

Cambridgeshire and Peterborough Priority Sector Strategies

To: Business Board

Meeting Date: 12 May 2021

Public report: Yes

Lead Member: Chair of the Business Board, Austen Adams

From: Director of Business and Skills, John T Hill

Key decision: No

Recommendations: The Business Board is asked to:

- (a) Recommend the Combined Authority Board approves adoption of the Advanced Materials and Manufacturing Sector Strategy;
- (b) Recommend the Combined Authority Board approves adoption of the Life Sciences Sector Strategy;
- (c) Recommend the Combined Authority Board approves the proposed One Page Digital Strategy update, adopts that one-page strategy update as an addendum to the original strategy, and notes that the whole Digital Sector Strategy will be refreshed and brought back to the Combined Authority Board; and
- (d) Note that the Agri-Tech Sector Strategy will be presented to the Business Board in July 2021.

1. Purpose

- 1.1 This paper seeks to present three of the four Priority Sector Strategies to the Business Board, with a plan noted to finish development of the Agri-Tech strategy and bring back in July.
- 1.2 The Business Board is being asked to approve the Sector Strategies and then to recommend to the Combined Authority Board that it formally adopts the strategies, with the next step to develop an implementation plan across all the strategies and bring that implementation plan back to the Business Board.

- 1.3. All the Sector Strategies contain a number of recommendations or actions in order to deliver those strategies' outcomes. In terms of implementation, not all of those recommendations or actions are focussed on the Combined Authority or Business Board for delivery, so by adopting the strategies, the Business Board and Combined Authority are aiming to address the required actions, but not committing to delivering them all.
- 1.4 The implementation of the strategies will also be contingent on future funding opportunities from National Government and how they clarify over the coming year with funding streams such as Levelling Up Fund, Community Renewal Fund plus any other relevant new or existing funding policies. The adopted sector strategies will provide the basis upon which bids and proposals can be constructed.
- 1.5 Any interventions subsequently prioritised for delivery by the Business Board will require Officers to work up business cases and submit bids to secure funding from future funding streams, such as the UK Shared Prosperity Fund (SPF) in 2022.
- 1.6 Any business cases or bids developed will be brought back to future Business Board meetings for approval and recommendation to the Combined Authority Board to submit to secure funding.
- 1.7 The sector strategies and their overall implementation plan, once developed, will also provide opportunity to feed into content development of refresh of the Local Industrial Strategy (LIS) or any replacement of the LIS.

2. Background

- 2.1 The Four Priority Sectors as outlined in the Cambridgeshire and Peterborough Local Industrial Strategy which the strategies have been developed against are:
 - Agri-Tech
 - Advanced Materials and Manufacturing (AMM)
 - Life Sciences
 - Digital
- 2.2. The Digital and AMM strategies were developed initially during 2019 and into early 2020, while Agri-tech and Life Sciences started in early 2020. All have subsequently been refreshed due to Covid-19 and the UK's withdrawal from the EU during the period from April 2020 to April 2021. Each strategy has involved consultation with multiple stakeholder organisations and businesses involved in the four sectors, with the draft versions of each of the strategies having been presented to the Business Board during the period.
- 2.3 The Digital Sector Strategy was however completed much earlier and approved and adopted by the Business Board and Combined Authority in March 2019.
- 2.4 All the final strategies have recommendations derived from the consultations and feedback which have been refined, tested with stakeholders and consultees and cross-referenced against other strategies including the Local Industrial Strategy [LIS] and the Local Economic Recovery Strategy (LERS). The four strategies will be used to contribute content into the update or refresh of the LIS or its future replacement, and will be used as an evidence base to which bids to future funding streams such as UK Shared Prosperity Fund can be

strategically linked.

3. Agri-Tech

- 3.1 The Agri-Tech strategy was first drafted by Promar International Ltd during 2020 and after consultation with the Business Board it was agreed that the strategy needed to be further developed to be more focussed and clearer on the key interventions. The Institute for Manufacturing (IfM) has been procured to take all the work drafted by Promar and using their process, refine and develop 'Roadmaps' for the proposed key interventions. Appendix 1 to this report has the proposed workplan from IfM which outlines the process to produce the main revisions to the draft strategy document and to produce the first intervention Roadmap.
- 3.2 The Business Board is asked to note that the reworked strategy document and key intervention roadmaps will be presented again to the Business Board in July 2021.

4. Advanced Materials and Manufacturing

- 4.1 The AMM strategy was first developed in an earlier form by Hethel Innovation Ltd during 2019 into early 2020 but only to a draft stage. The Business Board decided the strategy required further development and engaged the Metro Dynamics team to develop it into a position statement during Autumn 2020. During February and March 2021, this statement has been enhanced after workshops with key manufacturing stakeholder organisations into a strategy with a final set of recommendations which are attached at Appendix 2. Also attached is the strategy on a one-page document at Appendix 3.
- 4.2 There are 9 recommendations outlined in the strategy which are aimed at both the industry, companies and stakeholders plus public funders, such as the Government. There are three main thematic areas of activity: first 'Make it Smart' Support, second Improve the Skills pipeline and third Getting the Foundations right. These themes have 5 actions/activities recommended in the short-term, over the next 12 months, and then 4 actions/activities proposed over the next 2 to 3 years.
- 4.3 The Business Board is asked to recommend to the Combined Authority approval and adoption of the final AMM strategy.

5. Life Sciences

- 5.1 The Life Sciences strategy was developed by Jones Lang Lascelle (JLL) during 2020 after extensive consultations with stakeholders and industry in the Greater Cambridge area and the strategy was revisited because of Covid-19 impacts during late-2020, with additions made to the draft. The draft strategy was presented to the Business Board on 14th April 2021 and the final draft is attached at Appendix 4. The strategy on a one-page document is also attached at Appendix 5.
- 5.2 There are 16 recommendations outlined in the strategy which are not only aimed at the Combined Authority to deliver, but they are also aimed at both the industry's companies and sector stakeholders, plus public funders, such as the Government.

- 5.3 The Business Board is asked to recommend approval and adoption by the Combined Authority for the final Life Sciences Sector Strategy.

6. Digital

- 6.1 The Digital Sector strategy was adopted by the Business Board and published in September 2019, the strategy was developed by Cambridge Wireless (CW) and Anglia Ruskin University working with a group of 20 stakeholder organisations.

The original strategy has been reviewed by CW during March and April 2021, with minor refresh updates made to the key interventions compared to the original strategy. A one-page Digital Strategy key interventions update is attached at Appendix 6. If the Business Board agrees with the updated recommendations and interventions, then the original strategy document will be revised to reflect these and the one-page update summary will be published whilst the original strategy is revised.

- 6.2 There are 3 groupings of key questions, one set aimed at the local digital industry sector itself, the second aimed at the Combined Authority and its public sector partners, and the third aimed at the Government. There are 9 themes under which recommendations are brigaded in the one-page strategy update. The Combined Authority will work with both industry and related sector stakeholders, plus public funders such as the Government to bring forward business cases where required to secure funding to deliver interventions.
- 6.3 The Business Board is asked to recommend to the Combined Authority approval and adoption of the final Digital strategy update as an addendum to the original strategy.

Significant Implications

7. Financial Implications

- 7.1 This report is seeking approval of adoption of the strategies so has no direct financial implications. The plans to implement the actions and interventions identified will be developed and approved separately.
- 7.2 The cost of developing the sector strategies has been met from within budget in the MTFP.

8 Legal Implications

- 8.1 The sub-strategies sit as part of the Local Industrial Strategy Framework and decision making on the amendment of the LIS is a matter reserved to the Combined Authority Board by the Constitution.

9. Other Significant Implications

9.1 None.

10. Appendices

10.1 Appendix 1 – CPCA Agri-tech Strategy Workplan to Finalise Strategy with IfM

10.2 Appendix 2 – CPCA Advanced Materials and Manufacturing Strategy

10.3 Appendix 3 – CPCA Advanced Materials and Manufacturing One-Page Strategy Outline

10.4 Appendix 4 – CPCA Life Sciences Strategy

10.5 Appendix 5 – CPCA Life Sciences One-Page Strategy Outline

10.6 Appendix 6 – CPCA Digital Strategy One-Page Strategy Update

11. Background Papers

11.1 'Cambridgeshire & Peterborough Combined Authority Digital Sector Strategy' (Agenda Item 2.1, Business Board meeting on 23rd September 2019)
<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/873/Committee/69/Default.aspx>

11.2 Digital Sector Strategy (published September 2019)
[A Digital Sector Strategy for cambridgeshire & Peterborough \(cambridgeshirepeterborough-ca.gov.uk\)](https://cambridgeshirepeterborough-ca.gov.uk/a-digital-sector-strategy-for-cambridgeshire-peterborough)

11.3 Local Industrial Strategy and associated sector strategies
<https://cambridgeshirepeterborough-ca.gov.uk/who-we-are/business-board/business-board-strategies/>