



<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>13</b>
Title:	Shaping the Future	
Report of:	Kate McFarlane, Head of Policy & Executive Support	
Lead Member:	Mayor Dr Nik Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	Simple majority of voting Members, subject to that majority including the vote of the Mayor, or the Deputy mayor acting in place of the Mayor	

<b>Recommendations:</b>	
A	To endorse the planned refresh of the previous Cambridgeshire and Peterborough Independent Economic Review (CPIER) evidence base to inform a new State of the Region Review and provide comment on the emerging areas outlined in para 2.6.
B	To endorse the co-development of a Shared Vision for Cambridgeshire and Peterborough as a Place and provide comment on the approach outlined in para 2.14 - 2.16.
C	To approve drawdown of £320k funding from the Programme Response Fund in the Medium-Term Financial Plan (MTFP), with £150k to deliver the State of the Region Review and £170k for the Shared Vision.
D	To note the alignment with the development of the Strategic Infrastructure Delivery Framework (SIDF) as agreed as the Environment & Sustainable Communities Committee on 12 June 2023.

<b>Strategic Objective(s):</b>	
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

<b>1. Purpose</b>	
1.1	In order to have a robust evidence base and a clear view on shared future ambitions and priorities for the whole area, a number of separate but linked pieces of work are being proposed. The Combined Authority is committed to driving improvements at pace as set out within the improvement programme, but of equal importance is the organisation and partners stepping up and looking ahead to establish

	the future strategic direction and priorities of Cambridgeshire and Peterborough to inform future strategies, decision making and opportunities.
1.2	This paper provides an overview of these activities and seeks Combined Authority endorsement to proceed to the next stages of undertaking a refresh of the CPIER evidence base to inform a new State of the Region Review and the co-development of a Shared Vision. The paper also seeks agreement to the release of £320k of funding from the Programme Response Fund, to produce the State of the Region Review and the development of a long-term shared Vision. An overview is also included on the development of a Strategic Infrastructure Development Framework.

## 2. Proposal

2.1	In January 2023 the Combined Authority Board adopted the 2023-2025 Corporate Strategy and Business Plan. This signalled a transition from the original Devolution Deal and broad ambitions of the Combined Authority to a set of more focused strategic ambitions and defined priority areas of activity. This transitional strategy seeks to further enable a prosperous Cambridgeshire and Peterborough region; one that is more equitable, more environmentally sustainable, and securing good growth for its residents and businesses.
2.2	The Corporate Strategy and Business Plan also stated that during 2023-24 the Combined Authority would work with partners across the area to undertake a 'State of the Region' review to underpin future evidence-based strategies embracing innovation, seeking opportunities and informing future devolution deals.
2.3	The Corporate Strategy and Business Plan includes a vision statement "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" along with priority areas of activity for 2023-2025. The Independent Improvement Board (IIB) have highlighted that a key immediate action should be the development of a shared, long term (20+ yrs.) single vision for Cambridgeshire and Peterborough as a Place, supported with agreed priorities that enables Cambridgeshire and Peterborough as a Place to speak with, and advocate with one voice.
2.4	The purpose of the CPIER, which was published in September 2018 was to create a single strategic position to help the Cambridgeshire and Peterborough area consider the case for greater fiscal devolution and powers to unlock the delivery of major infrastructure, including showing how the area delivers benefits to the rest of UK. It sought to provide a clear understanding of the priorities which would help businesses and political leaders in the area unite behind a common strategy. The economic review considered how a coherent economic growth strategy could be developed for the whole sub-regional economy and the relationship with adjacent local authority areas. It was intended to be an authoritative source of advice and evidence for Government and a basis for future devolution to the local area. The report sought to influence the Government's November 2018 Budget Announcement was co-funded by the Combined Authority and Cambridge Ahead.
2.5	<b>Refresh of the CPIER evidence base to produce a State of the Region Review</b> The original CPIER was well received nationally and locally. It is however widely recognised that the evidence base used to inform the CPIER is out of date. Since 2018 there have been several significant macro-economic factors such as the impacts of the Covid-19 Pandemic and cost-of-living crisis along with an increased focus on achieving Net Zero that need to be considered. These have had a direct impact on the way many residents live and connect and how businesses operate.
2.6	During May and June 2023, a series of conversations were held to gain initial views to inform the next steps and scope of work. These informed a stakeholder workshop which took place on the 21 June 2023. Representatives from constituent Councils, Greater Cambridge Partnership, Cambridge Ahead, the Office for National Statistics and the Bennett Institute for Public Policy attended.  The workshop sought views on the strengths and weaknesses of the previous CPIER, the extent of any refresh, opportunities for co-development whilst balancing the importance of independence, timescales in the context of future devolution opportunities, and the extent of wider engagement and how to build on existing data and insight. Feedback from the workshop and subsequently Constituent Council Leaders and Chief Executives to date has included: <ul style="list-style-type: none"> <li>• Welcomed early engagement of partners to scope the refresh</li> </ul>

	<ul style="list-style-type: none"> <li>• The need to crystallise the objectives of the refresh</li> <li>• Universal agreement on the need to refresh the evidence base at speed, with a strong desire to make evidence base more accessible and more frequently updated</li> <li>• Important to build on existing and more updated data insight that is available</li> <li>• Considerable benefit to assessing delivery against the original fourteen CPIER recommendations</li> <li>• Depending on the extent of the refresh, the importance of the review being independent, but also sensitive to the potentially conflicting positions of different stakeholder groups</li> <li>• The need to secure early buy-in from local political leaders</li> <li>• Desire for the Combined Authority to hold the ring, project manage the refresh and fund the review (i.e., no sponsorship)</li> <li>• Consideration to be given to newer macro-economic impacts such as exiting the EU, Covid-19 pandemic, tackling inequalities and moving towards net zero.</li> <li>• Importance of community engagement to inform future political decision making</li> <li>• Realistic timescales being dependent upon extent of refresh (especially if pursuing engagement of independent commission)</li> </ul>
2.7	<p>Ensuring the review builds on more up-to-date date evidence and insight has been clearly expressed. One such example is the State of the City Report for Cambridge that has been produced by consultants Cambridge Econometrics; work commissioned by Cambridge City Council using funding provided by the Combined Authority. The State of the City report is a data-led analysis of the state of Cambridge through economic, social and environmental lenses, using the latest and most meaningful nationally comparable data. It is intended to provide a common evidence base for discussions around priorities, policies and projects, and is available to all through publication of the report on the council's website along with the data dashboard. The model used in the report blends that approach with other socio-economic models including the Bennett Institute's "six capitals", the UN Sustainable Development Goals and the Legatum Institute's prosperity index.</p>
2.8	<p>The State of the City Report provides an excellent basis upon which to build a comprehensive evidence base covering the whole of Cambridgeshire and Peterborough to inform future strategies, policies, priorities and projects.</p>
2.9	<p>Based on the stated action within the 2023-25 Combined Authority Corporate Strategy and Business Plan and incorporating feedback received to date, further work to develop the scope of the State of the Region Review will continue with partners into August 2023, prior to the procurement of external consultancy support. Views of the Combined Authority Board are welcomed to inform this scoping. This work will be overseen by a working group ensuring all existing sources of data and intelligence are being captured, to balance progressing at pace to inform future opportunities with being robust, providing best value for public funding and full geographical coverage.</p>
2.10	<p>The intention is to not commission a full Cambridgeshire &amp; Peterborough wide Independent Economic Review at this time; however, it is recognised that this is an activity common in many other Combined Authority Areas and dependent upon future opportunities including future devolution deals, this may need to be considered over the coming months. The expectation would be any work in this area would fully utilise outputs from the State of the Region Review.</p>
2.11	<p><b>Shared Vision and Narrative of Place</b></p> <p>The development of a single view, a Shared Vision and Narrative for Cambridgeshire and Peterborough that sets out the future ambitions and aspirations for Cambridgeshire &amp; Peterborough as a Place, uniting stakeholders through a shared sense of direction, has been highlighted as a priority by the Independent Improvement Board (IIB).</p>
2.12	<p>Great communities do not happen by chance, they happen because stakeholders, residents and businesses share a clear vision of how they want them to be and have bold, well-thought-out long-term plans and priorities to achieve these. This Shared Vision and Narrative seeks to articulate Cambridgeshire and Peterborough's aspirations and ambitions for the longer term. The Vision will consider our unique features, location, planned future growth, infrastructure requirements and thinking about how communities and residents are likely to live, work, travel differently in the future, along with impacts of technological advancements to name a few. Potential outcomes and benefits of developing a Shared Vision include:</p>

	<ul style="list-style-type: none"> <li>• Creating a stronger identity and statement of shared aspirations for the future of our area, which improves the lives of all our residents, communities and businesses</li> <li>• To unite stakeholders through a shared sense of direction</li> <li>• To guide future strategy and policy developments and investment decisions by the Combined Authority and partners enabling more effective delivery of integrated interventions that better serve the current and future needs of residents, communities and businesses.</li> </ul>
2.13	<p>Initial feedback from discussions including Constituent Council Chief Executives and Leaders in June and July has highlighted that:</p> <ul style="list-style-type: none"> <li>• Strong recognition that there is a need for a visible Shared Vision</li> <li>• Opportunity for it to be something we unite behind</li> <li>• But there are a few visions or strategies that cover part of the area or vision statements covering the whole of the Place –how do we draw on these and not duplicate?</li> <li>• The need to secure buy-in from local political leaders at the outset</li> <li>• Resident voice is important –how can we utilise existing work, forums &amp; voices, but also hear from those voices less often heard?</li> <li>• Local stakeholder engagement is important but also significant need to engage national organisations</li> <li>• Recognise the need to balance strategy and policy development with delivery on the ground.</li> </ul>
2.14	<p>The proposal is for the Vision to be focused on long term (20+ years) but include short and medium- and longer-term priorities. It will be representative of the area and developed through a series of resident engagement (focus groups, pop up events, online activities), stakeholder workshops and Member engagement opportunities. Engagement will build on existing forums and harness existing plans, strategies and vision statements. This shared Vision will add value to existing views on the direction for the future that exist in some parts of Cambridgeshire and Peterborough and balance progressing at pace to inform future opportunities, with providing best value for public funding and full geographical coverage</p>
2.15	<p>It is proposed that the Combined Authority will play a convening and facilitating role, however given this is a shared Vision (not one only for the Combined Authority) there is the opportunity to explore co-investment from partners or alignment of potential activities. Work that is currently underway such as the Cambridgeshire County Council led resident survey, the result of which will be available later in 2023 and will feed into the Vision.</p>
2.16	<p>The scope of this work will be co-produced with partners across constituent Councils and other key sectors including the business, voluntary and community sectors. This is at an early stage and Board Members are also asked to provide comment and feedback on this emerging approach; including any forums, aspects they would especially like to be considered, research or best practice we should be aware of. The delivery of the overall project will be overseen by a steering group.</p>
2.17	<p><b>Strategic Infrastructure Development Framework</b></p> <p>The Strategic Infrastructure Development framework (SIDF) seeks to better understand key infrastructure barriers to sustainable growth. The Environment &amp; Sustainable Communities Committee agreed at its meeting on 12 June 2023 to the drawdown of MTFP planning budget to enable a programme of work to identify key strategic infrastructure barriers to the delivery of sustainable growth. The format of a SIDF will identify gaps in knowledge and key areas for additional work and provide a platform to consider and advocate for appropriate strategic interventions.</p>
2.18	<p>The scope of the SIDF has been developed through the Place Advisory Group and will provide an initial focus on infrastructure barriers to sustainable growth particularly Energy, Water, Green/Blue Capital and Connectivity (Digital). The 2018 CPIER identified infrastructure barriers to growth and other issues have emerged since, so this work will provide evidence that supports the proposed State of the Region Review and the Shared Vision.</p>
2.19	<p><b>Future Devolution Deal</b></p> <p>In March 2023 Government announced two trailblazer devolution deals with the Greater Manchester Combined Authority (GMCA) and West Midlands Combined Authority (WMCA). These deals deepen and reform funding of the GMCA and WMCA with them taking on expanded responsibilities in a range of policy areas including transport, skills, housing and retrofitting.</p>

2.20 The remaining Mayoral Combined Authorities, including the Cambridgeshire & Peterborough Combined Authority, have the opportunity to learn from the early trailblazer devolution deals and collectively work with the Department for Levelling Up, Housing and Communities (DLUHC) through the M10 Group to shape the approach to future devolution deals with timeframes being set by DLUHC. The outputs from the refresh of the CPIER evidence base, SIDF and Shared Vision will feed into and inform future devolution deal conversations and investment decisions.

2.21 **Single Assurance Framework**

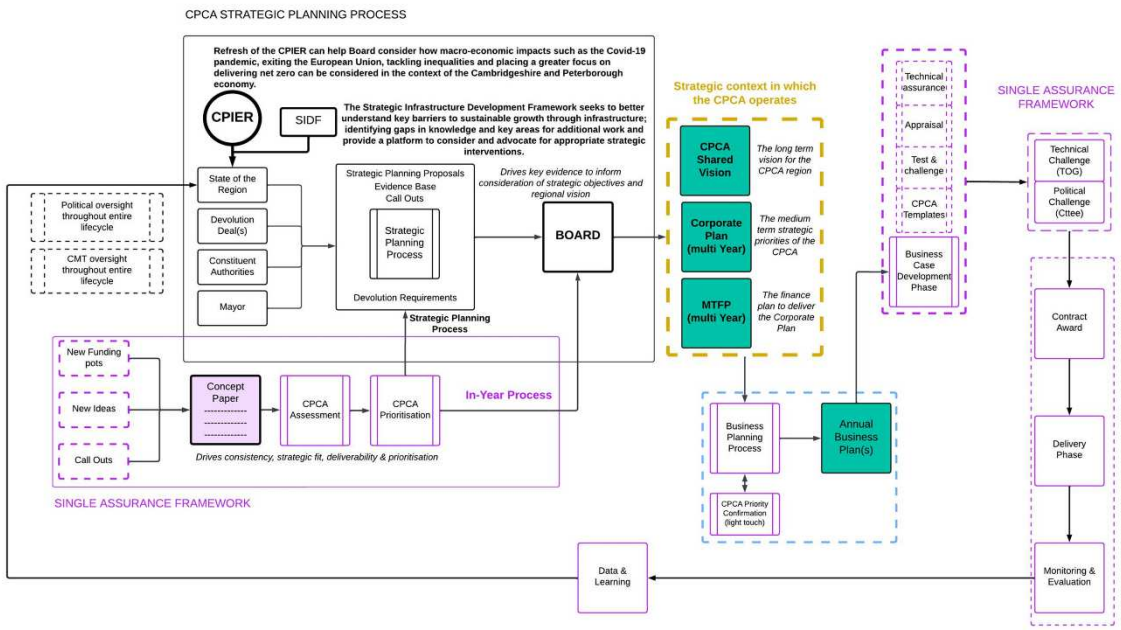
The pieces of work outlined here are key foundations for the Combined Authority and wider Cambridgeshire and Peterborough area to ensure the Place has up-to-date insight to enable evidence led decision making, the ability to speak with a unified voice to promote the priorities and vision of the area as we seek to secure future investment and funding.

The development of the Combined Authorities new Single Assurance Framework (SAF) highlights the importance of a robust evidence base and clear understanding of the state of the region to inform prioritisation of projects and programmes.

Key to the successful implementation of the SAF is the development and delivery of projects that will contribute to delivering the agreed Combined Authority strategic objectives and shared vision for Cambridgeshire and Peterborough area.

The Combined Authority Corporate Plan articulates a 'golden thread' from its overarching economic strategies and priorities through to its organisational objectives to Directorate plans and programme and project activity. This provides the strategic context for the Combined Authority as an organisation, so its plans and operational activity are aligned to the overall vision and priorities. The evidence base to underpin the strategic context in which the Combined Authority operates is a vital requirement to ensuring the strategic objectives and the shared vision of the region is evidence based and seeks to deliver the benefits for the people of Cambridgeshire and Peterborough that can deliver genuine improvements for the region.

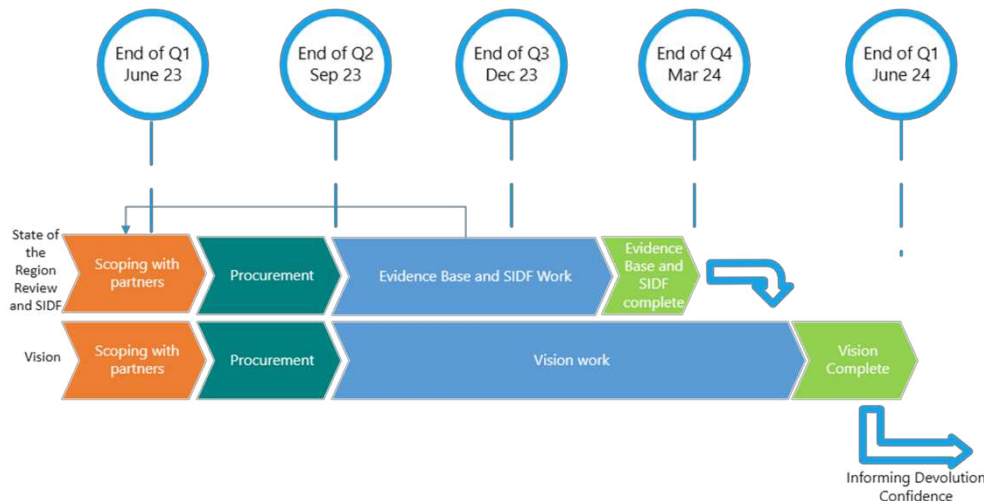
The following illustration set out how the evidence base will underpin the shared vision and development of strategic priorities in line with the draft SAF. The SAF is currently in draft form and has yet to be agreed (due to go to September Board):



2.22

**Timescales (State of the Region Review, SIDF and Vision)**

The indicative timescales for delivery are as follows:



**Expenditure Forecast (State of the Region Review and Vision)**

As the Vision work is expected to be delivered across two financial years, the forecast breakdown for expenditure on the State of the Region and Vision is as follows:

- Financial Year 23/4: £270K
- Financial Year 24/5: £50K

**3. Appendices**

4.1 None

**4. Implications**

**Financial Implications**

5.1 The 23-24 budget and MTFP includes a £1.29m Programme Response Fund, created to allow the Combined Authority to react to emerging in-year pressures and needs. £112k of this has previously been committed by the Board leaving £1.18m uncommitted. There are several further high priority calls on this fund which are being finalised and costed which should be considered when prioritising the use of this funding: devolution round 2 development, the ongoing improvement journey, and development of the SAF. While the Board should be mindful that these other calls, and whether to maintain flexibility to react to emerging pressures in the latter months of the year, the anticipated costs of the identified high priority calls are within the overall available Programme Response Fund so approval of this allocation should not impact the Authority’s ability to deliver on its other identified priorities.

**Legal Implications**

5.2 There are no direct legal implications at this stage.

**Public Health Implications**

5.3 Delivery of sustainable growth has major public health benefits (including as a result of access to housing, enhanced employment opportunities and improved environment).

**Environmental & Climate Change Implications**

5.4 The Combined Authority approved the Climate Action Plan 2022-2025 in March 2022 in direct response to the Cambridgeshire and Peterborough Independent Commission on Climate recommendations. The Action Plan is supported by the multi-sector Climate Partnership, chaired by the Mayor.

	<p>The State of the Region Review will enable evidence to be updated on the impact of climate change on the local economic future and progress towards the national statutory requirement of Net Zero emissions.</p> <p>Strategic Infrastructure solutions can have wider environmental and other benefits, including flood resilience, water management, carbon sequestration and storage. The transition to a low carbon future requires system-change in terms of major utilities, particularly the production and use of energy. The SIDF will explore these issues.</p>
<p>Equalities Implications</p>	
<p>5.5</p>	<p>The Combined Authority has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p> <p>Good planning and effective place making can improve environments and opportunities for communities experiencing disadvantage. Planning which does not adequately engage with or consider the needs of local communities is unlikely to improve their life chances and may further entrench area-based disadvantage.</p> <p>The development of the Vision will deliberately seek to engage a broad range of groups and stakeholders as outlined in paragraphs 2.14 - 2.16.</p>
<p>Background Papers</p>	
<p>5.6</p>	<p><a href="#">Cambridgeshire and Peterborough Combined Authority Corporate Strategy and Business Plan 2023-2025</a></p> <p><a href="#">Cambridgeshire &amp; Peterborough Independent Economic Review - Final Report - September 2018</a></p> <p><a href="#">Strategic Infrastructure Delivery Framework - Environment &amp; Sustainable Communities Committee - 12 June 2023</a></p>