

Table 1

Business Grant Income	23/24 Actual YTD £k	23/24 Budget YTD £k	23/24 Var YTD £k	23/24 Budget FY £k	23/24 FO FY £k	23/24 Var FY £k	23/24 Deferral £k
Enterprise Zone Receipts	-	-	-	-913	-913	-	-
ESF - Growth Service	-	-	-	-389	-389	-	-
Growth Fund Contribution	-	-	-	-120	-120	-	-
Growth Hub (BEIS)	-	-123	-	-246	-246	-	-
LEP Core Funding (BEIS)	-	-	-	-375	-375	-	-
UK SPF Revenue	-	-	-	-1,522	-1,522	-	-
UK SPF topslice	-	-	-	-158	-158	-	-
Total Business Grant Income	-	-123	-	-3,723	-3,723	-	-

- 3.2 No income has been received to date. The total income budget for the year is £3.7m.
- 3.3 At present no changes to the budget are expected, therefore the forecast outturn is set at the same level as the budget.

- 3.4 A breakdown of the Economy and Growth Directorate Business Revenue Expenditure for the period to 31 July 2023 is set out in Table 2 below.

Table 2

Business Revenue Expenditure	23/24 Actual YTD £k	23/24 Budget YTD £k	23/24 Variance YTD £k	23/24 Budget FY £k	23/24 FO FY £k	23/24 Variance FY £k	23/24 Slippage £k
Business Growth Fund	-	-	-	156	156	-	-
CRF Start & Grow Project	175	-	-175	-	-	-	-
Economic Rapid Response Fund	12	-	-12	-	-	-	-
Growth Co Services	1,594	2,620	1,026	4,776	4,776	-	-
Growth Hub	-	-	-	41	41	-	-
Insight and Evaluation Programme	114	25	-89	75	75	-	-
Local Growth Fund Costs	-	81	81	242	242	-	-
Marketing and Promotion of Services	-	12	12	38	38	-	-
UK Shared Prosperity Fund	-	-	-	158	158	-	-
Total Business Revenue Expenditure	1,895	2,738	843	5,606	5,606	-	-

- 3.5 Expenditure to date is £0.8m lower than budget to date.
The main variance is on Growth Co Services (£1m). At present, there is a high level of confidence that the majority, if not all, the budget will be spent by the end of the contract in December 23.
- 3.6 At present no changes to the budget are expected, therefore the forecast outturn is set at the same level as the budget.

4. Capital Budget

- 4.1 A breakdown of the Economy and Growth Directorate Business Revenue Expenditure for the period to 31 July 2023 is set out in Table 2 below.

Table 3

Business Capital Expenditure	23/24 Actual YTD £k	23/24 Budget YTD £k	23/24 Variance YTD £k	23/24 Budget FY £k	23/24 FO FY £k	23/24 Variance FY £k	23/24 Slippage £k
Business Rebound & Growth Service - Capital Grant and Equity Fund	-	-	-	1,750	1,750	-	-
College of West Anglia - Net Zero	-	-	-	1,124	1,124	-	-
Expansion of Growth Co Inward Investment	400	400	-	400	400	-	-
Growth Works Additional Equity Fund (cap)	651	4,800	4,149	7,616	7,616	-	-
Illumina Accelerator	-	400	400	800	800	-	-
Ramsey Food Hub	-	50	50	302	302	-	-
Rural England Fund	-	-	-	804	804	-	-
Start Codon (Equity)	-	295	295	885	885	-	-
UK SPF Core (cap)	-	-	-	716	716	-	-
Total Business Capital Expenditure	1,051	5,945	4,894	14,034	14,034	-	-

- 4.2 The expenditure to date of £1m is £4.9m below the budget to date.
The major variance is on Growth Works Additional Equity Fund (£4.1m). Although the team is committed to spend the full budget, there is a high risk that this will not be happening, due to the limited time available to bring this to completion
- 4.3 At present no changes to the budget are expected, therefore the forecast outturn is set at the same level as the budget.

5. 2023-24 Budget and Capital Programme

<u>Economy and Growth</u>	23/24 £'k	24/25 £'k	25/26 £'k	Total approved to spend £'k	23/24 £'k	24/25 £'k	25/26 £'k	Total project budget £'k
College of West Anglia - Net Zero	876			876				876
IEG Student Space	260	99		359				359
Rural England Fund					2,411			2,411

6. Recycle fund

6.1 The Recycled Funds and EZ tables are still pending update following the Combined Authority ratifying the Business Board's recommendation to commit the majority of these funds to New Economy and Team Cambridgeshire initiatives at their previous meeting.

Recycled Capital	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-						
	13,306	-5,152	-3,024	-3,208	-3,392	-3,576	-3,760
<i>Forecast Expenditure</i>	10,399	2,650	0	0	0	0	0
<i>Forecast Income</i>	-2,245	-522	-184	-184	-184	-184	-2,024
Closing Balance	-5,152	-3,024	-3,208	-3,392	-3,576	-3,760	-5,784
Recycled Revenue	22-23	22-23	22-23	22-23	22-23	22-23	22-23
Opening balance	-318	-472	-562	-634	-702	-765	-823
<i>Forecast Expenditure</i>	0	0	0	0	0	0	0
<i>Forecast Income</i>	-154	-89	-73	-68	-63	-58	-321
Closing Balance	-472	-562	-634	-702	-765	-823	-1,144
Combined	22-23	22-23	22-23	22-23	22-23	22-23	22-23
Opening balance	-						
	13,625	-5,624	-3,585	-3,842	-4,094	-4,341	-4,582
<i>Forecast Expenditure</i>	10,399	2,650	0	0	0	0	0
<i>Forecast Income</i>	-2,399	-611	-257	-252	-247	-242	-2,345
Closing Balance	-5,624	-3,585	-3,842	-4,094	-4,341	-4,582	-6,928

7. Enterprise Zone

Forecast EZ income and expenditure	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Total Income	-£913	-£913	-£913	-£913	-£913
Total Expenditure	£833	£415	£415	£415	£415
Annual (surplus) deficit	-£80	-£498	-£498	-£498	-£498
Cumulative Balance	-£753	-£1,251	-£1,749	-£2,248	-£2,746

N.B. Rates figures shown are for the previous fiscal year

8. Appendices

8.1 None

9. Implications

Financial Implications

9.1 There are no financial implications other than those included in the main body of the report.

Legal Implications	
9.2	The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.
Public Health Implications	
9.3	N/A
Environmental & Climate Change Implications	
9.4	N/A
Other Significant Implications	
9.5	N/A
Background Papers	
9.6	None



Business Board	Agenda Item 3.1
4 September 2023	

Title:	Strategic Funds Management Review
Report Officer:	Interim Associate Director Business, Steve Clarke
Lead Member:	Chair of the Business Board, Al Kingsley
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

Recommendations:

A	To note the updates contained within this report
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Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities

1. Purpose

1.1	This report provides the Business Board with the regular update on the strategic funding programmes related to the work of the Economic and Growth team, this report covers progress to 18 th August 2023.
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2. Update

2.1	<p>The Business Board has oversight of funds that are related to Local Enterprise Partnership led activity, plus other more recent funding which the Economy and Growth Directorate have bid and secured which the Business Board have an input or interest in.</p> <p>The funds referenced in this report are listed below:</p>		
	Local Growth Fund (LGF)	£146.7million	Programme outcomes being delivered from invested projects in programme until 2030. Recycled LGF returned from projects over medium term, Business Board awarded £4.7million recycled LGF last year still being monitored.
	Getting Building Funding (GBF)	£14.6million	Business Board awarded the £14.6m GBF to the University phase 2 project invested Propco2 for delivery

Levelling Up Fund (LUF) round 1	£20million	Peterborough City Council recipients of capital grant for the University Phase 3 Living Lab. Business Board awarded £2million match funding from recycled LGF.
Levelling Up Fund (LUF) round 2	£48million	Combined Authority secured £48million to deliver Peterborough Station Quarter project
UK Shared Prosperity Fund (SPF)	£9.8million	Combined Authority managing portfolio of 31 projects through Local Authority partners
Rural England Prosperity Fund (REPF)	£3.2million	Combined Authority managing REPF capital grant scheme through four rural Local Authority partners
Create Growth Programme	£1.275million	Three County partnership with the New Anglia LEP and University partners to deliver seed funding support in creative sector
Gainshare	£25.6million	Combined Authority delivering Business and Social impact investment fund (£10million). Included for reference but not covered in this report: Market Towns phase 1 (£13.1million), Market Towns phase 2 (£2.5million)

2.2 CURRENT SPEND ON LIVE PROJECTS:

The spend to end May 2023 on Business Board projects awarded with Recycled Local Growth Funds shown below:

Project Title	Project Description	Strategic Growth Ambition Fit	Grant Funding Amount	Spend to Date	Leverage Funding	End of Project Monitoring
Illumina Genomics Accelerator	Investment in start-up life science companies	Economic & Growth	£2,000,000	£900,000	£29,000,000	2030
Start Codon Life Science Accelerator	Provides support and seed-funding to High Potential Companies	Reducing Inequality	£3,342,250	£1,820,090	£12,000,000	2030
Business Growth Service - Inward Investment expansion	Investment in the inward investment element of the Growth Works programme	Economic & Growth	£400,000	£400,000	£0	2030
Barn4 specialist growing facilities	Containerised growing systems on NIAB's Park Farm	Innovation	£400,000	£400,000	£332,785	2025
Fenland Hi-Tech Futures	An investment in equipment for the North Cambs Training Centre	Economic & Growth	£400,000	£400,000	£237,000	2025
COWA Net Zero Project	Develop a centre for green skills specialisms and coordinate skills across Fenland	Health and Skills	£2,000,000	£0	£8,262,471	2030
Ramsey Produce Hub	project will deliver improvements to the Great Whyte, commercial heart of Ramsey	Infrastructure	£1,158,525	£0	£295,000	2027
Centre for Green Technology	Building design at Peterborough College	Infrastructure	£397,093	£397,093	£39,709	2027

	University of Peterborough Phase 3	Phase 3 teaching building on ARU Peterborough site	Infrastructure	£2,000,000	£2,000,000	£24,000,00	2032
	Total Funding			£12,097,868	£5,632,581	£50,166,965	
2.3	LOCAL GROWTH FUND PROGRAMME DELIVERY & MONITORING <p>The only project still defraying the original LGF programme funds at a project level is Start Codon and of the £3million awarded which was capital swapped in March 2021 there remains £1.8million contractually left to be defrayed.</p> <p>All other projects listed above and in Appendix 1 are funded from the Recycled LGF and are currently expected to spend all funds awarded subject to any change requests that may come forward.</p> <p>College of West Anglia (COWA) are bringing forward a Project change Request (PCR) in a separate paper at this Business Board meeting for the Net Zero Training Centre project which the Business board has awarded £2million recycled LGF as match leverage for the project.</p> <p>The quarterly Monitoring of all projects has been undertaken during July and August with the full list of projects and outputs listed at Appendix 2. The total number of Jobs and Apprenticeships currently recorded through the monitoring process of whole Business Board strategic funds programme currently stands at 13971 as of 18th August 2023.</p> <p>The Appendix 2 also contains a case study of the University of Cambridge West Hub project which the Business Board awarded £3million of Local Growth Funding in 2020.</p> <p>The Business Growth Service objective evaluation has been completed and the final draft shared to the Business Board members during July.</p>						
2.4	UK SHARED PROSPERITY FUND <p>The Strategic Funds team have received signed grant funding agreements from Local Authorities and delivery organisations for all projects except for the Wisbech Anti-Social Behaviour project which is being chased. Several have now been counter signed-off and first claims for project funding and admin costs are being processed.</p> <p>DLUHC have formally confirmed carry forward of all unspent funds from 2022/23 into 2023/24 with a new profile of budget spend agreed.</p> <p>The Rural England Prosperity Funding Implementation plan was agreed at the last Business Board and Combined Authority board and the strategic funds team are now working up Grant Funding Agreements for the relevant district councils and specific projects identified in the implementation plan.</p>						
2.5	GAINSHARE <p>Procurement continues for an Investment Fund delivery contractor for the Business Growth Investment Fund project. An invitation to tender (ITT) and specification is being released to the market during early September, with target for contract award and contract commencement by late October.</p> <p>The Market Towns Programme (Phase 2) Programme funding contracts have been signed with the delivery partners in each workstream within the programme.</p> <p>An update report on the delivery milestones and first outputs/outcomes will now be presented to the Business Board, and Combined Authority Board, at their meetings in January 2024.</p>						
2.6	GETTING BUILDING FUND <p>The Materials and Manufacturing Research and Development Innovation centre fully built by the Peterborough Research and Development Property Company Ltd (Propco2) has been concluding agreement with the new partner to join the Joint Venture company and take head lease space in the building. The new partner will be managing and marketing the space within the innovation centre. The whole of the second floor is still under consideration for a new sub-lease from the head lease for a health led innovation facility.</p>						
2.7	CREATE GROWTH FUND <p>The recruitment for the cohorts in Cambridge and Peterborough has commenced with the 12 weeks programme scheduled for both locations in 2024</p>						

	For the Peterborough cohort, which will commence in February, the deadlines are 22 December 2023 for expressions of interest (EOI) and 12 January for applications. The Cambridge cohort will commence later in September 2024 and the deadlines are 21 June 2024 for EOIs and 5 July 2024 for applications. The Creative East team have engaged with Faculty of Business, Innovation and Entrepreneurship plus Faculty of Creative and Digital Arts and Sciences at ARU Peterborough and Cambridge for input into the programme.
2.8	<p>UKRI INNOVATE UK BIDS</p> <p>LOCAL INDUSTRIAL DECARBONISATION PLAN</p> <p>IDEC - Industrial Decarbonisation in Essex and Cambridgeshire bid was submitted to Innovate UK on the 2nd August 2023; this is a partnership between The Welding Institute (TWI), Anglia Ruskin University (ARU) & Combined Authority to support the development of a cluster decarbonisation plan for the Essex and Cambridgeshire area. A decision is due to be made on the 18th September 2023.</p> <p>INNOVATION LAUNCHPAD</p> <p>Government has now confirmed it is likely to announce in the summer regards the two Expressions of Interest (EOI) that the Combined Authority submitted to UK Research and Innovation (UKRI) in response to a call in England for Innovation Launchpads.</p>

3. Appendices

3.1	Appendix 1 – Monitoring report Sept 23 - Projects in delivery phase
3.2	Appendix 2 – Programme monitoring Sept 23 delivery and completed

4. Implications

Financial Implications	
4.1	None
Legal Implications	
4.2	None
Public Health Implications	
4.3	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.
Environmental & Climate Change Implications	
4.4	The programmes of funding contain various projects which will deliver impacts for environment and climate through wider changes and innovations in sectors such as Agri-food, green engineering, life sciences and digital that are Cambridgeshire and Peterborough global strengths. Success in these sectors will contribute to the global environmental and climate response.
Other Significant Implications	
4.5	None
Background Papers	
4.6	<p>Community Renewal Fund Award Approval Combined Authority Board 24 Nov 2021 Agenda item 3.6</p> <p>Getting Building Fund Award Approval Combined Authority Board 25 Nov 2020 Agenda Item 3.5</p>

	<p>Levelling up Project Approval Combined Authority Board 30 June 2021 Agenda Item 7.2</p> <p>UK Shared Prosperity Fund Implementation Plan Approval Combined Authority Board 22 March 2023 Agenda Item 7.4</p> <p>Gainshare Business Growth Fund Approval Combined Authority Board 30 November 2022 Agenda Item 4.5</p> <p>Gainshare Market Towns Phase 2 Approval Combined Authority Board 22 March 2023 Agenda Item 5.4</p>
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Agenda Item 3.1	Appendix
Monitoring report Sept 23 - Projects in delivery phase	1

Appendix 1 – Monitoring data for projects in Delivery mode

Current approved live projects at August 2023 which are still in delivery phase are listed below with indication of their output progress to date:

Project Title	Job Creation (Forecast)	Actual	Apprenticeships (Forecast)	Actual	Area New or Improved Learning/ Training Floorspace (m2)(Forecast)	Actual	Commercial Floorspace Created (m2) (Forecast)	Actual	Commercial Floorspace Refurbished (m2) (Forecast)	Actual	Commercial Floorspace Occupied (m2) (Forecast)	Actual	Enterprises Receiving Grant Support (Forecast)	Actual	Businesses Receiving Other Grant Support (Forecast)	Actual	Businesses Receiving Non-Financial Support (Forecast)	Actual
Illumina Accelerator	1,033	99	2					730	437	730	437		10	15		6	6	
Startcodon Accelerator	5,190	238												48	14	48	14	
Growth Works Inward Invest	280	140													10			
Barn4 facilities	34	27					118	118	300	300			1	1			10	10
Fenland Hi-Tech Futures	32		150		350													
COWA Net Zero Project	37		300		226													
Ramsey Produce Hub	13		5						860		260							
Centre for Green Tech	8		60															
University of Peterborough		964	37		4,500	4,500												

LGF Quarterly Monitoring September 2023



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

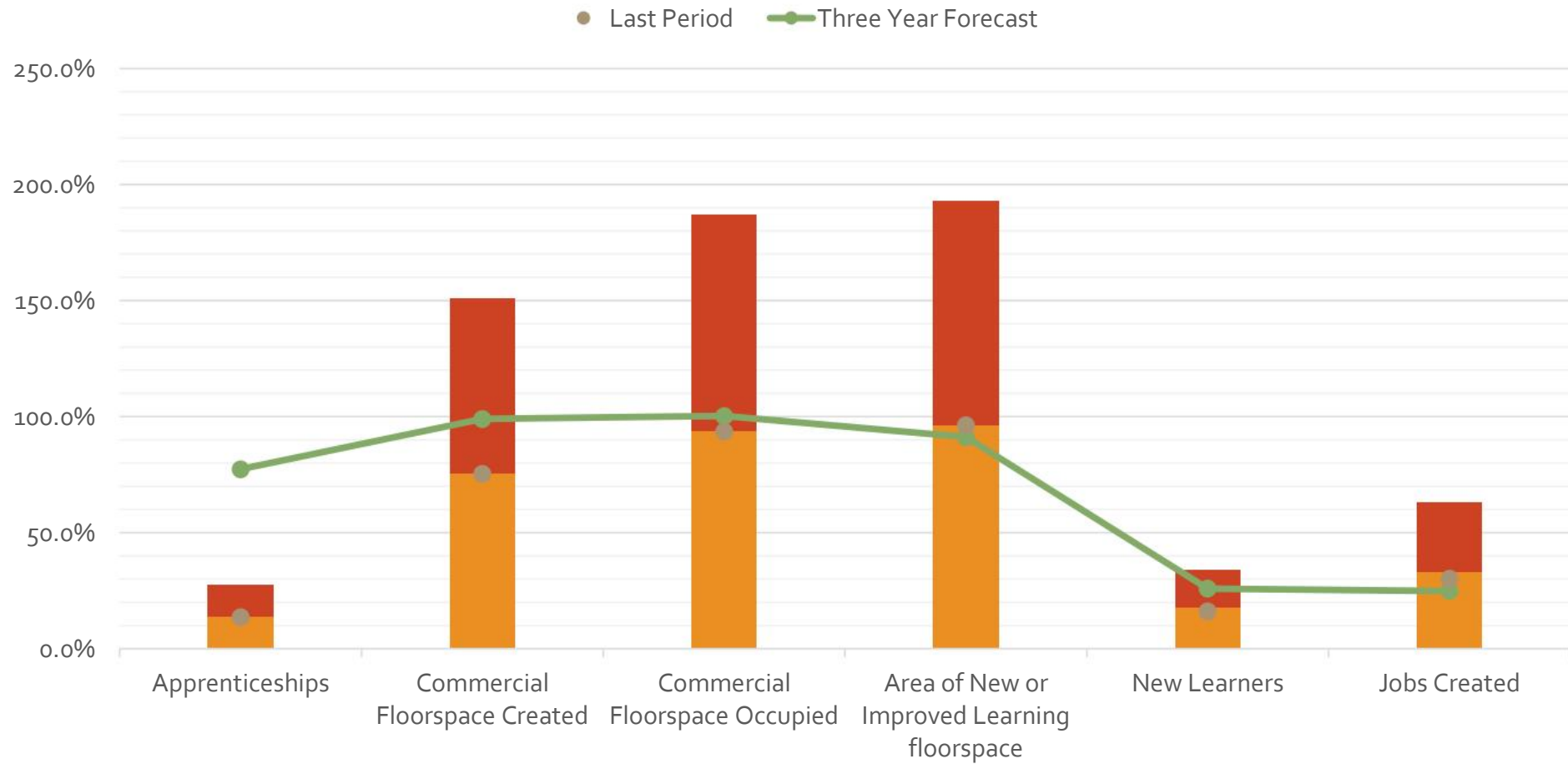


Background

- The Business Board have supported several projects with different funding options:
 - 49 projects
 - 8 – equity Investment – £27,425,250, 36 – grants - £112,095,043, 5 – loans - £6,588,000
- There have been some projects that have either been cancelled post award or cancelled due to not being viable
- Evaluation of the remaining projects is ongoing with projects having monitoring end periods of between 3 & 30 years. The following slides outline the current position of the LGF outputs & outcomes
- As part of this monitoring period, a project visit was made to West Hub and a case study is included as part of this pack



LGF Programme Progress





WEST HUB

- Initially known as “West Cambs Innovation Park”
- State-of-the-art multi-purpose facility on West Cambridge campus.
- Offers flexible spaces for working, teaching, library, catering, and a convenience store.
- Seamless design allows smooth transition between activities.

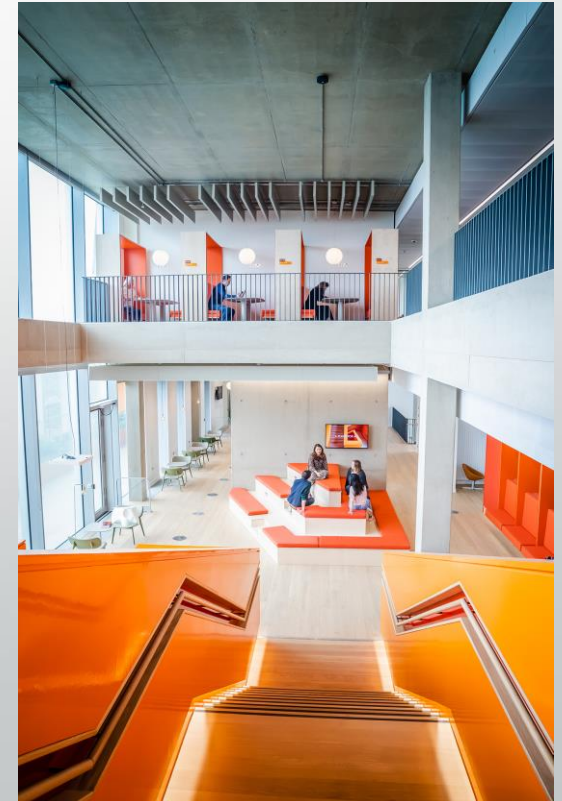
Introduction to the West Hub

- Open to all, fostering a new approach to learning spaces and shared resources.
- Connects university members, businesses, and the community for study, work, collaboration, and socialization.



Impact and Purpose:

- Addresses the lack of central location for academic and industry services.
- Positive influence on campus, hosting catering, post office, business events, and teaching spaces.
- Diverse guests regularly use meeting rooms and spaces.



Programming and Events

- Showcases the Hub through exhibitions, concerts, sports activities, and entrepreneurship gatherings.
- Highlights learning, collaboration, and socializing themes.
- Draws attention to the site as an attractive place for work, living, and collaboration.



Unique Events:

- Examples include team-building with a neural engineering company, Spring Bunny Hunt, and interior design showcase.
- Events align with sustainability goals and values of the Hub.



Success and Future Plans

- Successful first year with numerous events and thousands of guests.
- Focus on hosting more events, uniting University departments, enterprise, research, businesses, and residents.
- Key role in promoting growth and innovation at West Cambridge site



Business Board		Agenda Item
04 September 2023		3.2
Title:	Net Zero Training Centre – Project Change Request	
Report of:	Louisa Simpson, Strategic Funds Programme Lead	
Lead Member:	Chair of the Business Board, Al Kingsley	
Public Report:	Yes	
Key Decision:	Yes - KD2023/043	
Voting Arrangements:	A simple majority of all Members present and voting	

Recommendations:

A	Recommend that the Combined Authority Board approves the proposed project change request
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Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Enabling resilient communities

1. Purpose

1.1	The Combined Authority Board noted the Mayoral Decision Notice MDN 38-2022 on 27 July 2022 approving the recycled Local Growth Fund (LGF) fund allocation of £2m capital grant to the College of West Anglia (COWA) for delivery of a Net Zero Training Centre, this award was subject to a successful Round 2 Levelling Up Fund (LUF) application being submitted by Fenland District Council and approved by Government; unfortunately, the application for LUF was not successful.
1.2	COWA have since approached the Combined Authority and requested time to investigate whether investment could be secured from other sources to support the project in a slightly revised form.
1.3	COWA have submitted a project change request to Officers on 4 August 2022 that includes proposed changes to the size and funding package for the project and they have now confirmed they have secured the additional funding from a private sector source to fully support the delivery of the project, See revised details in Appendix 2 which has been re-evaluated by external independent due diligence with a positive outcome, the independent evaluation concluded the project was one the Combined Authority could support and it offered value for money and excellent returns in terms of a community asset and long-term training facility, this is in line with the original submission for funding. The project in its new form marked against the previously submitted projects retains its ranking of 1 out of the 8 previously submitted projects.

1.4	As a result of the independent review and the project changes proposed by the College, the CPCA Officer team are supportive of the revised project and are recommending the Business Board ask the Combined Authority to approve the change request.
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2. Proposal

2.1	The original recycled LGF bid was made on the basis of a £10.26m, 2,263m ² Carbon Net Zero Skills Centre. The proposal included demolition of existing construction workshops and relocation into the proposed new centre which would accommodate modern 'green' construction skills, whilst retaining traditional craft skills. Options to attract grant funding to address this finance gap have been actively considered in the interim and the CPCA project team have been advised on progress / options. However, there are limited opportunities and, although, a LUF Round 3 is anticipated, the criteria and timescales have not been made public and the likelihood of funding success is speculative and far from certain.
2.2	It is now proposed to build a smaller (1,155 m ²), Carbon Net Zero Skills Centre with a focus entirely on green skills. Existing construction workshops will be retained. In essence, this revised proposal will seek to use the £2m grant, together with matched funding from COWA (£200k) and the Anglian Water Alliance (£2m) to deliver all the original outputs relating to modern 'green' skills. The costs of this revised project amount to £3,956,791 (excluding land costs). These costs have been market tested with Lindum Quantity Surveyors. Any cost overrun will be borne by COWA.
2.3	The centre will be built in the same location as the original proposal, i.e. on land owned by COWA, ensuring that land acquisition is not an issue. The centre will be ready to open in September 2025, subject to change request approval in September / October 2023.
2.4	In keeping with the intended use of the building for green skills delivery, the building will be built sustainably. It will use renewable techniques and monitoring devices so that data could be used within the curriculum of the courses offered. This would really set the standard for the building use and help COWA achieve their sustainability strategy (approved by the COWA Board earlier this year). COWA plan to use air source heating, rainwater harvesting and to install a solar pv array on the roof linked to a battery system where the power produced can be utilised and stored, before any excess goes back into the grid. It is also proposed to insulate the building at a 10% increase to the building regulations minimum standard, making it highly energy efficient. COWA have not opted to go down the modular building route due to the overall quality and form of space, preferring an industrial feel, with some workshops double height in space, in order to fly drones, undertake installation tasks of renewables (i.e. solar panels to roof mock ups) and to be able to safely operate forklifts and other vehicles / equipment.
2.5	The proposal has the following outputs: <ul style="list-style-type: none"> • 1,155m² training space – by Sept 2025 • 2 permanent jobs – by Sept 2025 • 5 temp jobs during construction phase – by Sept 2025 • 30 indirect jobs supporting the training centre and students – within 20 years • 900 apprentices/students - within 20 years • 500 visitors – within 20 years

3. Background

3.1	The Business Board on 24 June 2022 recommended a £2m grant to COWA for the development of a Net Zero Training Centre, the Combined Authority Board noted the Mayoral Decision Note MDN-38-2022, on 27 July 2022. The decision to support the project was predicated on a successful Levelling up Fund application by Fenland District Council.
3.2	The Team have worked with COWA to develop the change request and COWA have provided the additional supporting documentation setting out the changes in detail.

	Independent external evaluation has been carried out by Hewdons Associates, they carried out the initial evaluation of the application and it was felt that their knowledge of the original proposal put them best placed to analyse the impact of the changes proposed on value for money and strategic delivery.
3.3	<p>The delivery of the Net Zero Training Centre delivers against several strategic ambitions of the Combined Authority:</p> <p>Achieving ambitious skills and employment opportunities – the college based in Wisbech has developed partnerships with industrial partners including Anglian Water who will benefit from the opportunity to use the training centre and taking students who have attended.</p> <p>Achieving good growth – it enables Wisbech to offer Green Skills to students who would otherwise have to travel to other colleges, given the issues with transport in the Fenland area this is a key driver to increasing participation in further education</p> <p>Enabling resilient communities - the new facility will enable local residents to take part in further education opportunities, developing a resilience in the area.</p>

4. Appendices

4.1	<p>Appendix 1 – change request including</p> <ul style="list-style-type: none"> • Drawings • Delivery Programme • Risk Register • Budget
4.2	Appendix 2 - Due Diligence Report (exempt)

5. Implications

Financial Implications

5.1	£2m of the Recycle Growth Funds has been already allocated to this programme; therefore, there are no changes in the financial implication if the programme is going ahead with the revised scope. The projected completion date remains Sept 2025.
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Legal Implications

5.2	<p>Prior to signing the GFA the following preconditions will need to be fulfilled:</p> <ol style="list-style-type: none"> 1. Confirmation that all matching funding is in place to deliver the project. 2. Confirmation of planning permission 3. Production of a Subsidy control report <p>In addition, the GFA will require the following outputs be delivered as per the change request:</p> <ol style="list-style-type: none"> 4. Delivery of 750 Full Time FE & Apprenticeship Learners by Sept 2030
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Public Health Implications

5.3	This project will 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
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Environmental & Climate Change Implications

5.4	This project outputs and outcomes will contribute towards achieving the aspirations for a Net Zero future and delivering some of the key recommendations in the Combined Authority Climate Action Plan.
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Other Significant Implications

5.5	None
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Background Papers

5.6	24.06.2022 - BB Approval of Grant MDN 38-2022 27.07.2022 - CA Board note MDN 38-2022
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Project Change Request Form

This document should be used to seek approval to change one or more of the agreed parameters of the project e.g. budget, deadlines.

It can also be used for changes that have already happened or that are already within planned work that will mean the project falls outside of the agreed tolerances ("slippage"). For example, if additional or reduced finances is required, a change request should be completed.

The Change Request will be considered in line with the agreed parameters and delegations and may need to be referred to the Combined Authority Board, depending on the level of change being requested. The change should not be implemented until Project Board/CPCA approval is obtained.

Please ensure a copy Project Change Request form is saved down in the project folder on SharePoint and that changes are recorded on the project highlight reports.

Details of change request	
Project Name	Date of change request
CWA Carbon Net Zero Centre	4/8/23
Project Manager	Project Director
Background	
<p>The College of West Anglia was awarded a £2m grant from CPCA on 30/6/23 from recycled Local Growth Funds towards the development of a Carbon Net Zero Centre at the Wisbech Campus. This grant was subject to "<i>confirmation that all matching funding is in place to deliver the project</i>".</p> <p>Match funding was secured from CWA (£200k land value) and a private sector grant of £2m from the Anglian Water Alliance. Additionally, a Levelling Up Fund (LUF) bid was submitted by Fenland District Council (FDC) in July 2022, which included a £7.7m contribution towards the costs of this project. Unfortunately, on 19/1/23 CWA were notified that the FDC LUF bid had been unsuccessful and are currently unable to satisfy the above grant condition.</p> <p>The original recycled LGF bid was made on the basis of a £10.26m, 2263m² Carbon Net Zero Skills Centre. The proposal included demolition of existing construction workshops and relocation into the proposed new centre which would accommodate modern 'green' construction skills, whilst retaining traditional craft skills. Options to attract grant funding to address this finance gap have been actively considered in the interim and the CPCA project team have been advised on progress / options. However, there are limited opportunities and, although, a LUF Round 3 is anticipated, the criteria and timescales have not been made public and the likelihood of funding success is speculative and far from certain.</p> <p>It is now proposed to build a smaller (1155 m²), Carbon Net Zero Skills Centre with a focus entirely on green skills. Existing construction workshops will be retained. In essence, this revised proposal will seek to use the £2m grant, together with matched funding from CWA (£200k) and the Anglian Water Alliance (£2m) to deliver all the original outputs relating to modern 'green' skills. The costs of this revised project amount to £3,956,791 (excluding land costs) (see attached Budget Estimate). These costs have been market tested with Lindum Quantity Surveyors. Any cost overrun will be borne by CWA.</p>	



The centre will be built in the same location as the original proposal, i.e. on land owned by CWA, ensuring that land acquisition is not an issue. The attached drawings show building layout. Also attached is a programme plan, which shows that the centre will be ready to open in September 2025, subject to change request approval in September / October 2023.

In keeping with the intended use of the building for green skills delivery, the building will be built sustainably. It will use renewable techniques and monitoring devices so that data could be used within the curriculum of the courses offered. This would really set the standard for the building use and help CWA achieve their sustainability strategy (approved by the CWA Board earlier this year). CWA plan to use air source heating, rainwater harvesting and to install a solar pv array on the roof linked to a battery system where the power produced can be utilised and stored, before any excess goes back into the grid. It is also proposed to insulate the building at a 10% increase to the building regulations minimum standard, making it highly energy efficient. CWA have not opted to go down the modular building route due to the overall quality and form of space, preferring an industrial feel, with some workshops double height in space, in order to fly drones, undertake installation tasks of renewables (i.e. solar panels to roof mock ups) and to be able to safely operate forklifts and other vehicles / equipment.

The need for this project remains strong. Since the original grant funded proposal was made in 2022, the Cambridgeshire & Peterborough Local Skills Improvement Plan (LSIP) has been developed by Cambridgeshire Chamber and approved by Government. The LSIP identifies 'Green & Net Zero' as a cross-sector theme challenge, along with the digital sector. The CWA Carbon Net Zero Centre would make a strong contribution to skills development across both sectors.

CWA have demonstrated their commitment to developing green skills delivery capacity. CWA led a consortium of Cambridgeshire & Peterborough colleges in a successful Strategic Development Fund ii bid to government during 2022/23. The project attracted revenue and capital funding to our local colleges to attract specialist green skills equipment and curriculum development. CWA has appointed a Green Skills Manager on a permanent contract, and they are engaged in 2 Local Skills Improvement Fund partnership projects across Cambridgeshire & Peterborough and Norfolk & Suffolk, which will enable the college to attract additional equipment across life sciences, green skills and digital. SDFii and LSIF are both ineligible to fund the Carbon Net Zero Centre match funding.

The new Carbon Net Zero Centre has been designed to provide flexible space which can be flexed to deliver a wide range of provision.

On the first floor there will be a single, large open plan mezzanine teaching space, overlooking the Retrofit/Drone Training area. This area is deliberately open plan to accommodate larger class sizes but also as an adaptable space for demonstration purposes or viewing activity within the workshops, which would work well for school visits. The area can be utilised for a wide range of sustainability courses.

The ground floor consists of three workshop areas, one of which is an enclosed, 'Clean Green' workshop.

The other workshops will house Drone Training, Retrofit and Renewable Energies, utilising equipment acquired through SDFii. The workshop space will be divided with large internal roller doors that can be opened to form a substantial, double height area where those who are 'Drone pilot trainees' can learn the basics without breaching the boundaries of the campus. The drone technology provision will include thermal imaging, building surveying etc; which will prove invaluable to any organisation with housing stock, older or very large buildings or property in areas where using scaffolding could be costly or a potential health and safety concern.



Renewable delivery will begin with both photovoltaic and wind turbine, with air-source to follow. The building as a whole will provide opportunity for learning and actually be a learning resource in that water management and heat generation will come from using green technologies. Adding a solar array to the roof with battery storage to completely generate power for the whole building and the use of monitoring equipment and software will further enhance the skills offer.

Retrofit is an all-encompassing word that means many different things to different sectors and as such that workshop will become an adaptable space depending on the requirements of course specifications. This space is essential to develop existing workforces and those new to the construction sector in understanding and working towards meeting the Net-Zero Targets set by government. The Domestic retrofit market is phenomenal and there is a shortage of qualified individuals to support the need. In addition to an army of Retrofit Installers, there will be associated roles which will include retrofit assessors, project managers and others and will cover a vast range of skills from heating surveys to ventilation and air quality to dampness/mould through to structural issues. All of whom need a thorough understanding of the new technologies.

The new building would allow CWA to repurpose some existing space to deliver Electric vehicle and electric charging courses, and further down the line it is anticipated that new technology will eventually allow automatic cars to be retrofitted with equipment to turn them into self-driving vehicles. IMI have indicated that there will be 'significant shortfall of qualified Electric Vehicle technicians by 2027 therefore demand for these courses will increase significantly in the very near future. A new building would give CWA greater scope to offer this provision.

The Learning for Work Institute conducted research on behalf of World Skills UK into how young people in the UK will acquire the right level technical skills needed to support the net zero carbon targets of the future. Of eight sectors included in the review, specific evidence on the technical green skills required to achieve net zero could be identified for only half of them: construction, engineering, manufacturing and technology, transport, and energy and infrastructure. For these sectors, most of the research focuses on industry needs as a whole rather than specific employer demands. It identified that 'The construction industry will play a pivotal role in the UK's transition to net zero and is experiencing increased demand for **technical green skills**' (***Skills for a net-zero economy: Insights from employers and young people. White, Bradley et al, June 2022 - attached***).

Reason for change

Funding for the original project was coming from the applicant (CWA), CPCA, Anglian Water and the Government's LUF. All sources were secured, except for LUF. Unfortunately, LUF was the largest source of funding, and, without it, the original proposed project can't proceed. After assessing options and risks, it has been determined that proceeding with a revised project now is the best option. Anglian Water have confirmed their support for this revised proposal and CPCA approval is now sought through this change request. If approved, the project will commence immediately, with all funds committed and the building opened from September 2025.

This change request is made in order to deliver greater project certainty and to deliver green skills training facilities to Fenland in response to significant demand.

Other options considered

- i) Wait for LUF Round 3 to be launched and work with FDC to support a second bid. This has been assessed to present unacceptable uncertainty and the significant risk of withdrawal of grant by FDC and Anglian Water Alliance
- ii) Walk away from the project. This is unacceptable as the need to upskill the local population to support the UK climate change commitment to net zero by 2050 are



desperately needed. The evidence base is stronger now than when the original bid was submitted last year.

Costs of implementing the change

There are no additional costs of implementing this change.

Risk of implementing the change

This change doesn't enable CWA to demolish and replace existing traditional construction trade workshops to be replaced. CWA will face ongoing energy inefficiencies and high building maintenance costs. However, in the short-term, existing provision will be maintained.

The change in fact represents less risk as the requirement for OJEU tendering and demolition are removed (see attached Risk Log).

If this change request is approved, CWA will be able to meet the matched funding grant condition (all other grant conditions have been satisfied).

Decisions/approval for change

Business Board decision

Name of
Director:

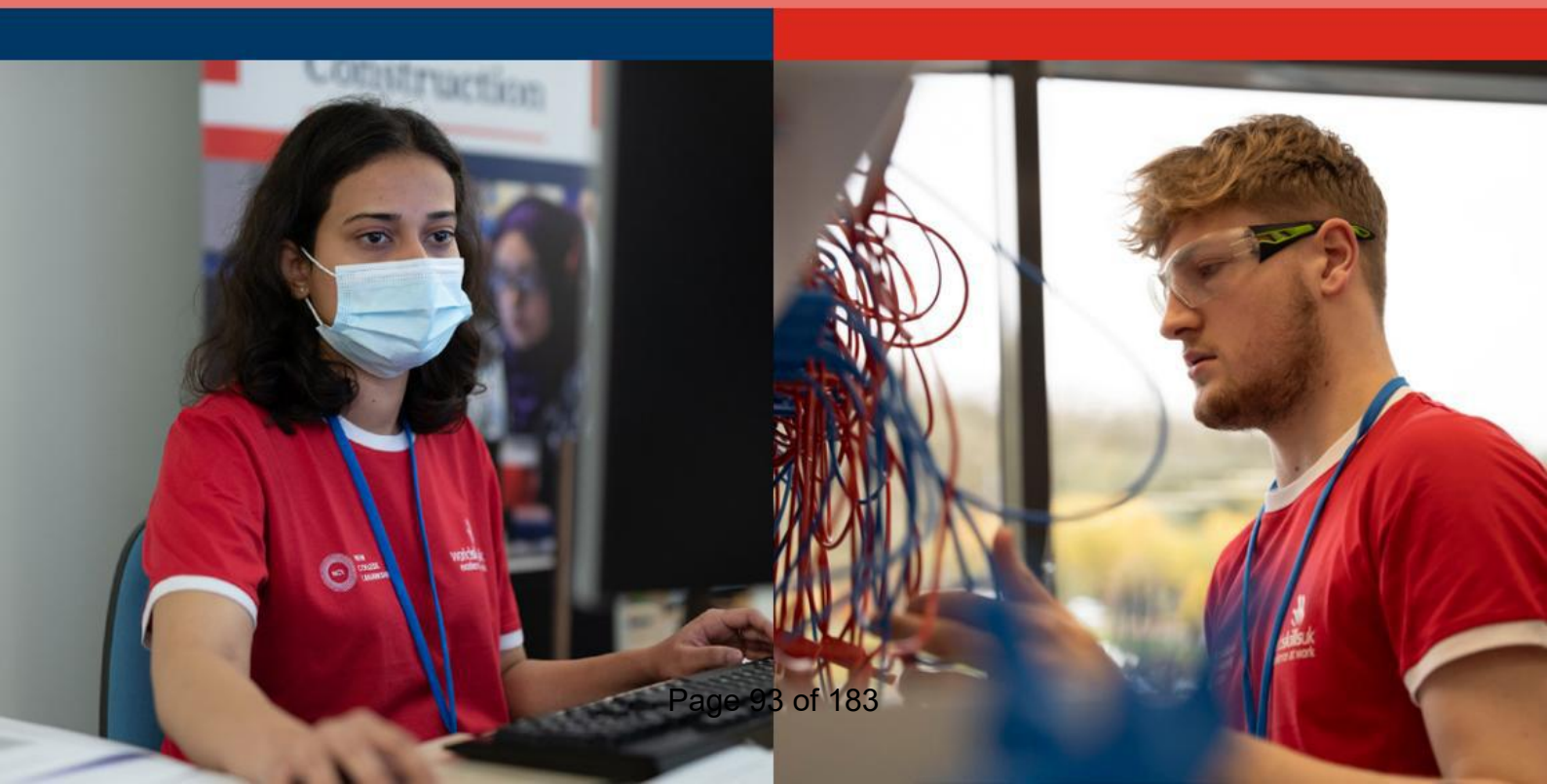
Decision:

Date of
Decision:



Skills for a net-zero economy: Insights from employers and young people

Yasmin White • Tom Bradley • Beccy Packer • Emily Jones



WorldSkills UK is an independent charity and a partnership between employers, education and governments. Together, we are raising standards in apprenticeships and technical education so more young people get the best start in work and life.

worldskillsuk.org
@WorldSkillsUK

Learning and Work Institute is an independent policy, research and development organisation dedicated to lifelong learning, full employment and inclusion. We research what works, influence policy, develop new ways of thinking, and help implement new approaches.

learningandwork.org.uk
@LearnWorkUK
@LearnWorkCymru (Wales)

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Foreword



WorldSkills UK is the international arm of the UK skills system. Our position in the WorldSkills global network gives us a unique perspective on how to develop world-class skills and how to use international best practice to raise standards in apprenticeships and technical education so young people, and employers can succeed. Our diagnostic analysis generates insights on challenges facing the UK economy and how UK skills systems, including WorldSkills UK, can be fit for the future. We commissioned this report to understand how young people can acquire the skills that employers need to support the UK's transition to net-zero, and the role WorldSkills UK can play.

Meeting our ambitions for net-zero carbon emissions is essential for our planet and ecology, but it also holds huge opportunities for the UK economy. Accelerating decarbonisation and the growth of green industries can help unlock jobs and prosperity and give the UK a competitive edge in the race to net-zero. Winning this race and gaining an advantage in the global green economy can cement the UK's position as a leading destination for foreign direct investment, spurring productivity and growth across our nations and regions.

We will ensure that our programmes help young people of all backgrounds to pursue highly skilled careers that support the UK to reach net-zero

Boosting the supply of world-class green skills will be foundational to the UK's ability to capture these prizes. As this report highlights, these skills can range from high quality technical skills in sectors such as construction or manufacturing, to skills such as change management in any sector grappling with their responsibility to reduce carbon emissions.

Despite this, the report demonstrates a stark disconnect between increasing employer demand for green skills, and young people's lack of knowledge. A lack of awareness on green jobs, and what qualifications support progression to these roles, is thwarting young people's aspirations for careers that can combat climate change and drive clean growth. In particular, this is frustrating the aspirations of young women to gain the high-quality skills businesses require to reduce emissions. The report also suggests that the language of 'green jobs' and 'green skills' is yet to resonate with young people, despite their commitment to sustainability.

At WorldSkills UK, we know that harnessing young people's enthusiasm and potential is integral to the development of world-class skills the UK needs to succeed. By commissioning this report and acting on its findings, we will ensure that our programmes help young people of all backgrounds to pursue highly skilled careers that support the UK to reach net-zero.

We are already making progress. Our recent Spotlight on Green Jobs brought together leading employers to inspire young people to consider vocational pathways that lead to green careers. Off the back of a recent report for WorldSkills UK by the Skills Taskforce for Global Britain, we are also aligning our skills competitions programmes to meet the needs of investors in internationally traded sectors such as clean tech, boosting UK competitiveness for foreign direct investment in green jobs and skills.

I would like to thank the Learning & Work Institute for producing this report, and look forward to continued partnership with business, education, and government to make strides towards the objectives we've outlined in this report. Our aspirations for young people must be as bold as our aspirations for net-zero. Together, we can build a globally competitive green economy underpinned by world-class skills.



**Dr Neil Bentley-Gockmann OBE,
CEO, WorldSkills UK**

Foreword



Along with demographic change and advances in technology, the transition to green skills is one of a number of mega trends set to transform the economy and labour market. These shifts are, moreover, interconnected.

The need for “green skills” is therefore not just about new green jobs, but also greening existing roles, increasing economic growth and productivity, and creating opportunities for people of all backgrounds.

Yet this can at times all feel somewhat vague. What is a green job? What are green skills? When will these be needed? We can only harness the opportunities ahead if we understand what they are.

I’m grateful to World Skills UK for partnering on this research, which aims to shed some light on these questions and explore the understanding of them among young people and employers.

What we’ve identified is a challenge and an opportunity. The challenge is that many young people lack awareness and understanding of green jobs. This is despite many employers saying they urgently need skills that can help them decarbonise.

The opportunity is that many young people are highly motivated by careers that support sustainability, and to develop the skills businesses need to succeed in a net zero economy.

How do we grasp that opportunity? Employers can attract talented young people by demonstrating the difference they are making to our transition to net zero. Employers and educators need to be clear about green skills and green jobs and build that understanding into curriculum development and careers advice. We also need to ensure that this intelligence is built into our skills system, so that qualifications and provision reflect what we need now, build on what the future may hold, and can adapt rapidly to change.

In other words, we need to build bridges between education, young people, and employers, and ensure the needs of the net zero economy are an integral part of all we do.

The opportunity is there to grasp.

A handwritten signature in dark ink, reading "S. Evans". The signature is fluid and cursive, with the first letters of the first and last names being capitalized.

Stephen Evans
CEO, Learning and Work Institute



1

Executive summary

Learning and Work Institute (L&W) has conducted research on behalf of WorldSkills UK on how UK skills systems can help young people acquire the high-quality technical skills needed to support the UK's transition to net zero carbon emissions.

WorldSkills UK will use the findings to inform their activity, focused on helping the UK develop a world-class skills economy. This requires the UK to develop high-quality skills in globally traded green sectors, as well as the supply of skills needed to fuel new green industries and the decarbonisation of existing sectors.

The research demonstrates a disconnect between increasing employer demand for green skills and young people's lack of knowledge of what they are. It also highlights the importance of ensuring qualifications and training deliver the skills needed to achieve the UK's net-zero emissions target and allow young people to fulfil ambitions to pursue a green career.

Research scope and method

The study adopted a mixed-method approach, including an evidence review; online surveys with employers and young people, as well as case study development interviews with employers and training providers. This report presents findings from the research and sets out conclusions for policymakers.

For both the employer and young people surveys, the following definition was used: “Green skills are the skills needed to promote a green economic recovery focused on reducing UK carbon emissions. This can range from technical green skills such as those relating to construction, engineering, or manufacturing, to more general green skills such as project management, change management, leadership, education management and communication skills.”

Most young people surveyed feel inspired to pursue a career that can help the UK to reach net-zero and are strongly motivated by a desire to combat climate change

Key findings

1. Most employers surveyed currently require green skills or expect to in the future.
2. For employers that require green skills or expect to, they are needed in a wide range of business areas and at all career levels, but most have had difficulty in hiring suitable candidates.
3. Green skills gaps are having a negative impact on employers’ ability to meet their net zero targets and their ability to manage rising energy costs.
4. Most young people surveyed feel inspired to pursue a career that can help the UK to reach net-zero and are strongly motivated by a desire to combat climate change.
5. Young people, particularly young women, lack awareness on green jobs and careers available, the skills employers require, and the relevant education and training pathways.
6. Young people lack awareness and understanding of ‘green skills’ and ‘green jobs’, despite their strong commitment to sustainability.
7. Young people and employers agree that the skills for net-zero will be important for future careers, but employers are unsure if the education system is equipping young people with them.
8. Corporate sustainability and social responsibility strategies, demonstrating how a company is having a positive impact on the environment, are vital in attracting young people into employment.

Empower and inspire young people from all backgrounds to build STEM skills, gain jobs, and pursue careers that will tackle climate change

As a result of the findings from this report, WorldSkills UK have committed to the following:

1. Empower and inspire young people from all backgrounds to build STEM skills, gain jobs, and pursue careers that will tackle climate change.
2. Launch a new competition programme in renewable energy.
3. Partner with the Institute for Motor Industry to enhance opportunities for young people to gain green skills in the automotive sector.
4. Embed green skills in wider skills competition programmes and support for educators.
5. Assist UK skills providers to deliver world-class standards in green skills development.
6. Work with DfE and IfATE in England and parallel bodies in Scotland, Wales and Northern Ireland, to ensure qualifications and apprenticeships supply green skills that boost UK competitiveness for foreign direct investment.

DfE's commitment to make qualifications and apprenticeships more flexible could remove barriers for people to acquire new green skills

Conclusions for the UK Government

1. Marketing and communications, such as the *Get the Jump* campaign, could capitalise on the enthusiasm of young people to pursue green careers by helping schools, colleges, and universities signpost to education and training pathways available.
2. The independent Green Jobs Delivery Group, IfATE's Green Advisory Panel, and DfE's Unit for Future Skills all have the opportunity to undertake data-driven action to ensure approved qualifications and apprenticeships support up to date skills and jobs businesses across sectors need to decarbonise.
3. DfE's commitment to make qualifications and apprenticeships more flexible could remove barriers for people to acquire new green skills. This could be complemented through the roll-out of Higher Technical Qualifications and the Lifelong Loan Entitlement.
4. Local Skills Improvement Plans offer the opportunity for employers and skills providers to identify and develop world-class skills that boost their region's competitiveness for foreign direct investment in green jobs.
5. Through the Skills Value Chain, the High Value Manufacturing Catapult can continue to close the loop between the development of green technologies and the identification and delivery of higher technical skills businesses need to harness them.

Conclusions for Devolved Administrations

1. The Scottish Government could ensure the National Strategy for Economic Transformation integrates actions from the Climate Emergency Skills Action Plan.
2. Further to the creation of an 'All Energy' apprenticeship pathway, Skills Development Scotland could explore other opportunities for integrated delivery of skills that high-carbon sectors, such as construction, need to transition.
3. Through the new Employability and Skills Action Plan the Welsh Government has the opportunity to raise young people's awareness of green jobs. For example, Careers Wales, through the delivery of their five-year strategic plan Better Futures, could deliver clear actions to raise awareness of green job opportunities for young people.
4. The Welsh Government could use the forthcoming Net Zero Skills Plan to ensure there are clear actions and accountabilities on: defining and delivering upon industry requirements for green skills, developing national occupational standards, stimulating green skills demand, and building on the labour market intelligence of Regional Skills Partnerships to map and forecast green skills demand.
5. The Northern Ireland Executive should ensure actions taken forward under the Skills for a 10x economy strategy provide a framework for the development of skills needed for high quality jobs in a net-zero economy. The Skills Barometer can ensure employer demand for green skills is mapped and delivered upon and enables Invest NI to market Northern Irish green skills to prospective investors.

Smaller employers
could benefit
from additional
support to
understand which
qualifications and
courses provide
green skills for
their sector

General conclusions

1. Efforts to attract more women into STEM should point to the importance of STEM skills to net-zero and lever the enthusiasm of young women for green jobs and careers.
2. Highlighting the importance of technical skills to decarbonisation can attract young people to apprenticeships and help build prestige in technical education.
3. As our understanding of green skills grows, and action is taken to reflect employer demand for these skills in qualifications and apprenticeships, enrolment data could offer valuable insights on whether the skills system is producing the workforce needed for a net-zero economy
4. Smaller employers could benefit from additional support to understand which qualifications and courses provide green skills for their sector.
5. Larger employers could have a positive role in helping smaller firms in their supply chain to understand what transition to net-zero looks like, and the green skills required.



2

Introduction

As the UK moves towards net zero, the role of further education and apprenticeship programmes in equipping young people with the green skills employers require is crucial.

Whilst it is not possible to identify all green skills needed for the future economy, there is a strong understanding of potential green jobs in sectors, including construction, manufacturing, and clean energy, as well as the high-quality technical skills businesses will need to create them.

The UK's transition to net zero emissions will require a range of different skills that go beyond what many would consider to be 'technical' green skills. These can be defined as hard skills encompassing the competences involved with the design, construction and assessment of technology usually mastered by engineers and technicians.¹ In addition, more 'general' skills

¹ F. Vona, G. Marin, D. Consoli, D. Popp, Green Skills (2015) p. 14 https://www.academia.edu/12185668/Green_Skills



will also be required, such as management and people skills.² These skills are essential for implementing rapid cultural and organisational change needed to drive business transitions to net-zero and ensure the efficiency of green activities.

There is a divide of opinion on the extent to which net-zero will be delivered through the ‘greening’ of existing roles³, versus entirely new skills and qualifications linked to the creation of new markets and activities⁴. However, embedding green skills within further education and apprenticeships will undoubtedly be important. Positively, governments across all four nations have recognised this challenge and are beginning to undertake efforts to align skills and training programmes with the needs of employers in the green economy. The Net Zero Strategy commits the UK Government to *“reform the skills system so that training providers, employers and learners are incentivised and equipped to play their part in delivering the transition to net zero”*.⁵

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- 2 CBI, Skills and Training for the Green Economy: CBI submission to the Green Jobs Taskforce (2021) p. 3 <https://www.cbi.org.uk/media/6525/skills-and-training-for-the-green-economy.pdf>
 - 3 A. Bowen, K. Kuralbayeva, E.L. Tipoe, Characterising Green Employment: The impacts of “greening” on workforce composition (2018) p. 270
 - 4 M. Aceleanu, A. Serban, C. Burghilea, “Greening” the Youth Employment: A chance for sustainability (2015) <https://www.mdpi.com/2071-1050/7/3/2623/html>
 - 5 HM Government, Net Zero Strategy: Build back greener (2021) p. 229 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1033990/net-zero-strategy-beis.pdf

WorldSkills UK
has committed to
use the findings
to inform their
activity, focused
on helping the
UK become a
world-class skills
economy

Learning and Work Institute (L&W) has conducted research on behalf of WorldSkills UK, exploring how the skills system can help young people acquire the high-quality technical skills needed to support the UK's transition to net zero carbon emissions. WorldSkills UK has committed to use the findings to inform their activity, focused on helping the UK become a world-class skills economy. This includes skills competition programmes, careers advice and support, and the international benchmarking of education and training standards.

The research provides evidence on:

- Current and anticipated employer demand for green skills across sectors.
- The extent to which these skills are currently incorporated in technical education and apprenticeship programmes.
- Young people's understanding of- and appetite for- skills, jobs and careers that would support the UK's transition to net-zero.

The research includes:

- an **evidence review** using Government literature, opinion pieces and research with employers and FE providers.
- a **survey with employers**, exploring their attitudes to climate change, as well as their green skills needs and gaps.
- a **survey with young people**, exploring their knowledge of green skills and their interest in pursuing a 'green career'.
- **case studies with employers and skills providers**, exploring actions and best practice in boosting the supply of green skills and confronting industry shortages.

The methodologies for each of these stages of the research are included at the beginning of the corresponding chapters throughout the report.



3 Evidence review

As part of this research, L&W has undertaken a rapid evidence review, which covers:

- What green skills are needed, both now and in the future, to support the transition to net zero carbon emissions by 2050?
- To what extent are green skills currently embedded within further education courses and apprenticeships, and what range and type of green skills are taught, including where and at what level?
- What are the potential gaps that exist between green skills supply and employer demand?

For the purposes of this evidence review, we have followed the definition that defines green skills as “the knowledge, abilities, values and attitudes needed to live in, develop and support a sustainable and resource-efficient society”.⁶ To limit its scope, this review focused on eight key sectors: (1) construction, (2) engineering, manufacturing and technology, (3) digital and creative, (4) business and finance, (5) health and life sciences, (6) hospitality and lifestyle, (7) transport, and (8) energy and infrastructure.

⁶ OECD, Cedefop, Greener Skills and Jobs: Highlights (2014) p. 1 https://www.oecd.org/cfe/lead/Greener%20skills_Highlights%20WEB.pdf

The green skills needed now, and in the future

Broadly, the evidence indicates that there is a divide of opinion around the level and type of green skills training that is required. Some research suggests that the skills required for the green economy can be largely obtained through retraining on the job,⁷ whereas other studies concluded that the greening of the economy will require new skills, competencies and qualifications linked to the creation of new markets and activities.⁸

The evidence also indicates that green skills can be split into two categories: technical and general.

Technical skills

Technical green skills can be defined as hard skills encompassing the competences involved with the design, construction and assessment of technology usually mastered by engineers and technicians.⁹ Of the eight sectors included in this review, specific evidence on the technical green skills required to achieve net zero could be identified for only half of them: construction, engineering, manufacturing and technology, transport, and energy and infrastructure. For these sectors, most of the research focuses on industry needs as a whole rather than specific employer demands.

The construction industry will play a pivotal role in the UK's transition to net zero and is experiencing increased demand for technical green skills. Research conducted by L&W identified green skills needs relating to retrofit installation, sustainability appraisal and heat pump installation.¹⁰ More specifically, the Heat Pump Association identified skills such as heat loss calculations, hydraulic balancing, pipe and emitter sizing and low flow temperature heating as being important. After workers have gained a knowledge base in these skill areas, they would be able to undertake courses specific to low carbon heating technologies.¹¹ This would provide opportunities for young people to transition from existing roles within the construction sector to meet growing demand.¹²

The construction industry will play a pivotal role in the UK's transition to net zero and is experiencing increased demand for technical green skills

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- 7 A. Bowen, K. Kuralbayeva, E.L. Tipoe, Characterising Green Employment: The impacts of "greening" on workforce composition (2018) p. 270 <https://reader.elsevier.com/reader/sd/pii/S0140988318300963?token=C7F5C52C0BE41CCF265CF253FCA38C70F1D5120452E794A193F94F29D2A77276AD463A632DB048E5F4781E6F7A019432&originRegion=eu-west-1&originCreation=20220113174529>
 - 8 M. Aceleanu, A. Serban, C. Burghilea, "Greening" the Youth Employment: A chance for sustainability (2015) <https://www.mdpi.com/2071-1050/7/3/2623/htm>
 - 9 F. Vona, G. Marin, D. Consoli, D. Popp, Green Skills (2015) p. 14 https://www.academia.edu/12185668/Green_Skills
 - 10 D. Cabral et al, Green Skills Bootcamps (2021, unpublished) p. 23.
 - 11 HPA, Building the Installer Base for Net Zero Heating, (2020), p. 11 https://www.heatpumps.org.uk/wp-content/uploads/2020/06/Building-the-Installer-Base-for-Net-Zero-Heating_02.06.pdf
 - 12 J. Williams et al, A Better Future, Transforming jobs and skills for young people post-pandemic (2021) p. 3 https://youthfuturesfoundation.org/wp-content/uploads/2021/10/A-Better-Future-Transforming-jobs-and-skills-for-young-people-post-pandemic_0.pdf

Transport electrification will require a workforce with specialist skills in electrification, batteries, power electronics and electric machines

The engineering and manufacturing sector has a similarly important role to play in the transition to net zero. Within the electric vehicle and low-carbon transport sector, those in manufacturing roles will need technical skills for the assembly of electric motors, computers, electronic control devices and sensing equipment.¹³ More specifically, The Faraday Institution in its 2020 annual Gigafactory study highlights that within Gigafactories (large scale factories required for electric vehicle battery production), production operators and equipment technicians would make up 75 per cent of the workforce, requiring Level 2-3 qualifications in subject areas such as Advanced Manufacturing Engineering. The remaining 25 per cent would need higher level qualifications in areas such as systems engineering, database development engineering and thermal management engineering.¹⁴

Furthermore, higher level skills are increasingly required within railway construction, with technology development including digital transport systems and offsite and modular methods of construction and engineering.¹⁵ Transport electrification will require a workforce with specialist skills in electrification, batteries, power electronics and electric machines. These skills will be needed to meet the growing demand for design engineers, development engineers, systems engineers, electronics technicians, and vehicle technicians as the transport sector progresses towards net zero.¹⁶

Within energy and infrastructure, new engineering skills will be required for offshore wind, such as mechanical, electrical, and control and instrumentation, and blade and turbine technicians.¹⁷ The Green Jobs Taskforce also highlighted the central role that hydrogen production technologies, carbon capture, utilisation and storage (CCUS) and emission mitigation measures in the oil and gas sector will play in decarbonising energy.¹⁸ Current roles in the existing energy workforce, such as pipe fitters and designers, leak test technicians, and offshore barge operators could move to CCUS with some

13 IPPR, Fairness and Opportunity: A people-powered plan for the green transition (2021) p.56 <https://www.ippr.org/research/publications/fairness-and-opportunity>

14 The Faraday Institution, Faraday Report: Annual Gigafactory Study 2020 (2020) p. 5 https://faraday.ac.uk/wp-content/uploads/2020/03/2040_Gigafactory_Report_FINAL.pdf

15 Friends of the Earth, An Emergency Plan for Green Jobs (2021) p. 27 https://policy.friendsoftheearth.uk/sites/default/files/documents/2021-03/EMERGENCY_PLAN_GREEN_JOBS_FEB_2021.pdf

16 High Value Manufacturing Catapult, The University of Warwick, The Faraday Institution, The Opportunity for a National Electrification Skills Framework and Forum (2021) p. 8 <https://hvm.catapult.org.uk/wp-content/uploads/2021/09/National-Electrification-Skills-Forum-Brochure.pdf>

17 Aura, Green Port Hull, Energy & Utility Skills, Skills and Labour Requirements of the UK Offshore Wind Industry: 2018 to 2032 (2018) p. 15 <https://aura-innovation.co.uk/wp-content/uploads/2020/04/Aura-EU-Skills-UK-Offshore-Wind-Skills-Study-Full-Report-October-2018.pdf>

18 Green Jobs Taskforce, Green Jobs Taskforce: Report to government, industry and the skills sector (2021) p. 21 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1003570/gjtf-report.pdf

The transition to net zero will require a range of different skills that go beyond what many would consider to be 'green skills'

6 in 10 manufacturers also stated they require management skills to manufacture goods and products in a more sustainable way

Make UK

retraining.¹⁹ To design, test and maximise the potential of these new technologies, the net zero energy workforce will require highly skilled scientists, engineers and designers. The workforce will also require experts in machine learning and those with digital and data analytics skills to improve network planning, maintenance efficiency and risk mitigation.²⁰

For sectors such as digital and creative, business and finance, health and life sciences, and hospitality and lifestyle, there is limited information on the technical skills required both now and in the future. However, a 2021 report by the NHS highlights that low-carbon transport, energy, and construction will be key to reducing emissions within the health service and estate.²¹

General skills

The transition to net zero will require a range of different skills that go beyond what many would consider to be 'green skills'. In addition to industry specialists and technical skills, a successful transition will require people with broader skills, such as management and people skills.²² These skills are essential for implementing rapid cultural and organisational change and ensuring the efficiency of green activities. For example, the Green Jobs Taskforce highlighted project management, change management, leadership, education management and communication skills as vital non-STEM (science, technology, engineering and maths) skills required for the transition to net zero carbon by 2050.²³

In a study conducted by Make UK, 72 per cent of manufacturers ranked innovation skills (skills related to the adoption and diffusion of new technologies) as most needed to achieve sustainable manufacturing.²⁴ Six in 10 manufacturers also stated they require management skills to manufacture goods and products in a more sustainable way.

19 Element Energy, ECITB, Towards Net Zero: The implications of the transition to net zero emissions for the engineering construction industry (2020) p. 8 <https://www.ecitb.org.uk/wp-content/uploads/2020/03/Net-Zero-Report-Web.pdf>

20 National Grid, Building the Net Zero Energy Workforce (2020) p. 14 <https://www.nationalgrid.com/stories/journey-to-net-zero/net-zero-energy-workforce>

21 NHS, Delivering a Net Zero National Health Service (2021) p.19-25 <https://www.england.nhs.uk/greenernhs/wp-content/uploads/sites/51/2020/10/delivering-a-net-zero-national-health-service.pdf>

22 CBI, Skills and Training for the Green Economy: CBI submission to the Green Jobs Taskforce (2021) p. 3 <https://www.cbi.org.uk/media/6525/skills-and-training-for-the-green-economy.pdf>

23 Green Jobs Taskforce, Green Jobs Taskforce: Report to government, industry and the skills sector (2021) pp. 26-27 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1003570/gjtf-report.pdf

24 Make UK, Sage, Unlocking the Skills Needed for a Digital and Green Future (2021) p.5



Only **13%**
of companies are
fully confident
that they have
the skills to
successfully
compete in a
sustainable
economy

Institute of Environmental
Management and Assessment

Green skills demand and supply

As the UK moves towards net zero, the role of further education and apprenticeship programmes in equipping young people with the green skills employers require is crucial.

Gaps between green skill supply and employer demand

With the economy undergoing rapid transformation, it is not possible to precisely predict all the green jobs that will be created or all the green skills that workers will require. Consequently, a complete analysis of green skills gaps across all sectors is unavailable. However, most early reports in this area indicate that the UK is facing a significant shortage of the skills required to meet the target of net zero carbon emissions by 2050.

Only 13 per cent of companies are fully confident that they have the skills to successfully compete in a sustainable economy, as documented in research from the Institute of Environmental Management and Assessment (IEMA). The same study found that within leadership, only 25 per cent of business leaders and 20 per cent of senior managers are fully capable of addressing the sustainability agenda.²⁵ Research by Onward found that the average skill level within net zero industries is around 26 per cent higher than the current average occupational skill level of a UK employee.²⁶ This is likely due to the important role that

²⁵ IEMA, ISSP, Preparing for the Perfect Storm: Skills for a sustainable economy (2014) pp. 4-5.

²⁶ T. Christie-Miller, A. Luke, Qualifying for the race to net zero: How to solve the net zero skills challenge (2021) p. 13 <https://www.ukonward.com/wp-content/uploads/2021/07/Qualifying-for-the-race-to-net-zero-FINAL.pdf>

Of the current
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Green Jobs Taskforce

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retirement in the
next 15 years

Institute for Public Policy Research

STEM skills have in these industries, with the transition to clean energy likely to require significant numbers of people trained in high level STEM skills.²⁷ This is further supported by analysis from Onward showing that 42 per cent of current workers in net zero jobs are educated to degree or higher education level, compared to 26 per cent in carbon intensive industries.²⁸

The Green Jobs Taskforce also noted that STEM skills “will underpin jobs that are key to taking forward the green recovery and delivering net zero”.²⁹ Of the current occupational categories related to net zero, 56 per cent require STEM skills,³⁰ but there is concern that the UK is underprepared to meet this supply challenge. Out of the 38 countries in the OECD, the UK has the 30th highest proportion of engineering, manufacturing and construction graduates (nine per cent).³¹

The skills gap within construction is especially pronounced. In a survey conducted by the Construction Industry Training Board (CITB), 78 per cent of respondents anticipated a shortage of skills in their specific occupation when it comes to decarbonisation work.³² Further to this, the Institute for Public Policy Research (IPPR) has highlighted the construction industry’s ageing workforce, with 34.6 per cent of workers being over the age of 50. IPPR estimate that 750,000 construction workers will either retire or be on the verge of retirement in the next 15 years.³³ This emphasises the urgency of both upskilling existing workers to support decarbonisation and attracting younger people with the relevant skills for net-zero construction. Retrofitting skills appear to be urgently needed, with the Climate Change Commission (CCC) highlighting that skills gaps are most prominent in heat pump and energy efficiency installation.³⁴ A survey of the installer industry found that 43 per cent of installers had no experience at all in fitting heat pumps and only 42 per cent said they would be confident in installing one.³⁵

27 Ibid. p.1

28 Ibid. p.23

29 Green Jobs Taskforce, Green Jobs Taskforce: Report to government, industry and the skills sector p. 26 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1003570/gjtf-report.pdf

30 T. Christie-Miller, A. Luke, Qualifying for the race to net zero: How to solve the net zero skills challenge (2021) p.1 <https://www.ukonward.com/wp-content/uploads/2021/07/Qualifying-for-the-race-to-net-zero-FINAL.pdf>

31 Ibid p.12

32 CITB, Building Skills for Net Zero (2021) p. 4 https://www.citb.co.uk/media/vnfoegub/b06414_net_zero_report_v12.pdf

33 O. Watkins, D Hochlaf, Skills for a Green Recovery: A call to action for the UK construction sector (2021) p. 4 <https://www.ippr.org/files/2021-02/skills-for-a-green-recovery-feb2021.pdf>

34 CCC, The Sixth Carbon Budget: The UK’s path to net zero (2020) p. 289 <https://www.theccc.org.uk/wp-content/uploads/2020/12/The-Sixth-Carbon-Budget-The-UKs-path-to-Net-Zero.pdf>

35 HPA, Delivering Net Zero: A roadmap for the role of heat pumps (2019) p. 19 <https://www.heatpumps.org.uk/wp-content/uploads/2019/11/A-Roadmap-for-the-Role-of-Heat-Pumps.pdf>



Only **49%**
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sustainable way

Make UK

There are also large green skills gaps within the manufacturing industry. Only 49 per cent of manufacturers are confident that the current education and training market can deliver the skills they need to manufacture goods and products in a more sustainable way.³⁶ Within engineering it is much the same, with 48 per cent electrotechnical and engineering services employers stating there is insufficient training available to enable electricians and other installers to deliver the 'active' green technologies necessary to achieve net zero carbon emissions.³⁷

Skills gaps in the engineering sector are also negatively impacting the transport sector's transition to net zero. Research by the Electrotechnical Skills Partnership (ESP) estimated that an additional 8,500-10,000 electricians and 4,000-5,000 new apprentices would be needed over the next five years to meet forecasted economic growth and sector expansion in electrification.³⁸ The report also notes that "there is some concern that the UK currently lacks the capacity to cope with the volume of demand" that will emerge from new technologies such as solar power, associated battery systems and electric charging and the infrastructure to deal with it.³⁹

However, within the energy sector, the skills gap is less stark, with much of the existing workforce viewed as having highly transferable skills. For example, within offshore energy, over 90 per cent of the UK's oil and gas workforce have medium to high skills transferability and are seen as well positioned to work in adjacent energy sectors.⁴⁰ Whilst oil and gas operatives may need to receive industry-related training on how to build and operate newer technologies, including CCUS, the underlying foundational skills are currently present within the energy sector.⁴¹

36 Make UK, Sage, Unlocking the skills needed for a digital and green future (2021) p. 12.

37 ECA, Skills4Climate: Industry survey report (2020) p. 20 <https://www.eca.co.uk/CMSPages/GetFile.aspx?guid=5cca8db0-91aa-43bd-a156-63b98dabb269>

38 TESP, Pye Tait Consulting, The Electrotechnical Skills Partnership: Labour market intelligence research p. 5 <https://www.the-esp.org.uk/wp-content/uploads/2019/11/TESP-LMI-Report-2019.pdf>

39 Ibid p.24

40 Robert Gordon University, Energy Transition Institute, UK Offshore Energy Workforce Transferability Review (2021) p. 2 <http://www.rgueti.com/wp-content/uploads/2021/05/workforce-transferability-report.pdf>

41 Element Energy, ECITB, Towards Net Zero: The implications of the transition to net zero emissions for the engineering construction industry (2020) p. 7 <https://www.ecitb.org.uk/wp-content/uploads/2020/03/Net-Zero-Report-Web.pdf>

...bringing
together
representatives
from industry,
the skills sector,
and other key
stakeholders to
develop data-
driven action
to support the
delivery of plans
for green jobs
and skills

Green Jobs Delivery Group

Green skills provision in further education and apprenticeships

In recent years there have been concerns over the extent to which green skills are embedded within further education and apprenticeships. For example, the Environmental Audit Committee has warned that the *“lack of inclusion of environmental sustainability across apprenticeships and T levels represents a missed opportunity for addressing employer green skills gaps by injecting green knowledge and skills directly into the workplace.”*⁴² IPPR have also raised concerns that longstanding underinvestment in further education will continue to hamper industries ability to access the skills they need to transition to net-zero, arguing; *“the education system cannot deliver the level of technical education that the construction sector will need to meet its climate obligations.”*⁴³

The Education and Training Foundation have stated that climate change, green skills and sustainability knowledge and skills are limited in the curriculum as well as in occupational and apprenticeship standards.⁴⁴ Martin Baxter from the IEMA supported this judgement, stating that *“very few apprenticeships are climate enabled in terms of our net zero future”*⁴⁵. The Environmental Audit Committee made a call for sustainability to be *“embedded across all National Curriculum and A Level courses, and a module on sustainability included in every apprenticeship and T Level course”*⁴⁶ in order for the UK to meet the future needs of the green economy.

In April 2022, the Department for Education (DfE) published its strategy for sustainability and climate change for education. This prioritised excellence in education and skills in a changing world, and actions to boost green skills and careers. Key actions include the development of an occupational standard for FE teaching by 2023, explicitly requiring all teachers to integrate sustainability in relation to their subject specialism⁴⁷. The strategy also confirmed the establishment of a Green Jobs Delivery Group, bringing together representatives from industry, the skills sector, and other key stakeholders to develop data-driven action to support the delivery of plans for green jobs and skills.

42 House of Commons Environmental Audit Committee, Green Jobs: Third report of session 2021-22 (2021) p.43 <https://publications.parliament.uk/pa/cm5802/cmselect/cmenvaud/75/75.pdf>

43 O. Watkins, D Hochlaf, Skills for a Green Recovery: A call to action for the UK construction sector (2021) p. 20 <https://www.ippr.org/files/2021-02/skills-for-a-green-recovery-feb2021.pdf>

44 The Education and Training Foundation, Written Evidence Submitted by the Education and Training Foundation (2021) <https://committees.parliament.uk/writtenevidence/21378/html/>

45 House of Commons Environmental Audit Committee, Oral Evidence: Green jobs and the just transition, (2021) <https://committees.parliament.uk/oralevidence/1664/html/>

46 House of Commons Environmental Audit Committee, Green Jobs: Third report of session 2021-22 (2021) p.3 <https://publications.parliament.uk/pa/cm5802/cmselect/cmenvaud/75/75.pdf>

47 Department for Education, Sustainability and Climate Change Strategy (2022) <https://www.gov.uk/government/publications/sustainability-and-climate-change-strategy>

In addition to new actions outlined in DfE's strategy, a range of actions have already been undertaken by the Government to boost the supply of green skills.

The Government's Net Zero Strategy highlighted the importance of growing post-16 training programmes in line with the needs of employers in the green economy⁴⁸, and established the Green Advisory Panel, tasked with aligning apprenticeships and T Levels with employers' green skills needs. This panel has since identified 44 apprenticeship standards that support green careers⁴⁹, ranging from Level 2 to Level 7.

Institutes of Technology across England are delivering higher-level technical provision in STEM sectors, including green energy production and sustainable engineering⁵⁰. T Levels that support green careers have also been introduced, with the building services engineering for construction T Level covering housing retrofit and heat pump installation.⁵¹ Skills Bootcamps have also been launched in areas such as home retrofit, solar energy, nuclear energy, and green transport.⁵²

The Skills and Post-16 Education Act also legislated to ensure employer leadership of local skills Local Skills Improvement Plans (LSIPs) have regard to skills needed to help deliver on our net-zero target, adaptation to climate change, and other environmental goals.

Whilst there has been progress in creating the frameworks for green skills to be embedded in technical education within the English skills system there is limited evidence on the overall impact of steps taken so far.

The Scottish Government last year created the role of Minister for Green Skills, Circular Economy, and Biodiversity, granting the minister responsibility to "drive a Green Industrial Strategy". The Scottish Government's approach to boosting the skills needed in a net-zero economy can be found in the Climate Emergency Skills Action Plan 2020-2025, published in by Skills Development Scotland (SDS) in December 2020. This includes measures to build evidence on the skills Scotland

48 HM Government, Net Zero Strategy: Build back greener (2021) p. 229 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1033990/net-zero-strategy-beis.pdf

49 GAAP, GAAP Endorsed Existing Apprenticeship Standards (2021) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1001919/GAAP_endorsed_apprenticeship_standards.pdf

50 HM Government, Net Zero Strategy: Build back greener (2021) p. 247 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1033990/net-zero-strategy-beis.pdf

51 Ibid, p.246.

52 Department for Education, List of Skills Bootcamps <https://www.gov.uk/government/publications/find-a-skills-bootcamp/list-of-skills-bootcamps>

WorldSkills UK's
Skills Taskforce
for Global Britain
outlines, skills will
be essential to
Scotland's ability
to attract and
anchor foreign
direct investment
(FDI) in green
industries and
quality green jobs

needs to transition to net-zero⁵³, and action to support reskilling and upskilling in sectors most contributing to climate change. SDS is now conducting six-monthly Labour Market and Skills Assessments on the skills needed for net-zero and is working with Strathclyde University and the Institute of Employment to build a working definition of 'green jobs' that provides a framework to understand employers' skills demands. SDS are also working with industry partners to amend existing apprenticeship frameworks and create new pathways for entrants into green jobs. For example, the Energy Skills Alliance are developing an "All Energy Apprenticeship". The Green Jobs Workforce Academy has also been created to provide practical careers advice on green jobs, and resources to help people adapt to a job that's becoming greener.

In March 2022, the Scottish Government also unveiled Scotland's National Strategy for Economic Transformation. However, whilst the strategy commits the Scottish Government to "adapt and review the Scottish apprenticeship system"⁵⁴, actions are geared towards building "entrepreneurial people and culture" rather than any explicit net-zero ambitions. The strategy also confirms the foundation of an investor panel focused on attracting investment that supports the development of net-zero industries. As the recent report by WorldSkills UK's *Skills Taskforce for Global Britain outlines*⁵⁵, skills will be essential to Scotland's ability to attract and anchor foreign direct investment (FDI) in green industries and quality green jobs.

The Welsh Government's second carbon budget committed the administration to take a number of actions to boost the supply of green skills by 2025. This includes defining and delivering upon industry requirements for green skills, developing national occupational standards, stimulating green skills demand, and building on the labour market intelligence of Regional Skills Partnerships to map and forecast green skills demand⁵⁶. The recent Skills and Employability Plan for a Stronger, Fairer, Greener Wales lacked detail on how this will be taken forward but confirmed that a Net-Zero Skills Plan would be published later in 2022⁵⁷. The Minister for Education and Welsh Language has also pledged a fundamental review

53 Skills Development Scotland, Climate Emergency Skills Action Plan 2020-25 (2020), p.38 [climate-emergency-skills-action-plan-2020-25.pdf](https://www.skillsdevelopment.scot.nhs.uk/climate-emergency-skills-action-plan-2020-25.pdf) (skillsdevelopmentscotland.co.uk)

54 Scottish Government, Scotland's National Strategy for Economic Transformation (2022) <https://www.gov.scot/publications/scotlands-national-strategy-economic-transformation-fairer-scotland-duty-summary/>

55 WorldSkills UK, Skills Taskforce for Global Britain, Wanted: Skills for inward investors (2022) <https://www.worldskillsuk.org/insights/wanted-skills-for-inward-investors/>

56 Welsh Government, Net Zero Wales Carbon Budget 2: 2021-25 (2021) <https://gov.wales/net-zero-wales-carbon-budget-2-2021-2025>

57 Welsh Government, Skills and Employability Plan for a Stronger, Fairer, Greener Wales (2022), p.7 <https://gov.wales/stronger-fairer-greener-wales-plan-employability-and-skills>

The Green Growth Strategy identifies the importance of green skills in allowing green innovations to flourish

The Green Growth Strategy

of Initial Teacher Education, and continued Professional Learning, to ensure the FE sector has the expertise to create the skilled green workforce of the future. Funding has also been extended for the Flexible Skills Programme, focused, amongst other aims, on upskilling of existing workforces in industries needing to decarbonise.

The Northern Ireland Executive has published several strategies recognising the importance of skills in the net-zero transition. The Green Growth Strategy identifies the importance of green skills in allowing green innovations⁵⁸ to flourish and commits the government to partner with industry to ensure Northern Ireland can build the education and training pathways required. The Skills Strategy for Northern Ireland also links green skills to innovation, FDI and exports, identifying 'zero carbon tech' as an enabling technology for Northern Ireland's strong manufacturing base to evolve into global markets⁵⁹. The Energy Strategy for Northern Ireland commits the government to take forward projects to build skills for the roll out of low carbon heat⁶⁰. However, there is little detail on how far these ambitions have translated into concrete action, or the extent of progress in ensuring education and training pathways equip people and businesses with the skills to combat climate change.

As part of this evidence review, L&W aimed to explore how many learners are enrolled in green skills courses. However, this data is not yet available. As our understanding of green skills grows, and action is taken to reflect employer demand for these skills in qualifications and apprenticeships, enrolment data could offer valuable insights into whether the skills system is producing the workforce needed for a green economy.

58 Northern Ireland Executive, The Green Growth Strategy (2021), p.53
<https://www.daera-ni.gov.uk/consultations/consultation-draft-green-growth-strategy-northern-ireland>

59 Department for the Economy (NI), A Skills Strategy for Northern Ireland – Skills for a 10x Economy 2021) <https://www.economy-ni.gov.uk/consultations/skills-strategy-northern-ireland-skills-10x-economy>

60 Department for the Economy (NI), Energy Strategy- Path to Net Zero Energy (2021) <https://www.economy-ni.gov.uk/publications/energy-strategy-path-net-zero-energy>



4

Employer and young people surveys

This chapter explains the key findings from our employer and young people surveys, covering employers' demand for green skills and young people's awareness and interest in green skills.

Methodology

Within both the employer and young people surveys, green skills were given the following definition:

Green skills are the skills needed to promote a green economic recovery focused on reducing UK carbon emissions. This can range from technical green skills such as those relating to construction, engineering or manufacturing, to more general green skills such as project management, change management, leadership, education management and communication skills.



Employer survey

The employer survey took place online, conducted by YouGov. This survey was completed by 1,001 employers. These employers were part of YouGov's Human Resources (HR) omnibus panel, with all individuals surveyed being senior HR decision makers. The survey took place between the 3rd – 17th February 2022. The survey covered employers' attitudes to climate change, the importance of green skills, employers' green skills needs and green skills gaps within their organisations.

The data has been analysed by various business demographics, including business size, sector, and region. Analysis based on business size refers to small, medium, and large employers. For the purposes of this report, small employers are defined as those consisting of 10-49 employees, medium employers are organisations of 50-249 employees and large employers are those consisting of 250 or more employees. All differences reported in the findings are statistically significant at the five per cent level.

A full breakdown of the employer demographics is included in the annex.

Young people survey

The young people survey took place online and was conducted by YouthSight. The survey was completed by 1,162 young people aged 16-24 in the UK. The survey took place between 28th January – 1st February 2022. The survey covered young people's awareness of green skills, young people's interest in pursuing a green career and young people's knowledge of green careers and their barriers.

The data has been analysed by various individual demographics, including gender, age, ethnicity, region and education status. All differences reported in the findings are statistically significant at the five per cent level.

A full breakdown of the employer demographics is included in the annex.

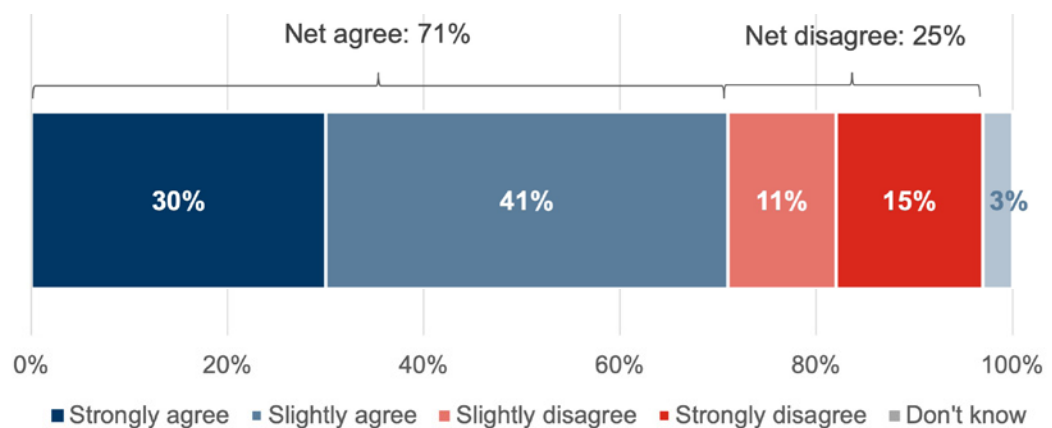


Employer survey findings

Employers' attitude to climate change

Most employers surveyed agree that their organisation has a responsibility to tackle climate change and support the UK to achieve its net zero emissions target (71 per cent), with 30 per cent strongly agreeing.

Figure 1: Organisations' responsibility to tackle climate change⁶¹



Source: YouGov employer survey, 2022. Base: All respondents (1,001)

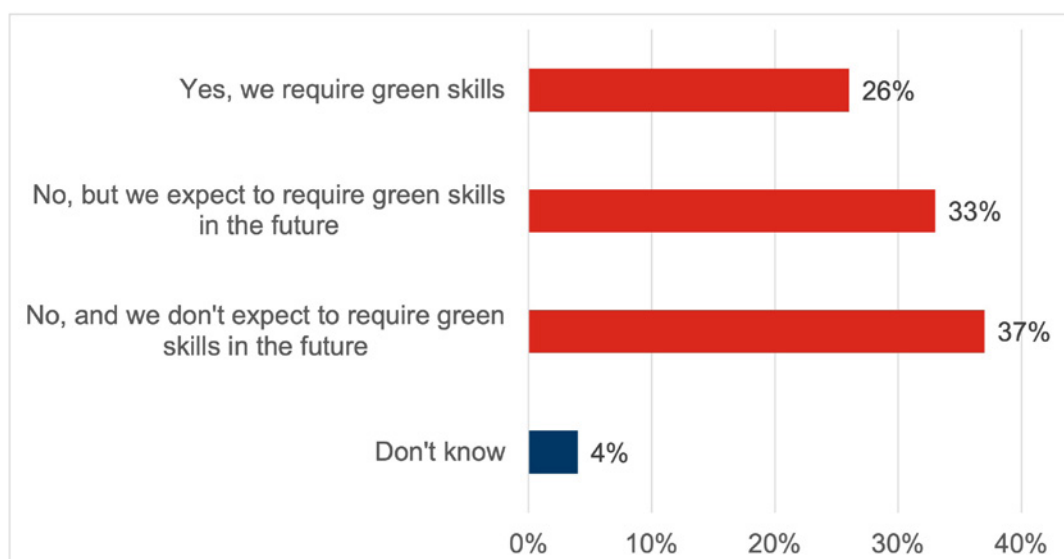
Large organisations (79 per cent) are more likely to strongly or slightly agree, compared with 72 per cent of medium sized organisations and two thirds (66 per cent) of small employers.

Employers' need for green skills

Most employers either currently require green skills (26 per cent) or expect to in the future (33 per cent). Over a third, however, do not currently require green skills, nor expect to in the future (37 per cent).

⁶¹ Due to rounding, the figure for 'Net disagree' adds up to 25 per cent.

Figure 2: Employers' need for green skills



Source: YouGov employer survey, 2022. Base: All respondents (1,001)

Organisations within the IT & telecoms sector (40 per cent) were the most likely to currently require green skills, compared to the average (26 per cent).

Across all sectors, large organisations (34 per cent) were more likely to say that they require green skills. In comparison, small organisations (46 per cent) were more likely to say that they do not require green skills and do not expect to in the future.

Employers were also asked about the proportion of their roles that currently require green skills, and the proportion of roles that will need green skills in the future. The data shows that **employers who currently require green skills, need these for a higher proportion of roles, compared to those who expect to require green skills in the future.**

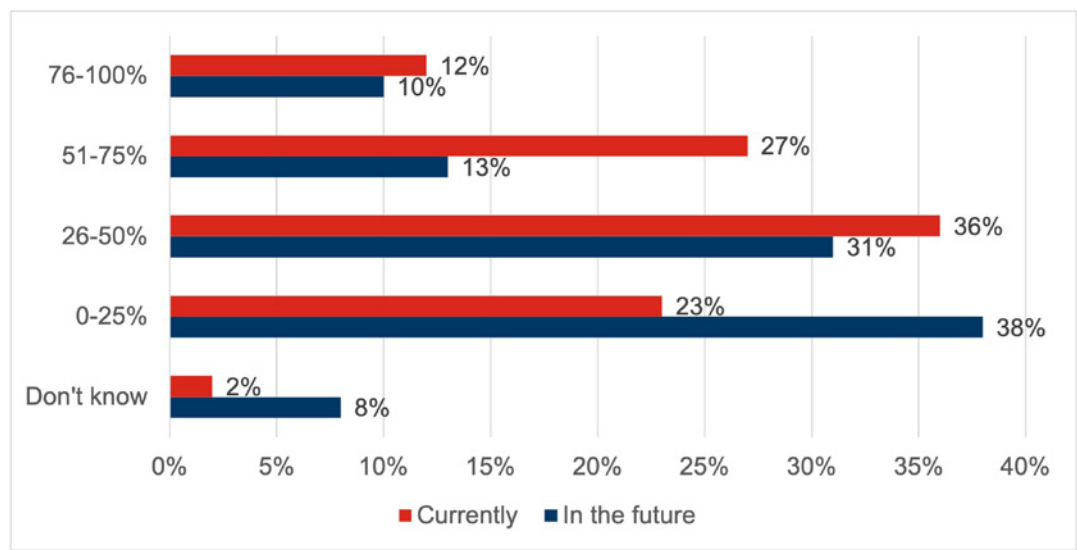
Amongst the employers who said they currently require green skills:

- Just under a quarter (23 per cent) said they need them for 0-25 per cent of their roles
- 36 per cent said they need them for 26-50 per cent
- 27 per cent said they need them for 51-75 per cent
- Just over one in 10 (12 per cent) stated they needed them for 76-100 per cent

Amongst the employers who said they do not require green skills but expect to in the future:

- 38 per cent said they expect to need them for 0-25 per cent of their roles
- 31 per cent said they expect to need them for 26-50 per cent
- 13 per cent said they expect to need them for 51-75 per cent
- 10 per cent said they expect to need them for 76-100 per cent

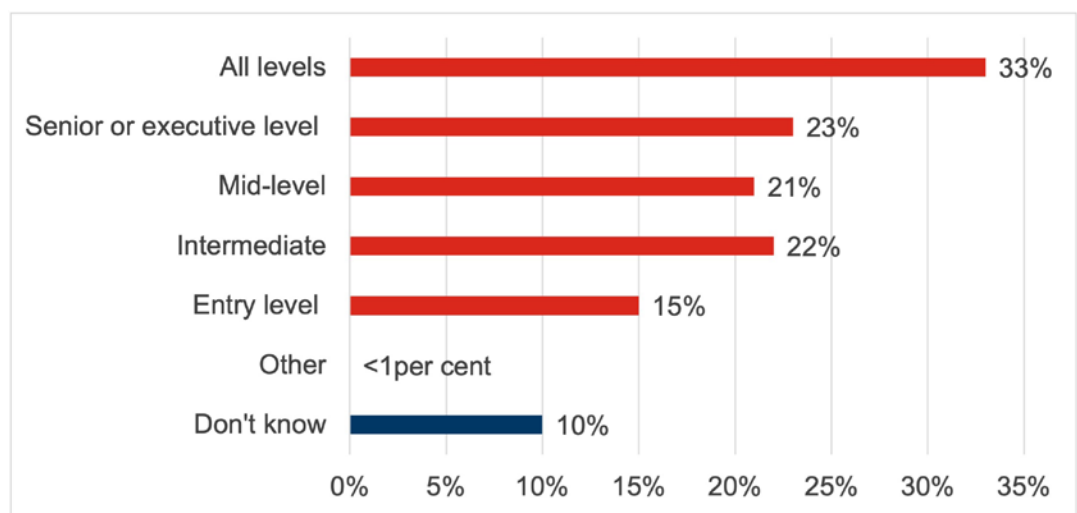
Figure 3: Proportion of roles employers require green skills for, both now and in the future



Source: YouGov employer survey, 2022. Base: Employers who currently require green skills (256); employers who expect to require green skills in the future (333)

One third of all employers who currently require or expect to require employees with green skills (33 per cent) state that they need this for all levels of seniority. Small organisations (20 per cent) were significantly more likely than the average (15 per cent) to say that they require green skills in entry level roles. Large employers (28 per cent), however, are more likely than average (21 per cent) to say they require green skills in mid-level roles.

Figure 4: The career levels employers need green skills for



Source: YouGov employer survey, 2022. Base: Employers who currently require green skills or expect to in the future (589)

Employers that currently or expect to require green skills were asked what **factors have created, or will create, a need for green skills** within their organisation. Responding to **the net zero target** (52 percent) or **corporate social responsibility**

strategies (50 per cent) were the most cited, closely followed by changes to national policy regulations and meeting industry standards/requirements (both 46 per cent). The immediate pressure of rising energy costs and keeping up with changes in technology were also referenced by 43 per cent of firms.

Figure 5: Factors creating a need for green skills



Source: YouGov employer survey, 2022. Base: Employers who currently require green skills or expect to in the future (589)

Large organisations are more likely to state that the following factors are contributing to their need for green skills:

- Responding to corporate social responsibility strategies (57 per cent, compared to the average, 50 per cent)
- Remaining competitive (42 per cent, compared to the average, 35 per cent)
- Keeping up with employee demands (38 per cent, compared to the average, 29 per cent)
- Expanding the business (33 per cent, compared to the average, 27 per cent)
- Increasing productivity (30 per cent, compared to the average, 24 per cent).

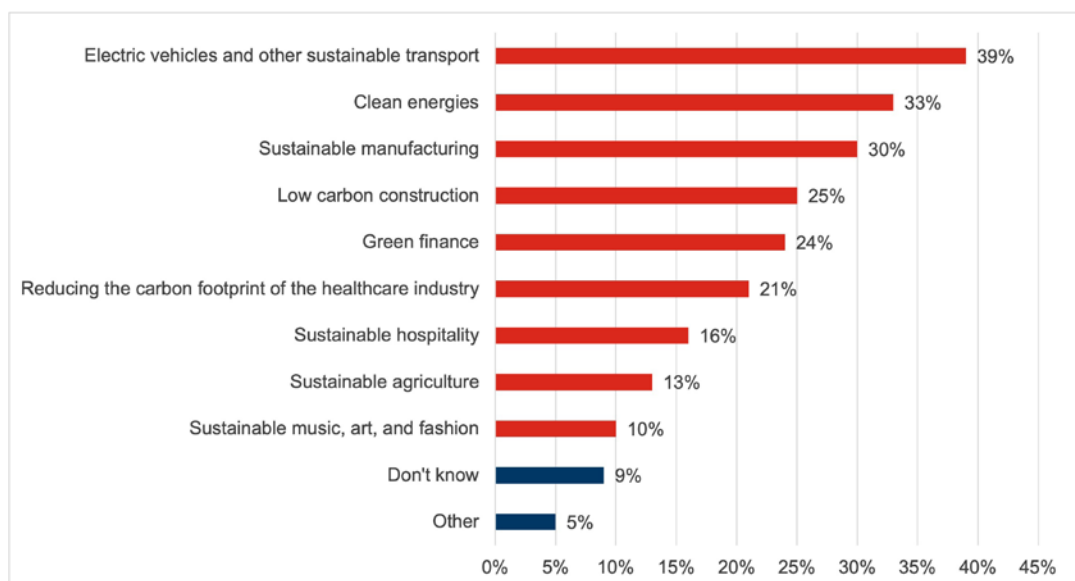
Organisations within the manufacturing sector were significantly more likely than average to say the following factors were creating a need for green skills:

- Responding to corporate social responsibility strategies (63 per cent, compared to the average, 50 per cent)
- Responding to changes to national policy/regulations (62 per cent, compared to the average, 46 per cent)
- Rising energy prices/costs (56 per cent, compared to the average, 43 per cent)

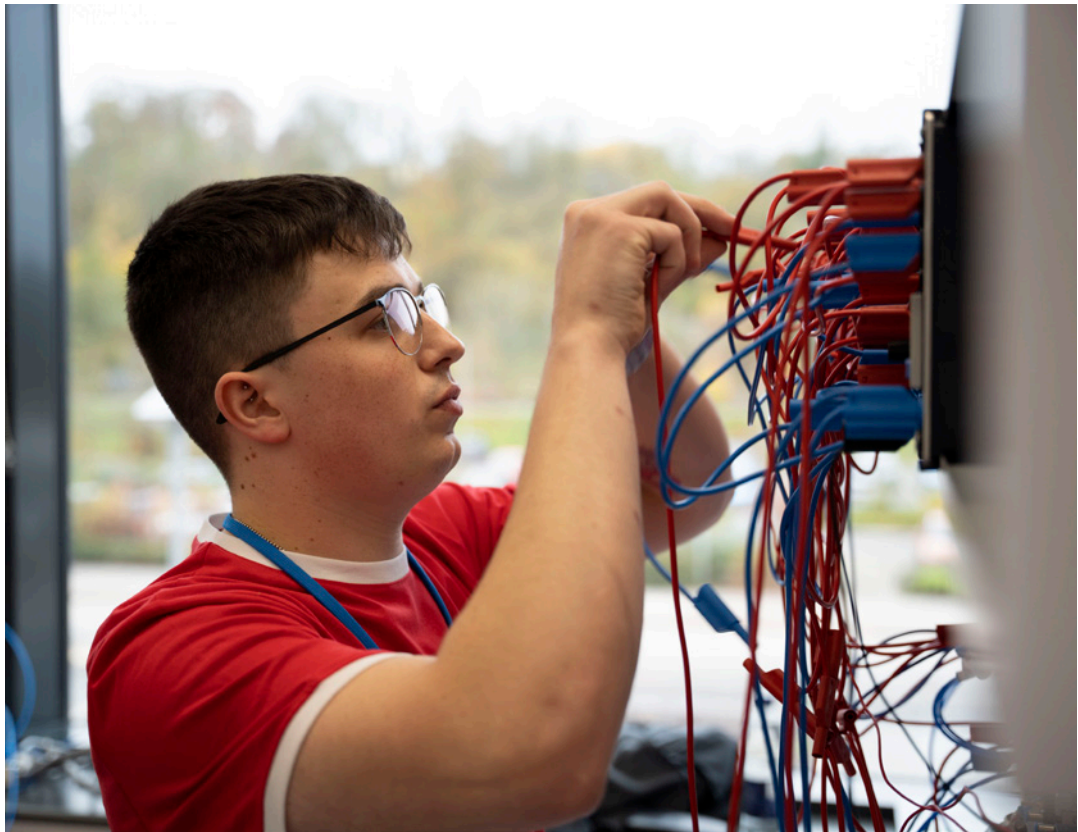


Figure six shows the business areas that employers need green skills for. The data illustrates that **green skills are needed in a range of industries**, most commonly electric vehicles and other sustainable transport (39 per cent), clean energies (33 per cent) and sustainable manufacturing (30 per cent).

Figure 6: The business areas that employers require green skills for



Source: YouGov employer survey, 2022. Base: Employers who currently require green skills or expect to in the future (589)



Omron demonstrate the importance of skills to green innovations, and how FDI can accelerate the UK's transition to net-zero

Omron is a large Japanese-owned manufacturing company dedicated to improving lives through innovation. Omron creates around 300,000 automation products, ranging from small electrical components for control panels to robots.

As a foreign owned company operating in the UK, Omron is playing a major role in helping other industries to decarbonise and reduce the environmental load of their manufacturing processes. For example, Omron's technologies are being used in vertical farming to reduce food waste and air miles from farm to fork. Omron is also working with pharmaceutical and food production industries to help them reduce their use of non-recyclable plastic waste through automation and AI-enabled data manipulation.

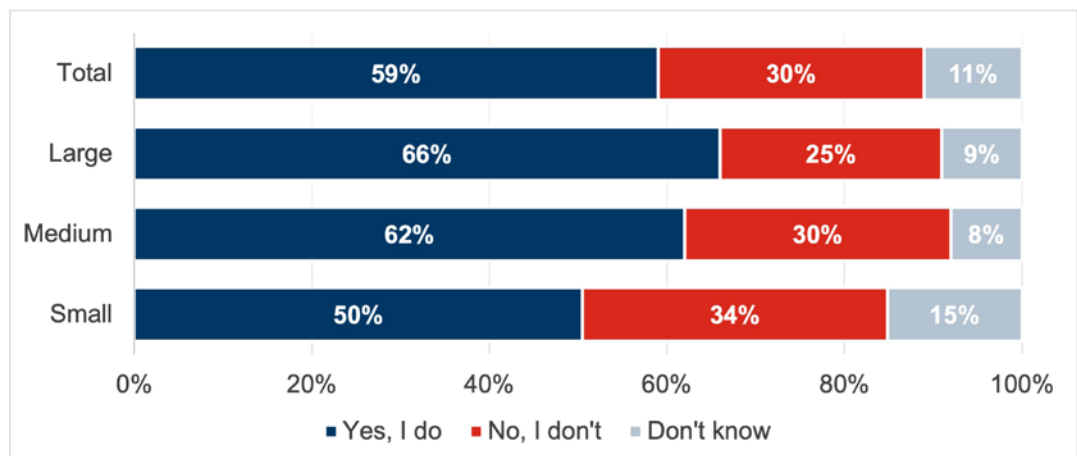
To develop these innovative green AI and robotics solutions, Omron needs people with innovation, engineering, mathematical, and people skills, but faces significant skills shortages. Delivering these skills needed by international firms will be key to attracting greater foreign direct investment to the UK and enabling international firms like Omron to deploy innovative solutions that can support the UK's transition to net-zero.

Employers' green skills gaps

Almost three in five (59 per cent) employers that currently or expect to require green skills feel there are green skills gaps within their organisations. A further 30 per cent do not think these gaps exist and 11 per cent do not know.

Two thirds of large organisations (66 per cent) said their organisation is experiencing green skills gaps, compared to (62 per cent) of medium sized employers, and half (50 per cent) of small firms.

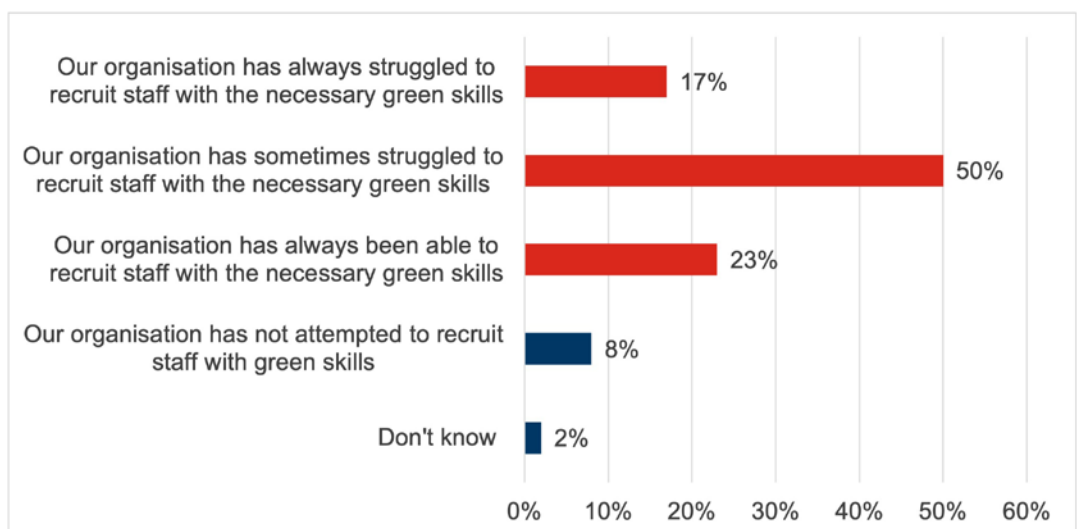
Figure 7: Green skills gaps within the organisation



Source: YouGov employer survey, 2022. Base: Employers who currently require green skills or expect to in the future (589)

Figure eight highlights that **over two thirds of firms who currently require green skills (67 per cent) have struggled to recruit staff with these skills** (since February 2020).

Figure 8: Employers' experiences with recruiting staff with the necessary green skills



Source: YouGov employer survey, 2022. Base: Employers who currently require green skills (256)

These **green skills gaps** are having a significant impact upon firms. Most commonly, employers experiencing green skills gaps in their organisation are **struggling to meet net zero targets (29 per cent)** and **struggling to manage rising energy costs (26 per cent)**. One in five (20 per cent) say they are struggling to keep up with the changes in technology and 19 per cent are struggling to remain competitive within their field.

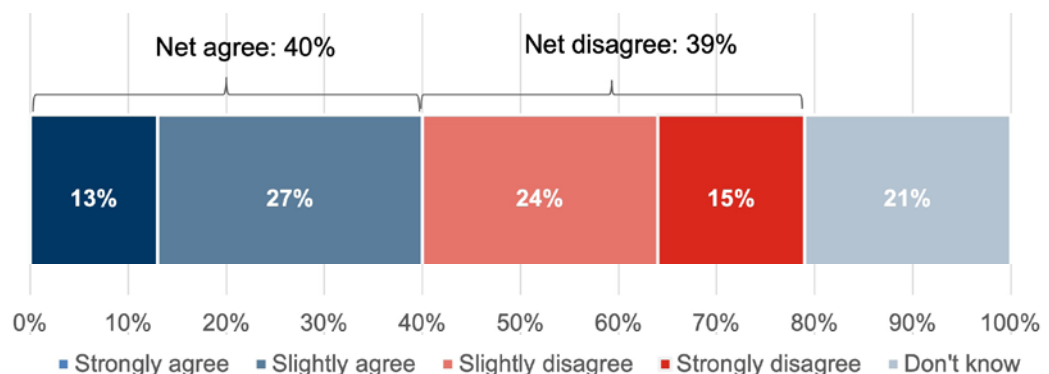
Figure 9: Impact of green skills gaps



Source: YouGov employer survey, 2022. Base: Employers who currently require green skills or expect to in the future and notice a green skills gap in their organisation (347)

Employers were equally split on whether young people are coming through the education system with the necessary green skills to support the UK to reach its net-zero target. Thirteen per cent of organisations strongly agreed that the system is equipping young people with the necessary skills and 27 per cent slightly agreed. Comparatively, 15 per cent strongly disagreed with this statement and 24 per cent of employers slightly disagreed. Twenty-one per cent said they do not know.

Figure 10: Agreement with whether young people are coming through the education system with the necessary green skills



Source: YouGov employer survey, 2022. Base: All respondents (1,001)

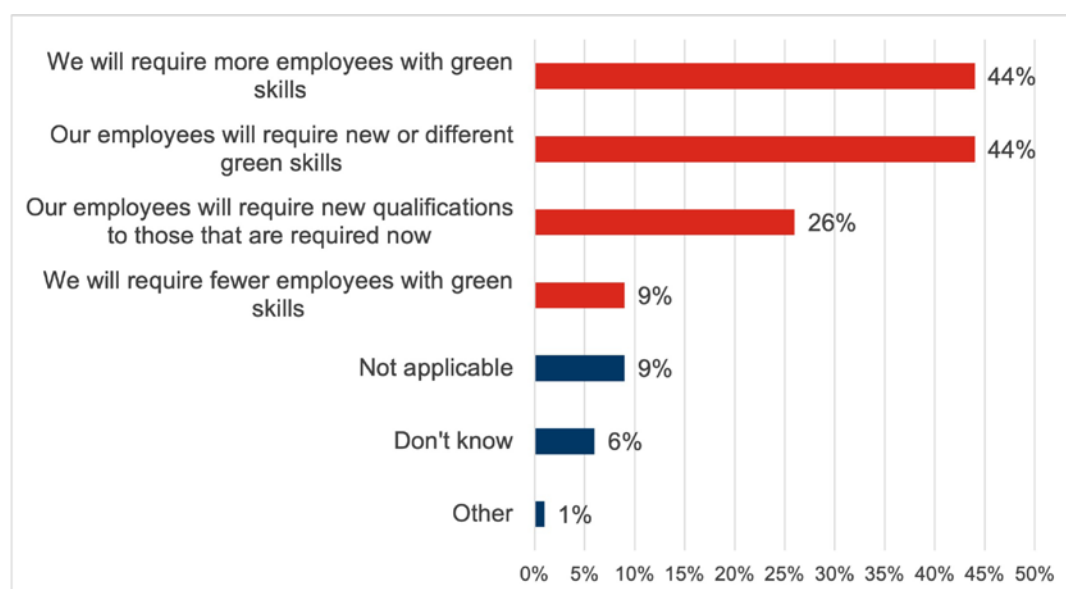
Agreement with this varied by employer size. Large employers (53 per cent) were more likely than average (40 per cent) to agree that young people are coming through the education system with the necessary green skills. Whereas small employers were less likely than average to agree (31 per cent).

Organisations within the IT & telecoms (53 per cent) work industry were significantly more likely than the average to either strongly or slightly agree that young people are coming through the educational system with the skills needed to support the UK's net zero emissions target.

Employers based in London (48 per cent) were significantly more likely than the average to either strongly or slightly agree that young people are coming through the education system with these necessary green skills. The same applies to employers who currently require green skills (67 per cent, compared to the average, 40 per cent).

More than two in five employers that currently or expect to require green skills expect that over the next five years, they will require more employees with green skills (44 per cent), and employees will need new or different green skills (44 per cent). Further to this, 26 per cent said they feel their employees will require new qualifications to those that are required now. Just nine per cent said they will require fewer employees with green skills.

Figure 11: Changes to green skills needs over the next five years



Source: YouGov employer survey, 2022. Base: Employers who currently require green skills or expect to in the future (589)

Large organisations (51 per cent) were significantly more likely than the total (44 per cent) to say that their employees will require new or different green skills. Small employers (38 per cent) were significantly less likely than the average (44 per cent) to say that they will require more employees with green skills.

Employers within the finance and accounting sector (56 per cent) were more likely than average (44 per cent) to state that their employees will require new or different green skills.



Energy Skills Partnership working to secure bright future for offshore wind in Scotland

Energy Skills Partnership (ESP) is a collaboration of Scotland's colleges and industry partners established to increase delivery of green skills needed across energy, engineering, and construction sectors.

The partnership is working to align skills supply with 17 new offshore wind projects approved for development in Scotland over the next ten years. ESP has identified that a breadth of skills needed across the full range of levels, including higher level environmental, consenting and design skills in the early stages, and then fabrication welding, construction and operations and maintenance skills.

To realise the enormous opportunities for jobs, skills and investment in offshore wind, ESP note that significant challenges need to be overcome. For example, many more trainers are required to deliver the volume of training the industry needs, but colleges have insufficient financial bandwidth to take on and train new staff.

Meanwhile, fabrication welding skills will be vital in the manufacturing phase, but these skills have been in significant decline in Scotland over the last 30 to 40 years, with colleges now lacking the facilities to meet this level of demand.

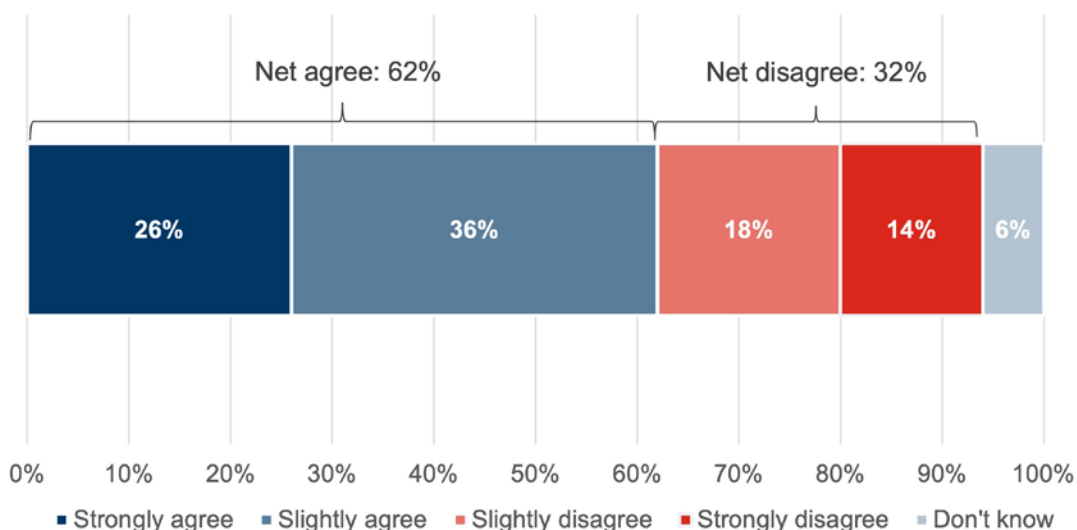
ESP are working with Government and agencies under the Climate Emergency Skills Action Plan and the Scottish Offshore Wind Energy Council on an investment proposal.

As the interface between colleges, industry and government, ESP is well placed to develop solutions to these challenges and help ensure Scotland has the capacity to deliver the right green skills in the right places, at the right time.

The importance of corporate sustainability strategies

Almost two-thirds of employers (62 per cent) agree that having a corporate sustainability strategy is important in attracting young people to work for their organisation, with more than a quarter (26%) strongly agreeing. Just over three quarters of large employers (76 per cent) agreed, compared to half (50 per cent) of smaller employers.

Figure 12: The importance of a corporate sustainability strategy in attracting young people



Source: YouGov employer survey, 2022. Base: All respondents (1,001)

Compared to the average, those from the finance and accounting and IT and telecoms sectors were more likely to agree that a corporate sustainability strategy is important in attracting young people to work for their organisation (both 74 per cent).



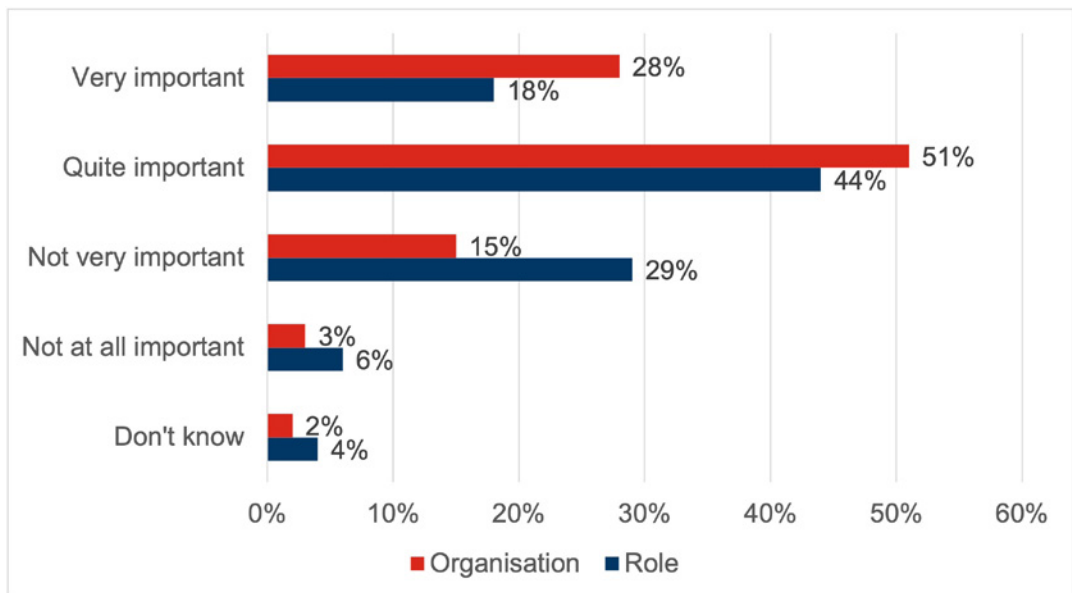
Young people survey

The survey covered young people's awareness of green skills, young people's interest in pursuing a green career and young people's knowledge of green careers and their barriers. The survey was completed by 1,162 young people aged 16-24 in the UK.

Young people's interest in pursuing a green career

In terms of career aspirations, **four out of five young people surveyed (80 per cent) said it was very (28 per cent) or quite (51 per cent) important that they work for an organisation that is committed to tackling climate change.** Nearly two thirds of young people (61 per cent) also wanted to work in a role committed to tackling climate change.

Figure 13: Importance of working in an organisation or role committed to tackling climate change



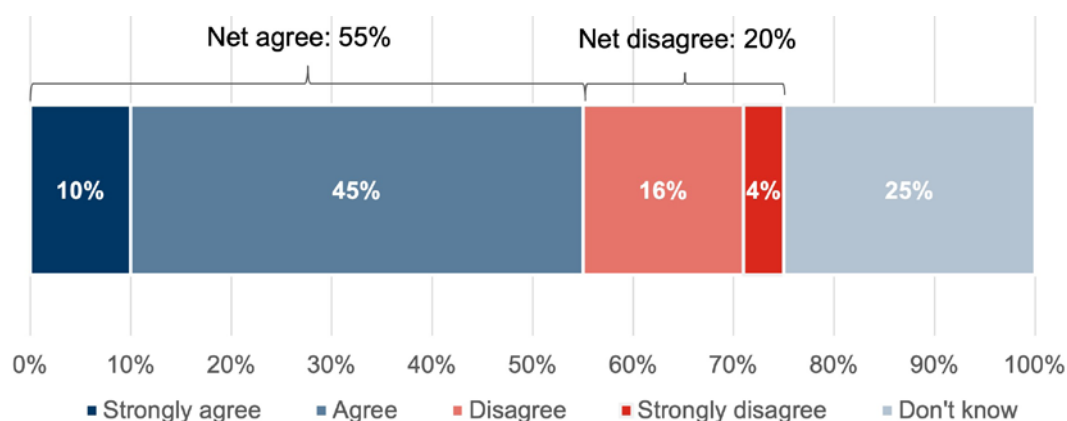
Source: YouthSight young people survey, 2022. Base: All respondents (1,162)

Women (83 per cent) were significantly more likely than men (77 per cent) to say that it is important that they work for an organisation that is committed to tackling climate change.

Young people still in education (83 per cent) were more likely than those not in education (77 per cent) to say it was either very or quite important that they work for an organisation committed to tackling climate change.

Over half of young people (55 per cent) agreed that they felt inspired to develop green skills and pursue a green career, with 10 per cent strongly agreeing and 45 per cent agreeing. Only four per cent strongly disagreed.

Figure 14: The extent to which young people feel inspired to develop green skills and pursue a green career



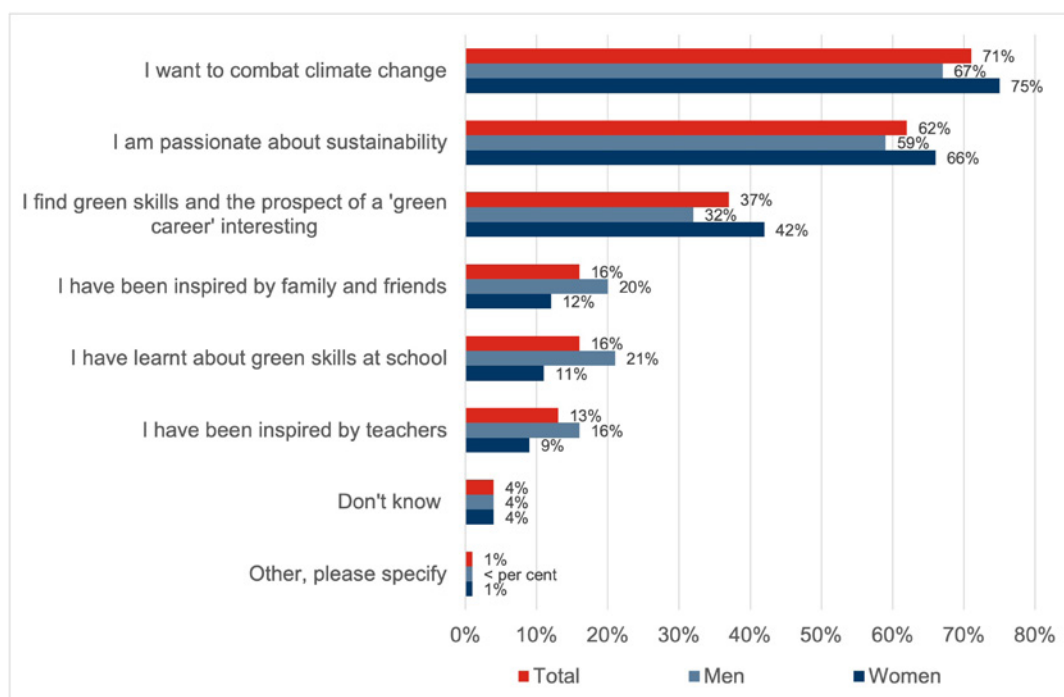
Source: YouthSight young people survey, 2022. Base: All respondents (1,162)

Amongst those who said they feel inspired to pursue a 'green career', seven in 10 (71 per cent) said this was because they want to combat climate change. In addition, nearly two thirds (62 per cent) said it was due to a passion for sustainability and a further 37 per cent said it was because they found green skills and the prospect of pursuing a green career interesting. Sixteen per cent said it was due to being inspired by family and friends.



The survey suggests that educators and the skills system are not developing young people's understanding of green careers, nor acting as the source of their inspiration for a job that combats climate change. Less than one in five (16 per cent) said they want to pursue a green career having learnt about green skills at school or college, and even fewer (13 per cent) said they have been inspired by their teachers.

Figure 15: Reasons for pursuing a green career



Source: YouthSight young people survey, 2022. Base: Young people that feel inspired to pursue a green career (638)

There are also gender differences in young people's motivations for pursuing a green career. Women were significantly more likely than men to say that:

- They want to combat climate change (75 per cent of women compared to 67 per cent of men)
- They find green skills and the prospect of a green career interesting (42 per cent of women compared to 32 per cent of men).

Men were significantly more likely than women to say that:

- They had learnt about green skills at school/college (21 per cent of men compared to 11 per cent of women)
- They had been inspired by family and friends (20 per cent of men compared to 12 per cent of women)
- They had been inspired by teachers (16 per cent of men compared to nine per cent of women).



Institute for the Motor Industry identify Equity, Diversity, and Inclusion as key to meeting green skills demand in the automotive sector

The Institute for the Motor Industry (IMI) is a professional body for people working in the automotive industry, as well as an awarding body. With the ending of new diesel and petrol car sales from 2030, IMI is working hard to ensure that employers can access diverse talent to create green jobs, and ensure relevant qualifications provide high standards in green skills development.

Forecasting completed by IMI indicates that there will be a significant shortfall of qualified Electric Vehicle (EV) technicians by 2027 as consumer demand and government targets drive up purchases of EVs. There are serious risks associated with not having enough technicians to safely service, maintain and repair EVs, including potential health and safety concerns and a loss of consumer confidence. The automotive industry finds it challenging to fill technician posts, in part due to its reputation as a male-dominated field suitable only for those without an established academic record – a myth that needs to be dispelled.

In response, IMI is making a concerted effort to make the industry more attractive to a range of individuals and capitalise upon appetite across society for green jobs and careers. This includes a recent [report](#) providing thought leadership to the industry, and clear actions that employers can take immediately.

IMI has designed the TechSafe™ standard to recognise technicians working with these new technologies. It has also recently developed a new National Occupational Standard focused on hydrogen fuel cell systems, including how to remove components and diagnose issues with systems, and another focused on dismantling and disposal of End-of-Life Vehicles. These have attracted interest from several countries also wrestling with the transition to electric and hydrogen vehicles and can help ensure the UK motor industry benefits from excellence in green skills development.

"The sector faces its biggest skills challenge in the past two decades. With currently a record number of vacancies across the sector and the task to meet the new skills required to meet the green agenda it certainly is a challenging time. Creating a more diverse and inclusive workforce is one way to tackle this issue as well as providing the support and training to equip the workforce to deliver the Government's climate commitments".

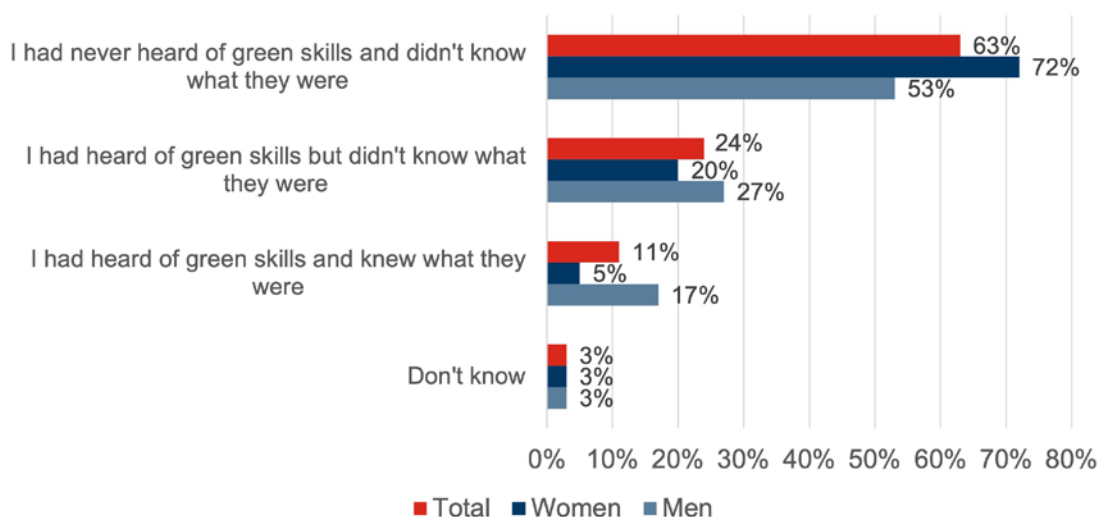
Emma Carrigy, Research and Insight Manager, IMI

Young people's barriers to green careers and the support required

The results of the survey suggest that **young people's awareness and knowledge of green skills is low**, as the majority, 63 per cent, said that they had never heard of green skills and do not know what they are. Twenty-four per cent had heard of green skills but do not know what they are. Only 11 per cent had heard of green skills and know what they are.

There is a **significant gender gap in young people's knowledge and understanding of green skills**, with women (72 per cent), being more likely to say that they have never heard of green skills before and do not know what they are, compared to men (53 per cent).

Figure 16: Awareness of green skills



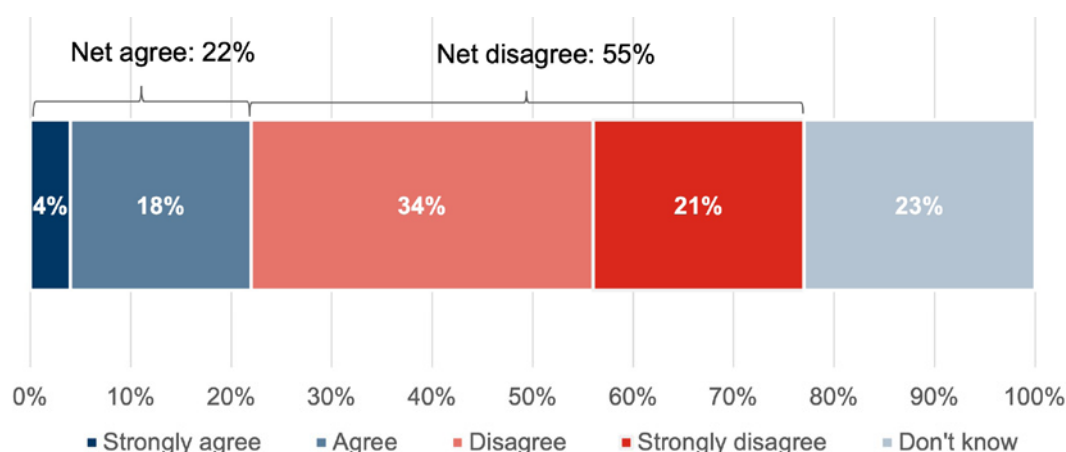
Source: YouthSight young people survey, 2022. Base: All respondents (1,162)

Young people based in the South West were more likely than average (63 per cent) to say that they had never heard of green skills and didn't know what they were (75 per cent).

Most young people (55 per cent) strongly disagreed or disagreed with the statement 'I know what green skills employers require within the current labour market'.

Whereas just over one in five (22 per cent) either strongly agreed or agreed with this.

Figure 17: Young people's agreement with the statement 'I know what green skills employers require within the current labour market'



Source: YouthSight young people survey, 2022. Base: All respondents (1,162)

There is a gender gap in young people's understanding of employers' green skills requirements, with men significantly more likely (31 per cent) than women (13 per cent) to strongly agree or agree that they know the green skills that employers need.

Young people in education (25 per cent) were more likely than those out of education (20 per cent) to either strongly agree or agree that they know the green skills employers require within the current labour market.

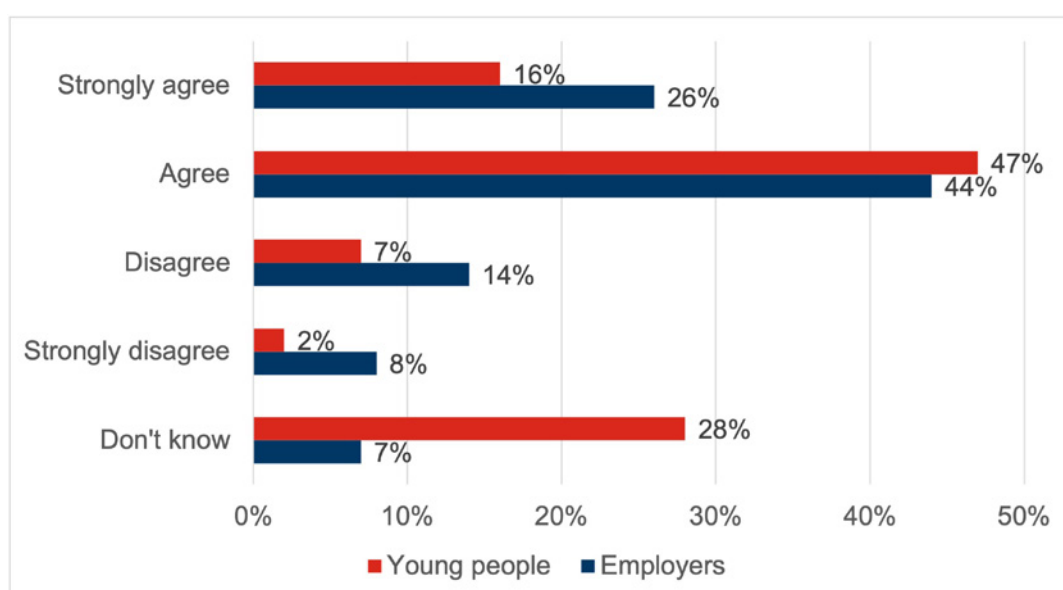
Young people aged between 16-17 (17 per cent) were also significantly less likely than average (22 per cent) to either strongly agree or agree with this statement.

Young people based in London (34 per cent) were more likely than average (22 per cent) to agree or disagree with this statement, and those based in the South East (15 per cent) were less likely than average to say the same.

Both in the employer and young people survey, respondents were asked about how essential green skills will be for young people to succeed in the labour market, and most employers and young people are in agreement that these skills will be essential. **Seven in 10 employers (71 per cent) either strongly agreed (26 per cent) or slightly agreed (44 per cent) that green skills will be important for young people's future careers**, whilst just **under two thirds (63 per cent) of young people either strongly agreed (16 per cent) or agreed (47 per cent) with this.**

Notably, almost three in 10 (28 per cent) young people said that they did not know whether green skills will be essential for young people to succeed in the labour market of the future. Less than one in 10 (seven per cent) employers said the same.

Figure 18: Employers' and young people's agreement that green skills will be essential for young people to succeed in the labour market of the future⁶²



Source: YouthSight young people survey 2022. Base: All respondents (1,162); YouGov employer survey 2022. Base: All respondents (1,001)

Young people based in Yorkshire and Humberside (51 per cent) were less likely than average (63 per cent) to agree with this statement.

The most common barriers that prevent young people from pursuing a green career relate to a lack of understanding. As figure 19 below shows, the most common barriers young people face are;

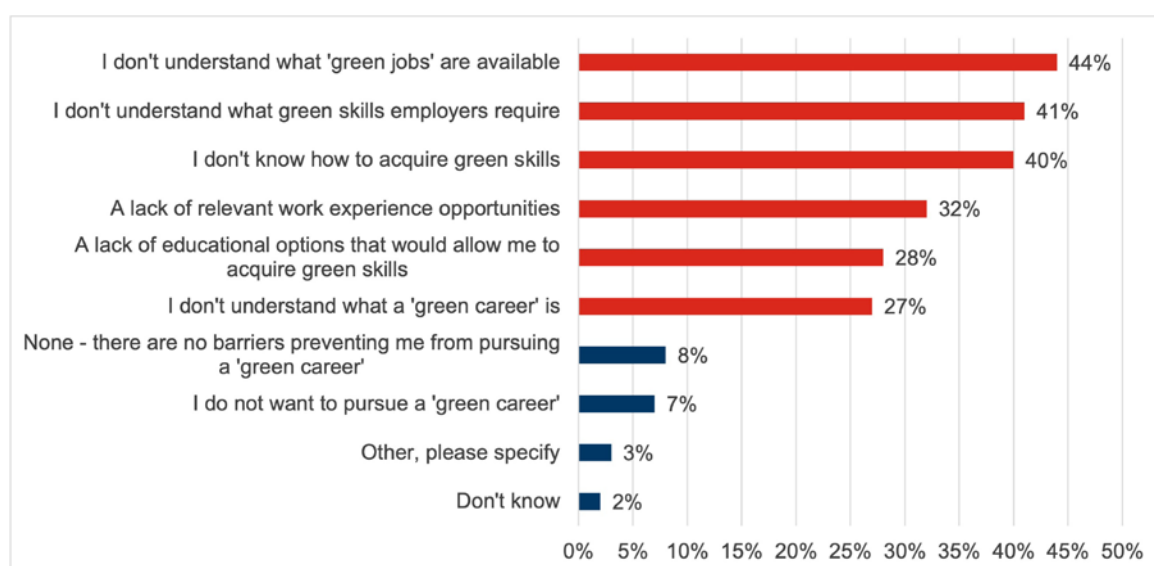
- a lack of understanding of what green jobs are available (44 per cent),
- a lack of understanding of the green skills that employers require (41 per cent)
- a lack of understanding of how to acquire green skills (40 per cent).

In addition, just under one in three (32 per cent) young people said a lack of relevant work experience opportunities was a barrier. Over a quarter cited lack of educational options (28 per cent) or a lack of understanding on what a green career is (27 per cent).

Less than one in 10 (eight per cent) young people said there are no barriers preventing them from pursuing a green career and only seven per cent stated they do not want to pursue a green career.

⁶² Please note that the scale values for the employer and young people surveys differed, with the employer survey using 'slightly agree / slightly disagree' and the young people survey using 'agree / disagree'.

Figure 19: Barriers preventing young people from pursuing a green career



Source: YouthSight young people survey, 2022. Base: All respondents (1,162)

Women are significantly more likely than men to cite the following barriers to pursuing a green career:

- I do not understand what green jobs are available (48 per cent of women compared to 40 per cent of men)
- I do not know how to acquire green skills (47 per cent of women compared to 33 per cent of men)
- I do not understand what green skills employers require (44 per cent of women, compared to 38 per cent of men)
- A lack of educational options that would allow me to acquire green skills (31 per cent of women compared to 25 per cent of men).

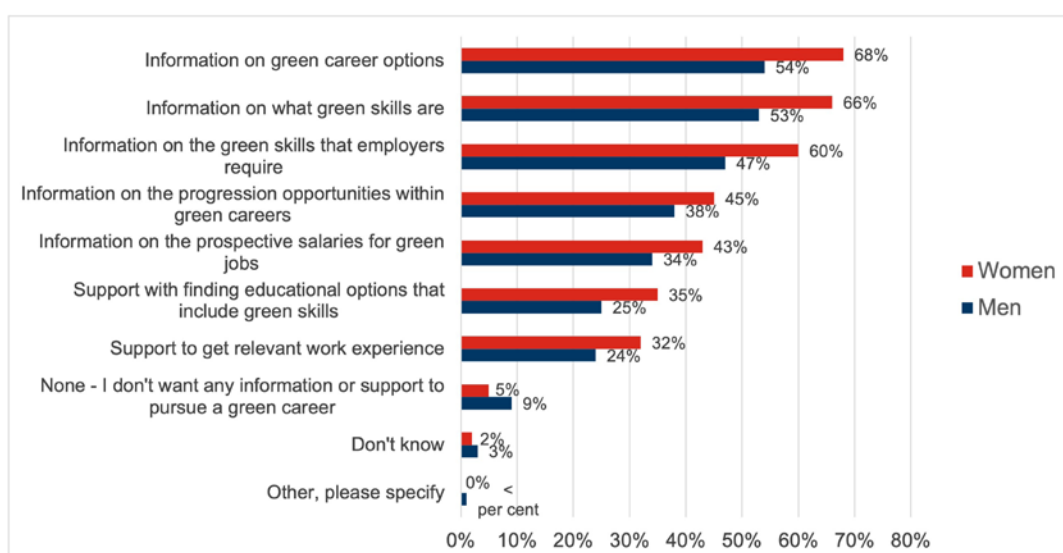
Figure 20 highlights that **providing young people with additional information and support is key to overcoming barriers to pursuing a green career**. Around six in ten young people would find information on green career options (61 per cent) or information on what green skills are (59 per cent) to be most helpful. Just seven per cent said they would like no information or support at all. Figure 21 highlights that **women were significantly more likely to say that they would want all of the support options listed**.

Figure 20: Information and support young people would like to help them pursue a green career



Source: YouthSight young people survey, 2022. Base: All respondents (1,162)

Figure 21: Information and support young people would like to pursue, by gender



Source: YouthSight young people survey, 2022. Base: All respondents (1,162)

Partnership between FE and industry paving the way for sustainable construction in Northern Ireland

Southeastern Regional College (SERC) has seized the initiative in supporting sustainable construction by establishing the first multi-faceted zero carbon centre in Northern Ireland. The unique provision incorporating five purpose-built units will be created on site, equipped with innovative green technologies that are expected to significantly contribute to the decarbonisation of commercial and domestic buildings in Northern Ireland.

A wide range of qualifications at various levels will be on offer across five themes: electrification; air source heat pumps and solar thermal; hydrogen domestic boilers; hydrogenated vegetable oil HVO and BioLPG; and air tightness and insulation. The Centre will cater for qualified tradespeople looking to upskill and attain a license to practice for new technologies, non-tradespeople who want to undertake short introductory awards, as well as FE construction students and apprentices.

SERC has worked closely with industry partners throughout the design and planning phase to ensure that the new centre meets industry standards and needs. The College has secured sponsorship from employers, including Greenview Energy Solutions, a company that installs, maintains, and repairs renewable energy systems. Greenview have contributed their products to enable hands on experiential learning and will sponsor the electrification unit, assisting with the installation of technologies on site.

Once courses start, Greenview and other industry experts will provide guest lectures, enabling other businesses to understand and ramp up their efforts to support decarbonisation. The zero-carbon centre is expected to launch in September 2022.

"There are very exciting times ahead with the challenges of decarbonisation within the construction industry. There are opportunities for companies and individuals to diversify from traditional work practices to new methods of building processes and products to help reduce the demand on carbon-based fuels and longevity of the whole life cycle of building. This zero carbon centre is a perfect platform to identify best practice methods and zero carbon products, whilst working with leading manufacturers, giving companies the opportunity to choose from a range of carbon reducing installations which are appropriate for either new build or retrofit projects."

Paul Henry, Lead Business Manager for Construction Services, SERC

"Reducing the carbon footprint of the UK's buildings and homes represents a significant challenge to achieve a carbon-zero world. With ongoing developments in the sector, we are delighted to support the development of this new zero-carbon centre and our continuing our ongoing collaboration with SERC. As an employer, we continue to invest heavily in our training and apprenticeship programmes to ensure that Greenview as a business can meet the future demands of our clients and their zero-carbon targets to deliver such industry change."

Roy Connolly, Greenview's Managing Director – Commercial



5

Key findings and conclusions

The net zero target, corporate social responsibility strategies, and changes to national policy regulations are driving clear demand for green skills among employers.

Summary of key findings

Most employers surveyed believe that their organisation has a responsibility to tackle climate change and help the UK meet its net zero emissions target, particularly large organisations. The majority either currently require green skills or expect to in the future. Green skills are needed across all levels and across a range of industries – and this is supported by the evidence review. Electric vehicles, clean energies and sustainable manufacturing are the industries most noted by employers in reference to where green skills are needed. The UK's ability to develop world-class technical skills in these sectors, where global firms are internationally mobile, will be key to attracting foreign direct investment in the jobs needed for net-zero.

The net zero target, corporate social responsibility strategies, and changes to national policy regulations are driving clear demand for green skills among employers. As the survey of young people confirms, sustainability and corporate responsibility strategies will be vital to businesses' ability to attract young people into employment and access and develop their skills. Green skills are needed across all career levels,

and most employers have struggled to recruit candidates with the green skills required. Six in ten employers report that they have a green skills gap. This mirrors wider evidence indicating that the UK is facing a significant shortage of the skills required to meet the UK's net zero targets. This skills gap is having a negative impact on employers' ability reduce emissions and manage rising energy costs.

Most young people surveyed feel inspired to develop the skills needed to pursue a career that supports the objective of reducing emissions and are strongly motivated by a desire to combat climate change. However, young people lack awareness and understanding of 'green skills' and 'green jobs', despite their strong commitment to sustainability. Only a small portion noted being inspired because of information or advice received in an education setting. This aligns with findings that young people lack knowledge and understanding of what green jobs are available, the skills employers require, and how to acquire them. This lack of information and advice is acting as a major barrier to young people fulfilling their aspirations in this area, particularly amongst young women. Women are more likely to say that they would like to work for an organisation dedicated to combatting climate change. However, they are more likely to report a lack of awareness as a barrier preventing them and call for wide ranging information and advice on skills, jobs, and careers that can help the UK reach its net-zero goal.

Most young people surveyed feel inspired to develop the skills needed to pursue a career that supports the objective of reducing emissions and are strongly motivated by a desire to combat climate change





Developing world-class skills for a net-zero economy – the role of WorldSkills UK

WorldSkills UK partnered on this report to understand employer demand for green skills, and young people's understanding of skills, jobs and careers that can support the UK's transition to net-zero carbon emissions. We will use the findings to ensure our programmes help the UK develop world-class skills for a net-zero economy. This is key to attracting greater foreign direct investment in green industries, and delivering great green job opportunities to young people, regardless of gender or background.

1. Empower and inspire young people of all backgrounds to build STEM skills, gain jobs, and pursue careers that will tackle climate change

We will use our careers advocacy programmes and Spotlight Talks to engage and inspire 40,000 young people, showcasing opportunities for green jobs and the skills and training young people need to succeed. This includes sustaining engagement with our recent Spotlight on Green Jobs through a social media campaign, highlighting how jobs across all sectors of the economy can support the UK to tackle climate



change. We will also update our Careers Advice Toolkit to provide information to young people and parents on how technical education and apprenticeship pathways can support access to jobs that will help tackle climate change.

2. Launch a new competition programme in renewable energy

Within the next year, WorldSkills UK will launch a renewable energy competition, enabling young people to develop world-class skills in the installation and maintenance of wind turbines and solar panels. We will also work to ensure UK participation at the inaugural global finals in renewable energy at WorldSkills Lyon 2024.

3. Partner with the Institute for Motor Industry to enhance opportunities for young people to gain green skills in the automotive sector

WorldSkills UK and IMI will seek to capitalise on opportunities to incorporate knowledge and skills for electric vehicle maintenance and repair into existing competition programmes. This includes the option of interlocking accredited green skills development training with existing IMI partnered competition programmes in automotive technology, automotive body repair, and automotive refinishing.

4. Embed green skills in wider skills competition programmes and support for educators

We will work with our Competition Organising Partners across all areas, to see how far they can use green skills in their competition-based training activities. We will integrate green skills within three competition programmes over the next year and establish a 'green advisory group'



to support this work. We will also use the insights from this report to drive international understanding of opportunities for green skills in WorldSkills global standards and competition programmes. This can underpin collaboration to ensure international competition programmes meet the needs of global economies to help reach net-zero.

5. Assist UK skills providers to deliver world-class standards in green skills development

We will connect Institutes of Technology with global leaders in green skills development to boost the sector's capability to deliver high-quality training that supports the creation of green jobs and attracts international investment in the green economy. This includes entrenching and expanding existing International Skills Partnerships that support shared research and investigation, and the exchange of best practice.

6. Work with DfE and IfATE in England and parallel bodies in Scotland, Wales and Northern Ireland , to ensure qualifications and apprenticeships supply green skills that boost UK competitiveness for foreign direct investment

We are committed to using our insights to help all UK governments boost the supply of green skills in globally traded sectors. This can cement the UK's position as a world-class green skills economy and attract significant foreign direct investment in the jobs needed to reach net-zero. We are also working closely with the Education & Training Foundation to enhance professional development courses. This will help ensure educators are equipped to deliver high-quality qualifications enabling businesses and young people to develop world-class green skills.



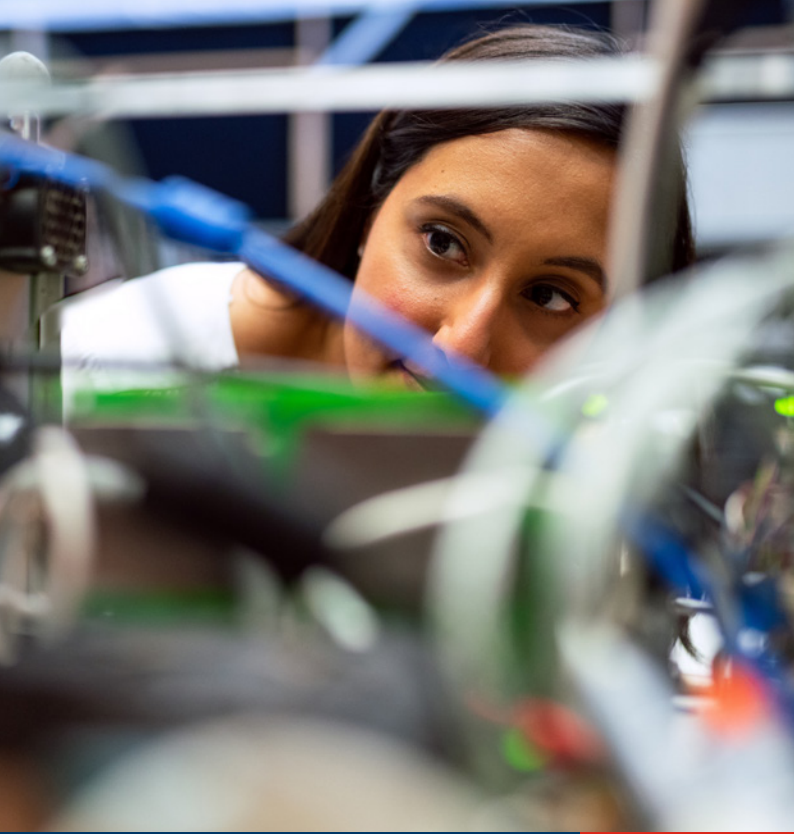
Conclusions for the UK Government

1. Marketing and communications, such as the *Get the Jump* campaign, could capitalise on the enthusiasm of young people to pursue green careers by helping schools, colleges, and universities signpost to education and training pathways available.
2. The independent Green Jobs Delivery Group, IfATE's Green Advisory Panel, and DfE's Unit for Future Skills all have the opportunity to undertake data-driven action to ensure approved qualifications and apprenticeships support up to date skills and jobs businesses across sectors need to decarbonise.
3. DfE's commitment to make qualifications and apprenticeships more flexible could remove barriers for people to acquire new green skills. This could be complemented through the roll-out of Higher Technical Qualifications and the Lifelong Loan Entitlement.
4. Local Skills Improvement Plans offer the opportunity for employers and skills providers to identify and develop world-class skills that boost their region's competitiveness for foreign direct investment in green jobs.
5. Through the Skills Value Chain, the High Value Manufacturing Catapult can continue to close the loop between the development of green technologies and the identification and delivery of higher technical skills businesses need to harness them.



Conclusions for Devolved Administrations

1. The Scottish Government could ensure the National Strategy for Economic Transformation integrates actions from the Climate Emergency Skills Action Plan.
2. Further to the creation of an 'All Energy' apprenticeship pathway, Skills Development Scotland could explore other opportunities for integrated delivery of skills that high-carbon sectors, such as construction, need to transition.
3. Through the new Employability and Skills Action Plan the Welsh Government has the opportunity to raise young people's awareness of green jobs. For example, Careers Wales, through the delivery of their five-year strategic plan Better Futures, could deliver clear actions to raise awareness of green job opportunities for young people.
4. The Welsh Government could use the forthcoming Net Zero Skills Plan to ensure there are clear actions and accountabilities on: defining and delivering upon industry requirements for green skills, developing national occupational standards, stimulating green skills demand, and building on the labour market intelligence of Regional Skills Partnerships to map and forecast green skills demand.
5. The Northern Ireland Executive should ensure actions taken forward under the Skills for a 10x economy strategy provide a framework for the development of skills needed for high quality jobs in a net-zero economy. The Skills Barometer can ensure employer demand for green skills is mapped and delivered upon and enables Invest NI to market Northern Irish green skills to prospective investors.



General conclusions

1. Efforts to attract more women into STEM should point to the importance of STEM skills to net-zero and lever the enthusiasm of young women for green jobs and careers.
2. Highlighting the importance of technical skills to decarbonisation can attract young people to apprenticeships and help build prestige in technical education.
3. As our understanding of green skills grows, and action is taken to reflect employer demand for these skills in qualifications and apprenticeships, enrolment data could offer valuable insights on whether the skills system is producing the workforce needed for a net-zero economy
4. Smaller employers could benefit from additional support to understand which qualifications and courses provide green skills for their sector.
5. Larger employers could have a positive role in helping smaller firms in their supply chain to understand what transition to net-zero looks like, and the green skills required.

6

Annex

Figure 22: Employer demographics

		No.	%
Organisation size	Small	445	44%
	Medium	288	29%
	Large	268	27%
Work industry (main)	Manufacturing	123	12%
	Construction	65	6%
	Retail	62	6%
	Finance and accounting	121	12%
	Hospitality and leisure	64	6%
	Legal	27	3%
	IT & telecoms	130	13%
	Media/marketing/ advertising/PR & sales	62	6%
	Medical & health services	58	6%
	Education	46	5%
	Transportation & distribution	59	6%
	Real estate	24	2%
	Other	157	16%
Region mainly work	North	209	21%
	Midlands	141	14%
	East	56	6%
	London	244	24%
	South	247	25%
	Wales	37	4%
	Scotland	59	6%
	Elsewhere (i.e. outside of Great Britain)	8	<1%

Figure 23: Young people's demographics

		No.	%
Gender	Male	524	45%
	Female	638	55%
Age	16-17	212	18%
	18-21	494	43%
	22-24	456	39%
In/out of education	In education	601	52%
	Out of education	561	48%
Ethnicity (grouped)	White	848	73%
	Black	42	4%
	Asian	189	16%
	Mixed	46	4%
	Other	13	1%
	Prefer not to say	24	2%
Region (grouped)	North England	157	13%
	Yorkshire and Humberside	91	8%
	The Midlands	200	17%
	Eastern	53	5%
	South England	311	26%
	London	232	20%
	Wales	31	3%
	Scotland	68	6%
	Northern Ireland	19	2%
Ethnicity (detailed)	White	848	73%
	Black Caribbean	7	1%
	Black African	34	3%
	Black Other	1	<1%
	Indian	58	5%
	Pakistani	49	4%
	Bangladeshi	25	2%
	Chinese	21	2%
	Other Asian	36	3%
	Mixed	46	4%
	Other	13	1%
	Prefer not to say	24	2%

Figure 23: Young people's demographics (continued)

		No.	%
Region (detailed)	North West	118	10%
	North East	39	3%
	Yorkshire & Humberside	91	8%
	West Midlands	106	9%
	East Midlands	94	8%
	Eastern	53	5%
	South West	109	9%
	South East	202	17%
	London	232	20%
	Wales	31	3%
	Scotland	68	6%
	Northern Ireland	19	2%
Highest level of qualification held	NVQ Level 1, Foundation GNVQ or basic skills qualification	6	1%
	GCSE	179	15%
	A-Levels, Higher School Certificate, Welsh Baccalaureate or advanced diploma	421	36%
	NVQ Level 3, Advanced GNVQ, City and Guilds Advanced Craft, ONC, OND, BTEC National, RSA Advanced Diploma	45	4%
	Degree or higher degree	450	39%
	NVQ Level 4-5, HNC, HND or BTEC Higher Level, RSA Higher Diploma	35	3%
	Apprenticeship	5	<1%
	No qualifications	7	1%
	Other, please specify	6	1%
	Don't know	8	1%
Employment status	Employed, full time (35 hours or more)	348	30%
	Employed, part time (less than 35 hours)	221	19%
	Self-employed	28	2%
	I am completing an apprenticeship	14	1%
	Unemployed and looking for work	79	7%
	Unemployed and not looking for work	42	4%
	In education (including study as part of an apprenticeship)	506	44%
	Other, please specify	11	1%
Educational status (for those in education)	I am studying at school/sixth-form college	177	35%
	I am studying at a further education college	12	2%
	I am studying at a university	313	62%
	I am studying with a private training provider	3	1%
	Other (please specify)	2	<1%

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4th August 2023

REF: NEW CARBON NET ZERO CENTRE – WISBECH CAMPUS – BUDGET ESTIMATE

Please see below the budget estimate for the above project, this should be read in accordance with the drawing, WIS111.001B PROPOSED FLOOR PLANS (A1).

Item	Description	Price (excl. VAT)
1	Architectural design package	£ 82,000
2	Structural design package	£ 35,680
3	M&E design package	£ 15,500
4	Planning application fee	£ 7,268
5	Building regulations application fee	£ 7,500
6	Build cost:	
	Ground floor - 894.14m ² @ £2,600 per m ²	£ 2,324,764
	Mezzanine - 261.01m ² @ £1,300 per m ²	£ 339,313
7	Furniture	£ 150,000
	Subtotal	£ 2,962,025
8	Contingency -10% of subtotal above	£ 296,203
	Subtotal	£ 3,258,228
9	Employer's agent/Pagabo framework fee - 1.2% of subtotal above	£ 39,099
	Total (excl. VAT)	£ 3,297,326
10	VAT	£ 659,465
	Total (incl. VAT)	£ 3,956,791

Any doubts or queries, please do not hesitate to contact me.

Kind Regards

Liam Reeve BA (Hons) Architecture

Construction Projects Lead

Property Services

College of West Anglia

Email: Liam.Reeve@cwa.ac.uk | Mob: 07356 101429 | Extn: 2878 | DD: 01553 815878

King's Lynn Campus, Tennyson Avenue, King's Lynn, Norfolk, PE30 20W

4th August 2023 – Rev A

REF: NEW CARBON NET ZERO SKILLS CENTRE – WISBECH CAMPUS – PROJECT PROGRAMME

Please see below the project programme for the above project.

RIBA Plan of Work Stage	Stage Description	2023				2024												2025								
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
0 - Strategic Definition	CPCA Grant Award																									
1 - Preparation & Brief	Employers Agent Contract Process																									
1 - Preparation & Brief	Design Contract Process																									
2 - Design	Approve a Concept Design																									
3 - Developed Design	Develop concept to Planning Submission																									
3 - Developed Design	Planning Application Process																									
4c - Tender	D&B Build Contract Process																									
4a - Technical Design	Technical Design Production																									
4a - Technical Design	Building Regulations Application Process																									
4a - Technical Design	Discharge Planning Conditions																									
4b - Production Design	Construction Drawings & Specification																									
	Production																									
5 - Construction	Site Preparation / Mobilisation																									
5 - Construction	Construction Process																									
5 - Construction	Snagging																									
6 - Handover	Handover																									
6 - Handover	Installation of FF&E																									
7 - In Use	Opening																									

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Construction Projects Lead

Property Services

College of West Anglia

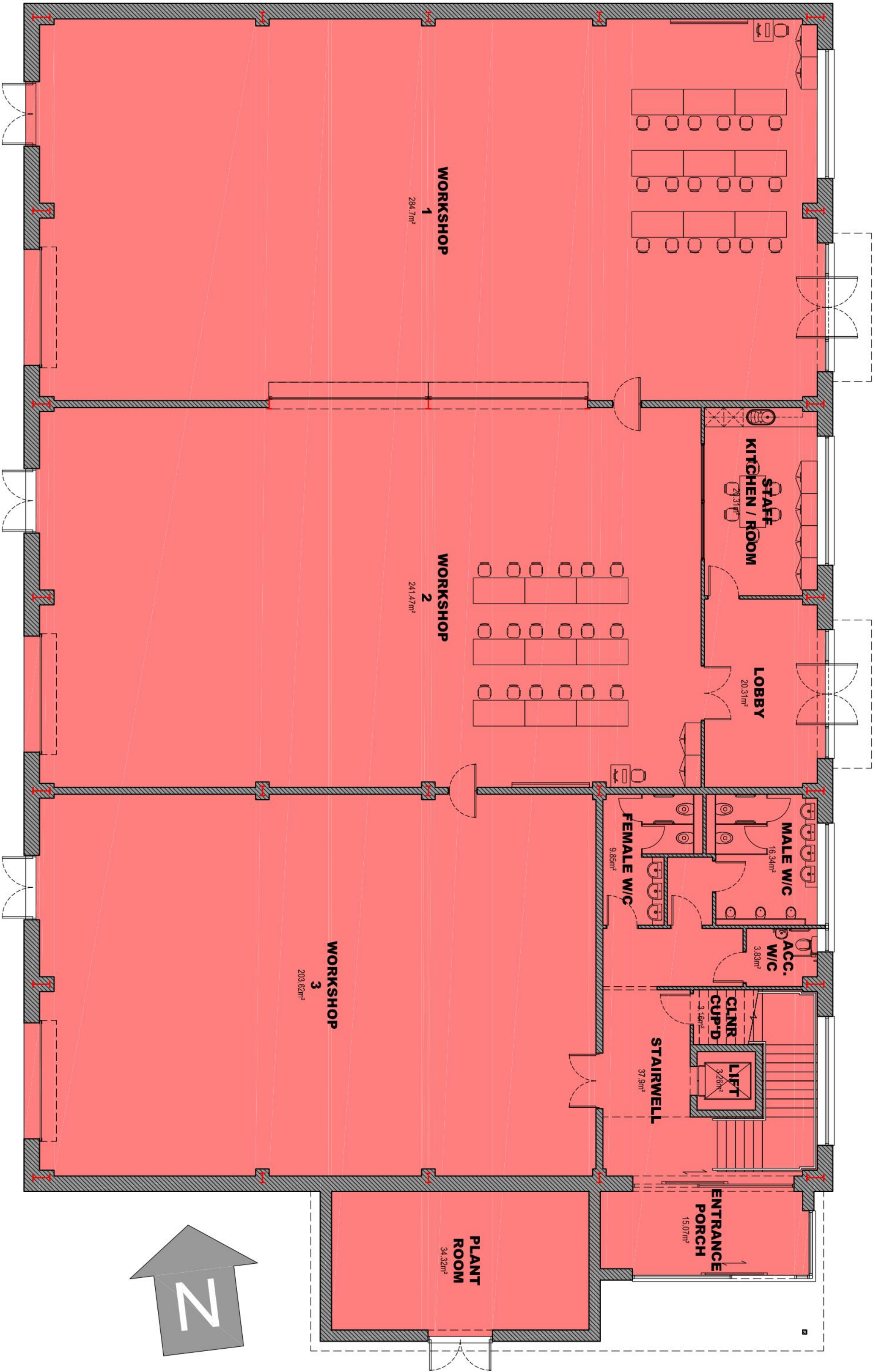
Email: Liam.Reeve@cwa.ac.uk | Mob: 07356 101429 | Extn: 2878 | DD: 01553 815878

King's Lynn Campus, Tennyson Avenue, King's Lynn, Norfolk, PE30 20W

PROPOSED FLOOR PLANS

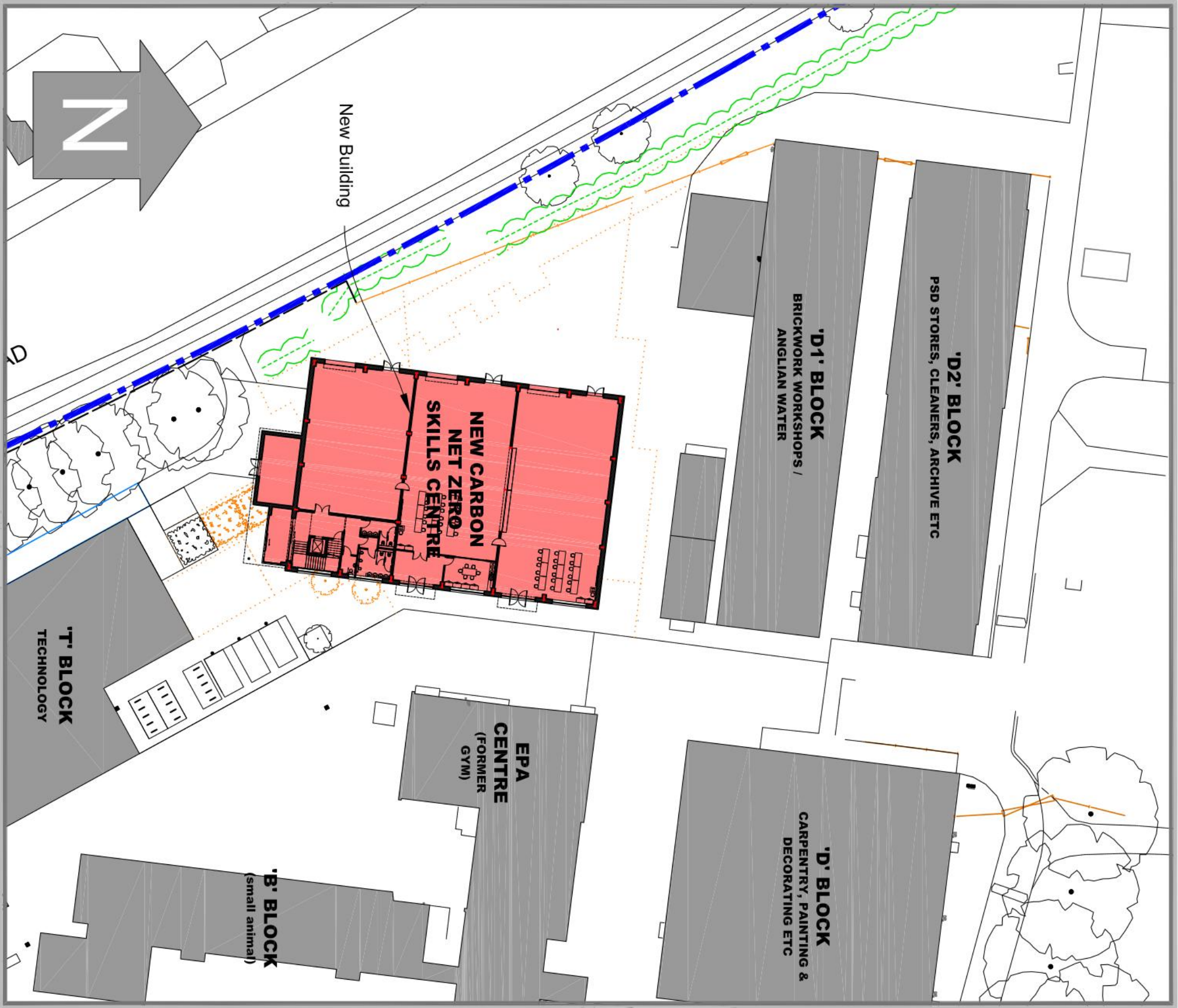
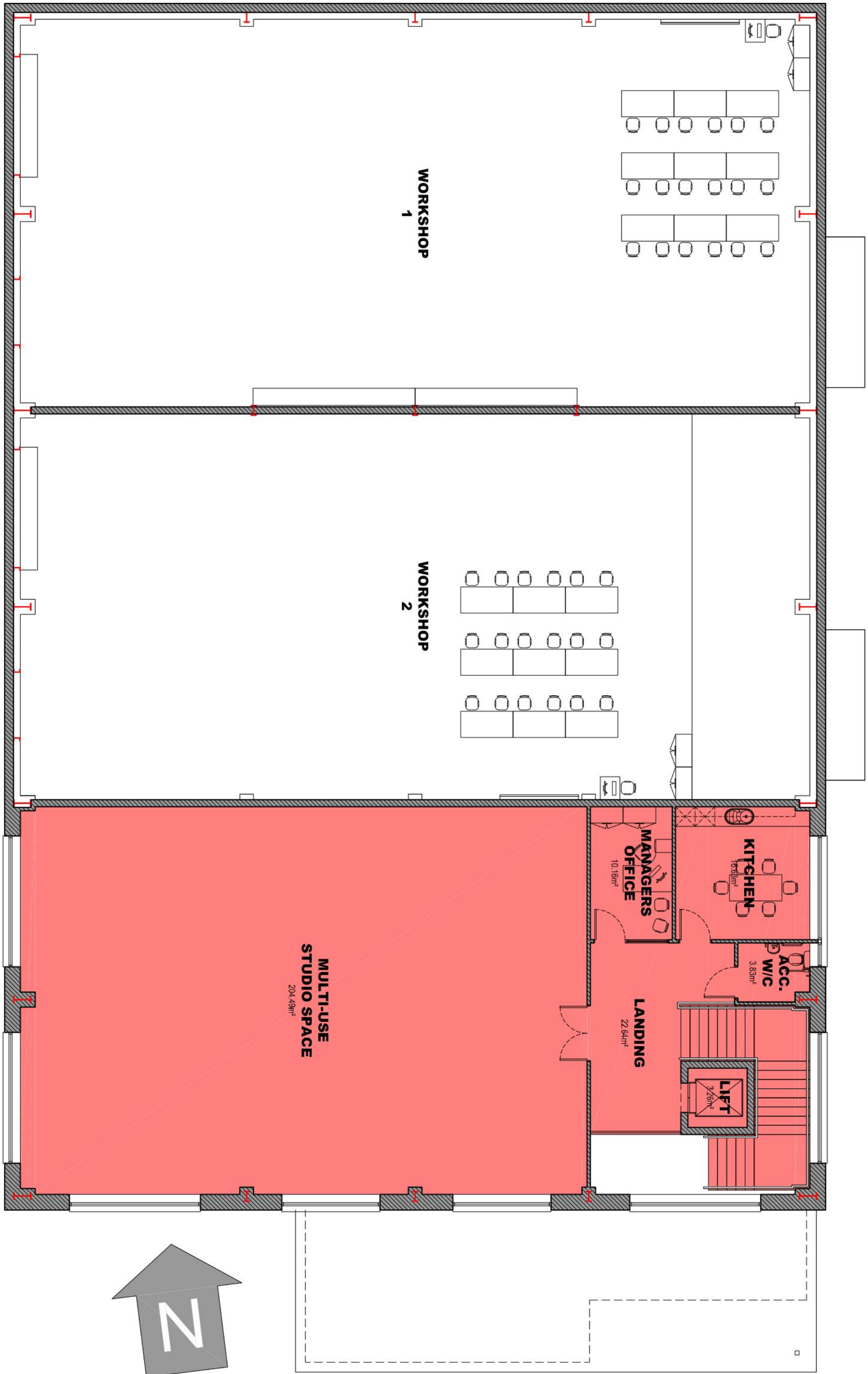
GROUND FLOOR PLAN

SCALE 1:100



FIRST FLOOR PLAN

SCALE 1:100



CAMPUS SITE PLAN

WISBECH
SCALE 1:500

GIFA TABLE	
Ground Floor	894.14m²
First Floor	261.01m²
TOTAL	1155.15m²

COLLEGE OF WEST ANGLIA

PROJECT
Carbon Net Zero Skills Centre
Between Tech and Workshop Block
Wisbech Campus

DRAWING TITLE

PROPOSED FLOOR PLANS

<input checked="" type="checkbox"/> PRELIMINARY	<input type="checkbox"/> TENDER ISSUE
<input type="checkbox"/> WORKING DRAWING	<input type="checkbox"/> AS BUILT

The College
of West Anglia

Project Name	Wisbech Green Skills
Lead organisation	College of West Anglia
Project Manager	Liam Reeve - Construction Projects Lead

Risk ID	Risk Title	Risk Description / Summary	Risk Owner	Risk Category (Operational / Strategic / Project)	Risk Type (Reputational, Political / Economic / Legal / Infrastructure/etc)	Inherent Impact (1-5)	Inherent Likelihood (1-5)	Inherent Score (I x L)	Inherent Risk Rating (VH,H,M,L)	Mitigating Risk Controls & Actions	Residual Impact (1-5)	Residual Likelihood (1-5)	Residual Score (I x L)	Residual Risk Rating (VH,H,M,L)	Accepted Target Score	Monitoring
1	Failure to secure CA funding	Failure to secure CA funding. Project would not proceed	Principal	Project	Financial	5	3	15	Very High	There is no mitigation as this process would be with the CA decision making process.	5	3	15	Very High	4	Monthly
2	Abnormal development costs	Abnormal development costs escalate during design stage. Construction cost forecast to be greater than current cost plan	Vice Principal Corporate Services	Project	Financial	4	3	12	High	Each design stage should not be closed out until a full affordable cost plan with any VE required is completed	4	1	4	Medium	5	Weekly
4	Design and build	College may be forced down two stage design and build due to time constraints. Construction cost forecast to be greater than current cost plan	Construction Projects Lead	Project	Financial	4	3	12	High	Discussions with CA around any issues with a delayed completion to current end date	4	1	4	Medium	5	Monthly
5	Limited tenderers	College may not secure a suitable tender list. Possible increased costs	Procurement Officer	Project	Legal/financial	3	3	9	High	The College has recent experience construction procurement process Early contract notice to be placed	3	1	3	Low	5	Monthly
7	Statutory utilities investigations	Statutory utilities investigations identify need for major infrastructure changes. Programme delay	Construction Projects Lead	Project	Financial	5	3	15	Very High	The college has reduced floor space over a number of years - and taken load off stats - however early applications will need to be made	5	1	5	Medium	5	Weekly
8	Space requirements	Detailed design requires additional space over that which the college is able to afford. Cost plan increases	Construction Projects Lead/Head of Faculty	Project	Financial	3	3	9	High	Additional space would need to be provided by way of space utilisation means within current accommodation	3	1	3	Low	5	Monthly
9	Furniture, fittings and equipment	FF&E budget not sufficient. Cost plan increases	Construction Projects Lead	Project	Financial	4	3	12	High	FF&E would need to be fully designed out as part of the stage 2 design and stage 3 design - such that any specialist equipment can be accommodated	4	1	4	Medium	5	Monthly
10	IT equipment	IT budget not sufficient. Cost plan increases	Construction Projects Lead	Project	Financial	4	3	12	High	IT costs to be fully designed out as part of the stage 2 and stage 3 design	4	1	4	Medium	5	Monthly
12	Design variations	College variations during construction works create delays. Cost increases and programme increases	Construction Projects Lead	Project	Financial	4	3	12	High	Contingency within the contract has been defined Based on recent building experience	4	1	4	Medium	5	Monthly
13	Contingency	Contingency insufficient. Cost plan increases	Vice Principal Corporate Services	Project	Financial	3	3	9	High	Contingency embedded within the costs - deemed appropriate on the basis that it meets historical expenditure on projects	3	1	3	Low	5	Monthly
14	Construction costs	Construction cost inflation exceeds budget assumptions. Cost plan increases	Vice Principal Corporate Services	Project	Financial	3	3	9	High	To trace the RIBA and SPONS inflation indices	3	1	3	Low	5	Monthly
15	Churchill Road - noise and air pollution	Greater design requirement around Churchill Road arising from noise and air pollution. Cost plan increases	Construction Projects Lead	Project	Reputational/financial	4	4	16	Very High	Highly likely that a sealed box solution will be required by planning due to the presence of Churchill Road	4	2	8	High	5	Monthly
16	Specification standards	Specification/quality standards of proposed building does not meet users/town planning requirements. Programme delay	Construction Projects Lead	Operational	Reputational/operational	3	3	9	High	Work with planners/other interested parties to explore acceptable design standards	3	1	3	Low	5	Monthly
17	Town planning delays	Delays in town planning. Programme delay	Construction Projects Lead	Project	Reputational/operational	5	3	15	Very High	Early and continued engagement with the planners is required - there have been no historical delays on applications at Wisbech previously - the building has been present on all master plans for a number of years	5	1	5	Medium	5	Weekly
18	Adverse ground conditions - contamination	Ground investigation findings show contamination on site. Cost plan increases	Construction Projects Lead	Project	Financial	5	3	15	Very High	Full ground investigation required to mitigate	5	1	5	Medium	5	Weekly
19	Diversions	Unknown services exposed during demolition works. Diversions required, result in an extension to the programme and increased cost	Construction Projects Lead	Project	Reputational/operational	5	3	15	Very High	Full Cat and radar scan to be completed	5	1	5	Medium	5	Weekly
20	Churchill Road - ground conditions - geology/hydrology	Abnormal ground conditions due to Churchill Road being an old canal. Cost plan increases,	Construction Projects Lead	Project	Financial	5	3	15	Very High	Piling is likely to be required - as with the adjacent new buildings. Cost plan will allow for this, but further work would be required on an excessive dewatering of foundation beams	5	1	5	Medium	5	Weekly
21	Contractor team performance	Contractor performance. Programme delay	Construction Projects Lead	Project	Reputational/operational	5	3	15	Very High	The college has suffered contractor quality issues in the past and mitigation is to complete an OJEU notice to attract alternative contractors	5	1	5	Medium	5	Weekly
22	Design team performance	Design team performance on time. Programme delay	Construction Projects Lead	Project	Reputational/operational	5	3	15	Very High	Programme to be realistic and allow time for full co-ordination via BIM	5	1	5	Medium	5	Weekly

Scoring Matrix

Impact	Description
5 Severe	Catastrophic impact on organisation
4 Major	Serious impact on organisation
3 Significant	May cause some impact on organisation
2 Minor	Unlikely to cause impact on organisation
1 Trivial	No impact on organisation

Likelihood	Description
5 Almost Certain	> 95% likely to occur within next 12 months
4 Likely	50 - 95% likely to occur within next 12 months
3 Possible	20 - 50% likely to occur within next 12 months
2 Unlikely	1 - 20% likely to occur within next 12 months
1 Rare	< 1% likely to occur within next 12 months

Impact					
	1	2	3	4	5
Likelihood	Trivial	Minor	Significant	Major	Severe
5 Almost Certain	5	10	15	20	25
4 Likely	4	8	12	16	20
3 Possible	3	6	9	12	15
2 Unlikely	2	4	6	8	10
1 Rare	1	2	3	4	5

Very High	Primary or severe risks requiring immediate attention, there could be a severe impact on the Combined Authority and its ability to deliver the programmes. Or the net cost may increase by more than £500,000. Or there could be an adverse impact on the national reputation of the Combined Authority in both the short and long term. Or there is a long-term catastrophic impact that could happen to the community, economy or environment.
High	Risk is significant, warranting attention. There could be an immediate impact on major parts of the programme. The cost may increase by £250,000 up to £500,000. Or, there imay be sustained adverse publicity at a national level. Or, the reputation locally might be impacted in both the short and long term. Or there may be a long term detrimental impact on the community, economy or environment at a significant level.
Medium	Less significant but could cause disruption, affecting delivery between one and four weeks. Or it could increase the costs by more than £100,000 but less than £250,000. Or there could be significant adverse publicity in the local or national press. Or there is a short to medium term impact on the community, economy or environment.
Low	Not likely to occur so low risk, impacts could be severe if it did happen but this should able to be managed without a great deal of intervention. Usually minor disruptions, minor or short term impacts.

Scoring Matrix

Impact	Description
5 Severe	Catastrophic impact on organisation
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		Impact		
		1	2	3
Likelihood		Trivial	Minor	Significant
5	Almost Certain	5	10	15
4	Likely	4	8	12
3	Possible	3	6	9
2	Unlikely	2	4	6
1	Rare	1	2	3

Very High	Primary or severe risks requiring immediate attention. Authority and its ability to deliver the programmes. there could be an adverse impact on the national reputation in the long term. Or there is a long-term catastrophic impact on the environment.
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Low	Not likely to occur so low risk, impacts could be severe without a great deal of intervention. Usually minor impacts.

<div data-bbox="225 236 635 275" data-label="Text"></div> <div data-bbox="225 502 635 541" data-label="Text"></div> <div data-bbox="220 803 631 1113" data-label="Table"> <table> <tr> <th colspan="2"></th></tr> <tr> <th>4</th><th>5</th></tr> <tr> <th>Major</th><th>Severe</th></tr> <tr> <td>20</td><td>25</td></tr> <tr> <td>16</td><td>20</td></tr> <tr> <td>12</td><td>15</td></tr> <tr> <td>8</td><td>10</td></tr> <tr> <td>4</td><td>5</td></tr> </table> <div data-bbox="220 1189 931 1956" data-label="Text"> <p>on, there could be a severe impact on the Combined Or the net cost may increase by more than £500,000. Or putation of the Combined Authority in both the short and act that could happen to the community, economy or</p> <p>d be an immediate impact on major parts of the to £500,000. Or, there imay be sustained adverse lly might be impacted in both the short and long term. Or e community, economy or environment at a significant</p> <p>g delivery between one and four weeks. Or it could han £250,000. Or there could be significant adverse short to medium term impact on the community, economy</p> <p>ere if it did happen but this should able to be managed disruptions, minor or short term impacts.</p> </div> </div>			4	5	Major	Severe	20	25	16	20	12	15	8	10	4	5	<div data-bbox="1210 314 1483 1464" data-label="Text"> <p>Date – Date risk inp</p> <p>Risk Title – Brief ex</p> <p>Funding not being r</p> <p>Risk Description / S</p> <p>that a ‘cause’ may r</p> <p>Risk Owner – Subje</p> <p>Risk Category – Whe</p> <p>Risk Type – What ty</p> <p>Inherent Impact – T</p> <p>specific manageme</p> <p>Inherent Likelihood</p> <p>any specific manage</p> <p>Inherent Score – Ris</p> <p>(Impact x Likelihooc</p> <p>Risk Rating – Very H</p> <p>Mitigating Risk Con</p> <p>such as policies, pre</p> <p>than one action for</p> <p>Residual Impact – TI</p> <p>today's date, as the</p> <p>Residual Likelihood</p> <p>table as at today's d</p> <p>Residual Score – W</p> <p>implemented. As ti</p> <p>Residual Risk Rating</p> <p>Accepted Target Scc</p> <p>business is willing t</p> <p>Risk Trend – Wheth</p> <p>regularly.</p> <p>Monitoring – When</p> </div>
4	5																
Major	Severe																
20	25																
16	20																
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Glossary

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planation of the risk. This is key to ensuring that the risks are easily identified and understood
'released'

Summary - Why the risk is on there, Why the risk would occur. Background on the risk, eg. "The
result in an 'event' leading to a 'consequence' ".

Subject matter expert – the person accountable for risk

Whether the risk is 'Operational' 'Strategic' or a 'Project' risk

Type of risk it relates to, eg 'Reputational' 'Political', 'Economic', 'Technical', 'Infrastructure', 'Legal'

The Impact rating the risk would cause on the organisation using the classification matrix table 1

What actions or controls have been implemented.

I - The Likelihood rating the risk would cause on the organisation using the classification matrix
What actions or controls have been implemented.

Risk score at the beginning before any specific management actions or controls have been implemented
(d)

Light, High, Medium, Low – taken from where the score sits on the matrix

Controls & Actions – The controls and actions we are putting in place to mitigate the risk. Controls
Processes and procedures which minimise the probability or impact of the risk occurring. There are
each control and is the mitigating plan to get the risk to your Accepted target score.

The Residual Impact rating the risk would cause on the organisation using the classification matrix
What controls and actions have been implemented.

I - The Residual Likelihood rating the risk would cause on the organisation using the classification
matrix, as the controls and actions have been implemented.

Where we are as at today's date, once the controls are in place, this should change as mitigating
actions progress, the residual score should move closer to target score. (I x L)

3 – **Very High, High, Medium, Low** – taken from where the score sits on the matrix

Score – Where the result of the completed actions and controls will reduce the risk to. This is where
we accept the risk. (I x L)

Whether the risk is increasing, decreasing or steady. This identifies whether the risk needs looking at

Whether the risk needs to be reviewed, weekly, monthly quarterly etc.

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Business Board		Agenda Item
4th September 2023		3.3
Title:	UK SPF – Skills Projects Mobilisation and Succession Planning for Skills Brokerage Services	
Report of:	Fliss Miller, Assistant Director Skills	
Lead Member:	Councillor Lucy Nethsingha Lead Member for Skills	
Public Report:	Yes (with an exempt appendix)	
Key Decision:	KD2023/033	
Voting Arrangements:	No vote required, recommendations were put to the Skills Committee and are for Business Board to note.	

Recommendations for Business Board to note:	
A	To recommend that the Combined Authority Board delegates authority to the Executive Director – Economy and Growth to proceed to implement plans to mobilise UK Shared Prosperity Fund (SPF) People and Skills funded projects as outlined within this proposal
B	To recommend that the Combined Authority Board approves the proposal outlined within this paper to bring together the Careers and Enterprise Company (CEC) funded Careers Hub delivery and the UKSPF funded People and Skills projects to provide a successive service to the Growth Works with Skills Programme, and to delegate authority to the Assistant Director – Skills to proceed to engage in financial, legal and procurement activities as necessary to enact mobilisation plans.
C	To recommend that the Combined Authority Board approve the virements across the revenue budgets within the Medium-Term Finance Plan to create the appropriate delivery budgets set out in Appendix 1.

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
	Increased connectivity
x	Enabling resilient communities
x	Achieving best value and high performance
<ul style="list-style-type: none"> Projects outlined within this proposal will make significant contributions to all four of the strategic priorities set out within the Combined Authorities Employment and Skills Strategy, they are; Pre-work learning and formal education: ensuring all residents of the combined authority are able to access high quality careers information, raising awareness of training routes and pathways into sectors and occupations Life-wide learning and training: working with employers to create opportunities for employed residents to up skill and reskill, increasing work-based learning opportunities, particularly apprenticeships. 	

- **Employer access to talent:** Supporting employers to identify and enact skills solutions which will enable growth, driving up engagement within the local skills landscape.
- **Support into and between work:** supporting unemployed and NEETS to transition into training and employment, providing support for disadvantaged groups to access the labour market

1. Purpose

1.1	<p>To provide members with detailed proposals for the mobilisation of the three Combined Authority wide UK SPF funded people and skills projects as defined within the Combined Authority's UKSPF Investment and Implementation Plans;</p> <ol style="list-style-type: none"> 1. Holistic Skills Brokerage and online skills support incorporating (incorporating Growth Works with Skills Service offering and Integrating the Region of Learning Project) 2. All Age Careers Service across Cambridgeshire & Peterborough 3. Supported Internships across Cambridgeshire & Peterborough
1.2	<p>To provide members with an overview of how the UKSPF projects will align with CEC funded careers hub activities to form a future Skills brokerage offering, and successor to the current Growth Works with Skills Programme, which comes to an end on the 31 December 2023.</p>

2. Proposal

2.1	<p>Introduction</p> <p>The Combined Authority's Skills Brokerage service, known as 'Growth Works with Skills' is a fundamental element of the Combined Authority's approach to implementing its Employment and Skills strategy; by providing a vehicle to create connectivity between local education, residential and business communities, enabling access to skills pathways, provision and careers. The service supports both individual skills and economic outcomes, enabling business growth and resilience through access to more highly skilled and ready workforce, as well as improving social and economic mobility outcomes for residents.</p> <p>The existing service, is delivered as the skills workstream within the Business Growth Service, known as Growthworks. The Contract for this service, along with the core funding stream for this activity (European Social Funding) both end on 31 December 2023.</p> <p>The Combined Authority is seeking to utilise ringfenced People and Skills UK SPF funding allocations to deliver three universal projects, that will form the core service of a revised skills brokerage service from 1 January 2024.</p> <p>This offering will bring together UK SPF projects with the Careers and Enterprise Company (CEC) funded Careers hub and the Region of Learning project into a succinct and value-added joint service, by working collaboratively across education, technical, vocational and adult education with links to the business community building and strengthening connections across all stages of life and education with the employment and wider skills landscape.</p>
2.2	<p>Service Delivery Outline</p> <p>Continuing with the broad format of the existing Growth Works with Skills service, the new service model will organise its services into two broad areas of activity;</p> <ol style="list-style-type: none"> 1. Work designed to improve outcomes for pre 18-year-olds, in education, led by the existing CEC funded Careers Hub team, supporting careers leaders and educators to build progressive and aspirational careers curriculums, and increasing linkages between education and the business community to inspire young people and help them to understand and navigate the career opportunities available to them. 2. Activities designed to create skills and employment opportunities for residents aged 19 plus. These activities will be led upon by the UKSPF funded staff delivery team. Outputs for residents will be achieved through a combination of working with the business community and with local statutory and community services to identify and facilitate the creation and take up of opportunities within the skills and labour market.

	<p>Alignment of these services will allow for stakeholders to engage with one harmonised service that delivers across the skills landscape, providing clear and joined up messages in regard to education and skills.</p> <p>The service will work in partnership with the 'Regions of Learning', which is a Cambridge City Council led project launched in 2021, offering employers, individuals and skills providers the tools to connect, plan and develop career pathways via the use of badging platforms to accelerate upskilling and to improve social mobility by offering routes into formal qualifications and improve productivity by enabling employer responsive training provision in a dynamic job market.</p>
2.3	<p>Service Features</p> <p>The revised service model will differentiate from the existing model in that;</p> <ol style="list-style-type: none"> 1. UK SPF outputs and outcomes focus on deliverables that benefit individuals, the service will continue to work proactively with the business community to identify skills development opportunities and support instigation, however the measure of success will be the number of individuals that upskill and benefit as a result of the activity, rather than the activity itself. 2. Delivery has previously been commissioned as part of a wider business growth service, which had strategic benefits to the services visibility, positioning and access to the local business community. A comprehensive external review of the former service model in Spring 2023 suggested that the external commissioning of the service had not had a significant impact on success or failure against the services Lead indicators. <p>Considering the findings of the review, combined with reduction in the overall level of funding and contracting period, it is proposed that the new service will be delivered within the Combined Authority to ensure continuity and to minimise service disruption. This will provide greater controls and ensure continuity of service is maintained. Since no long-term funding has yet been identified to secure this service beyond March 2025, in-housing the service offers the most cost-effective solution in the short term, whilst a longer terms sustainability strategy can be developed.</p> <ol style="list-style-type: none"> 3. The revised model of implementation and governance will ensure greater local ownership and control, and subsequently greater alignment to Combined Authority Strategies. <p>The new service model will aspire to retain:</p> <ol style="list-style-type: none"> 1. Recognition and identity through the retention of the 'Growth Works with Skills' branding. 2. Stakeholder access to skills information and opportunities through the retention of the 'Digital Talent Platform' online skills portal which was developed through ESF funding. 3. Continuation of core services for local businesses, including a revised skills diagnostics and the continued facilitation of activities and opportunities to engage with local education, including technical and vocational pathways.
2.4	<p>Service Delivery Focus and Intent</p> <p>The funding streams that will enable the service have predefined priorities that will be reflected in the service delivery models interventions and will form the services Lead Indicators.</p> <p>CEC funded activities, focusing on improving outcomes into post-16 pathways and increased alignment of careers provision to the needs of industry will focus on the five following core priorities;</p> <ul style="list-style-type: none"> • Raise the Quality of Careers Provision against the Gatsby Benchmarks • Provide More High-Quality Experiences with Employers • Amplify Apprenticeships, Technical and Vocational Routes • Target Interventions for Economically Disadvantaged Young People (Free School Meals (FSM) and those who face Barriers • Connect Careers Provision in Schools and Colleges to the Needs of Local Economies <p>The focus of activities funded by UKSPF, targeting residents aged 19 plus will focus on engagement and progression for those not currently engaged within or able to access the local adult education offer;</p> <ul style="list-style-type: none"> • Increase uptake of Basic Skills and reduce Structural Barriers for those furthest from the labor market. • Engage economically inactive residents into job searching activities, 45% progression into paid work.

	<ul style="list-style-type: none"> • Provide tailored support for those in work to gain qualifications. <p>Additional KPIs aligned to the Combined Authorities Employment and Skills Strategy will be defined and woven into service delivery strategy. These will be shared across all aspects of delivery and align to cross cutting priorities for example awareness and engagement within technical and vocational pathways.</p>
2.5	<p>Closedown of the existing service delivery model</p> <p>The Senior Responsible Officer will work closely the Project Management Office (PMO) of the existing delivery contractor Growthworks to develop and implement an exit strategy which provides a seamless transition of services.</p> <p>Exit planning discussion are underway and will focus on four key areas. A developed plan will be formalised by October 2023 in line with the terms of the current contracting arrangements.</p> <p>Areas of focus will include people, data, technology and assets, and communications.</p> <p>Legal, Finance, and Human Resources teams within the Combined Authority are being engaged with to support the identification and implementation of necessary steps, taking particular ownership of activities as identified.</p>
2.6	<p>Mobilisation of the new service delivery model</p> <p>Local development and Governance</p> <ul style="list-style-type: none"> • A working group comprising of Economic development team representatives from each Constituent Authority has been formed and is meeting on a 6-weekly basis to ensure localised alignment is built into operational planning. • The group will be responsible for supporting baseline activities during ongoing planning phases and defining localised measures and data reporting requirements. • Ongoing oversight of Service and its deliverables will be reported via the Combined Authorities 'Economic Development Officer Group'. <p>Branding</p> <ul style="list-style-type: none"> • As part of a strategy to maintain continuity and accessibility for service users, the 'Growth Works with Skills' brand will be retained and further developed. • The creation of a dedicated marketing lead within the revised service model will ensure consistency of tone and cohesion to local and service initiatives and activities. <p>Staffing and Budget</p> <ul style="list-style-type: none"> • Please refer to Appendices one and two which outline the proposed budget and staffing structure for the new service.
2.7	<p>Significant Implications</p> <p>TUPE</p> <p>The current service is delivered through a contracting arrangement to Growthworks via Growth Co.</p> <p>The future service model has identified the need to continue functions of some staff already employed within those organisations and therefore it is likely that Transfer of Undertakings (Protection of Employment) (TUPE) will apply to some roles.</p> <p>TUPE is expected to affect employees in both Growth Co and the delivery partner. Work is currently being undertaken to ensure that all TUPE requirements are met.</p> <p>Subject to Authorisation to proceed to mobilise the outlined service, a formalised process between the Combined Authority's HR and legal teams and the current delivery partner will be established (in line with ACAS best practice and supported by external legal experts) and communicated to those employed and effected by the service model changes.</p>

3. Background

3.1	<p>'Growth Works with Skills' was commissioned in 2021 as part of the Combined Authority's wider business growth service. The service combined European Social Fund and Careers and Enterprise Company funding to create a Skills Brokerage for the area, increasing connectivity between education, residents, business and skills provision. The contracted end date for this service is 31 December 2023.</p>
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	Due to the United Kingdom exiting the European Union, this funding stream is no longer available. The UK Government has introduced a replacement scheme known as the UK Shared Prosperity Fund.
3.2	This paper follows the 'UKSPF – Skills Projects and Succession Planning for Skills Brokerage Service' paper submitted to this Committee on 3 July 2023 (See 5.6)

4. Appendices

4.1	Appendix 1: Budget
4.2	Appendix 2: Staffing Structure [EXEMPT]

5. Implications

Financial Implications

5.1	<p>Subject to the Combined Authority Board's approval, budgets will be vired from the subject to approval 'UK Shared Prosperity Revenue' budget to new approved budget lines so that the delivery of these services can be easily tracked and reported on as set out in Appendix 1.</p> <p>The proposed budgets are funded from the CPCA's UK SPF allocation so delivery funding will not have a wider impact on the Combined Authority's finances.</p>
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Legal Implications

5.2	<p>Subject to approval of the proposal outlined in this report, there are potential TUPE implications for the Combined Authority.</p> <p>TUPE stands for 'Transfer of Undertakings (Protection of Employment) Regulations 2006' and its amendment in 2014.</p> <p>The Combined Authority will undertake all the obligations, rights, powers, duties and liabilities of the outgoing employer with regards to the employee contracts. The employees have the legal right to transfer their contracts to the Combined Authority with all their existing employment rights and liabilities which will include their pension rights.</p> <p>It is expected that the outgoing employer will undertake appropriate steps to inform and consult the employees affected by TUPE.</p>
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Public Health Implications

5.3	No public health implications
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Environmental & Climate Change Implications

5.4	No environmental or climate change implications
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Other Significant Implications

5.5	No other implications
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Background Papers

5.6	Expansion of the Careers Hub (March 2023) UK SPF – Skills Projects and Succession Planning for Skills Brokerage Service (July 2023)
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Agenda Item 3.3	Appendix
UK SPF Skills Projects Mobilisation and Succession planning for Skills Brokerage Services	1

APPENDIX 1. BUDGET CHANGES

The Combined Authority had been awarded £1,414,461.29 within it's overarching UKSPF allocation for delivery of these skills-related activities between 1st January 2024 and the 31st March 2025.

The Committee is asked to recommend the CA board approve the virement of the £1.4m from the current subject to approval 'UK Shared Prosperity Fund – Revenue' budget to create the following budget lines:

Budget	STA/ approved	2023-24	2024-25	Total	Notes
UK SPF	STA	-£278k	-£1,138k	-£1,414k	<i>Holding budget for unallocated revenue SPF</i>
UK SPF Skills internal delivery	Approved	£156k	£650k	£806k	CPCA staffing costs for internal delivery team
Internships	Approved	£75k	£300k	£375k	
Skills brokerage	Approved	£45k	£179k	£224k	
All-age careers service	Approved	£2k	£7k	£9k	

The SPF allocation is sufficient to fund all roles and activities associated with the delivery of the services and outputs set out above till the end of March 2025 with no match, or other local funding, required to top it up.

In addition to the UK SPF funded activity a further allocation of £66,332 of funding has been committed by the CEC for delivery from January 2024 to July 2024. An additional £112,000 has been secured from the Combined Authority's Programme Response fund to provide match funding to CEC grant through to December 2024. It is anticipated that CEC funding will continue into the next academic year, however as funding is allocated on a yearly basis it is not guaranteed at this stage.

£100,000 of UKSPF funding is to be allocated as a grant to Cambridge City Council to part fund Region of Learning delivery from January 2024 – March 2025.

Business Board		Agenda Item
04 September 2023		3.4
Title:	Economic Growth Strategy Implementation Plan Update	
Report of:	Interim Associate Director Business, Steve Clarke	
Lead Member:	Chair of the Business Board, Al Kingsley	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:

A	To note the updates contained in this report.
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Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving best value and high performance

1. Purpose

1.1	At its meeting on 13 March 2023, the Business Board endorsed the Economic Growth Strategy (EGS) Implementation Plan and recommended its approval to the Combined Authority Board.
1.2	At the Combined Authority Board meeting on 22 March 2023, the EGS Implementation Plan was approved and adopted.
1.3	This report provides the Business Board with a strategic overview of progress made in delivering the EGS Implementation Plan.

2. Update

2.1	Programme level delivery Delivery progress across programmes included in the Economic Growth Strategy (EGS) has been collated via monitoring report gathering exercise. The Appendix to this report shows the reported progress of those various programmes.
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	<p>A new Economic Growth Advisory Group has been established which will be meeting for the first time on 14 September 2023. Although the Terms of Reference have yet to be agreed, the membership of this group will include economic development leads and strategic partners.</p> <p>It is proposed that one of the key focus areas of this group will be to monitor the delivery of projects within the various programmes that contribute towards the delivery of the EGS implementation plan and provide a more detailed overview of progress across the programme of activities to the Business Board.</p>
2.2	<p>Strategic level delivery</p> <p>It is proposed that the focus area for the Business Board will be to look at the outcomes delivered by the programme of activities over the longer term and how they are aligned to the outcome measures within the CPCA Strategy and Business Plan.</p> <p>The Business Board proposed recruitment of a 'New Economy' team structure at last board meeting and this was approved by the Combined Authority at its meeting on 26 July 2023. The remit of the new team once recruited will be to drive delivery of the EGS via the new Sector Champions focussing on key elements of the sector strategies and the Trade/Investment plus Innovation roles focussing on new developing and delivering Internationalisation and Innovation plans for the Cambridgeshire and Peterborough area which will also deliver key elements of the EGS.</p> <p>Also, the individual members of the Business Board under new advisory way of working will have the opportunity to activate their role as champions to support delivery of key elements of the plan, help to resolve any issues highlighted and provide relevant strategic advice.</p>
2.3	<p>State of the Region Review</p> <p>At its meeting on 26 July 2023, the Combined Authority Board considered a proposal to endorse a refresh of the 2018 Cambridgeshire and Peterborough Independent Economic Review (CPIER) with a new State of the Region Review.</p> <p>As stated in the EGS Implementation Plan, the delivery programme for the EGS will feed into the forthcoming review, both as a source of evidence data and target indicators to measure but also as an overarching statement of the vision and objectives partners have for the region's economy.</p> <p>In the context of this forthcoming review, the EGS Implementation Plan is intentionally flexible, containing a range of short-term measures that require implementation and can typically be delivered within existing budgets, as well as a number of longer-term transformational opportunities which should be explored as part of the State of the Region review.</p>

3. Background

3.1	<p>The EGS Implementation Plan sets out the intended governance, reporting and accountability arrangements to ensure that the CPCA holds itself as its partners to account for the successful delivery of the plan.</p> <p>The EGS was written to be intentionally flexible and was to take account of projects and programmes already budgeted and in delivery but with opportunity to add and flex the longer-term objectives as newer policy and strategic opportunities present themselves for example a deeper devolution agreement with Government.</p> <p>It recognises that long term evaluation is important, whilst also capturing a real time understanding of actual outcome performance of delivery actions.</p>
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4. Appendices

4.1	Appendix 1 - EGS Progress Report
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5. Implications

Financial Implications

5.1	The EGS implementation plan primarily covers actions that are already agreed and funded from within existing resources. It does not therefore commit significant new resources itself.
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Legal Implications

5.2	There are no legal implications.
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Public Health Implications

5.3	There are no public health implications. The EGS is designed to support the Combined Authority's wider strategy to improve health inequalities, through inclusive growth, that will increase wages and opportunities for residents.
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Environmental & Climate Change Implications

5.4	There are no environmental and climate change implications. The EGS is designed to support the Combined Authority's wider strategy to support the environment and protect natural capital.
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Other Significant Implications

5.5	None.
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Background Papers


5.6	EGS Implementation Plan – Business Board March 2023
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EGS Implementation Plan - Project Progress Report - Business





Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
1	UK Shared Prosperity Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting business	Alexa Hamilton, CPCA	27 July 2022	31 March 2025	Ongoing	Carry forward for UKSPF from year 1 to year 2 has been approved. We have already signed, sealed, and executed all the GFAs. Currently, we are working on the reporting structure. On top of that, we have received news from DHLUC that their reporting will shift online starting this October.
2	UK Rural England Prosperity Fund Implementation Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts	Alexa Hamilton, CPCA	27 July 2022	31 March 2025	Ongoing	CA board approved REPF on June 26th. We are currently in the final stages of preparing the GFAs with legal and requesting outputs and outcomes from the districts.
3	CPCA Local Growth Fund Programme (recycled funds) Deliver the package of capital projects funded through the LGF which help overcome strategic barriers to growth across C&P	Louisa Simpson, CPCA	31 March 2020	Once funds are spent	<div><div></div></div> 50%	We have allocated £18m across 10 projects, 9 projects are in delivery 1 project has a pending change request. We monitor outputs & outcomes quarterly and spend monthly ensuring projects remain on target.
4	Business Equity Investment Fund Establish a £10m fund to provide flexible business finance to support sustainable and inclusive growth in firms, particularly focused on SMEs. The fund includes a £2.3m component for investment in social enterprises and the third sector	Grace Crawford, CPCA	01 November 2022	01 December 2033	<div><div></div></div> 20%	Currently going through the procurement process for a delivery partner to manage both funds. A market engagement event was held on 03/05 and this was followed by a questionnaire to assist with the design as well as other feedback on the funding programme.
5	Business Growth Services Enterprise support services currently provided by Growth Works, including growth coaching, an inward investment service, a skills brokerage service, a capital growth investment fund for SMEs and the Growth Hub. Programme to be reviewed in 2023	Domenico Cirillo, CPCA	01 January 2020	01 December 2023	<div><div></div></div> 95%	Entering final 5 months of delivery before contract end. Monitoring to ensure maximum outputs against defrayed funds. Options being explored around sustaining business support services, including Growth Hub from January 2024.
6	Securing an Investment Zone for C&P Working with central government to secure at least one Investment Zone in C&P, a dedicated geographic area with specific tax and regulatory rules intended to drive economic growth	Steve Clarke, CPCA	01 December 2022	01 December 2024	<div><div></div></div> 10%	The investment zone policy was changed in spring 2023 and focussed on 10 locations in other parts of England. The work remains from the call for sites during Dec 2022 and Jan 2023 and if Gov decides to broaden the policy out to new zones in England CPCA is preparing potential pitch in parallel with the deeper Devolution work.
7	Cambridge BID Activity Support the ongoing activities of Cambridge Business Improvement District – a business led organisation 'Creating a world-class experience for all who visit, live and work in Cambridge, a global city	Jemma Little, Cambridge CC			N/A	A new Chief Executive started in July. The BID is now implementing its third term 5 year business plan Cambridge BID Term 3 — Cambridge BID – with key objectives 1. To encourage more visitors to extend their stay in the city and to stay overnight. If 10% more visitors to Cambridge were to stay overnight, that would mean an extra £34million available to BID businesses. 2. To encourage more employees, students, and residents to make more of their city. If 10% more employees, students and residents in Cambridge spent an extra hour a week in the city, that would mean an extra £5million available to BID businesses.



Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
8	Business Incentives for Alconbury Enterprise Zone Package of financial, skills, training and marketing incentives to attract businesses to Alconbury Enterprise Zone	Nykki Rodgers, HDC	TBC	TBC	N/A	Not started. Requires CPCA wide initiative for C&P as part of all Enterprise Zone support package.
9	Peterborough BID Activity Support the ongoing activities of Peterborough Business Improvement District – a business led organisation delivering services to local businesses	Tom Hennessy, PCC	2020	ongoing	ongoing	Providing support and collaboration on a number of operational issues including levy collection, visitor economy, footfall monitoring, and the securing of a dedicated police officer.
10	Opportunity Peterborough Bondholder Network Long-running network for Peterborough-based businesses to support collaboration and growth	Tom Hennessy, PCC	2005	ongoing	ongoing	8 business breakfasts being delivered over the course of the year, as well as the Bondholder Dinner organised for 19 th October.
11	Prop Tech Fund A digital platform to engage with business and promote Northstowe Enterprise Zone as a commercially welcoming place in which to launch and scale businesses	Tracey Brockman, SCDC				A digital platform was launched in September 2021 and ran for 8 weeks to gather interest and consult on proposed plans for the Enterprise Zone and to gather feedback and expressions of interest.
12	Business Incentives for Cambridge Enterprise Zones Package of financial, skills, training and marketing incentives to attract businesses to South Cambridgeshire's 3 CPCA Cambridge Compass Enterprise Sites: Cambridge Research Park, Cambourne Business Park and the Phase 1 Employment area at Northstowe	Tracey Brockman, SCDC				No update currently available
13	Digital Sector Strategy Implementation A programme of activities contained within the C&P Digital Sector Strategy to support the sector's growth	Steve Clarke, CPCA, Steve Cox, CPCA	01 December 2020	01 December 2025	20%	Limited progress made mainly through other programmes of delivery such as Growth works and other CPCA funded projects. A high Performance Computing feasibility study was produced and endorsed by the Business Board. Refresh and a new implementation plan required. New resource as Sector champion confirmed and recruitment planned before end of 2023.
14	Advanced Manufacturing and Materials Strategy Implementation A programme of activities contained within the C&P Advanced Manufacturing and Materials Strategy to support the sector's growth	Steve Clarke, CPCA	01 December 2021	01 December 2026	20%	Limited progress made mainly through other programmes of delivery such as Local Growth fund investments in projects such as ARU Peterborough phase 2 R&D centre, Smart Manufacturing Alliance, Growth works and other CPCA funded projects. Refresh and a new implementation plan required. New resource as Sector champion confirmed and recruitment planned before end of 2023.
15	Life Sciences Strategy Implementation A programme of activities contained within the C&P Life Sciences Strategy to support the sector's growth	Steve Clarke, CPCA	01 December 2021	01 December 2026	20%	Limited progress made mainly through other programmes of delivery such as several LGF investments in projects and programmes such as 1000 Discovery Drive Biomedical campus, Start Codon, Illumina Genomics Accelerator, Living Cell therapy facility, Growth works and other CPCA funded projects. Also joint alignment and launch of the CUHP Life Sciences strategy. Refresh and a new implementation plan required. New resource as Sector champion confirmed and recruitment planned before end of 2023.

Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
16	Agri-Tech Strategy Action Plan Implementation A programme of activities contained within the C&P Agri-Tech Strategy Action Plan to support the sector's growth	Steve Clarke, CPCA	01 December 2022	01 December 2027	20%	Limited progress made mainly through other programmes of delivery such as Local Growth Fund investments in Agri-gate facility, NIAB Barn 4 and incubation facilities, Growth works and other CPCA funded projects. Joint bid on for Agri-tech innovation launchpad submitted to Innovate UK. A new implementation plan required. New resource as Sector champion confirmed and recruitment planned before end of 2023.
17	Smart Manufacturing Alliance JV between Opportunity Peterborough and CPCA designed to support the manufacturing sector across Cambridgeshire and Peterborough with a focus on productivity, innovation, and sustainability	Tom Hennessey, Opportunity Peterborough, CPCA	2020	Ongoing	ongoing	Membership increasing. Calendar of events planned across the region. Consultancy opportunities being pursued.
18	ACMI 4.0 ERDF-backed project to support manufacturing companies to understand and leverage Industry 4.0 technologies	EDO for PCC	01 June 2021	01 September 2023	95%	The project has come to an end with no further support or grant funding available. Currently in admin wrap-up stage.
19	Allia Future Business and Guildhall Partner with Allia to return ground floor of the Guildhall via meanwhile use lease to business and community uses and support city centre recovery and growth of the social impact sector	Martin Clarke, Allia & Jemma Little, Cambridge CC	01 October 2022	01 October 2024	30%	Space is now 100% occupied by SMEs including social impact ventures. 11 co-workers. Regular use of meeting rooms. Discussions about more underused space.
20	E-Space North and Cycle Links Business incubator space on flexible terms for small local businesses, combined with active travel links to connect communities to the site	Nick Lancaster, ECDC	Autumn 2023	Spring 2024	0%	Funding (REPF) obtained for E-Space. Cycle path TBC with CCC.
21	Spencer Mill Convert part of site into business space. Future phases would see collaboration with an FE college to develop this into an adult education site	Dan Schumann, Viva Arts		01 December 2023	50%	<u>Infrastructure/Road Works</u> All complete and operational. <u>Second Floor Office Extension</u> All scaffolding has been erected and the timber structure completed. Waiting delivery of the external cladding and trims which required site measuring after the framework was completed to make the area watertight. These are due for delivery in the next few days. The internal break through is planned for the 1st week of August. <u>Ground Floor Meeting Room Extension</u> Ground works due to start 1st week of August. Beam and block floor manufactured and due for delivery 7th August. The steel framework is in manufacture along with the aluminium glazing and doors.
22	Future Business Parks Expansion of existing med-tech site in Fordham to provide additional flexible business space	Nick Lancaster, ECDC	N/A	N/A	0%	LGC site – planning permission expired.
23	Ely Commercial Site Develop a large, multi-modal industrial site with good access (including train), suitable for businesses with major logistics	Nick Lancaster, ECDC	2022	TBC	0%	Site owners and developers working with Planning dept.






Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
24	Huntingdonshire co-working / incubation facility Provision of dedicated entrepreneurial space for start-ups and business incubation on flexible terms	Nykki Rodgers, HDC	TBC	TBC	N/A	Research scoped. Economic analysis complete. To discuss funding routes with CPCA.
25	Medical device and technology rapid prototyping facility Creation of new facility to support SMEs producing devices and diagnostics to ISO13485 standards within UK, reducing costs and on-shoring activity	Nykki Rodgers, HDC & Rebecca Britten, U & C	TBC	TBC	N/A	Previously approved and supported project by Office for Life Sciences; Academic Health Science Network and CPCA but withdrawn owing to change in direction from OLS. Need demand still present. Awaiting CPCA feedback on collaborative funding routes.
26	Wintringham Park Provision of mixed use commercial space to support business growth in St Neots	Nykki Rodgers, HDC	TBC	TBC	N/A	Input to external consultant's research brief complete. Project delivered externally to HDC.
27	South Cambridgeshire Hall Conversion Convert ground floor of South Cambridgeshire Hall into a multifunctional workspace for small local businesses	Tracey Brockman, SCDC	01 January 2023	01 March 2024	 40%	The Project Implementation Plan has been developed and is currently being implemented. The Ground Floor Space needs clearing and redecorating. Clearing process in underway and we expect to be completed end of Sep. Redecorating will be undertaken Oct-Dec. Aim to have the space open Jan-March 2024


EGS Implementation Plan - Project Progress Report - People





Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
1	C&P Employment and Skills Strategy Implementation Implement the activities and recommendations of the C&P Employment and Skills Strategy Implementation Plan, which includes delivery of the devolved Adult Education Budget (AEB). Interventions deliver better outcomes for pre-work learning and formal education, employer access to talent, life-wide and life-long learning, and support into and between work	Fliss Miller, CPCA	01 September 2022	N/A	Ongoing	Considerable progress has been made in relation to development of the short-term priorities identified within the employment and skills strategy. Work to achieve the longer term change projects has also started. A review of the metrics identified in the Employment and Skills Strategy will be reviewed on an annual basis when the latest datasets are available.
2	Multiply A new flexible adult numeracy programme funded through the UK Shared Prosperity Fund and DfE, providing additionality to AEB funded courses	Parminder Garcha, CPCA	01 October 2022	31 March 2025	 30%	Year one (2022-23) has been completed, reporting spend of £794K (66% of year 1 allocation) Outputs delivered: Participation in substantive learning – 1092 Outreach activity - 1893
3	Skills Bootcamp Wave 3 / Wave 4 Skills Bootcamps aim to secure benefits for adults by giving them access to in-demand skills training and a guaranteed interview for a higher-skilled job	Melissa Gresswell, CPCA	Wave 3 funding is for 2022-23 FY Wave 4 funding is for 2023-24 FY	Wave 3: February 2024 Wave 4: October 2024		Wave 3: Providers have up to 6 months after course completions to claim payment milestone 3 job outcome – the DfE extended course delivery from March 2023 to July 2023 therefore 6 months after July is Jan 2024, final payments being made to providers in Feb 2024
4	Health and Care Sector Work Academy A pilot model to deliver skills training and pathways to address the local labour and skills shortage in health and care	Laura Guymer, CPCA	01 February 2018	01 March 2023	 100%	Currently awaiting final project evaluation to confirm outcomes and finances.
5	Region of Learning XP Digital Platform Digital platform and support for career development and digital badging of skills and qualifications linked directly to employer needs	Jemma Little, Cambridge CC				Ongoing delivery of ESF supported programme and development of SPF funded project legacy underway.
6	North-East Cambridge Core Site Meanwhile Uses Programme to promote sustainable job creation as part of meanwhile uses at Core Site including Sustainable Food hub and MMC training facility linked to social inclusion	Jemma Little, Cambridge CC				Subject to NEC planning timetable.
7	FE Cold Spots – St Neots Review of current provision taking into account housing growth at Wintringham and current attainment levels	Parminder Garcha, CPCA				Awaiting response
8	Community based Employment & Skills Project Address economic inactivity by engaging residents via key community nodes, such as community groups, emergency food hubs, local jobs clubs, and via housing associations, providing tailored and targeted support	Nykki Rodgers, HDC	01 July 2023	01 March 2024	N/A	The Grant Funding Agreement for Shared Prosperity is now signed. Project has commenced research and design and supplier engagement subject to procurement.
9	ARU Peterborough Programme Support the growth of ARU Peterborough, a new university for Peterborough, through future phases of expansion	Tom Hennessey PCC, Fliss Miller CPCA & Ross Renton, ARU-P	01 June 2023	01 August 2024	 15%	Phase 3 (second teaching building) spades in ground, groundworks being undertaken
10	Centre for Green Technology Develop new courses for students in green technology motor vehicle/construction industries, with close links to ARU Peterborough	Tom Hennessey, PCC, Inspire Education Group	01 January 2021	01 September 2024	 40%	Cost increases and funding have delayed construction start. Completion date retained.
11	UK Shared Prosperity Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting people	Alexa Hamilton, CPCA	27 July 2022	31 March 2025	Ongoing	Carry forward for UKSPF from year 1 to year 2 has been approved. We have already signed, sealed, and executed all the GFAs. Currently, we are working on the reporting structure. On top of that, we have received news from DHLUC that their reporting will shift online starting this October.
12	Community Grants Programme A grant investment fund to support projects in the city which address social and economic inequalities	Jemma Little, Cambridge CC				The Council has just launched its call for the next round of grants.
13	Good Employment Promotion of Equality and Diversity Charters and the Real Living wage to local businesses to improve employment conditions	Jemma Little, Cambridge CC				Ongoing.

14	Place-based Social Impact Investment Fund Establish a place-based social impact investment fund to address local inequalities	Jemma Little, Cambridge CC				Feasibility phase complete. Development Board in place and work now underway to establish governance, secure funds/investment and develop project pipeline, following approval by Cambridge City Council for seed funding.
15	Support to Help Ukrainians into Work Cambridge and South Cambridgeshire have welcomed a high number of Ukrainian refugees. The Business Team are providing support by working closely with the DWP to help signpost people in getting support	Jemma Little, Cambridge CC & Tracey Brockman, SCDC				Ongoing and new employment support provision is also planned as part of the SPF programme.
16	Community Grant Schemes Renewed funding for a Grant Scheme to support community led projects (Community Chest, Mobile Warden, Zero Carbon Communities) that support social, economic inequalities and the green transition	Tracey Brockman, SCDC	Ongoing	Ongoing	Ongoing	Zero Carbon Communities Grant: In the 2023 round of the ZCC grant, £125,900 was awarded in July to 10 community projects that will deliver measurable reductions in carbon emissions and will engage the wider community on climate change issues. Overall the ZCC Grant has now funded over £500,000 towards community climate change projects over the last 5 years
17	C&P Work and Health Strategy Finalise and implement the Cambridgeshire and Peterborough Work and Health Strategy	Val Thomas, CCC	01 March 2022	01 March 2023	 95%	Although the Strategy was completed it is now being updated and edited.
18	Active Lifestyles and Sports Strategy Develop a new strategy to engage more with Integrated Care Systems, public health and key partner organisations focusing on raising activity levels	Tom Hennessey, PCC	01 April 2023	01 March 2029	 10%	Work has started now to develop a steering group, collate data and setting out aims and objectives meeting Sports England's Moving Communities strategy

EGS Implementation Plan - Project Progress Report - Place

Project No.	Project Name	Lead	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
1	UK Shared Prosperity Fund / Rural England Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting places	Alexa Hamilton, CPCA	27 July 2022	31 March 2025	Ongoing	CA board approved REPF on June 26th. We are currently in the final stages of preparing the GFAs with legal and requesting outputs and outcomes from the districts. Carry forward for UKSPF from year 1 to year 2 has been approved. We have already signed, sealed, and executed all the GFAs. Currently, we are working on the reporting structure. On top of that, we have received news from DHLUC that their reporting will shift online starting this October.
2	CPCA Market Towns Masterplans Programme (Phase 2) Deliver a Masterplan for eleven market towns across C&P, each with the aim of bringing jobs, infrastructure and growth. Phase 2 of this programme includes a targeted focus on supporting social enterprises	Domenico Cirillo, CPCA	01 May 2023	01 March 2025	 10%	Delivery partners procured for each programme Steam (Plunkett Foundation, SEEE and Cambridge Science Centre). All Streams launched and underway with associated comms and PR.
3	Affordable Housing Programme A programme to deliver 1,457 affordable homes across C&P	Azma Ahmad-Pearce, CPCA	01 April 2017	01 March 2022	 73%	All units started on site by March 2022, and there is a tail end of the project, which is being monitored by CPCA to completion, half the project is complete with 734 units left to complete.
4	UK Rural England Prosperity Fund Implementation Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts	Alexa Hamilton, CPCA	27 July 2022	31 March 2025	Ongoing	CA board approved REPF on June 26th. We are currently in the final stages of preparing the GFAs with legal and requesting outputs and outcomes from the districts. Carry forward for UKSPF from year 1 to year 2 has been approved.
5	Community infrastructure in East Barnwell Capital investment in additional community infrastructure in East Barnwell	Robert Pollock, Cambridge CC				Awaiting response
6	Peterborough Station Gateway A new entrance and footbridge for Peterborough train station, creating a new gateway to unlock the vibrant city centre for local people, commuters and visitors, and also incorporating additional commercial space	Anna Graham, CPCA	01 July 2022	01 December 2023		Multidisciplinary consultant has continued to work with LNER and Network Rail, as well as other key stakeholders (bus, active travel, inclusive design) in the development of the masterplan framework and identification of Phase 1 components (including high level costings). Draft Masterplan Framework presented at Steering Group meeting/workshop on 19th July. LUF Monitoring Forms completed and returned.
7	Peterborough bus depot relocation Funding to facilitate relocation of the existing Peterborough bus depot	Tom Hennessey, PCC			0%	This project is currently not in delivery stage.
8	Implement Peterborough Towns Fund programme Deliver the infrastructure projects funded through the Peterborough Towns Fund Deal	Tom Hennessey, PCC	01 December 2020	01 March 2026	 40%	8 projects – 2 complete, 6 live. All on track to be completed in programme timeframe.
9	The Vine A new library, culture and community hub for Peterborough, supporting city centre vitality	Tom Hennessey, PCC	01 December 2020	01 March 2026	 30%	Public consult expected early 2024.
10	Peterborough Activity Centre Develop a family fitness and sports facility with specialist Olympic standard climbing wall	Tom Hennessey, PCC	01 January 2021	01 April 2024	 30%	New funding strategy to be agreed in response to cost and budget pressures.
11	Visit Cambridge Organisation development to support the visitor economy and Cambridge city centre recovery	Jemma Little, Cambridge CC				Visit Cambridge has been established as a Community Interest Company, has a website and destination marketing is being carried out in partnership with the Cambridge BID. A key piece of work for this year is the development of a Destination Management Plan which is being delivered as part of the SPF programme.
12	Cambridge Cultural Development Enhancement of the Guildhall and Exchange					Awaiting response
13	Peterborough city centre events programme Promoting space available to use for events and supporting pop-up markets	Tom Hennessey, PCC	April 2023	Ongoing	Ongoing	Promotion of Peterborough for events, linking with Visit Peterborough and BID.
14	Peterborough City Centre Markets Promote and expand the city centre market in Bridge Street through use of pop ups and wooden kiosks	Tom Hennessey, PCC	April 2023	Ongoing	Ongoing	Continue to promote pop-ups to traders.

15	Supporting local markets Work with CambsAcre to identify Village Halls and Community Buildings that can establish small local community markets. A Markets Toolkit and Traders Directory have been created to help support the project	Tracey Brockman, SCDC	01 April 2022	Ongoing	Ongoing	<p>Market Toolkit, Directory and Stallholder Directory created and currently holds 105 listings. Over the last year each webpage has been engaged with about 1500 times. The team have provided hands on support to 22 different markets and events over the last year and has included supporting 7 new markets to set up. We estimate that this has created 450 additional trading opportunities for our small businesses. We also hosted a Christmas Market with over 70 traders. We estimated that this generated £20-£25k for our traders overall. We plan to host another Christmas Market this year as the feedback we received was overwhelmingly positive from both businesses and the community.</p> <p>We are continuing the project as we are supporting other potential new & growing markets that have come to us asking for support. We are also exploring alternative pop-up trading opportunities across the district to include South Cambs Hall, and our Sheltered Housing Schemes as venues for trading opportunities. We are also partnering with Cambridge City Council to develop a Greater Cambridge Visitor Economy and Markets Development programme as part of the Shared Prosperity Fund- to assess the socioeconomic impacts our local markets have on businesses and communities. The project will also support a Youth Enterprise Programme for disadvantaged groups to develop future market traders.</p>
16	Visit South Cambs Develop a digital platform to promote the visitor economy within South Cambridgeshire	Tracey Brockman, SCDC	01 May 2021	01 September 2021		<p>www.visitsouthcambs.co.uk was launched in September 2021. Over 250 listings for venues are included from across South Cambs, and at peak, over 100 local events are listed.</p> <p>Next phase of development is to work closer with colleagues in Cambridge city to enhance the itinerary offering with the view to increase the length of stay for overnight accommodation which will add to visitor economy spend.</p>
17	Digital Connectivity Infrastructure Programme Implementation of the C&P Digital Connectivity Infrastructure Strategy, delivering improved connectivity outcomes for businesses and residents	Steve Clarke, CPCA, Steve Cox, CPCA	01 December 2020	01 December 2025	 20%	<p>Limited progress made mainly through other programmes of delivery such as Growth works and other CPCA funded projects. A High Performance Computing feasibility study was produced and endorsed by the Business Board.</p> <p>Refresh and a new implementation plan required. New resource as Sector champion confirmed and recruitment planned before end of 2023.</p>
18	C&P Climate Action Plan 2022-25 Implementation Implement the package of activities contained within the C&P Climate Action Plan	Adrian Cannard, CPCA, Multiple other partners				Awaiting response
19	Greater South East Net Zero Programme A programme in partnership with BEIS, comprising: local energy capacity support, a rural community energy fund, public sector decarbonisation, social housing decarbonisation and an in-person consumer advice competition pilot	Maxine Narburgh, CPCA	01 September 2018	01 September 2025	 60%	<p>Pipeline projects continue to be supported via feasibility studies, business case development, critical friend activities. Recruitment - ongoing. Work to continue on Governance Review - Local Partnerships (September drafts). Procurement for Zero Carbon Transport Hub, carparks and battery storage toolkit - tender specs completed. Update ToRs Board review - legal advice needed on governance changes to align with new MoU - in progress with legal. Public Sector Decarbonisation - work ongoing with Local Partnerships, project support for Autumn applications. NHS Trusts study ongoing.</p>
20	Nature and Environment Investment Fund Attract additional investment into nature-based projects, building local capacity in green investment, and deliver projects on the ground across the CPCA area	check with Adrian Cannard - Natural Cambridgeshire				Awaiting response
21	Care Home Retrofit Programme Retrofitting up to 40 care homes across C&P to ensure heating and cooling systems are sustainable and cost efficient	Martin Lutman, CPCA	01 November 2022	31 March 2024	 40%	<p>The Project Manager issued an online survey to each of the 32 eligible independent care homes in the CPCA area (the basis of our focus) to gauge their interest in our proposed investment programme. The target care homes were asked to complete the survey by 31 March. 10 care homes expressed interest. The Project Manager discussed with colleagues' suitable governance arrangements going forward. The CPCA Environment and Sustainable Communities Committee agreed at its meeting on 12 June that an officer-group should be formed with the responsibility of taking decisions about which applications from care homes should be approved or rejected. Based on progress to date and the fact that no applications have been received and no grant as yet claimed or paid, the overall RAG status should be considered red.</p>
22	Cambridge City Centre District Heating Feasibility Study A study to explore the feasibility of developing a Cambridge City Centre Heat Network	Jemma Little, Cambridge City Council, University of Cambridge				Feasibility Study on track to complete summer 2023 and council has given in principle approval for detailed project development.
23	Ely Smart City Vision Build on our successful 5G test bed to connect Ely as a 'Smart City', integrating digital technology into the city and using big data to support services	Nick Lancaster, ECDC	N/A	N/A	0%	As part of Connecting Cambridgeshire programme.

24	Peterborough Integrated Renewable Infrastructure (PIRI) A scheme to focus on the enabling infrastructure required to support low-carbon energy schemes (e.g. heating, power, mobility) for commercial, industrial and Council buildings, bringing schemes forward simultaneously to achieve complimentary benefits and economies of scale	Tom Hennessey, PCC	11 July 1905	18 July 1905	 15%	OBC complete currently working on FBC as part of the commercialisation phase
25	Peterborough Decarbonisation Supporting Peterborough to become a net zero carbon city via a Local Area Energy Plan	Tom Hennessey, PCC	11 July 1905	TBC	 5%	Currently in the process of developing a citywide action planning building on the LAEP already completed.
26	EV Charging Roll out EV charging facilities across Cambridgeshire and Peterborough to support electric vehicle take up	Emma White, CPCA	01 March 2023	01 March 2030	 2%	Project Scope -EV Strategy -EV Infrastructure Governance; -Training; -Engagement and market testing; -Consultancy work – mapping / site selection / branding; -Procurement – CPCA wide; -Development of Delivery Plan; -Work towards application for Capital Fund -Install of Chargers
27	C&P Local Transport and Connectivity Plan implementation Implement the C&P LTCP, the region's plan for delivering strategic transport, public transport and active travel projects. The Plan includes longer-term strategic initiatives to support improved rail connectivity	Tim Bellamy, CPCA	01 July 2021	01 September 2023	 95%	Strategic LTCP drafted awaiting approval by members (and guidance from Government) Child documents supporting LTCP developed over next few years. Follow on work includes Implementation Plan



Business Board Forward Plan

Edited 23 August 2023

Business Board Meeting – 4 September 2023

	Report Title	Decision Maker	Decision expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 10 th July 2023	Business Board	4 Sep 2023	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	4 Sep 2023	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
3.	Business Board Chairs Update	Business Board	4 Sep 2023	To note	Update to Members from the Business Board Chair. Verbal update.	<i>Chair of the Business Board</i>	Chair
4.	CPCA Directors Update	Business Board	4 Sep 2023	To note	Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
5.	Strategic Funding Management Review – September 2023	Combined Authority Board	20 Sep 2023	Decision	To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
6.	Recycled Local Growth Fund - Project Change Requests	Combined Authority Board	20 Sep 2023	Decision	To approve project change requests received in relation to 'live' Recycled Local Growth Fund (LGF) funded projects.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
7.	UKSPF People and Skills Project Implementation plan	Combined Authority Board (Via Skills)	20 Sep 2023	Decision	To approve and delegate authority to implement the recommended model of mobilisation and delivery of strategic Skills projects contained within the UKSPF Implementation plan	<i>Fliss Miller, Assistant Director – Skills</i>	Chair
8.	Economic Growth Strategy Implementation Plan Update	Business Board	4 Sep 2023	To note	To note the progress made in the implementation of the Economic Growth Strategy.	<i>Steve Clarke, Interim Associate Director Business (Grace Crawford + Preshalin Govender)</i>	Chair
9.	State of the Economy Report 2023-24	Business Board	13 Nov 2023	To note	To note the latest position regarding the state of the Cambridgeshire & Peterborough economy.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
10.	Forward Plan	Business Board	4 Sep 2023	To note	To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 13 November 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on September 2023	Business Board	13 Nov 2023	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	13 Nov 2023	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
3.	Business Board Constitution	Combined Authority Board	26 Nov 2023	Decision	To approve the updated Business Board Constitution.	<i>Domenico Cirillo, Business Board & Business Programmes Manager</i>	Chair
4.	Business Board Chairs Update	Business Board	13 Nov 2023	To note	Update to Members from the Business Board Chair. Verbal update.	<i>Chair of the Business Board</i>	Chair
5.	CPCA Directors Update	Business Board	13 Nov 2023	To note	Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
6.	Strategic Partnerships Report	Business Board	13 Nov 2023	To note	To discuss CPCA relationship and engagement position regarding key existing strategic partnerships.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
7.	Refresh of the Cambridgeshire and Peterborough Independent Economic Review	Business Board (Update meeting in September)	13 Nov 2023	To note	To note the supplementary update and refresh of the Cambridgeshire and Peterborough Independent Economic Review (CPIER).	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
8.	Appointment of New Private Sector Business Board Members	Combined Authority Board	26 Nov 2023	To note	To note the appointments of new private sectors members onto the Business Board.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
9.	Growth Works Programme Management Update (Year 3, Quarter 10)	Business Board	13 Nov 2023	To note	To note the programmes performance progress report and To note the performance progress report on ERDF delivery under the Growth Works Programme. Contains confidential appendix.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
10.	Business Plan for new Business Support Arrangements	Business Board	13 Nov 2023	TBC	TBC	<i>Steve Clarke, Interim Associate Director Business</i>	Chair

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
11.	University of Peterborough Update	Business Board	13 Nov 2023	TBC	TBC	<i>Rachael Holliday SRO Higher Education</i>	Chair
12.	Forward Plan	Business Board	13 Nov 2023	To note	To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 15 January 2024

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on November 2023	Business Board	15 Jan 2024	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	15 Jan 2024	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – January 2024	Combined Authority Board	31 Jan 2023	To note	To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
4.	Market Towns Phase 2 Update	Combined Authority Board	31 Jan 2023	To note	To update members on the status and progress of Phase 2 of Market Towns programme.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
5.	Combined Authority Highlights Update	Business Board	15 Jan 2024	To note	To update Business Board Members of the latest highlights from the Combined Authority.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
6.	Forward Plan	Business Board	15 Jan 2024	To note	To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 4 March 2024

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on January 2024	Business Board	4 Mar 2023	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	4 Mar 2023	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
3.	Growth Works Evaluation	Business Board	4 Mar 2023	To note	To receive and note the evaluation findings	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
4.	Combined Authority Highlights Update	Business Board	4 Mar 2023	To note	To update Business Board Members of the latest highlights from the Combined Authority.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
5.	Forward Plan	Business Board	4 Mar 2023	To note	To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 20 May 2024

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on January 2024	Business Board	20 May 2023	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board	20 May 2023	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
3.	Strategic Funding Management Review – May 2024	Combined Authority Board	5 June 2023	To note	To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
4.	Growth Works Evaluation	Business Board	20 May 2023	To note	To receive and note the evaluation findings	<i>Steve Clarke, Interim Associate Director Business</i>	Chair

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
5.	Combined Authority Highlights Update	Business Board	20 May 2023	To note	To update Business Board Members of the latest highlights from the Combined Authority.	Domenico Cirillo, Business Programmes and Business Board Manager	Chair
6.	Forward Plan	Business Board	20 May 2023	To note	To note the Forward Plan.	Monitoring Officer for Combined Authority	Chair

SUBMIT YOUR COMMENTS OR QUERIES TO BUSINESS BOARD

Please send any comments or queries to:

businessboard@cambridgeshirepeterborough-ca.gov.uk

We need to know:

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query. If you aren't sure just leave this blank and we will find the person best able to reply.