

# CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

CORPORATE PLAN 2023 – 25 (REFRESHED JANUARY 2024)



APPROVAL

SUBJECT TO BOARD



## CONTENTS

<b>4</b>	<b>Forewords</b>
<b>5</b>	A message from our Mayor, Dr Nik Johnson
<b>6</b>	A message from our Chief Executive
<b>7</b>	A message from the Combined Authority Board
<b>8</b>	<b>Why we're here</b>
<b>9</b>	Who we are
<b>10</b>	Our region
<b>14</b>	Our vision
<b>15</b>	Our priorities
<b>16</b>	Our partnerships
<b>17</b>	Purpose of the corporate strategy
<b>18</b>	<b>What we're doing</b>
<b>19</b>	Corporate strategy map 2023 – 25
<b>20</b>	Achieving good growth
<b>26</b>	Ambitious skills and employment opportunities
<b>32</b>	Enabling resilient communities
<b>38</b>	Improving connectivity
<b>44</b>	Achieving best value and high performance
<b>50</b>	<b>How we work</b>
<b>51</b>	Our values
<b>52</b>	Our people
<b>53</b>	Our approach to equality, diversity and inclusion
<b>54</b>	<b>How we use our funding</b>
<b>55</b>	Where our money comes from
<b>56</b>	How we will spend our money
<b>58</b>	Programmes and projects receiving funding from us

# 01

## FOREWORDS



## A MESSAGE FROM OUR MAYOR, DR NIK JOHNSON

### Towards a healthy and prosperous future

As Mayor of Cambridgeshire and Peterborough, it is my belief we should all have every opportunity to succeed. I want our region to be sustainably and equitably prosperous and as a doctor, I know that health and prosperity are interconnected. Having long supported Sir Michael Marmot's 'Fair Society, Healthy Lives' report, I understand how hard it is to achieve one without the other. Regrettably, for lots of people, circumstances do not lend themselves to a decent quality of life and there's no guarantee that any of us can go about our daily lives making and benefiting from productive contributions to the economy or wider society. Many find their ability to participate restricted, trapped in cycles of decline, unable to realise true potential, at risk of becoming dependent upon welfare support and health care services. Whilst those directly affected suffer most, everyone is worse off as a result.

Though not a healthcare or welfare provider, as a Mayoral Combined Authority, we have an opportunity – indeed, an obligation – to embrace the huge public health implications of our work. This is why I champion integrated care systems and value enormously the insights and expertise of our world-class health and life science partners.

It's why, in pursuing the types of universal solutions central to The Marmot Review, a vastly improved public transport network is perhaps my and this organisation's primary focus. In ensuring our interventions are proportionate to the level of disadvantage, it is why I remain determined to build the best possible future for our unique Fens. And why I am committed to making our enviable history, heritage, and culture a source of pride, identity and inspiration, something available for everyone to experience and enjoy and feel able to join in, unlocking the many benefits of imagination and creativity.

By delivering on our promise of a well-connected region in which a diverse, modern, and vibrant economy is enabled and sustained by a highly-skilled workforce, we will ensure that our increasingly resilient communities are integral to the types of good growth needed to secure Cambridgeshire and Peterborough's fairest, healthiest, most prosperous future. And, in taking such "action across the whole of society" as Marmot recommends, we can pioneer a fuller consideration of socio-economic outcomes, public health included, in our decision-making processes.

We will then play a more intentionally significant part in the design and build of that best future, where everyone feels genuinely involved, where we all have a real and lasting opportunity to thrive, and where wellbeing and quality of life are second to none.



**Dr Nik Johnson**  
Mayor of Cambridgeshire  
and Peterborough

A handwritten signature in cursive script, reading "Dr Nik Johnson".

## A MESSAGE FROM OUR CHIEF EXECUTIVE

We have come a long way since our establishment, seven years ago. In that time, we have had a demonstrable impact across our region. Key highlights include:

- 12,000 jobs have been created
- We and our partners have opened and continue to develop higher education opportunities at ARU Peterborough
- Delivery of new railway stations at Cambridge North and Soham, infrastructure improvements across our Fenland stations, and a new station at Cambridge South under construction 1,500 new homes have been built
- We have secured funding to connect 145,000 more homes and businesses to ultra-fast broadband that creates jobs and connects people

Over the past seven years, we have had to adapt and evolve, learning as we go from our own experience and other Combined Authorities. This Corporate Strategy refresh highlights this continuous improvement, our mantra is simple – better never stops, we are a learning organisation. Our improvement over the last 12 months has been underpinned by enhanced collaborative working with our constituent councils and stakeholders.

At the heart of this Corporate Strategy is a clear purpose to work with our partners to make our region an ever-better place to live, work, learn and visit.

Collaboration sits at the heart of all we do. Although there is no formal requirement for us to consult on a Corporate Strategy refresh, we have proactively sought views to help shape our priorities and activities alongside the Medium-Term Financial Plan. This is in line with our commitment to transparency, engagement and partnership working.

The vision set out is an ambitious one, it demonstrates how we will remain outward-looking, focus on bringing good jobs to our region, and ensure our people have the skills and connectivity – physical and digital - to take up those opportunities, as well as decent public transport in thriving communities. We will embrace further devolution opportunities for the region, ensuring there is a clear collaborative vision that leads to further inward investment, celebrating the great places, potential and innovation that exists.

Our region is of vital importance to the whole of the United Kingdom, and by moving forward together, with Central Government, we can and we will deliver the prosperous and sustainable Cambridgeshire and Peterborough we all seek; underpinned by good growth for an equitable, resilient, healthier, and connected region.



**Rob Bridge**  
Chief Executive



## A MESSAGE FROM THE COMBINED AUTHORITY BOARD

The Cambridgeshire & Peterborough Combined Authority Board, we are proud to present this refreshed version of the Corporate Strategy. Our area is at the heart of so many strategically important clusters and corridors, making us a key area for UK economy. Our region competes at an international level and is home to two of the fastest growing cities in Cambridge and Peterborough in England. But we must not be complacent, we do have areas of deprivation too. If properly supported these areas too have great growth potential and can provide quality jobs and better health for residents as well.

The Combined Authority, has a proven track record of successfully investing to improve access to growth across our area. Projects such as ARU Peterborough, Peterborough Station Quarter redevelopment, and our historic Market Towns rejuvenation across the whole region, clearly demonstrates our impact. Our devolved powers, give us the freedom to get on and deliver what is needed for our region. Putting our local communities in control of their own destinies and giving us all a greater say in what happens in our cities, towns, and villages.

As we look toward the next financial year, we will continue to engage with the Government's Cambridge 2040 plans to better understand the role of the Combined Authority and its constituent parts.

By working together, we will ensure the Government's Cambridge 2040 vision and ambitions are aligned with locally held ambitions that benefit communities across the region.

With further devolved powers, spearheaded by local leadership, we will secure the very best sustainable growth for future generations. Critical to this is bringing better transport links in and out of Cambridge to support commuters, learners and visitors from Huntingdonshire, East Cambridgeshire, Peterborough, and Fenland and the wider region, to ensure wide access to opportunities are available to many, not just those from the Greater Cambridge area.

This Corporate Strategy also sets out how we will build on the work we have already done, providing local skills services which are accessible for all, regardless of age and background. We will create an additional 9,000 jobs across the region. We will build a sustainable and reliable public transport system across the region; and we will ensure fewer households in our region are in fuel poverty.

We, the Combined Authority, cannot achieve these in isolation. It will require working together, across public and private sectors. It will also require close working with Government to provide us with the devolved powers and autonomy to get on with delivering for the region.

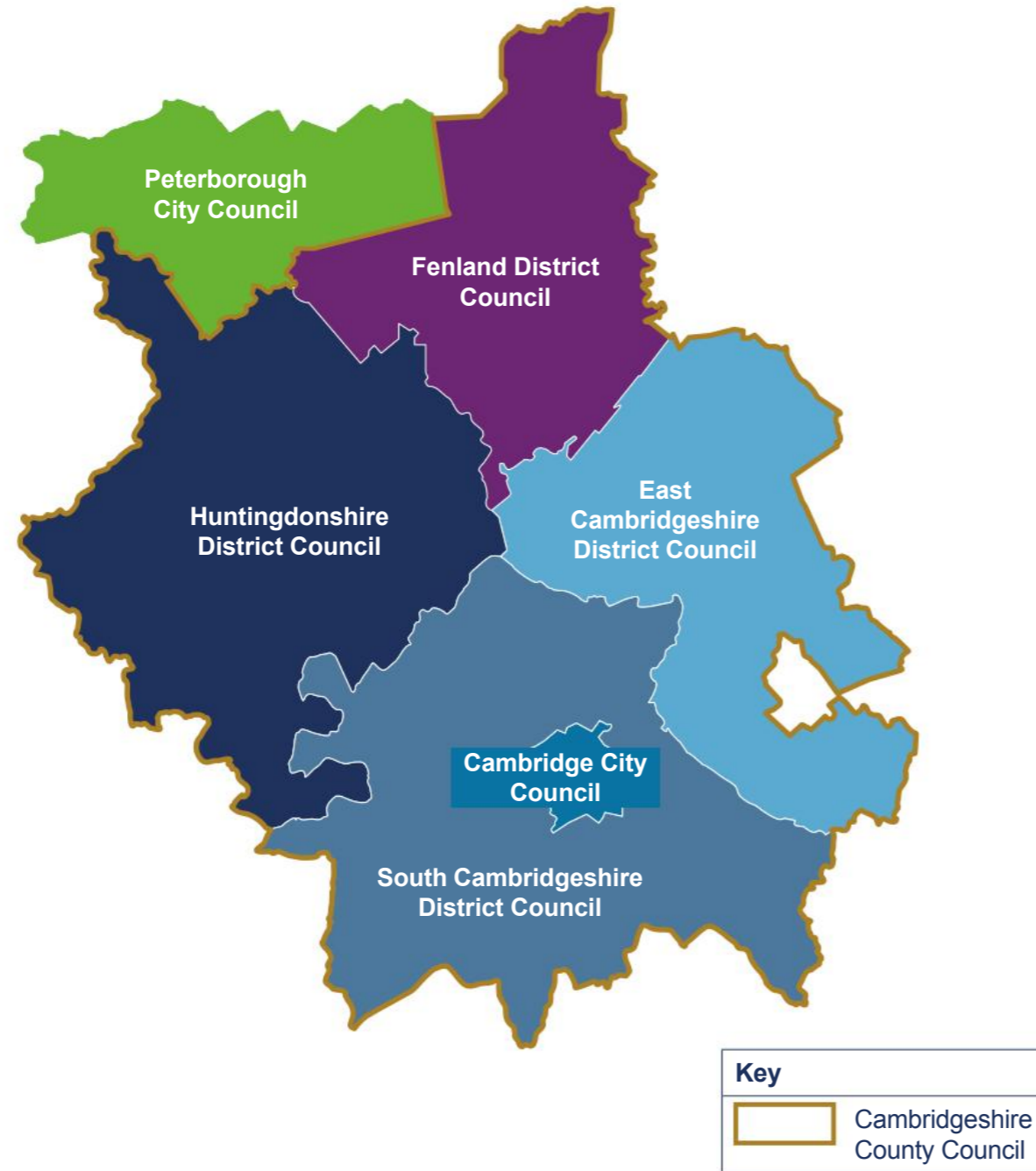
Especially if we are to achieve our aims of accelerating our international reputation as a beacon of science, technology and R&D (Research & Development), we need Government backing; if Cambridgeshire and Peterborough is thriving, the UK economy thrives also.

We want to secure the best possible outcomes for those living and working in Cambridgeshire and Peterborough. Joining together, as one voice for the region, we will effectively advocate for the needs of our residents and businesses.



# 02

## WHY WE'RE HERE



## WHO WE ARE

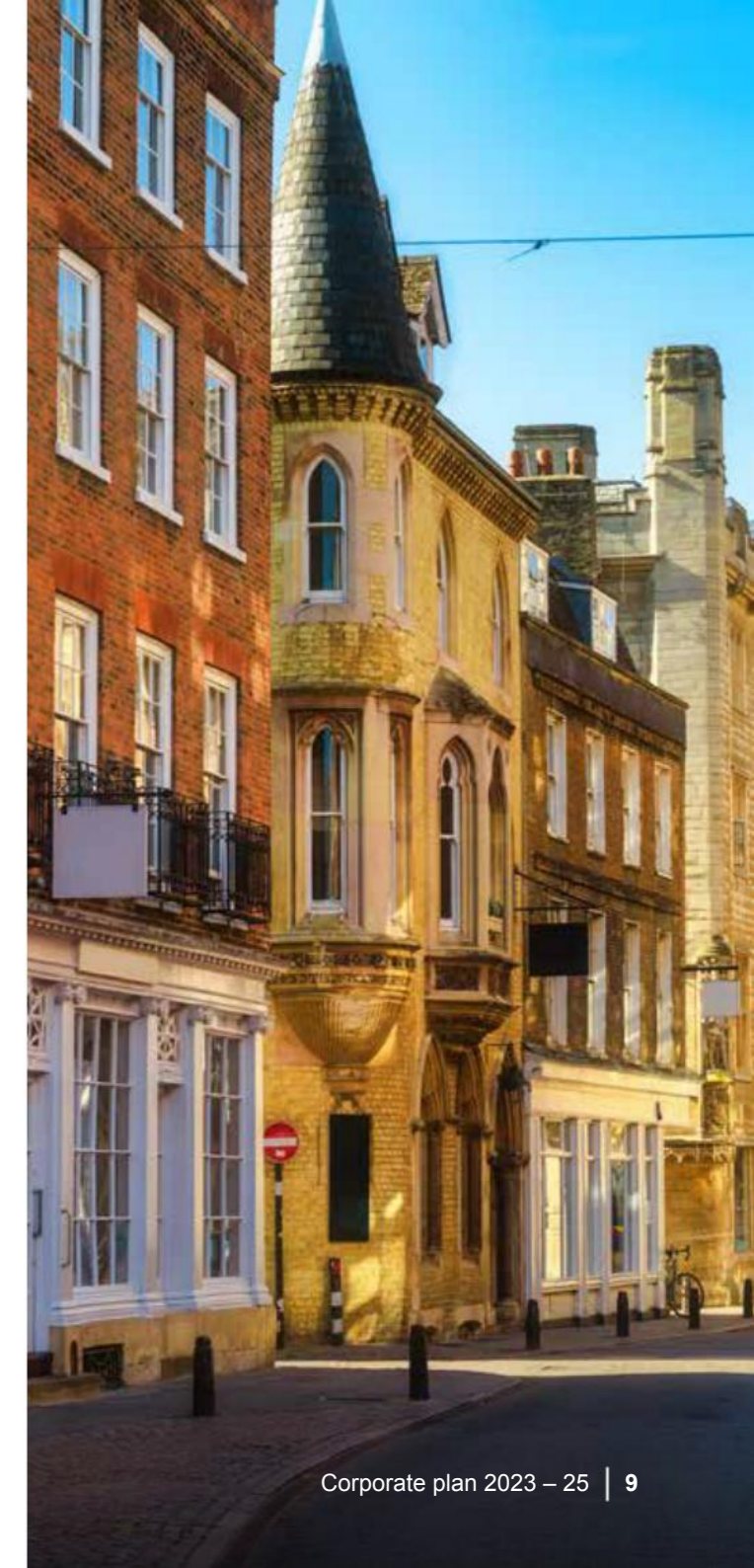
The Cambridgeshire and Peterborough Combined Authority was created in 2017 after an historic agreement between the UK Government and the seven councils that together make up the Combined Authority (Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council and South Cambridgeshire District Council). 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 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 developing bold, ambitious plans for the future, advocating for and representing the region to bring in investment and funding to grow the economy for the benefit of all. We firmly believe that together we are greater than the sum of our parts and the people of this region are best placed to determine its future.

The Combined Authority model allows us to collaborate with existing local government structures to make collective decisions and 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 the Mayor and 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 is made up of 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 and 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 Strategy illustrates how together we are growing the local economy and providing better jobs, housing, skills and transport for our residents.



# OUR REGION

Cambridgeshire and Peterborough is a community of opportunity for all.

We are proud to be a prime location for investment with unrivalled growth opportunities and world renown entrepreneurship, positioned at the heart of multiple corridors and clusters of national and international significance.

Our region has a rich cultural heritage, a unique environment and historic market towns that support the surrounding hinterlands and create thriving rural communities that people are proud to call home.

All of this comes together to make Cambridgeshire and Peterborough, a region of choice: somewhere people aspire to live, work, visit, or do business.

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.

Situated between these two internationally renowned cities, located on key north-south and east-west road and rail links, is Huntingdonshire. Home to the largest cluster of manufacturing businesses in Cambridgeshire, and the 150 hectare Alconbury Weald Enterprise Zone, Huntingdonshire brings together a unique blend of businesses operating in key sectors including life sciences, technology, advanced manufacturing, food and drink and agritech.

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.

Like every region, we face challenges. Collectively partners from across our region are rising to these challenges. We are working to tackle inequality by lifting people out of deprivation and improving opportunities for everyone by removing the barriers that prevent people from building a better life for them and their family.

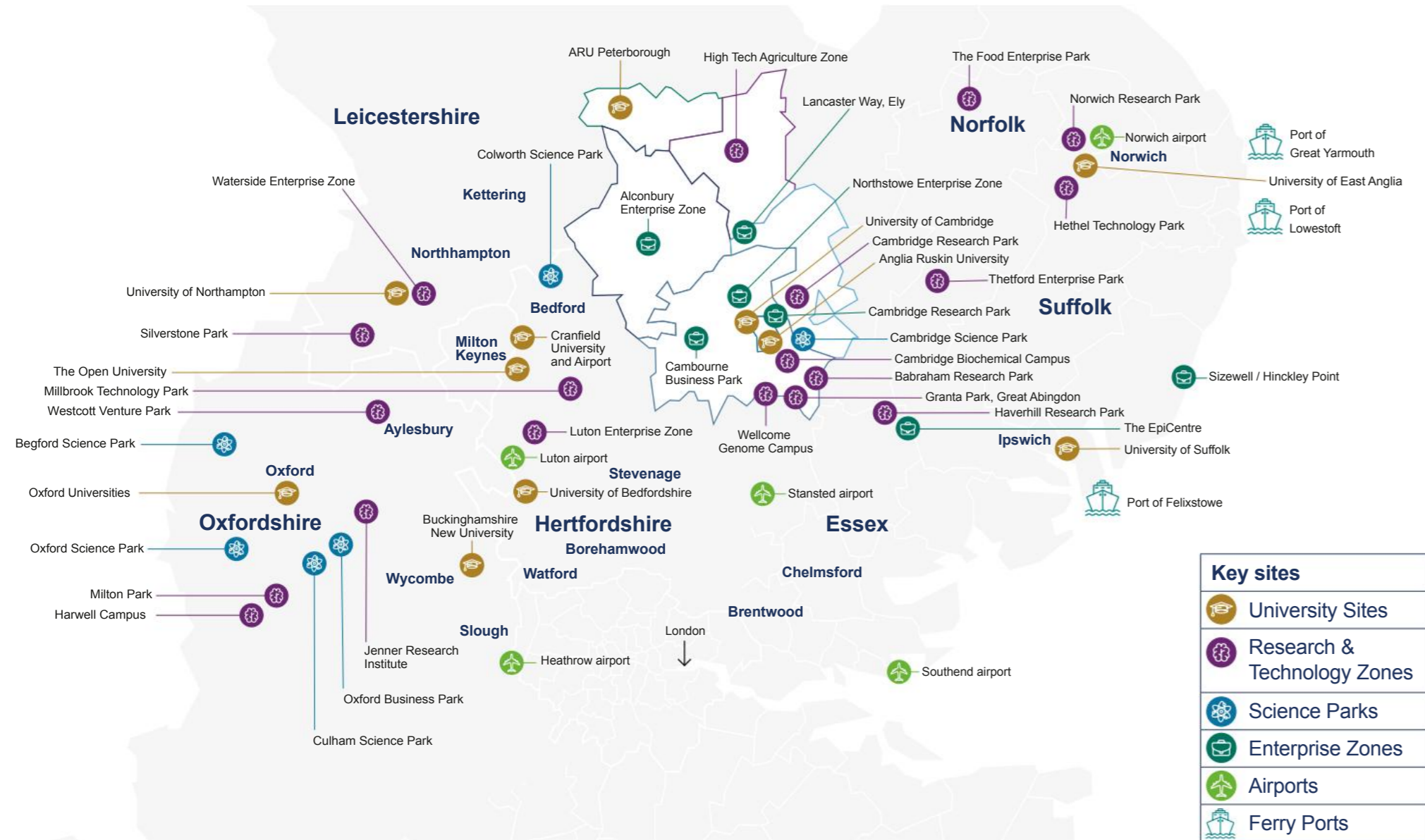
This map is for illustrative purposes only

Transport map



This map is for illustrative purposes only

Connectivity map



## OUR REGION IN NUMBERS

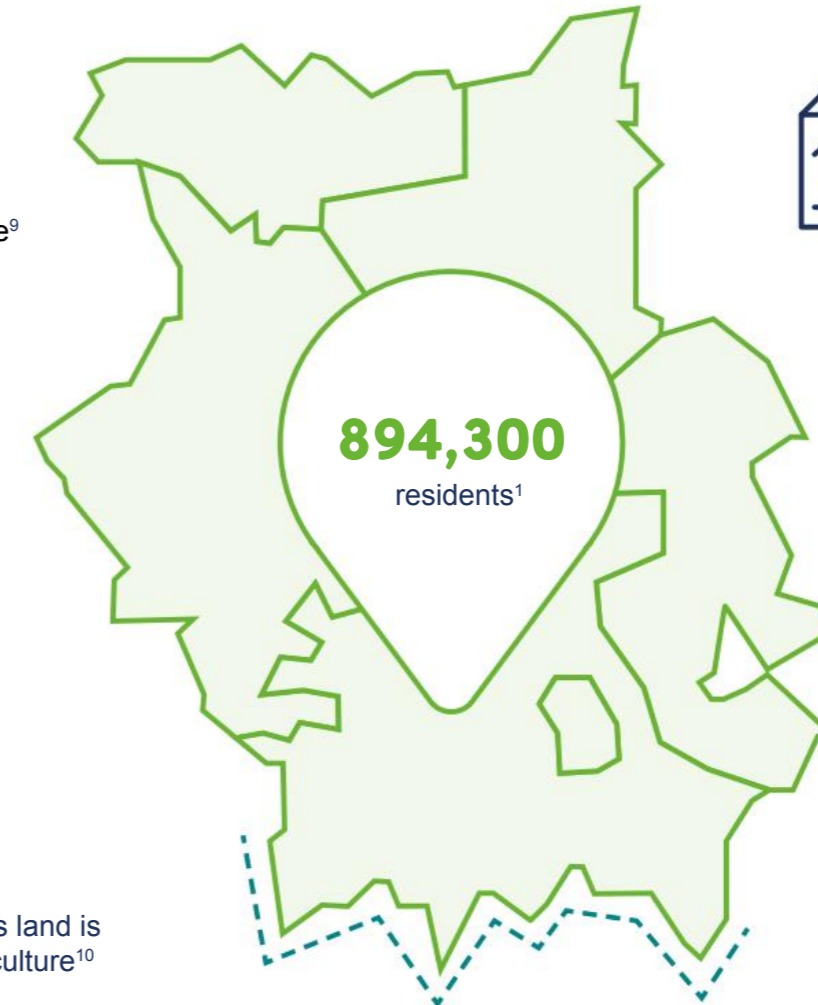
**455,600**  
people who are economically active<sup>9</sup>

**£28.6 BILLION**  
gross value added<sup>8</sup>

**516,000**  
jobs<sup>4</sup>

**208,400**  
children and young people aged 0-19<sup>6</sup>

**64%** of working age people have Level 3 and above qualifications<sup>7</sup>



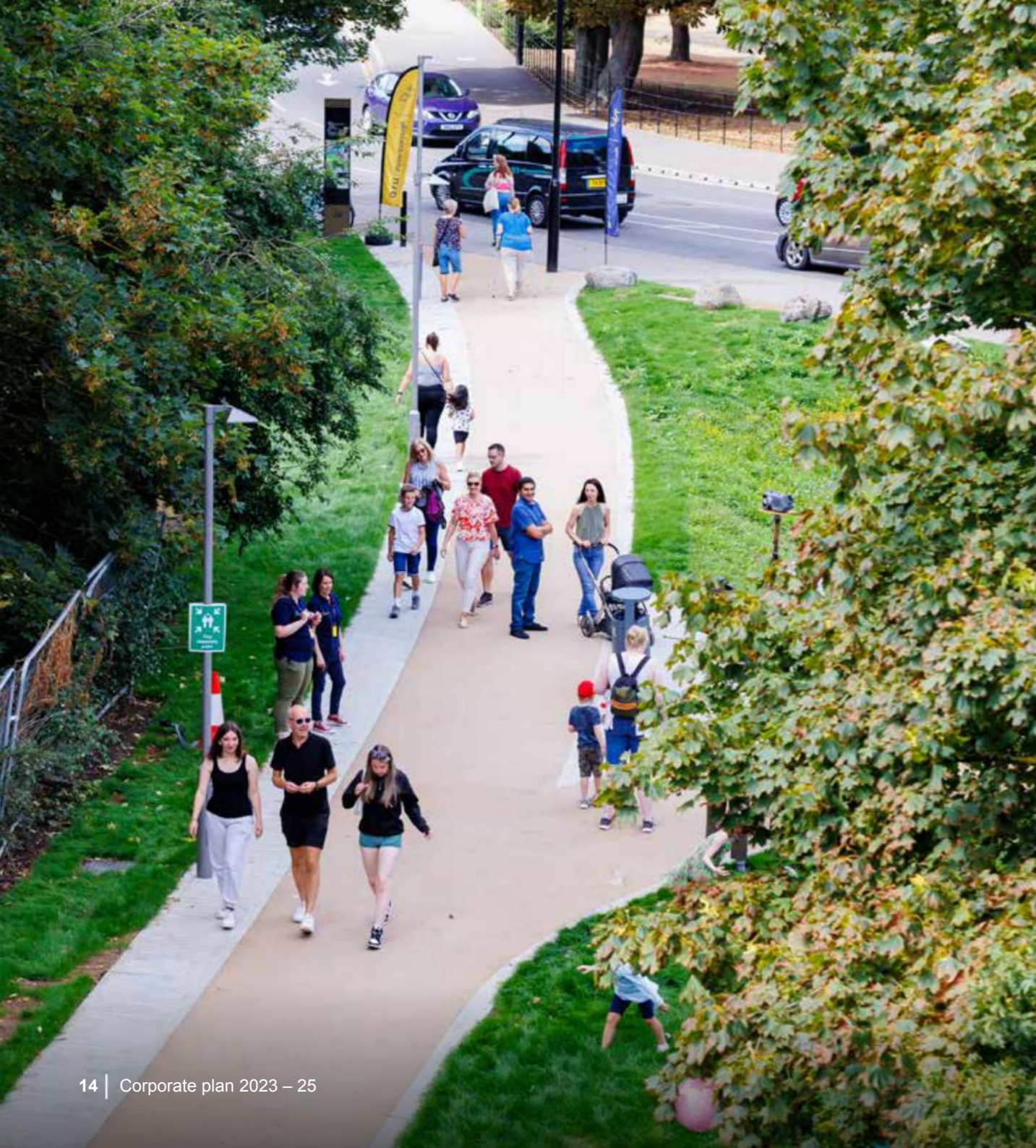
**27,300**  
companies<sup>3</sup>

**78%** of the region's land is used for agriculture<sup>10</sup>

**3,400**  
square kilometres of land<sup>5</sup>

**362,100**  
households<sup>2</sup>

<sup>1&6</sup>(source: Cambridgeshire & Peterborough Insight Data Explorer data for 2021) <sup>2</sup>(source: Cambridgeshire & Peterborough Insight Census 2021 topic summary: housing) <sup>3</sup>(source: Cambridge Cluster Insights data for 2021/22) <sup>4</sup>(source: nomis official census and labour market statistics data for 2021) <sup>5</sup>(source: Department for Levelling Up, Housing & Communities Land use statistics 2022) <sup>7</sup>(source: GOV.UK Local Authority Data Explorer data for 2021) <sup>8</sup>(source: Office for National Statistics Regional gross value added (balanced) by industry: local authorities by ITL1 region data for 2021) <sup>9</sup>(source: nomis Labour Market Profile data for 2021) <sup>10</sup>(source: Department for Environment, Food & Rural Affairs Structure of the agricultural industry in England and the UK 2021)



## 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.

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

## OUR PRIORITIES

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

### Our Strategic Objectives



Achieving good growth



Ambitious skills and employment opportunities



Enabling resilient communities



Improving connectivity



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





## OUR PARTNERSHIPS

Partnership working is at the heart of what we do. 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 our region.
- 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.



## PURPOSE OF THE CORPORATE STRATEGY

This Corporate Strategy is the Combined Authority's plan for the communities which make up the Cambridgeshire and Peterborough region.

It is a plan for our residents, partners, investors, funders, board and committee members and staff. It sets out why we're here, what we're doing, how we work and how we use our funding.

The Corporate Strategy provides a refreshed vision and clear direction of travel for the Combined Authority focused on our four strategic objectives and clearly defined goals.

Throughout the Corporate Strategy, we set out how we will continue to work with partners to achieve our goals and deliver for the residents, businesses and communities of Cambridgeshire and Peterborough. This is our blueprint for delivery and reflects what our residents and business leaders have told us is important to them.

To current and potential partners, this strategy demonstrates how by working together we can achieve greater impact and how their projects and programmes can help us achieve our priorities.

To Government, and other funders, the strategy outlines our ambitions plans and how we will continue to be one of the few net contributors to the Treasury in the UK. We will continue to give Central Government confidence in Team Cambridgeshire and Peterborough.

The strategy also highlights how we are accountable for how we spend our funding, demonstrating our commitment to be a high performing organisation, achieving what we set out to deliver with best value at our core.

For our Board and Committee Members, the strategy provides the framework they need to hold the organisation to account while ensuring that our strategies, plans, projects and programmes contribute align with our adopted strategic objectives.

The Corporate Strategy ensures our staff understand the golden thread, the vital link that

connects our vision and corporate priorities with thematic strategies, directorate business plans and their individual objectives. For future staff the strategy highlights what makes the Combined Authority such a great place to work.

All our strategies and plans flow from this Corporate Strategy, contributing to the same priorities. Key strategies and plans linked to this strategy include our Local Transport and Connectivity Plan, Economic Growth Strategy, Climate Action Plan and Employment and Skills Strategy.

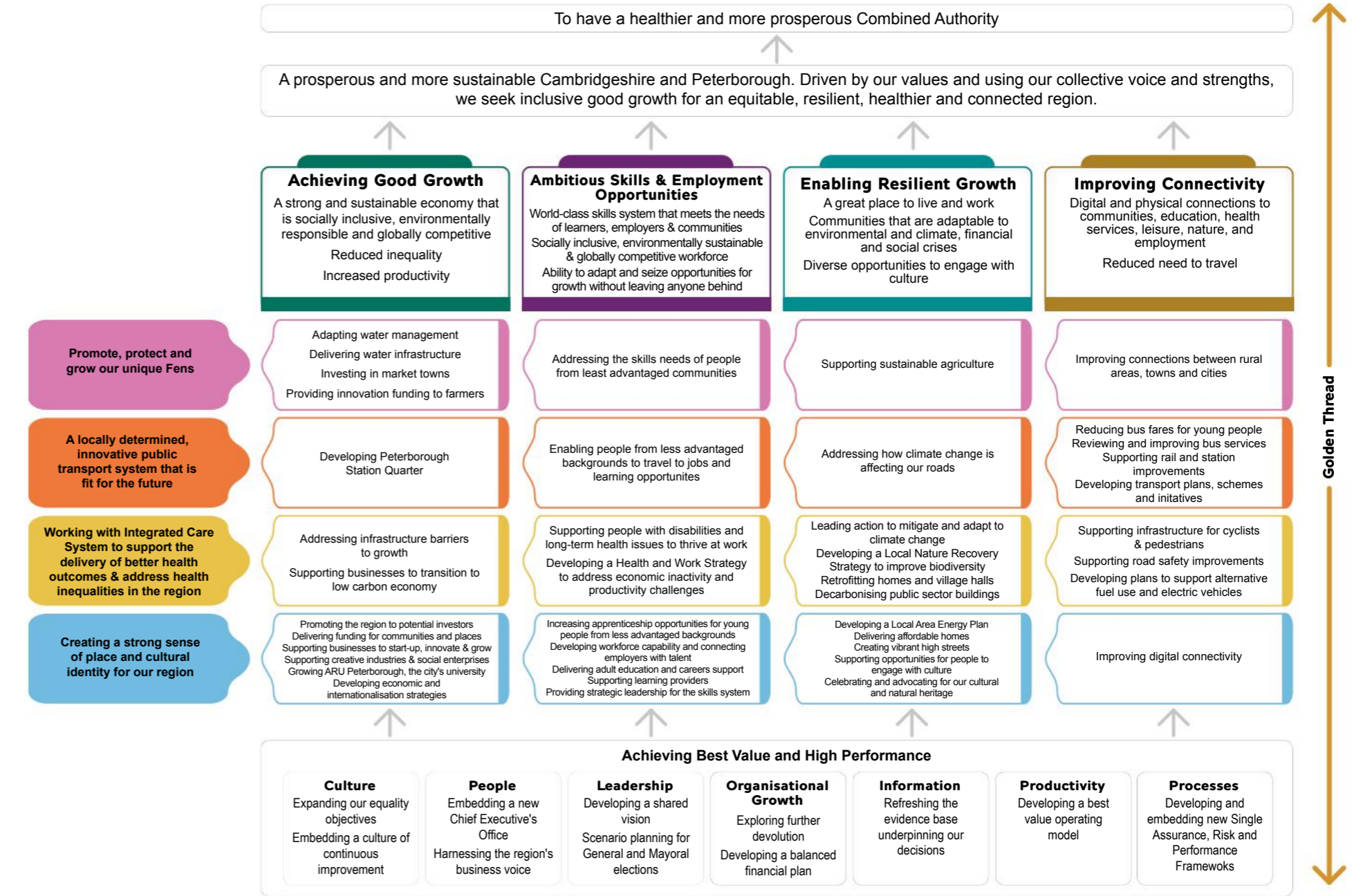


# 03

## WHAT WE'RE DOING



### Corporate Strategy Map 2023-25





## ACHIEVING GOOD GROWTH

Reducing inequality between and within Greater Cambridge, The Fens, Greater Peterborough and Huntingdonshire, whilst increasing productivity and delivering our goal of growing gross value added to over £40bn by 2040.

Securing a strong and sustainable economy for Cambridgeshire and Peterborough that is socially inclusive, environmentally responsible, and globally competitive.



## What we're doing in 2023-25

- Recognising our position as an economic powerhouse, refresh our economic strategies and plans for priority sectors and prepare for deeper devolution and pitches to the next Government.
- Developing our internationalisation strategy and making the case for investment in the region including at the UK Real Estate Investment and Infrastructure Forum (UKREIIF).
- Delivering funding to reduce inequalities for businesses, people and skills, communities and places, including investing in market towns, rural communities and social enterprises and improve relative performance of the regions economy.
- Providing funding to support businesses to transition to a low carbon economy, develop clean technology and support community wealth building.
- Expanding business support for enterprises to grow or start up.
- Developing an innovation plan for high-knowledge sectors (Agri-tech, Life sciences, Advanced Manufacturing, Digital, and Creative).
- Investing in a new regional hub for the Creative Industries.
- Providing innovation and R&D grants to businesses and farmers through a new Agri-Tech/Food Launchpad in partnership with Innovate UK.
- Working with partners to deliver the Future Fens Integrated Adaptation initiative and exploring the designation of the Fens as a special area.
- Enabling delivery of phases 2 and 3 of ARU Peterborough, the city's new university and development of a Peterborough Station Quarter.
- Promoting development and inward investment opportunities for existing enterprise zones and associated commercial space.
- Pressing for action to unlock good growth. For example, by addressing the region's laboratory space challenge.
- Developing an Infrastructure Delivery Framework and large-scale investment fund to address infrastructure barriers to inclusive growth, with associated capital projects ready for investment.
- Campaigning for important infrastructure that will support sustainable housing and inclusive growth, including tackling pressing water-related challenges and opportunities, and accelerating the delivery of water infrastructure programmes in the Fens.

## What we've achieved so far

- Secured £150m Local Growth Fund and £41m other additional key funding streams, drawn down from Government thanks to successful negotiation and bidding. Which has leveraged £361m as match funding.
- Delivered over 15,000 new jobs to date, with 5,000 of them created during 2023 as a result of the implementation of the current economic strategy and through strong collaboration with partners.
- 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.
- Delivered ARU Peterborough, a new university for the city, on time and on budget, ready for students to start the academic year 2022/23. Construction of the second phase Research and Innovation Centre has been completed and a second teaching building is also well on the way to completion.
- Launched a funding programme for agri-tech, agri-biotech and food-tech innovation in partnership with the New Anglia Local Enterprise Partnership, Greater Lincs Local Enterprise Partnership and Innovate UK.
- Established a deep insight and understanding of the dynamics and functioning economic areas across the Cambridgeshire and Peterborough economy.



## Case Studies

### 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 a new plant and equipment. The company has created 129 jobs and 6 apprenticeships in the region to date since the move and has 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.”





## 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 was a business growth service funded by the CA and other partners, and one of its programmes helped 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.

## ARU Peterborough

For 40 years Peterborough desired a new university to tackle a 'cold spot' for higher education which had held back economic growth and opportunity in the city. An innovative, powerful, and enduring partnership of Cambridgeshire and 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 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:

- Achieve Gross Value Added (GVA) Growth of **£30,469M** by 2025.
- Created an additional **9,000 jobs** from existing funding programmes.
- UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) totalling £13m will be deployed across a portfolio of projects spanning **community, business, people and skills**.
- First investments will be completed via the Business Growth Fund to businesses adopting **carbon reduction measures** or delivering **clean-tech** products to the market.
- First tranche of **community grants and loans** invested to generate community impacts.
- 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 the region.
- Identified **infrastructure blockages** to sustainable growth at key sites across Cambridgeshire and Peterborough and the actions needed to address them.
- Innovation plan adopted** and first actions/recommendations being delivered.
- Decarbonisation advice and support** being delivered to businesses.
- Market Towns **phase 1 programme completed** and phase 2 delivering outputs including from 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.



## 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 has the chance to realise their fullest 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're doing in 2023-25

- Providing strategic leadership to deliver against the Local Skills Improvement Plan priorities, ensuring 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 strategic workforce capability and flexibility needed to support our high growth sectors and tackle under representation 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, targeting 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 - and completion rates - of high-quality apprenticeships offered to our young people, especially those from under-represented groups.
- 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.
- Developing 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 at work.
- Supporting the delivery of transport plans which connect those from less advantaged backgrounds with the region's jobs and learning opportunities.



## What we've 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.



## Case Studies



## 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.

## 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 and social sciences, which are in high demand from local employers.

## What success will look like

By 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.

Working towards **increasing % of Fenland residents aged 16+** with Level 4 and above qualifications from **19%** (2021 Census) to **24%** by 2028/2029.

Working towards **increasing % of Fenland and Peterborough residents** with no qualifications to **23%** and **20%** respectively (2021 Census = 26% and 22%) by 2028/2029.

Working towards **increasing participation in Further Education and Skills** (measured per 100,000 population) by **10%** - from 3,929 in 22/23 to 4,321 per 100,000 by 2028/2029.

Connected employers to **home-grown regional talent pools** which meet strategic workforce needs and address under-representation.

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.

**Achieve a 25% increase in the number of high-quality apprenticeships** available across our region by 2026, further increasing to the ambitious target of 9,500 by 2029. In total doubling the number of apprenticeships between 2022/2023 and 2028/ 2029.

**Increased the number** of people from less advantaged backgrounds who undertake 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.

**Prepared for future skills devolution** through the development of skills and employment propositions, asks and offers in line with the Autumn 2023 Devolution Framework.

**Lead Member for Skills:** Cllr Lucy Nethsingha, Deputy Mayor

**Committee Oversight:** Skills and Employment Committee



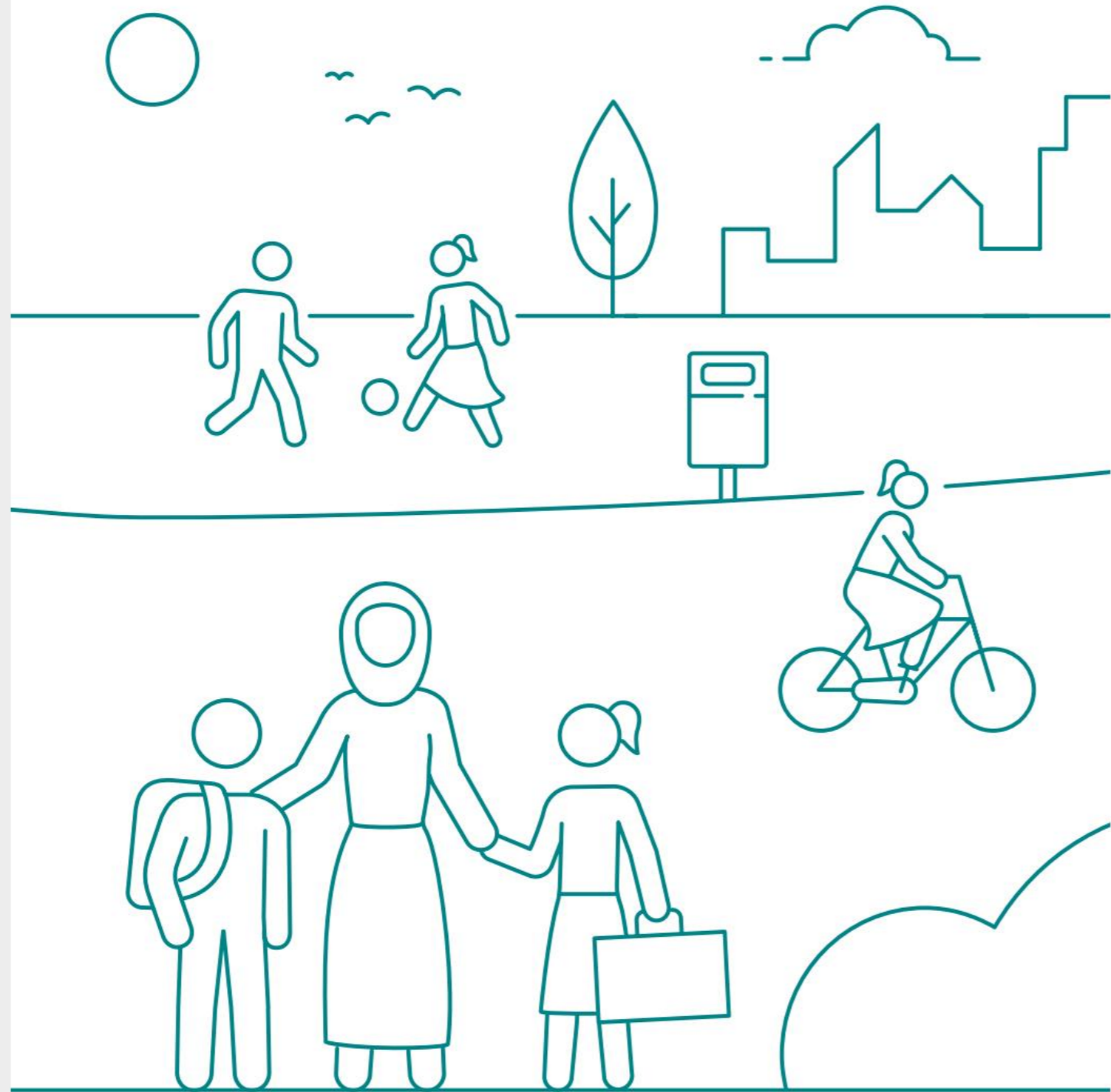




## ENABLING RESILIENT COMMUNITIES

Providing the infrastructure and support to enable communities across the region to be adaptable to environmental and climate, financial and social crises.

Extending diverse opportunities to engage with culture. Making Cambridgeshire and Peterborough a great place to live and work.



## What we're doing in 2023-25

- Supporting sustainable agriculture in the Fens and elsewhere.
- Supporting Fenland Soil, which brings together local farmers and academics to address the sustainable farming and climate impacts of peat soil.
- 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 strategic actions in the Cambridgeshire and Peterborough 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 affordable homes to support inclusive growth.
- Retrofitting homes, care homes and village halls to address health inequalities and reduce carbon emissions.
- 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.
- Working with partners on an approach to culture to support place making, opportunities to engage in culture and reduce inequality.
- Celebrating and advocating for the region's rich cultural, built, and natural heritage.
- Improving the visitor economy and creating vibrant high streets to enable inclusive growth.



## What we've achieved so far

- Built 820 new homes including through the affordable housing programme.
- 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 Studies

### Alconbury Weald

In 2022, 22 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 22 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 five 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.

### 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 21 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.

### 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 plus new affordable homes** under our Affordable Housing and Loans Programme.

**Reduced total annual net CO<sub>2</sub> emissions** to under 5000 ktCO<sub>2</sub>.

Strengthen communities by using our **UK Shared Prosperity Fund (UKSPF)** allocation to restore a sense of community, local pride and belonging

Reduced the number of households in **fuel poverty**.

**Increased the proportion of land** classed as nature rich.

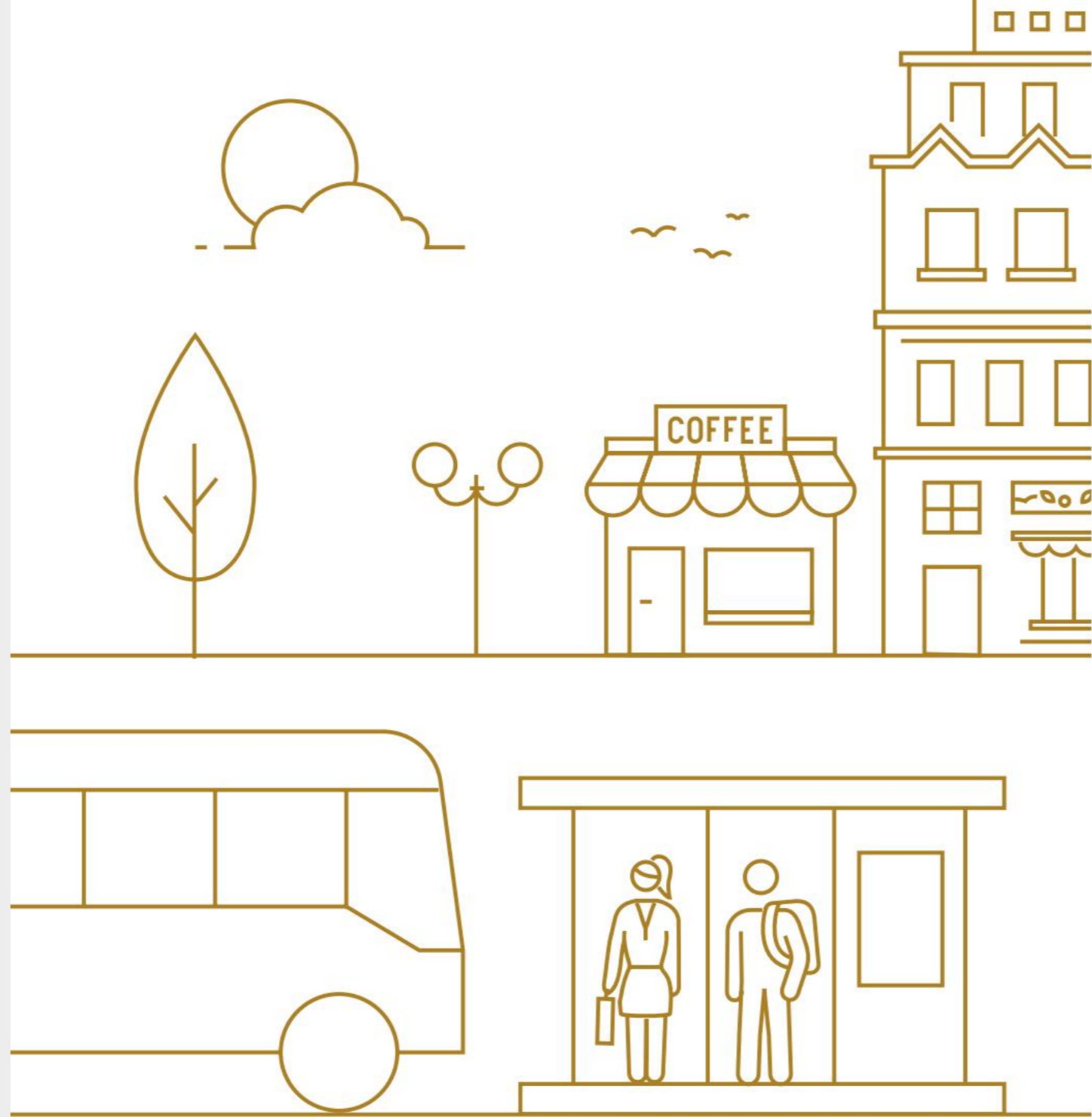
**Lead Member for Communities and Environment:** Cllr Bridget Smith  
**Committee Oversight:** Environment and Sustainable Communities Committee





## IMPROVING CONNECTIVITY

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



### What we're 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 as 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, campaigning for better rail infrastructure and developing cases for investment, such as a new rail station in Alconbury.
- 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 bus fares for young people.
- Leading delivery of the region's Digital Connectivity Infrastructure and Digital Strategies.



## What we've 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.
- Allocated £3m and secured Zebra 1 funding from Government to fund 30 zero emission electric double decker buses in Cambridge.
- Successfully competed for a wave of funding from central Government.
- Over 800,000 short car journeys estimated to have been replaced by E-scooters and e-bikes in the region since September 2020.
- E-scooters and e-bikes contributed to a reduction in CO<sub>2</sub> emissions of 186 Tonnes.
- Successfully 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. EACE along with a transport package including, A10 and A1139 improvements announced as part of the Network North Package.



## Case Studies

### Soham Station

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



### Demand Responsive Transport

Ting (the 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 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.

### 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 160,000 people now signed up to Voi, using them to commute to work and education, with 2.8 million trips taken.

Collaborating with Voi on this trial gives the residents of Cambridge a much greener way to travel clocking up over 4 million miles and reducing CO<sub>2</sub> emissions in the city by 455 Tonnes CO<sub>2</sub>e and air pollution by 88 kg. Since its initial launch the trial has been extended to Impington, Histon, Girton and Milton allowing more people to benefit from the scheme.



## 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, March and Ramsey town centres, in partnership with Fenland and Huntingdonshire District Councils.

Free public access CambWifi is provided to over 200 public buildings and open spaces across Cambridgeshire and Peterborough. The network is being further extended to market towns and village halls in rural areas to improve digital connectivity.

CambWifi is provided by Cambridgeshire County Council through the Connecting Cambridgeshire programme, with support from our Constituent Councils and additional funding from Cambridgeshire and Peterborough Combined Authority to help keep businesses and communities connected.

This secure network is free and simple to join, allowing people to work flexibly, access public services, shop and pay bills online, and keep in touch with family and friends.

## Active travel

Olympic gold medallist turned England's Active Travel Commissioner, Chris Boardman, has praised the work 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 our ambition to tackle barriers to active travel outside cities and in 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.

Got us closer to our **'Vision Zero'** goal of preventing all road deaths across Cambridgeshire and Peterborough.

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:**  
Cllr Anna Smith, Deputy Mayor  
**Committee Oversight:** Transport and Infrastructure Committee





## 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're 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.
- Harnessing and strengthening the business voice of the region through the Business Board and its Advisory Panel to inform our activities and investment.
- Undertaking and disseminating a 'State of the Region' review of the evidence underpinning our strategies and plans.
- Developing an Equality, Diversity and Inclusion Strategy that frames our equality objectives and targets as we move towards 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.
- Scenario planning for General and Mayoral elections.
- Embedding a culture of continuous improvement in the Programme Management Office to ensure that projects deliver on time and on budget.
- Developing procurement policy and processes that integrate social value and equality as a core requirement.
- Developing and implementing new Single Assurance, Risk Management and Performance Management Frameworks to support decision making and effective scrutiny.
- Delivering key skills training for our staff and partners, such as contract and project management.
- Developing our workforce strategy to support our organisational and employee ambitions.
- Embedding our values and behaviours to shape and develop our culture.
- We will ensure our communications and engagement activity is transparent and more than just broadcasting information. We will drive meaningful two way engagement with our residents and businesses to raise awareness of who we are and what we do.

## What we've achieved so far

- Embedded an improved governance structure, supported by the roll out of training and protocols and approved a new Constitution. The outcome is seen as good practice by the Local Government Association/Grant Thornton review into Combined Authority governance, Centre for Governance and 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 and Communities. This new framework is supported by new software, processes, and reporting structures.
- Full review has been undertaken of all existing sub companies to ensure 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.
- Listened to our employees through a series of staff surveys and all staff conferences and acted upon this feedback.
- Introduced a suite of HR policies to support legal compliance and good governance as well as employee support and wellbeing.
- Implemented a new appraisal scheme to focus on effective performance and alignment to strategic objectives.
- Developed a set of behaviours that support our 'CIVIL' values.



### 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. This means M10 colleagues are engaging with us so they can enhance their own Assurance Frameworks.

### 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, the Centre for Governance and Scrutiny. We have been featured by the Centre as a case study.



## What success will look like

By April 2025, delivery of this plan will have:

Ensured **we are ready 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.

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 Combined Authority's 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 clearer performance targets and 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.

**Reduced employee turnover** to achieve a stability index of 80%.

**Increase staff survey satisfaction score** – number of staff feeling valued by the Combined Authority – to a minimum of 70%.

**Lead Member for Governance:** Cllr Edna Murphy  
**Committee Oversight:** Combined Authority Board, Overview and Scrutiny Committee and Audit and Governance Committee



# 04

## HOW WE WORK



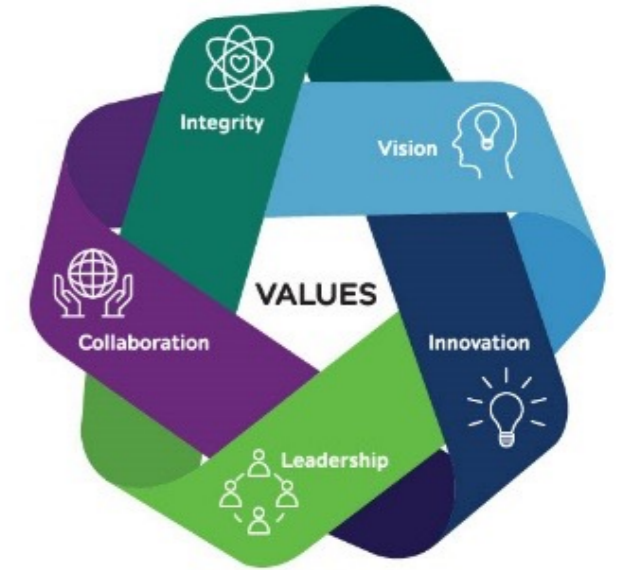
## OUR VALUES

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 as well as showing us how we can expect to be treated. All employees are expected to 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 across our organisation. We will achieve this by continuing to embed them 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

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 employees' individual skills and talents which enable us to work effectively as one.

We encourage employees to work together as one team, promoting our brand and supporting our strategic objectives. 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 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 comprehensively articulate our recognition that diversity is powerful. We are seeking to learn from best practice and set specific and measurable equality objectives to ensure we can go beyond compliance towards becoming a trailblazer. Our widened equality objectives will consider our organisation's role as a public service provider, employer and influencer.

We will tackle exclusion across diverse demographics to ensure inclusive growth and equitable opportunity for the whole region. We will tailor strategies and investment to reduce inequalities, build skills and increase productivity.

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

Care Leavers face significant barriers and often experience discrimination in many elements of their lives. We recognise 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.

As an employer we will work towards a more representative workforce, promoting inclusivity and belonging across the organisation. The differences our people bring to the table - whether in terms of background, personal characteristics, experience, skills, or motivations - bolster our ability to serve our 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.

# 05

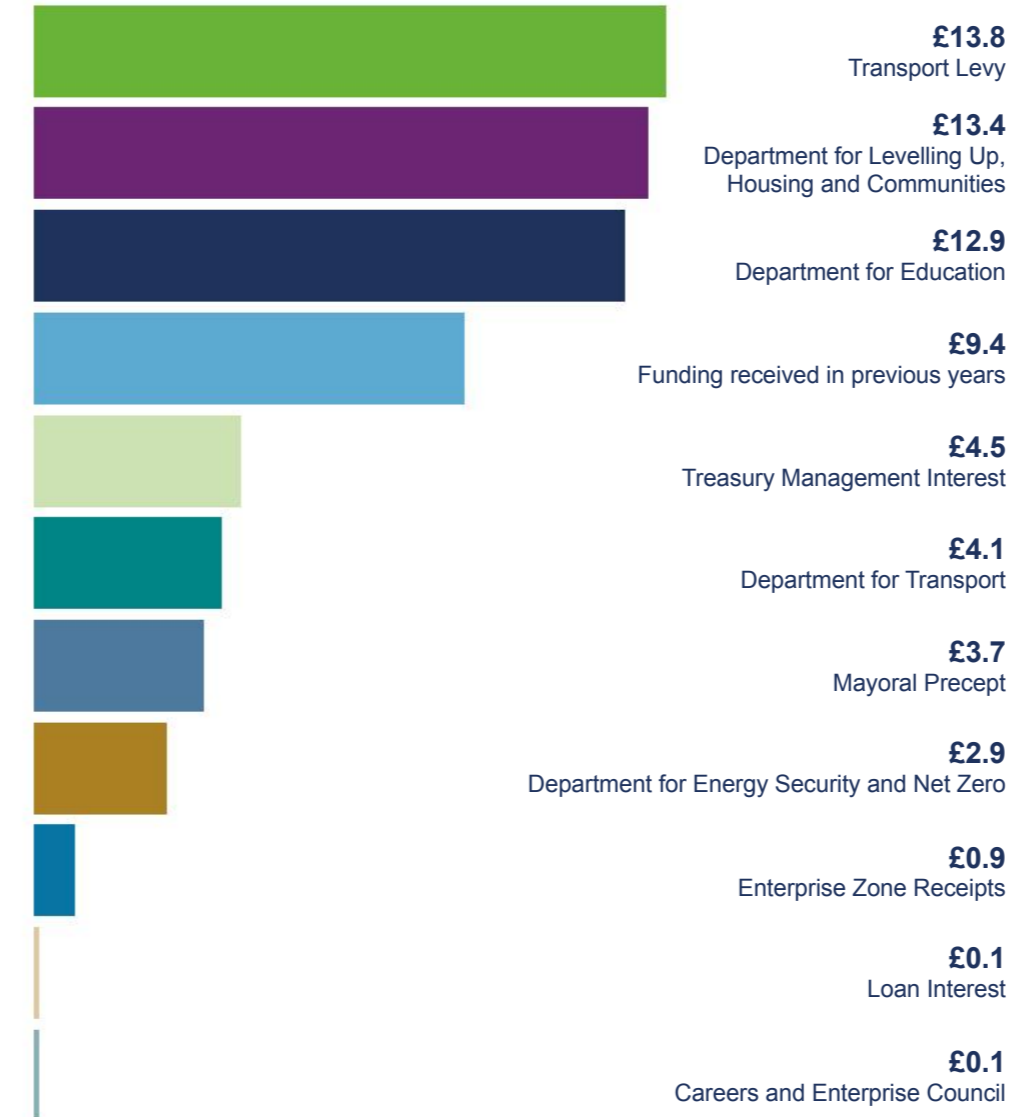
## HOW WE USE OUR FUNDING



### WHERE OUR MONEY COMES FROM

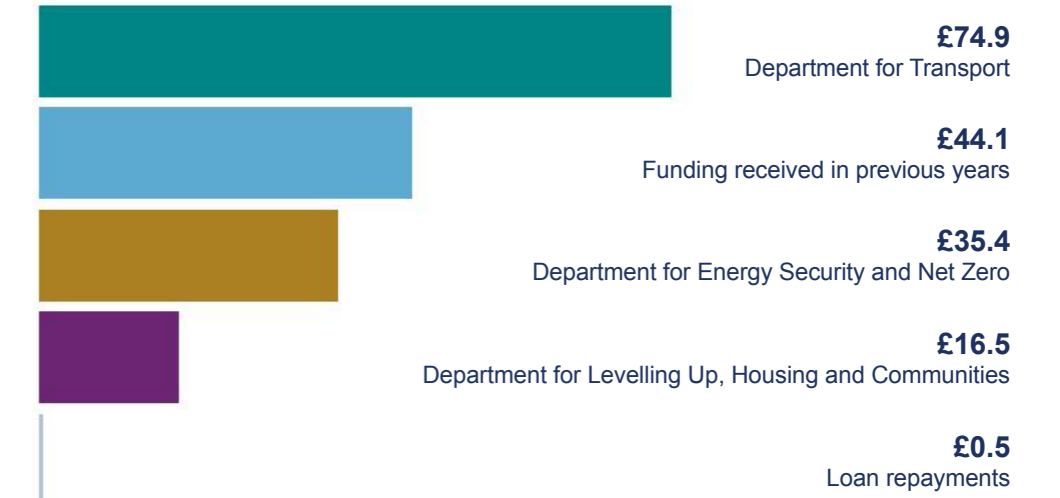
#### Revenue Funding 2024-25 Financial Year

Amount (m)  
Total: 65.8



#### Capital Funding 2024-25 Financial Year

Amount (m)  
Total: 171.4

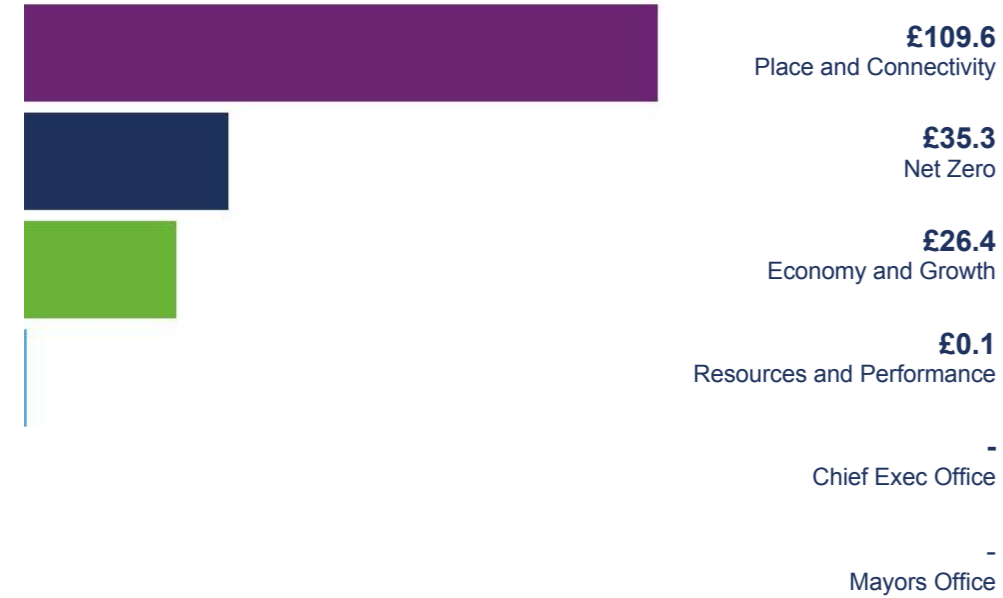


# HOW WE WILL SPEND OUR MONEY

We have broken our spend down by directorate.

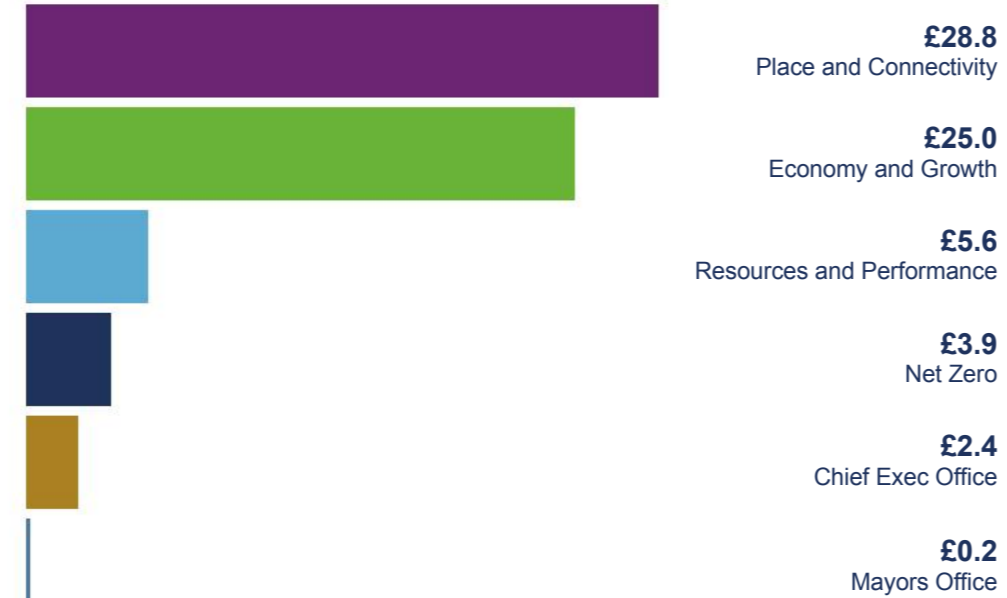
## Revenue Spending 2024-25 Financial Year

Amount (m)  
Total: 65.8



## Capital Spending 2024-25 Financial Year

Amount (m)  
Total: 171.4





## PROGRAMMES AND PROJECTS RECEIVING NEW FUNDING FROM US

Many capital and revenue projects are receiving new funding as part of the refresh of this strategy. This section describes these projects and the level of funding they will receive in 2023-25.

### 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 ARU Peterborough, the city's new university. 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.'

### Enabling Resilient Communities

#### Bus Stop Infrastructure – £0.5m

Many of the bus stops in the region have suffered from under-investment in the face of national cuts to maintenance budgets. This fund would enable additional upgrades where they are most needed both in urban centres and rural areas.

#### Funding for Active Travel schemes – £1.5m

The 2022-23 Medium-Term Financial Plan included £9m so that Constituent Councils could bring forward their priority active travel schemes. Since then, £4.7m has been allocated to deliver local schemes, with a

further £3m being used 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. TWe propose 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 five-fold when a car is travelling at 30mph compared to 20mph.

#### Climate – £2.25m

In 2022, we published our Climate Action Plan which sets 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 our delivery of our part of the Plan.

Examples of projects 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.



### Improving Connectivity

#### A10 and A1139 Business Case development – each £1.5m

As part of the announcement of Network North, the Government has committed to funding the delivery of the upgrades of the A10 (Cambridge City to East Cambridgeshire) and the A1139 (Peterborough). While the details of these commitments have not yet been confirmed by the Department for Transport, we are 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 four significant development sites which rely on it directly. Beyond the district it 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 needed on this route.

#### Footbridge across the A10 at the BP Roundabout – £0.5m

We commissioned a study which 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 there is sufficient funding for whichever option is preferred.

#### **A16 Norwood – £1m**

We have commissioned an 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 our investment to improve Whittlesea Station. Improvements to be considered include automation of the road gates, elongation of platforms, and 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 our funding allocation 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.



### **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 within the Combined Authority 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. We are matching this funding to 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, we propose to set aside revenue funding which our constituent councils can access to carry out this process, removing a barrier to the area's ability to continue to delivery best value and innovate public service.

#### **Development of Climate strategies – £2m**

In 2022, we published our Climate Action Plan, 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. We have set aside funding of £50,000 per year over the next three years to 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 new university in Peterborough, unlocking future phases requires the production of an outline planning application. We propose to contribute to the costs of this to maintain momentum on this key site.

## Enabling Resilient Communities

### **Reduced Fares for under 25s – £3.85m**

We are 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, we intend 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 region, 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 us to fulfil our 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**

We are 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.





