

Cambridgeshire and Peterborough Combined Authority Corporate Plan 2023-25

(Refreshed January 2024)

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Forewords

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Introduction

Who we are

The Cambridgeshire and Peterborough Combined Authority was created in 2017 after an historic agreement between the UK Government and the seven councils that together make up the Combined Authority. The aim of the agreement was to devolve decisions away from Westminster so they can be made by the communities they effect.

We have a range of responsibilities including transport, infrastructure, planning, economic growth, business support and adult education. We receive our funding in several different ways, from a devolved transport budget, a housing infrastructure fund and a £20m a year funding allocation from the Department for Levelling Up, Housing and Communities to grow the economy.

We play an important role in advocating for and representing the region to bring in investment and funding, strongly believing that together we are greater than the sum of our parts. The Combined Authority model allows us to collaborate with existing local government structures to make collective decisions. We also work with other partners including business, the universities, health and more, to jointly promote our region, to tackle inequalities and the impact of climate change.

We are held to account by representatives from the seven councils of the Combined Authority, who sit on committees that support the final decisions of the Combined Authority Board. Our board comprises the leaders of our seven councils, the Chair of our Business Board, the Police and Crime Commissioner, Chairman of the Fire Authority, and Chair of the NHS Cambridgeshire & Peterborough Integrated Care Board. Our Board is chaired by a directly elected Mayor voted in by Cambridgeshire and Peterborough residents every four years.

This Corporate Plan refresh will illustrate how together we are growing the local economy and providing better jobs, housing, skills, and transport for our residents. In future we would like more national powers and funding to be devolved to our region to ensure that our communities are even closer to the decisions that affect them.

Our region

The Cambridgeshire and Peterborough region is growing fast and has a global reputation for innovation and entrepreneurship alongside a rich cultural heritage.

The City of Cambridge is a dynamic, resilient, and diverse city. It is one of the most successful life sciences, innovation, and technology clusters in the world. Groundbreaking advances in the treatment of human health have happened in Cambridge, including the development of six of the world's top 10 drugs in use. However, this economic success can mask some of the highest income disparities in the UK. To continue to grow and flourish, an ambitious and broad-ranging vision of innovation for the Greater Cambridge area is tackling poverty and the need for better access to housing, transport, water, and capital.

The City of Peterborough has a diverse and robust economy. It is in the top ten of the UK's fastest growing cities, including one of the highest number of business start-ups and patents. Large global headquarters and innovative small and medium enterprises combine with an emerging advanced engineering and manufacturing cluster. Historic challenges are being addressed. Regeneration of city infrastructure is well underway, and an upgrading of the city's skill base has been turbo-charged with the opening of the award-winning university, ARU Peterborough.

The Fens is a large area of historically swamp, marsh, and wetland that, in a feat of engineering, was drained. Often referred to as the 'breadbasket of Britain,' The Fens holds nationally significant agricultural importance as home to over 50% of England's grade one agricultural land and providing a fifth of the nation's crops and a third of its vegetables. Supply in The Fens directly impacts national food prices. A cluster of Agri Tech businesses is flourishing bolstered by world class science and engineering talent. As the Fens is very low lying, continuous 'flood risk management' is required. Also, being a large carbon sink, appropriate land-use management is key. Another challenge is to improve connectivity between towns and rural areas to reduce isolation.

Our vision

Mayoral Ambition

To have a healthier and more prosperous Combined Authority region.

Strategic Vision

A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier, and connected region.

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Our priorities

[Infographic of 5 Strategic Objectives and 4 Mayoral Pledge(s)]

We are achieving our vision by concentrating our efforts around strategic objectives and Mayoral pledges.

Our Strategic Objectives

Achieving Good Growth
Improving Connectivity
Ambitious Skills and Employment Opportunities
Enabling Resilient Communities
Achieving Best Value and High Performance

Our Mayoral Pledges

Promote, protect, and grow our unique Fens
A locally determined, innovative and public transport system that is fit for the future
Working with Integrated Care System to support the delivery of better health outcomes and address health inequalities in the region
Creating a strong sense of place and cultural identity for our region

How we work

Our values



Our values are at the very heart of everything that we do, driving our vision and supporting us all to achieve our priorities, working as one team.

Our five values of Collaboration, Integrity, Vision, Innovation and Leadership or 'CIVIL', as we know them, are the foundations upon which all our work is built. Delivering a culture of innovation and integrity requires positive collaboration, a visionary approach and strong leadership.

Underpinning our values is our behaviour framework which helps us all to understand the behaviours that are expected of us and well as showing us how we can expect to be treated. All employees are expected to role model these behaviours, regardless of their role in the organisation.

It is our intention for our values and behaviours to act as our golden thread throughout our organisation. We will achieve this by continuing to embed these into our recruitment and HR processes and policies, including our appraisal system. We recognise and reward employees who demonstrate our values and behaviours and we celebrate individual, team and organisational successes.

Our people

Our people are our greatest asset. We are committed to supporting, encouraging, and developing our employees to enable them to reach their potential.

As an organisation, we are focussed on ensuring our employees have the right skills, capabilities, and attributes to deliver in their role. Through our training programmes, we look to support our managers to act as true leaders, capable of developing and managing high performing teams whilst also living and breathing our values.

Promoting an honest and transparent environment where feedback is welcomed and acted upon is key to our success. Our objective setting and appraisal process, LEAP (Learning, Excellence, Achievement, Performance), ensures that all employees have the opportunity for regular discussions on their performance, their objectives and their behaviours. This helps employees to understand how their work contributes to the overall corporate objectives and feel valued for their contribution.

We are committed to Equality, Diversity and Inclusion and attracting and retaining a talented, diverse, and inclusive workforce and will be developing our equality, diversity, and inclusion strategy. Working together is a fundamental part of our ethos and we recognise that it is our employee's individual skills and talents which enable us to work effectively as one. We encourage employees to work together as one team, promoting the brand of the organisation and supporting the overall objectives of the combined authority. Employees are supported to work in a hybrid way which allows them flexibility to achieve their objectives in the most effective way but also champions collaborative and face to face working, where this is beneficial.

Our partnerships

Partnership working is at the heart of what we do at the Combined Authority. We will ensure this continues by:

- Building relationships based on honesty and trust.
- Early and meaningful engagement and effective collaboration with partners to identify and understand local needs, and in decisions that affect the planning and delivery of services.
- Providing effective leadership of place through constructive relationships with external stakeholders ensuring there is a clear long-term shared Vision for Cambridgeshire and Peterborough.
- Evidencing joint planning, funding, investment, and use of resources to demonstrate effective service delivery and being transparent and subject to rigorous oversight.
- Driving inclusive growth, and social and environmental value through our project development and delivery.
- Having a recognised culture and behaviours that recognise the value of working with local partners to achieve more efficient and effective policy development, local economic growth and investment, better services, and customer-focused outcomes.
- Involving partners in developing indicators and targets, and monitoring, managing and challenging performance.
- Continuous learning and improvement.

Our approach to equality, diversity, and inclusion

In 2024/25 we will develop a new Equality, Diversity, and Inclusion Strategy. This will include the widening of our existing equality objectives to articulate comprehensively our recognition that diversity is powerful.

The differences people bring to the table whether in terms of background, personal characteristics, experience, skills, or motivations bolster our ability to serve the Cambridgeshire and Peterborough communities. By fostering an inclusive culture, we can lead by example to create an environment based on dignity, trust, and respect. We are ensuring that those with protected characteristics do not experience discrimination, harassment, bullying or victimisation.

To achieve this, our widened equality objectives will consider our organisation's role as an employer, as a public service provider and as an influencer. We are seeking to learn from best practice, setting ourselves specific and measurable equality objectives to ensure we can go beyond compliance towards becoming a trailblazer.

Our existing equality objectives are expressed within our strategic objectives. While we show due regard to all protected characteristics, we have highlighted the themes of care leavers, age and socio-economic disadvantage that feature more prominently in the Corporate Strategy.

Care Leavers face significant barriers and often experience discrimination in many elements of their lives. The Combined Authority recognises Care Experience as if it were a protected characteristic and will proactively seek out and listen to Care Experienced people as we develop new policies based on their views.

We will protect against age discrimination in the provision of services and public functions. We are retrofitting care homes and village halls, enhancing digital resilience, developing lifelong learning, and improving connectivity to reduce the isolation suffered by younger and older people, particularly in our rural communities.

We will tackle exclusion across diverse demographics through the tailoring of strategies and infrastructure investment that reduces inequalities, builds skills, and increases productivity to ensure inclusive growth and equitable opportunity for the whole region.

As an employer we will work towards a more representative workforce promoting inclusivity and belonging across the organisation.

Delivery Plan

[infographic]

Achieving Good Growth

Reducing inequality between and within Greater Cambridge, The Fens, and Greater Peterborough, whilst increasing productivity and delivering our goal of growing GVA to over £40bn by 2040. Securing a strong and sustainable economy for Cambridgeshire & Peterborough that is socially inclusive, environmentally responsible, and globally competitive.

What we are doing in 2023-25

- Refreshing and developing our economic strategy and delivery plans, including priority sector strategies, working across government's six capitals model.
- Developing our internationalisation strategy, including an increased focus on developing internationally competitive regions. Including taking pavilion space at UK Real Estate Investment & Infrastructure Forum in May 2024, the largest cross sector property conference in the UK.
- Harnessing and strengthening the business voice of the region through the Business Board and its Advisory Panel to inform our activities and investment.
- Delivering UK Shared Prosperity and Rural England Prosperity Funding with local partners to support businesses, people and skills, communities, and places.
- Investing in market towns, rural communities and local economies through the Market Towns programme, support for social enterprises and a new Levelling Up programme.
- Launching a Business and Social Impact Investment Fund dedicated to greening business, cleantech development and supporting community wealth building.
- Expanding Growth Hub business support for enterprises to grow or start up.
- Developing and implementing an Innovation Plan for high-knowledge sectors (Agri-tech, Life sciences, Advanced Manufacturing, Digital, and Creative).
- Supporting the Creative Industries via new investment in a regional hub as well as continued delivery of the Create Growth Programme.
- Co-developing an Agri-Tech/Food Launchpad for Cambridgeshire, Peterborough, Lincolnshire, Norfolk and Suffolk with Innovate UK and local partners, that will provide innovation/R&D grants to businesses and farmers.
- Working with partners to deliver the Future Fens Integrated Adaptation initiative and exploring designation of the Fens as a special area.

- Delivering Peterborough University Quarter phases 1, 2 and 3, planning future development and supporting Peterborough Station Quarter, focusing on key opportunities for connectivity, public realm, and business space development.
- Finding development opportunities for existing enterprise zones and associated commercial space.
- Lobbying Government and the private sector for partnership propositions to unlock good growth, e.g., addressing the region's laboratory space challenge.
- Developing an Infrastructure Delivery Framework and large-scale investment fund to address infrastructure barriers to good growth with associated capital projects ready for investment.
- Lobbying Government to build key important infrastructure which will support sustainable housing and economic growth, including tackling pressing water-related challenges and opportunities, and accelerating the delivery of water infrastructure programmes in the Fens.

What we have achieved so far

- £150m Local Growth Fund and £41m other additional key funding streams, drawn down from successful negotiation and bidding into government.
- The £191m secured was invested leveraging £361m as match funding.
- Deep insight and understanding of the dynamics and functioning economic areas across the Cambridgeshire and Peterborough economy.
- Existing economic strategy and action plans supported and implemented through strong collaboration with partners.
- Created over 15,000 new jobs to date, 5,000 new jobs recorded during 2023.
- Helped 800 people onto an apprenticeship.
- Upskilled over 1600 people.
- Engaged nearly 3,000 businesses through Growth Works diagnostic of which 840 went on to deeper Growth Coaching support to grow their business and 278 received a grant to support improvements.
- Supported 36 companies from outside the region to set up and invest in the region.
- Created 13 acres of new commercial space for businesses, equivalent to approximately 24 football pitches or 43 basketball courts.
- Invested in 30 projects across the 11 Market Towns in Cambridgeshire.
- Supported ARU Peterborough University to open its doors to its first students in September 2022 and subsequently completed the first year of their new courses.
- Developed an Agri-Tech/Food innovation cluster in partnership with the New Anglia Local Enterprise Partnership, Greater Lincs Local Enterprise Partnership, and Innovate UK.

Case Study - Aerotron Composites

Aerotron Composites operates in the aerospace and defence markets. They received a £1.4m Local Growth Fund (LGF) grant from the Combined Authority Business Board in 2021 to support the relocation of their plant to Chatteris in Fenland and the regeneration of their new site between 2021 and 2023. The company had been considering relocating for strategic business reasons for some time and the LGF accelerated this move which otherwise would have been further delayed due to the pandemic and sudden rise in the cost of resources. In their previous location, retaining trained employees was a critical challenge due to increasing competition over employees from large manufacturing competitors. The move, supported by the grant has enabled the company to recruit and retain employees without intense competition. They have also been able to advance technically through the addition of new plant and equipment. The company has created 129 jobs and 6 apprenticeships in the region to date since the move and supported the establishment of a training centre close to the site.

“Moving to Chatteris has helped us create a technically advanced company with the potential to attract people who didn’t have similar jobs in this area. We are the only company in the area that does this sort of work...LGF fund solidified where we were going to move and increased our ability to hire people to accelerate our plans.”

Case Study – Quibim

With support from Growth Works, leading Spanish owned life sciences company Quibim chose Cambridge for its first international expansion. Working closely with the NHS, the global leader in medical imaging set up a new operation in the Bradfield Centre in Cambridge Science Park. Growth Works is a business growth service funded by the CA and other partners and one of its programmes helps global life sciences companies grow in new markets. Working with the CA’s inward investment brand Locate Cambridge and Eastern Academic Health Science Network, which is funded by the NHS and the Government, applicants were pitched to a panel of experts who would help them accelerate their growth in the region. Quibim decided to locate to Cambridge rather than other parts of the UK so it would have access to skills, capital, and innovation partners.

Case Study - ARU Peterborough

For 40 years Peterborough desired a new university to tackle a ‘coldspot’ for higher education which had held back economic growth and opportunity in the city. An innovative, powerful, and enduring partnership of Cambridgeshire & Peterborough Combined Authority (CPCA), Peterborough City Council and Anglia Ruskin University (ARU) has created and established ARU Peterborough as a new employment-focused University for the city, making ambition a reality. The University is addressing the city's higher education and skills deficit; it is employer and business facing, with businesses shaping the development of the University’s curriculum, and it is a catalyst for economic growth and the regeneration of Peterborough and the wider area. As such, it is an exemplar of the three key pillars of economic regeneration – Place, Business and People. It has gained widespread support,

securing £80m in funding, and winning multiple awards, with tangible benefits for learners, the economy, and the local community. ARU Peterborough has consistently delivered on time and on budget since opening in September 2022 for the 2022/23 academic year — testament to a partnership of equals built on transparency and trust. It is an employment-focused university, meeting a clearly identified need for more skills in the local economy, fostering innovative growth and blending academia, research and development and entrepreneurship. Peterborough is now positioned as a 'University City' and the new ARU Peterborough campus is now delivering on its objectives to support regeneration and have a transformative effect on local people and the local economy. It is a prime example of levelling up in action.

What success will look like

By April 2025, delivery of this plan will have:

- Created an additional 9,000 jobs from existing funding programmes.
- UKSPF and REPF combined £13m deployed across portfolio of projects spanning Community, Business and People & Skills.
- First Investments completed via Business Growth Fund to businesses adopting carbon reduction measures or delivering cleantech products to the market.
- First tranche of Community grants and loans invested to generate community impacts.
- In-house Business Support team fully recruited and resourced leveraging a cross-local authority Team Cambridgeshire approach.
- Sector Champions embedded delivering priority sector recommendations.
- Trade and Investment plan adopted and being delivered.
- Propositions developed for key capital projects and investment opportunities across region.
- Innovation plan adopted and first actions/recommendations being delivered.
- Decarbonization advice and support being delivered to businesses.
- A state of readiness to secure further devolution with government, including the development of economic propositions, requests and offers and any opportunities that arise from the new Devolution Framework announced in the Autumn Statement 2023.
- Market Towns phase 1 programme completed, phase 2 programme delivering outputs from the new Social Enterprise Hubs.
- Created a £26m Strategic Growth grant funding scheme to grow businesses.
- Grown work-ready talent pools for all our key sectors which drive economic growth.

Lead Member for Devolution and Place: Cllr Sarah Conboy
Committee Oversight: Business Board

Improving Connectivity

Creating digital and physical connections to communities, professional networks, health services, leisure, nature and places of employment and education. Reducing the need for travel with more services located within communities.

What we are doing in 2023-25

- Reducing isolation in the Fens and other rural areas by improving connectivity between our rural areas, towns, and cities.
- Delivering transport-related strategic plans, policies and supporting documents.
- Maintaining and improving the current network and developing plans to improve it in the future, in our role of Passenger Transport Authority.
- Developing and delivering the region's key strategic and key local transport/connectivity schemes and initiatives, including bidding for additional funding.
- Working towards a joined-up, net zero carbon transport system, which is high quality, reliable, convenient, affordable, safe, and accessible to everyone.
- Developing and implementing strategies for Alternative Fuel and Local Electric Vehicles and improving infrastructure for public and private transport.
- Reviewing the bus and passenger transport network and delivering bus reform, including the case for bus franchising.
- Supporting rail and station improvements and campaigning for better rail infrastructure.
- Supporting active travel infrastructure to promote and deliver health and environmental benefits.
- Supporting road safety interventions.
- Campaigning for initiatives which support young people, care leavers and those on universal credit including reduced fares for young people.
- Leading delivery of the region's Digital Connectivity Infrastructure and Digital Strategies.

What we have achieved so far

- One of the first transport authorities to approve a new Local Transport and Connectivity Plan and related strategies.
- Over 99% of the area has access to broadband internet, with 70% of the region having access to gigabit broadband internet.
- Completed the Ralph Butcher Causeway at King's Dyke, in partnership with Cambridgeshire County Council, removing a major transport bottleneck at Whittlesey and stimulating investment opportunities.
- Subsidised 70 of the 110 bus services within the Combined Authority region to keep people connected to work, education, leisure, and essential services.
- Delivered a new railway station at Soham, to reconnect the town to the rail network, supporting local investment and sustainable transport choices.

- Replaced two thirds of the waste fleet at Greater Cambridge Shared Waste Service Depot with electric refuse collection vehicles.
- Funded 30 zero emission electric double decker buses, allocating £3m in total.
- Successfully competed for a wave of funding from central Government.
- 382,000 short car journeys estimated to have been replaced by E-scooters and e-bikes in the region between June 2020 and March 2023.
- E-scooters and e-bikes contributed to a reduction in CO2 emissions of 186 Tonnes.
- Successfully the secured Local Electric Vehicle Infrastructure Funding (LEVI) for our EV plans.
- Successfully campaigned with partners for Government to support the next phase of Ely Area Capacity Enhancements (EACE), including holding a Rail Summit for over 90 high-profile delegates from across the UK to press the business and connectivity need. The Prime Minister announced EACE with along with a transport package including, A10 and A1139 improvements.

Case Study - Soham Station

Soham Station was opened in December 2021, the community of Soham to the rail network. This scheme has made rail travel easy for people in Soham and the nearby villages; encouraged growth, housing, and jobs in the area; and linked Soham to nearby communities.

Case study – Demand Responsive Transport

Ting (new on -demand bus service) was launched as a trial in October 2021 to support rural communities across the western part of Huntingdonshire. This innovative wide area demand responsive transport scheme uses four vehicles to maintain an anywhere-to-anywhere bus link in real time across 360 sq.km of west Huntingdonshire. The three conventional bus services in this area (each running 1 – 4 round trips daily) are to be merged into the Ting service by registering significant turn-up-and-go flows as part of the DRT offering to create better journey aggregation and reduce expenditure. This service directly supports our Bus Strategy's vision, giving access for everyone to quick and easy travel. As part of its tender renewal after 12 months of trial operation, two of the vehicles to be used will be new electric minibuses. Plans are being prepared for further DRT trials elsewhere in the region.

Case study – Voi Scooters

Over 800,000 car journeys have been taken off Cambridge's roads thanks to the availability of shared e-scooters and e-bikes.

Since the e-scooter and e-bike trial was launched in September 2020, public hire of the active travel vehicles has become an important addition to transport in

Cambridge, with over 150,000 people now signed up to Voi, using them to commute to work and education, with 2.5 million trips taken.

Collaborating with Voi on this trial gives the residents of Cambridge a much greener way to travel clocking up over 3.5 million miles and reducing CO2 emissions in the city by 389 Tonnes CO2e and air pollution by 76 kg and since its initial launch the trial has been extended to Impington, Histon, Girton and Milton allowing more people benefit from the scheme.

Case study – CambWifi

Free public access CambWifi has been extended to Peterborough city centre to support businesses, keep residents connected and allow shoppers and visitors to make the most of café culture. It is also available in Whittlesey and March town centres, in partnership with Fenland District Council.

Case study – Active travel

Olympic gold medallist turned England's Active Travel Commissioner, Chris Boardman, has praised the work that the Combined Authority is doing to improve life on the road for anyone choosing to leave their car at home.

The cycling legend joined Mayor Dr Nik Johnson for a walking, e-biking, and public transport tour in and around Cambridge, the city he places at the heart of cycling in Britain and says is leading the country in active travel. He supported the Combined Authority's ambition to tackle barriers to active travel outside cities and into our market towns and villages.

What success will look like

By April 2025, delivery of this plan will have:

- Provided 85% of the region with access to gigabit broadband internet.
- Reduced the number of people killed or seriously injured in road traffic accidents to 300 or fewer.
- Reduced the total number of car miles driven in the region.
- Increased the proportion of journeys taken by public transport (including buses and trains), cycling and walking.

Lead Member for Transport and Infrastructure: Anna Smith
Committee Oversight: Transport and Infrastructure Committee

Ambitious Skills and Employment Opportunities

Developing and sustaining a world-class skills system which maximises the potential of our residents, employers, and communities. Delivering a socially inclusive, environmentally sustainable, and globally competitive workforce where everyone can succeed according to their talent and their potential. Ensuring the skills, tenacity, and resilience of our region enables us to adapt and seize opportunities for growth, without leaving anyone behind.

What we are doing in 2023-25

- Providing strategic leadership which ensures that the region's skills system is greater than the sum of its parts.
- Overseeing effective stewardship of devolved skills funding, including strategic commissioning, delivery and performance management of efficient and effective Adult Education provision, Skills Bootcamps, Careers support services and Multiply.
- Identifying and developing the strategic workforce capability and flexibility needed to support our high growth sectors – in Agri-Tech, Life Sciences, Advanced Manufacturing and Engineering, Creative, Digital, and A.I.
- Growing the skills needed to support good jobs in 'enabling' sectors such as transport, health, and social care.
- Developing joined up skills pipelines which connect employers with talent, support people 'into and between' jobs, and encourage a culture and habit of career-long learning.
- Supporting a thriving ecosystem of learning providers to deliver world-class learning which meets the needs of learners, employers, and communities. In doing so, addressing Further Education 'cold spots', and supporting more sustainable business models for learning providers.
- Working with employers and learning providers to increase the number of high-quality apprenticeships offered to our young people, especially from less advantaged backgrounds.
- Identifying and addressing the skills needs of those from the region's least advantaged communities.
- Further developing the Combined Authority's All-Age Careers Hub, in support of increased career choices and life-long learning.
- Supporting a Health and Work Strategy to address economic inactivity and productivity; working with employers to support those with disabilities and long-term health issues to thrive in the workplace.
- Supporting the delivery of transport plans which connect those from less advantaged backgrounds with the region's jobs and learning opportunities.

What we have achieved so far

- The Combined Authority's devolved Adult Education budget now reaches over 10,000 learners per year and we have utilised greater flexibility to provide innovative learning opportunities – for example:
 - We have used our devolved funding flexibility to fully fund learners who take their first Level 2 (equivalent to GCSE) and Level 3 (equivalent to A Level) qualifications.
 - Driven by refugee re-settlement programmes such as Homes for Ukraine, we have secured a national 'best-practice' reputation for fully funded ESOL training (English for Speakers of Other Languages).
 - The Care Leavers' Bursary and extended support for care leavers progressing into further education has been welcomed by social care and education partners, providing financial support with meals whilst at college, travel, and independent living skills etc. One hundred young people leaving the care system have already benefited from the bursary.
- In an area previously lacking higher education provision, the Combined Authority formed an innovative, and enduring partnership with Peterborough City Council and Anglia Ruskin University (ARU) to create and establish the award-winning ARU Peterborough; a ground-breaking, employment-focused University for the city.
- Our All-Age Careers Service has supported schools and colleges to improve their careers guidance, achieving a 23% increase against the Gatsby Benchmark 1 which measures an organisation's overall performance in providing an excellent careers service to its learners.

What success will look like

By April 2025, delivery of this plan will have:

- Created a highly skilled and flexible workforce which is the bedrock of the region's economic productivity and helps to address areas of multiple deprivation and disadvantage.
- Connected employers to home-grown regional talent pools which meet strategic workforce needs.
- Increased labour market participation, particularly amongst young people with mental health and post-Covid confidence issues and those with disabilities and long-term health conditions.
- Doubled the number of high-quality apprenticeships available across our region.
- Significantly increased the proportion of people from less advantaged backgrounds who benefit from high quality and degree level apprenticeships.
- Enabled a more sustainable business model for learning providers focused on a strategic commissioning framework which supports longer-term funding and increased economies of scale.
- A state of readiness to secure further devolution with government, including the development of skills and employment propositions, asks and offers and any opportunities that arise from the new Devolution Framework announced in the Autumn Statement 2023.

Case Study: Building Further Education Infrastructure:

In November 2023, Her Royal Highness, The Princess Royal, officially opened the North Cambridgeshire Training Centre (NCTC) in Chatteris. The Centre, funded by £3.16m in Local Growth Funds from the Combined Authority's Business Board, is run by the Eastern Education Group and was set up to support people of all ages to gain new skills to bolster their career prospects and contribute to the region. The land where the NCTC is situated is owned by Stainless Metalcraft who were instrumental in the creation of the vision. The state-of-the-art Centre specialises in providing apprenticeships, professional development and commercial courses in engineering and advanced manufacturing and also delivers management, digital technologies, business support and health & social sciences, which are in high demand from local employers.

Case study – English for Speakers of Other Languages (ESOL)

We are the only Combined Authority in the country to use some of our devolved skills funding to fully support ESOL training. Studying ESOL can help individuals settle into life in the UK, find employment and improve communication with doctors, teachers, and others. In 22/23 we doubled the number of learner enrolments, particularly focused on Ukrainians settling in South Cambridgeshire and delivering trauma informed ESOL practice. Our approach has been included by the Bell Foundation in a research report commissioned by the Association of Colleges on best practice approaches to ESOL in devolved areas. We also continued to draw on additional government funding to support BN(O) status holders from Hong Kong.

Enabling Resilient Communities

Providing the infrastructure and support to enable communities across the region to be adaptable to environmental and climate, financial and social crises. Extending cultural opportunities. Making Cambridgeshire and Peterborough a great place to live and work.

What we are doing in 2023-25

- Supporting sustainable agriculture in the Fens and elsewhere.
- Piloting work to address how climate change is impacting the condition of the region's roads in the Fens and other affected areas.
- Leading delivery of the Climate Action Plan 2022-2025, to mitigate and adapt to the impacts of climate change.
- Developing a Local Nature Recovery Strategy to improve biodiversity as part of our Doubling Nature Vision.
- Developing a Local Area Energy Plan for Cambridgeshire to support power and water sufficiency, improve the resilience of infrastructure and address road safety.
- Delivering over 600 affordable homes by 2025.
- Retrofitting homes, care homes and village halls.
- Supporting businesses with the transition to a low carbon economy and net-zero agenda.
- Hosting the Greater South East Net Zero Hub and supporting the delivery of the Local Net Zero Programme 2022-2025, including public sector estate decarbonisation, strategic projects, toolkit development, community projects and knowledge sharing.
- Enabling diverse opportunities for communities to engage with culture.
- Celebrating and advocating for the region's rich cultural, built, and natural heritage.
- Improving the Visitor Economy and creating vibrant high streets.

What we have achieved so far

- Built 94 new homes at Alconbury Weald
- Built 21 homes in Great Shelford at 50% of market rent.
- Retrofitted over 3,500 homes across the South-East of England
- Supported £35m of successful Public Sector Decarbonisation Scheme projects, £25m of which involved undertaking direct studies for stakeholders.
- Launched a £4m fund for Local Energy Advice Demonstrator projects, to support households with one-to-one advice on energy efficiency home improvements.
- Co-hosted a groundbreaking regional Climate Summit, "Sustainable Solutions – Uniting for a Greener Future," with Cambridgeshire and Peterborough Climate Partnership. Attended by approximately 100 politicians, thought leaders and business representatives, the event proved to be a pivotal

moment for fostering collective understanding and commitment toward a more sustainable future.

Case study – Alconbury Weald

In 2022, twenty-two affordable new homes were completed in Alconbury Weald, Huntingdonshire for first time buyers who have now all moved into their new homes. They were made available thanks to Rentplus – an innovative affordable rent to buy scheme. The homes are part of the celebrated Urban and Civic site which received funding from the Combined Authority, and they include eight one-bed flats, eleven two-bed flats and three coach houses. With the average house price for first time buyers in Huntingdonshire over £261,000, many working families on lower incomes are locked out of home ownership. The majority cannot save a deposit, even though they could afford the monthly mortgage repayments. The twenty-two families, who are mainly essential workers from the emergency services or armed forces, have been able to move in without an upfront deposit. Each family has previously lived in or has connections to the area. and they will rent their home paying an affordable rent for between 5 and 20 years whilst they save and build a strong credit rating. When ready to buy, Rentplus gifts them 10% to put towards their savings for the deposit.

Case study – Great Shelford

A community-led housing initiative at More's Meadow in Great Shelford was completed in January 2023, providing affordable homes to rent for local people. The site includes twenty-one homes at 50% of market rent, which is even lower than normal affordable rents. The scheme received grant support from the Combined Authority's affordable housing programme and is a welcome completion of one of the earlier approved Community Land Trust (CLT) schemes.

The homes are a mixture of one, two and three-bed homes with gardens. They bring the total number of almshouses owned and managed by the Parochial Charities, a member of The Almshouse Association, to 53. Designed for sustainability, they achieve high standards of energy efficiency, keeping residents' running costs low. Air source heat pumps and mechanically ventilated heat recovery systems minimise energy losses whilst providing good ventilation.

Case study – river level sensors

A community resilience trial has started to detect river level rises in vulnerable flood spots across Huntingdonshire. Low-cost sensors will notify council officers and community flood groups if water levels rise, allowing for more efficient flood management.

What success will look like

By April 2025, delivery of this plan will have:

- Completed 1,450+ new affordable homes under the Combined Authority's Affordable Housing and Loans Programme.
- Reduced total annual net CO2 emissions to under 5000 ktCO2.
- Ensured fewer households are in fuel poverty.
- Higher proportion of land classed as nature rich.

Lead Member for Communities and Environment: Cllr Bridget Smith

Committee Oversight: Environment and Sustainable Communities Committee

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Achieving Best Value and High Performance

Fulfilling our duty of Best Value, by making arrangements to secure continuous improvement in the way in which our functions are exercised, having regard to a combination of economy, efficiency, and effectiveness. Addressing and embedding the key improvements set out in the External Auditor's letter and Best Value Notice and, in doing so, enabling the region to access funding and investment to support the delivery of our strategic objectives.

What we are doing in 2023-25

- Developing a single narrative and shared vision that communicates the ambitions and aspirations of Cambridgeshire and Peterborough as a place.
- Exploring and articulating our readiness to effectively draw on the opportunities further devolution presents for our region, including the cases for fiscal and post-16 technical education devolution.
- Undertaking and disseminating a 'State of the region' review of the evidence underpinning our strategies and plans.
- Expanding our equality objectives to move towards reaching best practice in our approach to Equality, Diversity, and Inclusion.
- Developing a balanced Medium Term Financial Plan for 2024/25 and beyond that supports the delivery of the Combined Authority's strategies and priorities.
- Developing a new operating model that demonstrates Best Value in all our operations.
- Enhancing support to the Office of the Mayor through the embedding of a new Chief Executive's Office Team and planning for the Mayoral election in May 2025.
- Embedding a culture of continuous improvement in the Programme Management Office to ensure that projects deliver on time and on budget.
- Developing and implementing new Single Assurance, Risk Management and Performance Management Frameworks to support decision making and effective scrutiny.

What we have achieved so far

- Embedded an improved governance structure, supported by the roll out of training and protocols in the new arrangements, and approved the new Constitution. The outcome is seen as good practice by the Local Government Association/ Grant Thornton review into Combined Authority governance, Centre for Governance & Scrutiny, and the Combined Authority Governance Network (CAGN)M10 Assurance Group.
- Revised Procurement code, strategy, policy, and procedures have been approved, supported by a new operating model, the onboarding of new staff, and procurement training support for the organisation.

- A new Single Assurance Framework, including a Risk Management Framework and Performance Management Framework, has been approved by our Board and Department for Levelling-Up, Housing & Communities. This new framework is supported by new software, processes, and reporting structures.
- Full Review undertaken of all existing sub companies to ensure that they remain relevant and fit for purpose and their activities streamlined where possible.
- Permanent appointments have been made to key leadership roles.
- Stronger and more collegiate partnership working has been established across public, private and third sectors supported by recommendations from an external communications, engagement, and public affairs review.
- We have developed a set of behaviours that support our 'CIVIL' values.

What success will look like

By April 2025, delivery of this plan will have:

- Ensured that less than 5% of our contracts require procurement waivers.
- Ensured that 100% of our projects are delivered on time.
- Ensured we spend 100% of our programme budget every year.
- Identified how to deliver an efficiency target in 2025-26.
- Ensured that projects are being developed with a clear golden thread between the CPCA strategic objectives and the project desired benefits.
- Increased the quality of business cases being produced.
- Increased accountability and scrutiny around an internal system of control with clear performance metrics.
- Increased the number of intended benefits being delivered.
- Increased organisational learning through monitoring and evaluation measures.
- Further embedded behaviours that support our 'CIVIL' values.

Case study – Single Assurance Framework

The Single Assurance Framework (SAF), now cleared by Government for implementation, was developed in engagement with the M10 Assurance Group to ensure that existing best practice could be built upon. The SAF has now been reported back to the M10 Assurance Group as the only current English Devolution Accountability Framework (EDAF) approved Assurance Framework at a Mayoral Combined Authority, with M10 colleagues now able to engage with the Combined Authority to assist them in enhancing their own Assurance Frameworks.

Case study – Improved scrutiny processes

Our new and improved approach to scrutiny has been recognised as best practice by a national centre of expertise on good governance and scrutiny, Centre for

Governance and Scrutiny. The Combined Authority has been featured by the Centre as a case study.

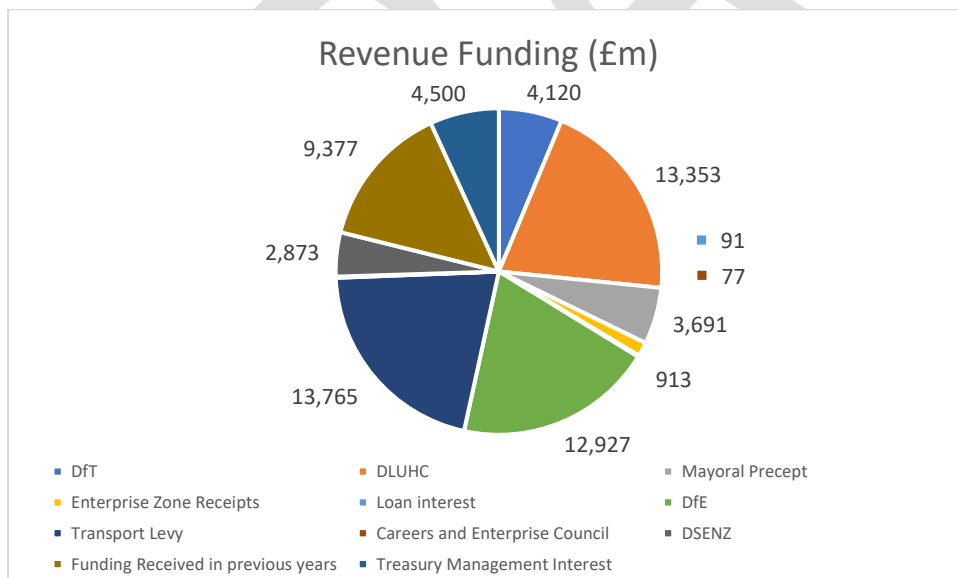
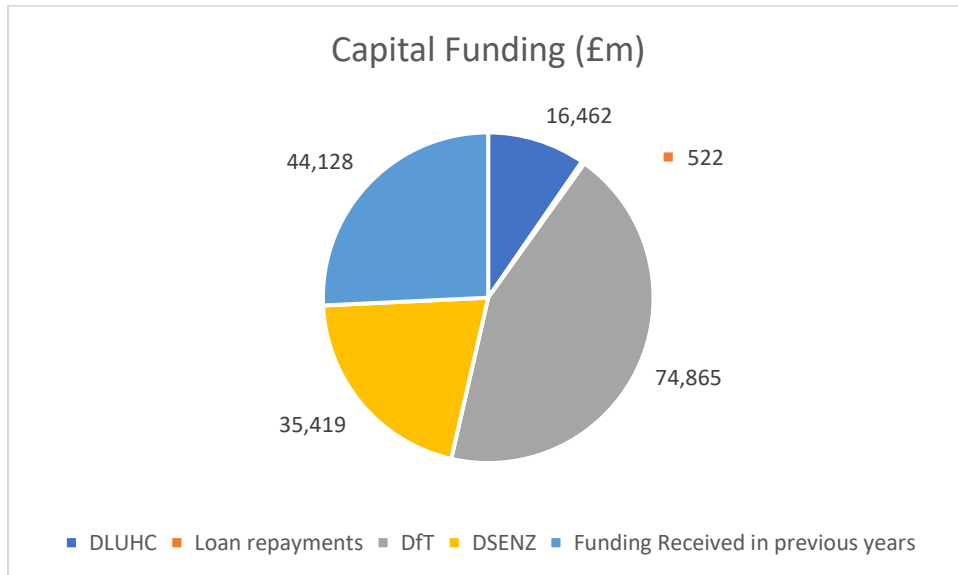
Lead Member for Governance: Cllr Edna Murphy

Committee Oversight: Combined Authority Board, Overview and Scrutiny Committee and Audit and Governance Committee

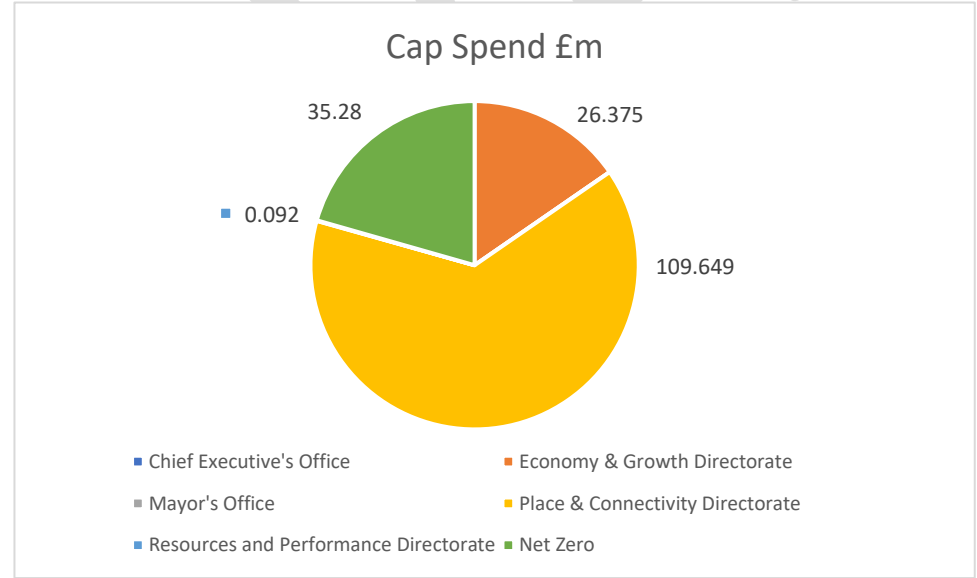
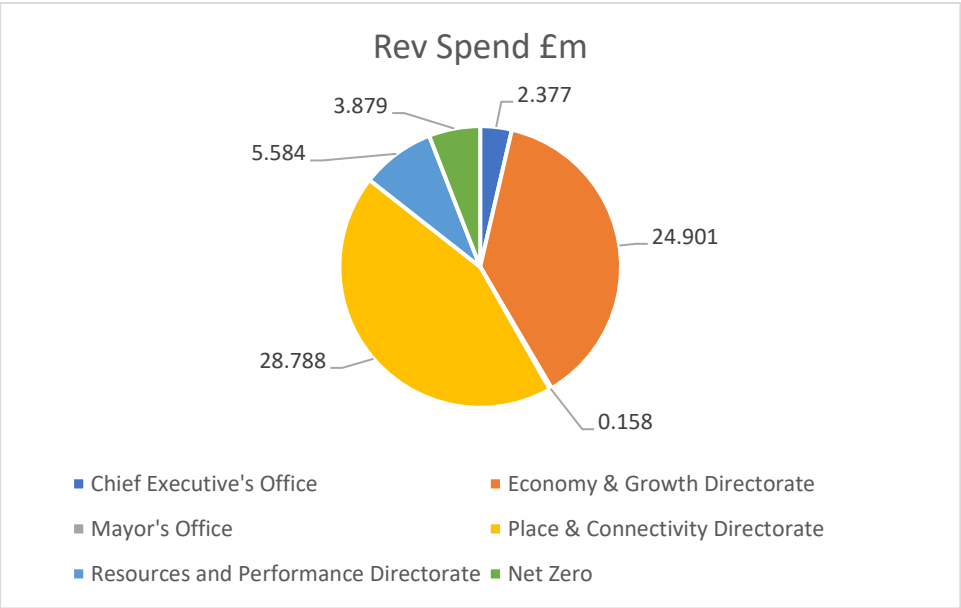
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Our finances

Where our money comes from



How we will spend our money



New Projects Funded in the 2023-25 Corporate Plan Refresh

CAPITAL PROJECTS

Achieving Good Growth, Ambitious Skills, and Employment Opportunities

Strategic Growth Fund - £4.4m

The funds available for local government to locally determine investment into skills and economic capital has reduced since the end of the Local Growth Fund, this fund is intended to mitigate this shortfall and fund both direct construction as well as enabling infrastructure. It is anticipated that some of the fund will be used to help develop critical infrastructure at the University of Peterborough. The fund is phased to increase each year in anticipation of growth in the economy.

Levelling Up - £2.5m

This fund is proposed to enable both local match funding for projects which will leverage significant external funding as well as the opportunity to expand the current market towns programme into other large non-market town settlements in the area enabling the delivery of much-needed public realm improvements.

Cambridge Cultural Quarter - £0.5m

Match funding to support the development of the Market Square and Guildhall in Cambridge into a new 'Cultural Quarter.'

Improving Connectivity

A10 and A1139 Business Case development – each £1.5m

As part of the announcement of Network North the Government have committed to funding the delivery of the upgrades of the A10 (Cambridge City to East Cambridgeshire) and the A1139 (Peterborough) in the Combined Authority area. While the details of these commitments have not yet been confirmed by the Department for Transport the Combined Authority is allocating funds to ensure the work to develop the business case of these projects is progressed in the short-term to ensure release of the delivery funds when available.

A141 Business Case development - £1.5m

The A141 provides a critical east-west transport link through Huntingdonshire. Within the District alone there are 4 significant development sites which relying on it directly, beyond the district is also provides a key access route to the Fens and its high-quality agricultural produce. The funds will ensure that a high-quality Strategic Business case is developed to seek funding for the major delivery work that will be needed on this route.

Footbridge across the A10 at the BP Roundabout - £0.5m

The study commissioned by the Combined Authority showed that the A10 is a significant barrier to pedestrians and cyclists travelling between Witchford and Ely. Improving the routes for these users to navigate the roundabout close to the BP fuel station and Lancaster Way Business Park will enable safer journeys between the two. The study outlined two options to address the problem, a bridge for pedestrians and cyclists entirely bypassing the roundabout or a non-bridge option. This funding allocation, on top of the existing £3m allocation transferred from the Active Travel Funding capital budget, will ensure that there is sufficient funding for whichever option is preferred.

A16 Norwood - £1m

The Combined Authority commissioned the Outline Business Case for the A16 Norwood project to unlock a 2,945-home development site after the earlier stage case resulted in a high value for money assessment. Demonstrating continued commitment to the project, this allocation of £6.5m would contribute to the delivery of active travel elements of the scheme, including the construction of a footbridge to enable local children to access the new secondary school unlocked in this development.

Whittlesea Railway Station - £1m

This funding would reinstate investment from the Combined Authority to improve Whittlesea Station. Improvements which will be considered include automation of the road gates, elongation of platforms, and provision of a footbridge to link the two platforms without the need to share crossing space with road traffic.

Alconbury Railway Station - £0.5m

Alconbury Weald is the Combined Authority's largest Enterprise Zone site with up to 5,000 homes and 290,000 m² of employment floorspace. While it has strong road links through the A14 and A1(M) it currently cannot take advantage of the Great Northern rail line which forms its eastern border. The developer of the site has land allocated to deliver a station, and this allocation from the Combined Authority aims to unlock delivery of the station.

March Priority Junctions - £3m

Two junctions in March, at Twenty Foot Road and St Peters Road, have been identified as local upgrade priorities to improve road safety, active travel opportunities and vehicle connectivity. This allocation provides the funds needed to construct these junctions.

Enabling Resilient Communities

Bus Stop Infrastructure - £0.5m

Many of the bus stops in the Combined Authority area have suffered from underinvestment in the face of national cuts to maintenance budgets, this fund would enable additional upgrades where they are most needed both within urban centres and rural areas.

Funding for Active Travel schemes - £1.5m

The 2022-23 Medium-Term Financial Plan included £9m so that Constituent Authorities could bring forward their priority active travel schemes. Since then, £4.7m has been allocated to deliver local schemes, with a further £3m being utilised for the BP footbridge (in addition to the £3m additional funding in the proposal above). From discussion with constituent councils, it is clear there is a need for further funding so that the active travel network can continue to be strengthened to improve the health of the area's population and to reduce emissions. The Combined Authority proposes to top-up the fund with an additional £4.5m and extend it to the end of the new MTFP period.

Road Safety Fund - £0.25m

This fund will help to provide specific road safety initiatives and contribute to reducing casualties from road traffic accidents as part of the Vision Zero Partnership. In particular, it is hoped to support all communities who wish to develop a 20mph zone through their community. The chances of being fatally injured in a car collision with a pedestrian increases more than 5-fold when a car is travelling at 30mph compared to 20mph.

Climate - £2.25m

The Combined Authority published a Climate Action Plan in 2022, which set out a wide range of recommendations to ensure the region can deliver on its net zero goals. While full delivery of the Action Plan requires action from across the private and public sector, this allocation (along with the corresponding revenue allocation) will facilitate the Combined Authority's delivery of its part of the Plan.

Examples of projects that this fund will be used for include understanding the economic impact of, and exploring innovative solutions for, drought damaged roads in the Fens and Peterborough, supporting constituent councils with new requirements regarding biodiversity, decarbonisation of public sector buildings as well as other actions which have, or will, emerge from the Local Area Energy Plans developed by our constituent councils.

REVENUE PROJECTS

Achieving Good Growth

Greater Cambridge Social Impact Fund - £1m

Greater Cambridge Impact has been set up with a vision to share the prosperity driven by the City's University, and technology sector, with those both within and outside the City who have not historically benefited. It will do this by empowering charities, social enterprises, and community initiatives both within the City and outside but within the CPCA region to develop, test, and scale solutions with meaningful and measurable impact. The aim is to raise an initial fund of £10m and it has secured an in-principle £1m investment from Cambridge City Council, matching this funding from the Combined Authority will help them continue momentum toward their goal and unlock the first stage of wider investments.

SAF Business Case development fund - £500k

During the development of the Single Assurance Framework (SAF), one of the key challenges highlighted by constituent councils was the lack of funding available to take something from a good idea to having the evidence base required to enter the SAF process and be considered for further funding. In response the Combined Authority proposes to set aside revenue funding which its constituent councils can access to carry out this process, removing a barrier to the area's ability to continue to deliver best value and innovate public service.

Development of Climate strategies - £2m

The Combined Authority's published a Climate Action Plan in 2022, which set out a wide range of recommendations to ensure the area can deliver on its net zero goals. While full delivery of the Action Plan requires action from across the private and public sector, this allocation (along with the corresponding capital fund) will ensure the Combined Authority can continue to deliver on its part, including funding for our new responsibility for the Local Nature Recovery Strategy as well as supporting other organisations and initiatives such as Future Fens and Fenland Soil.

Ambitious Skills and Employment Opportunities

Innovate Cambridge - £150k

Innovate Cambridge has been established by the University of Cambridge, Cambridge Enterprise, and Cambridge Innovation Capital with the aim of ensuring the continued success of the Greater Cambridge's leading innovation ecosystem. The power and potential of the Cambridge cluster is widely recognised, and Innovate Cambridge has set one of its core aims as ensuring inclusive growth and increased diversity including engagement with local government to ensure innovation creates quality of life for all in Cambridge. Funding from the Combined Authority of £50,000 per year over the next 3 years will ensure that Innovate Cambridge can continue to develop its work.

University Quarter Outline Planning Application – £200k

Building on the rapid development of the first three phases of the University Quarter in delivering a University in Peterborough, unlocking future phases requires the production of an outline planning application. The Combined Authority proposes to contribute to the costs of this to maintain momentum on this key site.

Enabling Resilient Communities

Reduced Fares for under 25s - £3.85m

The Combined Authority is committed to supporting a modal shift from the private vehicle to public and active transport due to the demonstrated benefits this bring in public health, climate emissions, and reliable connectivity. The best time to build a habit of public

transport use is in those with a lifetime of future transport ahead of them, however they are often the least able to afford the cost of bus fares.

To reduce this barrier, and encourage a generational shift in bus patronage, the Combined Authority intends to subsidise bus fares for all those under the age of 25 – capping the cost of a single fare on any local bus for travel in the region to £1 until May 2025.

This allocation goes hand in hand with the in-year allocation proposed via the Budget Update report which will allow this initiative to be developed sooner than April 2024.

Sustainable Infrastructure - £400k

The potential of the Combined Authority area, with its outstanding Universities, grade A farmland in the Fens, globally leading innovation ecosystem, and rapidly growing City of Peterborough, is huge. However, there are key infrastructure constraints – both water and energy – which must be overcome if the area is to be able to achieve its potential. There is work already underway by various governmental and non-governmental bodies examining the problem and what could be done to address it. This funding is to enable the Combined Authority to fulfil its strategic leadership role in bringing that work together to ensure it results in a clear picture of the challenges the area faces and the opportunities available to address and overcome those challenges including driving forward the recommendations from the current work on the Infrastructure Delivery Framework.

Bus Network enhancements and reform – £900k

The Combined Authority is currently examining the options for either Franchising or an Enhanced Partnership for the region's bus services. This funding allows both for the continuation of the comparison of these two options – including a public consultation in 2024 – and early-stage capacity development which will be required regardless of which option is progressed.