

Cambridgeshire and Peterborough Business Board Annual Report 2020-21

SUMMARY

2020-21 has seen a continuation in achieving our collective ambition of supporting ***Cambridgeshire and Peterborough being the leading place in the world to live, learn and work.*** To achieve this ambition the Business Board and Combined Authority have aligned to create one integrated programme that is more powerful in growing our economy and spreading prosperity further.

The Business and Skills team within the Combined Authority is responsible for delivering this integrated programme on behalf of both Boards. Delivering this within the Combined Authority structure means that not only can these services be more effective by being delivered collectively, but they can also be more efficiently deployed alongside other functions. The Business and Skills remit includes providing executive support to the function of the Business Board as the Local Enterprise Partnership for the area.

As the Local Enterprise Partnership (LEP) for the Cambridgeshire and Peterborough region, the Business Board has stood behind and supported workers, learners and business leaders across our region in the face of COVID-19 triggered adversity over the last year.

But we are not the same LEP we were 12 months ago, and I am proud of that. One of the greatest strengths we have is our ability to continually evolve and adapt to drive economic growth, secure inward investment and protect and create jobs.

Since COVID-19 struck, we have adapted to allow us to offer timely need-driven support to help those hardest hit by the pandemic but also been dynamic and visionary enough to understand we needed to support those businesses able to seize the opportunities the pandemic presented to some sectors of our economy.

Our COVID-19 Capital Grant Scheme has provided £5,495,000 of funding to 132 businesses, protecting 522 existing jobs and creating 287 new jobs. The Micro Grant Scheme distributed £479,000 to 127 companies, protecting and creating a combined 127 jobs across our region. Both schemes were about investing to adapt not just to survive but to strengthen and it has been incredibly rewarding for my team and I to see first-hand how impactful the grants have been.

I am proud of how we brought together businesses, education providers, local authorities and member organisations to establish our Economic Recovery Subgroup to collaboratively work through the local economic response to COVID-19.

Austen Adams

Chair of the Business Board

STRATEGIC DELIVERY

Local Economic Recovery Strategy (LERS)

In immediate response to the COVID-19 Pandemic, the Economic Recovery Sub-Group (ERSG), as part of the wider Local Resilience Forum, was formed in March 2020 to respond to the Economic and Business impacts of COVID-19. The ERSG, comprising of Senior Officers of our Local Authorities together with Representatives of local Business Membership Organisations, committed to developing a joint Local Economic Recovery Strategy (LERS) in November 2020, with additional refresh updates undertaken in January and March 2021.

Local Industrial Strategy (LIS)

Historically, growth and especially the quality of growth across our cities and towns has not been inclusive and has led to high levels of health, wellbeing, and prosperity disparity, with pockets of both urban and rural deprivation. The Local Industrial Strategy provides the basis and opportunity to address the inequalities that undermine economic growth and vision to become a leading place in the world to live, learn and work. An inclusive growth strategy which improves absolute standards of living is vital for the long-term economic sustainability of our economy; as such it represents a risk mitigation strategy as well as an opportunity.

OPERATIONAL DELIVERY

Growth Works – Development

The Business Board played a key role in the new transformational Business Growth Service.

In Spring 2021, the Business Board's transformational Business Growth Service, Growth Works, was launched.

Made up of five service lines, Growth Works is a unique new service that has the potential to transform the regional economy and deliver a quicker and stronger economic recovery from COVID-19. Growth Works has a target of delivering 5278 new jobs, 1400 new apprenticeships and generating significant inward investment in Cambridgeshire & Peterborough over the next three years.

The Business Board and Combined Authority initiative is led by legal and professional services group, Gateley and delivered with a consortium of experts, who will help existing businesses to grow by providing investment, grants and coaching to help firms in breaking down barriers to a speedy recovery and back to growth.

The five service lines which make up Growth Works are:

- A Growth Coaching Service to engage and support the regions' entrepreneurs and business leaders to speed their rebound and growth post COVID. This service will be led by delivered by YTKO.
- An Inward Investment Service to better engage and persuade firms to locate here or invest in our firms and projects – like a new university for Peterborough or improvements to our towns and cities. This service will be led by International Investment Services.
- A Skills Brokerage Service to link learners and those wanting to retrain for new jobs to employers that are growing and have great opportunities. This service will be led by GPC Skills.
- A Capital Growth Investment Fund to offer grants, loans and equity investment for small firms needing finance to grow and struggling to find support from banks and elsewhere. This will be led jointly with YTKO and Gateley.
- The Cambridgeshire & Peterborough Growth Hub to be a one-stop shop for support including funding, training and general expertise. The Growth Hub will signpost business leaders to the right support for them.

Growth Works - Grants

By the end of March 2021, within weeks of launching, Growth Works awarded over £2,000,000 to 32 businesses across the region.

The grant funding is forecast to create 321 new jobs while stimulating £11.184 million in capital expenditure.

Grants have been awarded region-wide and across a wide range of sectors including automotive, electronics, engineering, financial services, healthcare, hospitality, leisure, manufacturing, retail and transport.

Grants awarded ranged from £20,000 to £150,000 and applications were assessed against criteria which included quantitative value for money and qualitative elements.

The quality scores were assessed on points based on geographical location, sector diversification, strategic alignment, social inclusion and apprenticeship utilisation.

Anglian Ruskin University Peterborough - Phase 1

The Combined Authority has made a commitment of up to £13.5m capital funding in principle to advance the University of Peterborough project, alongside £12.5m of Growing Places Funding to:

- Develop a higher local skill set
- Raise local aspirations and participation in HE
- Provide a high-quality curriculum and qualifications fit for the modern workforce
- Attract talent to a technical/vocational offer leading to better paid jobs

The outcomes for Phase 1 include:

- £30 million investment to build a 'signature' building
- Anglia Ruskin University (ARU) are the official higher education partner for a new employment-focused university in Peterborough.
- ARU will deliver the curriculum for the new university, which will be known as ARU Peterborough, until 2028.
- To open its doors to 2,000 students in 2022, with an ambition to offer courses for up to 12,500 by 2030.

The curriculum will be designed to meet local economic needs; providing both opportunities for residents to receive a top-class vocational education and a well skilled local workforce for businesses to employ.

We have so far achieved the following:

- The Design of the 5,300m² building
- The joint venture company known as Peterborough Higher Education Company (PropCo1) has been formed and all legal documentation is in place
- PropCo have entered into contract and the construction started in March 2021
- The detailed design of specialist labs and state of the art teaching spaces are being finalised
- Around 12 initial STEM degree courses and 9 degree apprenticeship subject areas which will be technology enhanced and co-created with industry, have been approved to be delivered for academic year 2022
- The project has been kept within the agreed time and budget and is expected to be delivered for the start of the academic year of September 2022

Anglian Ruskin University Peterborough - Phase 2

The Phase 2 project is to complement the 2020-22 investment of £30m from the CPCA, PCC and private sector into a Phase 1 Academic Teaching Building for a new University of Peterborough, to produce 3,000 p.a. graduates. The Research & Development Centre is funded by £14.6m of Getting Building Funding and will create a 2,785m² building, consisting of 3 floors with a mix of high-quality technical laboratory and office space for incubations and start-ups. Completion of the build is expected by December 2022.

We have so far achieved the following:

- The Peterborough R&D Company Ltd has been created as a Joint Venture company (JVC). The shareholders of this are the Combined Authority as the primary investor at £13.8m and Photocentric as the second investor which will contribute up to £3m.
- Peterborough City Council's Planning and Environmental Committee have approved plans for the £16.7m Manufacturing and Materials Research and Development Centre building
- All necessary legal documents have been agreed and signed.
- The building design has been completed to RIBA stage 3

Enterprise Zones

As the Local Enterprise Partnership, the Business Board is responsible for two Enterprise Zones delivery across the region - Alconbury Weald Enterprise Campus in 2012 and Cambridge Compass Enterprise Zone in 2016 and covering the below 6 key development sites. Enterprise Zones unlock key development sites, consolidate infrastructure, attract business, and create jobs:

- Alconbury Weald Enterprise Campus – to date a total of 90,064 sqm of commercial floorspace has been completed, creating over 921 new jobs.
- Cambridge Research Park – to date a total of 17,500 sqm of commercial floorspace has been completed, creating over 752 new jobs. Outline permission consent in place for an additional 8,500 sqm and progressing to Reserved Matters.
- Lancaster Way Business Park – to date a total of 35,040 sqm of commercial floorspace has been completed, creating over 794 new jobs.
- Haverhill Research Park – launch of new Epicentre (LGF funded) creating 2,792 sqm of shared/managed workspace and 140 jobs.
- Northstowe – SCDC have acquired the land holding with detailed plans for the development of EZ land (and local centre) to bring forward 1,580 sqm of new commercial floorspace (predominantly B1 use).
- Cambourne Business Park – SCDC have acquired the land holding to accelerate the development of EZ land.

Growth Hub

During 2020-21, the Growth Hub has continued to provide support under the umbrella of the Growth Works (Business Growth Service), whilst also offering help and guidance on Covid-19 resilience and EU Exit Transition including import and export advice, fulfilling the BEIS criteria for funding, and delivering the various BEIS grant funding schemes. The transformation of the Growth Hub to a new Growth Coaching Service has been instrumental in proactively engaging and supporting with highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.

EU Support

Through the Growth Hub, the Business Board set up a Brexit taskforce pulling together knowledge and experience from specialist organisations and business advisors across Cambridgeshire & Peterborough a to run a Brexit advice hub offering free-to-access support options for local businesses as they prepare for a possible Brexit outcome.

Our team of business experts offered informed insight into the ramifications of Brexit for businesses and staff alike, offering advice on key topics such as the rights of EU workers, the impact on trade, financial implications and the documentation businesses need to have in place. Over 500 companies benefited from the advice and specialist workshops provided through the Growth Hub.

STRATEGIC FUNDS

Local Growth Fund

The continued delivery of the Local Growth Fund and Getting Building Fund, has seen a total of £155,580,416 funding awarded to 50 projects, projecting 44,611 new jobs over the lifecycle of the scheme and with 3,205 new jobs already created to date:

Project	Awarded	Forecast Created	Actual Created
The Business Growth Service	£5,407,000.00	4739	3
Illumina Genomics Accelerator	£1,000,000.00	1033	12
Startcodon Life Science Accelerator	£3,342,250.00	5190	35
Ascendal Transport Accelerator	£965,000.00	202	1
Medtech Accelerator	£500,000.00	0	3
Peterborough & Fens Smart Manufacturing Association	£715,000.00	385	0
Terraview Company Expansion	£120,000.00	15	3
Aerotron Company Expansion	£1,400,000.00	135	46
Agri-Tech Growth Initiative	£3,600,000.00	565	41.5
Growing Places Fund Extension	£65,000.00	320	520
Signpost to Grant - CPCA Growth Hub	£120,000.00	0	0
COVID Capital Growth Grant Scheme	£3,000,000.00	287	161
Peterborough Builds Back Better	£800,000.00	300	50
Cambridge Visitor Welcome 2021	£710,000.00	440	0
BGS Capital Grants Scheme	£2,473,000.00	1200	0
Hauxton House Incubation Centre	£438,000.00	110	31
South Fenland Enterprise Park	£997,032.00	76	0
Photocentric 3D Centre of Excellence	£1,875,000.00	677	0
Cambridge Biomedical Campus	£3,000,000.00	3084	0
NIAB - AgriTech Start Up Incubator	£2,484,000.00	1717	5.5
NIAB - Agri-Gate Hasse Fen extension	£599,850.00	165	17
TWI Engineering Centre	£2,100,000.00	55	82
Biomedical Innovation Centre	£1,000,000.00	243	80
Haverhill Epicentre - Jaynic	£2,700,000.00	750	142
TWI Ecosystem Innovation Centre	£1,230,000.00	77	2
West Cambs Innovation Park	£3,000,000.00	530	0
TTP Life Sciences Incubator	£2,300,000.00	246	16
Aracaris Capital Living Cell Centre	£1,350,000.00	200	33
Whittlesey King's Dyke Crossing	£8,000,000.00	0	8
Bourges Boulevard Phase 1 & 2	£11,300,000.00	0	455
A47/A15 Junction 20	£6,300,000.00	0	47
Wisbech Access Strategy	£7,000,000.00	1500	13
Lancaster Way Phase 1 Loan	£1,000,000.00	0	1118
Lancaster Way Phase 2 Loan	£3,680,000.00	0	
Lancaster Way Phase 2 Grant	£1,445,000.00	0	
Ely Southern Bypass	£22,000,000.00	0	250
Manea & Whittlesea Stations	£395,000.00	0	3
CAM Promotion Company	£999,000.00	93	2
Soham Station	£1,000,000.00	0	18

Metalcraft Advanced Manufacturing Centre	£3,160,000.00	44	0
University of Peterborough Phase 1	£12,500,000.00	14250	0
University of Peterborough Phase 2 (GBF)	£14,297,000.00	5172	0
March Adult Education Skills & Training Expansion	£400,000.00	141	0
PRC Food Manufacturing Centre	£586,000.00	0	0
iMET Skills Training Centre	£10,473,564.00	1	5
CITB Construction Academy	£450,000.00	1	2
EZ Plant Centre Alconbury	£65,000.00		
Highways Academy	£415,000.00		
CRC Construction Skills Hub	£2,500,000.00	618	0
AEB Innovation Grant	£323,720.00	50	0
Total	£155,580,416	44611	3205

Getting Building Fund

Getting Building Funding was recommended by the Business Board for approval in October 2020, with two projects supported under the new initiative:

- University of Peterborough Phase 2 (Photocentric) awarded £14,297,000
- PCC Infrastructure (Peterborough City Council) awarded £827,000

Eastern Agri-Tech Initiative

In its final year, the programme received 27 applications for grant funding in 2020-21:

- 14 were R&D projects and 13 were Growth projects (1 Growth application subsequently withdrew before the project began)
- Total grant awarded to the 26 applicants was £1,454,445.49
- Total amount of match funding forecast was £2,296,116.49
- 20 new jobs forecast
- 12 protected jobs forecast

European Regional Development Fund

The ERDF initiative supports projects that help local areas grow by funding investment in innovation, small and medium-sized businesses, employment and job creation.

- 146 applications approved
- Total grant awarded was £349,595.82
- 401 protected jobs forecast (19 actuals to date)

COVID-19 Recovery and Support

In recognition of the dramatic impact the pandemic was having across all sectors of our SME business community, the Business Board very quickly devised and launched two Covid-19 related grant schemes. The availability of targeted grants has made a real difference not just to ensuring survival, but to also help lay the foundations to support recovery and future growth aspirations.

In response to the COVID-19 pandemic, the Business Board quickly established two grant schemes to support businesses when they needed it most.

The COVID-19 Capital Grant Scheme provided grants of up to £150,000 to companies with between 6 and 249 employees and the Micro Capital Grant Scheme provided grants of up to £5,000 to sole traders and employers with less than 5 employees.

The COVID-19 Capital Grant Scheme allocated £5,497,000 of grant funding to 132 businesses, creating 287 new jobs and protecting a further 522 existing jobs.

The Mirco Grant Scheme paid of £479,000 of grant funding to 127 SMEs, creating and protecting 260 jobs.

Combined Authority Medium-Term Financial Plan 2021-22 to 2024-25

Shaded rows are partially, or fully, related to the operations of the Business Board

N.B. While the Mayor is a member of the Business Board there is no remuneration linked to this responsibility thus his allowance is not considered related for this purpose

	2021/22	2022/23	2023/24	2024/25
	£000's	£000's	£000's	£000's
Income				
Revenue Gainshare	-8,000	-8,000	-8,000	-8,000
Mayoral Capacity Fund	-1,000	0	0	0
Skills Advisory Panel Grant	-75	0	0	0
Enterprise Zone receipts	-1,209	-1,348	-1,348	-1,348
Careers Enterprise Company Funding	-125			
Adult Education Budget	-12,098	-12,098	-12,098	-12,098
Growth Hub Grants	-246	-246	-246	-246
LEP Core Funding	-500	-500	-500	-500
Transport Levy	-13,040	-13,040	-13,040	-13,040
ERDF - Growth Service Grant	-1,300	-2,000	-1,990	0
ESF Growth Service Grant	-600	-800	-635	0
GSE Energy Hub Core funding	-1,025	0	0	0
Visitor Economy and R&R Grant income	-8	0	0	0
Total Income	-39,225	-38,031	-37,856	-35,231

Income includes only funds received in year, not draw-downs and contributions to reserves

	2021/22	2022/23	2023/24	2024/25
	£000's	£000's	£000's	£000's
Mayor's Office				
Mayor's Allowance	96	98	100	102
Mayor's Conference Attendance	15	10	10	10
Mayor's Office Expenses	40	40	40	40
Mayor's Office Accommodation	77	77	77	77
Mayor's Office Staff	260	265	270	275
Total Mayor's Costs	488	490	497	504
Total Mayor's Approved Budgets	488	490	497	504

Combined Authority Staffing Costs (inc NI & Pen 'er)				
Chief Executive	309	328	335	342
Housing Directorate				
Housing	569	606	620	635
Business and Skills Directorate				
Business and Skills	1,082	1,118	1,116	1,112
Growth Hub	0	0	92	187
AEB	242	250	259	267
Delivery & Strategy Directorate				
Delivery & Strategy	1,639	1,265	1,300	1,333
Corporate Services Directorate				
Legal and Governance	832	862	886	908
Finance	665	697	730	751
HR	180	164	171	174
Communications	354	367	379	390
Total Combined Authority Staffing Costs	5,872	5,658	5,887	6,099
Other Employee Costs				
Travel and professional memberships	80	80	80	80
Training	90	70	71	64
Change Management Reserve	157	162	158	160
Total Other Employee Costs	327	312	309	304
Support Services				
External Legal Counsel	65	65	65	65
Finance Service	74	75	76	77
Democratic Services	95	100	100	100
Payroll	4	4	4	4
HR	18	13	13	13
Procurement	8	8	7	7
ICT external support	48	48	48	48
Total Externally Commissioned Support Services	307	313	313	314
Corporate Overheads				
Accommodation Costs	300	300	300	300
Software Licences, Mobile Phones cost	102	102	102	102
Communications	42	42	42	42
Website Development	15	10	10	10
Recruitment Costs	88	48	48	48
Insurance	35	35	35	35
Audit Costs	132	132	132	132
Office running costs	31	31	31	31
Corporate Subscriptions	36	36	36	36
Total Corporate Overheads	780	735	735	735

Governance Costs				
Committee/Business Board Allowances	144	144	144	144
Total Governance Costs	144	144	144	144
Election Costs				
Total Election Costs	1,040	0	0	0
Corporate Response Fund				
Total Corporate Response Fund	145	145	145	145
Financing Costs				
Interest Receivable on Investments	-231	-22	-16	-8
Interest on Borrowing	0	750	750	750
Net Financing Costs	-231	728	734	742
Total Operational Budget				
	8,384	8,035	8,268	8,483
Workstream Budget				
Contribution to A14 Upgrade (DfT)	96	99	99	99
Total Feasibility Budget	96	99	99	99
Staffing Recharges				
Internally Recharged Grant Funded Staff	-1,799	-1,334	-1,147	-1,260
Externally Recharged Staff	-709	-813	-1,162	-1,214
Total Recharges to Grant Funded Projects	-2,508	-2,147	-2,309	-2,473
Total Corporate Services Approved Budgets				
	5,973	5,987	6,058	6,108

	2021/22	2022/23	2023/24	2024/25
	£000's	£000's	£000's	£000's
Delivery & Strategy				
A142 Chatteris to Snailwell				
Subject to Approval	150	0	0	0
Bus Review Implementation				
Approved Project Costs	1,742	0	0	0
Bus Service Subsidisation				
Approved Project Costs	187	0	0	0
Climate Change				
Approved Project Costs	60	0	0	0
Subject to Approval	100	100	100	100
Development of Key Route Network				
Subject to Approval	150	0	0	0
Harston Capacity Study				
Subject to Approval	150	0	0	0
A141 Huntingdon SOBC				
Approved Project Costs	114	0	0	0
Land Comission				
Approved Project Costs	40	0	0	0
Local Transport Plan				
Approved Project Costs	200	0	0	0
Subject to Approval	0	100	0	0
CAM Innovation Company				
Approved Project Costs	657	0	0	0
Monitoring and Evaluation Framework				
Approved Project Costs	150	34	0	0
Subject to Approval	0	36	70	0
Non-Statutory Spatial Framework (Phase 2)				
Approved Project Costs	57	0	0	0
Subject to Approval	100	100	0	0
Sawston Station Contribution				
Subject to Approval	16	0	0	0
Segregated Cycling Holme to Sawtry				
Subject to Approval	100	0	0	0
St Ives (SOBC)				
Approved Project Costs	137	0	0	0
Transport CPCA Bus Operation				
Approved Project Costs	13,340	13,300	13,566	13,838
Transport Response Fund				
Subject to Approval	650	650	650	650
Total Delivery & Strategy Approved Projects	16,683	13,334	13,566	13,838
Total Delivery & Strategy Projects Subject to Approval	1,416	986	820	750
Total Delivery & Strategy Revenue Expenditure	18,099	14,320	14,386	14,588

Capital Programme

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
Business and Skills										
AEB Innovation Fund	324	-	-	-	324	-	-	-	-	324
Cambridge Biomedical MO Building	1,702	-	-	-	1,702	-	-	-	-	1,702
Cambridge City Centre	691	-	-	-	691	-	-	-	-	691
CRC Construction and Digital Refurbishment	911	-	-	-	911	-	-	-	-	911
COVID and Capital Growth Grant Scheme	7	-	-	-	7	-	-	-	-	7
Eastern Agritech Initiative	100	-	-	-	100	-	-	-	-	100
Green Home Grant Capital Programme	78,340	-	-	-	78,340	-	-	-	-	78,340
Illumina Accelerator	1,000	1,000	-	-	2,000	-	-	-	-	2,000
March Adult Education	314	-	-	-	314	-	-	-	-	314
Market Towns: Chatteris	228	-	-	-	228	772	-	-	-	1,000
Market Towns: Ely	656	-	-	-	656	344	-	-	-	1,000
Market Towns: Huntingdon	578	-	-	-	578	422	-	-	-	1,000
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	600	-	-	-	600	400	-	-	-	1,000
Market Towns: St Ives	620	-	-	-	620	380	-	-	-	1,000
Market Towns: St Neots	1,000	-	-	-	1,000	3,100	-	-	-	4,100
Market Towns: Whittlesey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Wisbech	701	-	-	-	701	299	-	-	-	1,000
Metalcraft (Advanced Manufacturing)	2,979	-	-	-	2,979	-	-	-	-	2,979
Peterborough City Centre	681	-	-	-	681	-	-	-	-	681
South Fen Business Park	997	-	-	-	997	-	-	-	-	997
Start Codon (Equity)	2,226	-	-	-	2,226	-	-	-	-	2,226
The Growth Service Company	3,000	3,000	3,000	-	9,000	-	-	-	-	9,000
TTP Incubator	33	-	-	-	33	-	-	-	-	33
University of Peterborough Phase 2	14,600	-	-	-	14,600	-	-	-	-	14,600
Total Business and Skills	115,288	4,000	3,000	-	122,288	6,717	-	-	-	129,005

Delivery and Strategy	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
A10 Dualling	2,000	-	-	-	2,000	-	-	-	-	2,000
A1260 Nene Parkway Junction 15	208	-	-	-	208	5,000	-	-	-	5,208
A1260 Nene Parkway Junction 32/3	239	-	-	-	239	5,030	1,500	-	-	6,769
A141 capacity enhancements	-	-	-	-	-	-	650	1,300	2,300	4,250
A16 Norwood Dualling	626	-	-	-	626	420	12,000	-	-	13,046
A505 Corridor	143	-	-	-	143	-	-	-	-	143
A605 Stanground - Whittlesea	217	-	-	-	217	-	-	-	-	217
CAM Delivery to OBC	3,500	-	-	-	3,500	1,500	6,500	6,500	-	18,000
CAM Innovation Company Set up	2,000	-	-	-	2,000	-	-	-	-	2,000
Coldhams Lane roundabout improvements	234	-	-	-	234	2,200	-	-	-	2,434
Digital Connectivity Infrastructure Programme	3,139	-	-	-	3,139	-	1,500	1,500	1,500	7,639
Ely Area Capacity Enhancements	326	-	-	-	326	-	-	-	-	326
Fengate Access Study - Eastern Industries Access - Phase 1	327	-	-	-	327	1,330	4,200	-	-	5,857
Fengate Access Study - Eastern Industries Access - Phase 2	161	-	-	-	161	660	1,280	-	-	2,101
Local Highways Maintenance & Pothole (with PCC and CCC)	27,695	23,080	23,080	23,080	96,935	-	-	-	-	96,935
King's Dyke	7,589	-	-	-	7,589	2,100	-	-	-	9,689
Lancaster Way	500	-	-	-	500	1,168	-	-	-	1,668
March Junction Improvements	2,114	-	-	-	2,114	2,738	-	-	-	4,852
Regeneration of Fenland Railway Stations	2,610	-	-	-	2,610	674	-	-	-	3,284
Soham Station	9,244	4,000	-	-	13,244	-	-	-	-	13,244
Snailwell Loop	-	-	-	-	-	500	-	-	-	500
St Ives (SOBC, OBC & FBC)	-	-	-	-	-	500	1,000	1,400	1,500	4,400
Transport Modelling	750	-	-	-	750	-	-	-	-	750
Wisbech Access Strategy	4,132	-	-	-	4,132	3,930	-	-	-	8,062
Wisbech Rail	306	-	-	-	306	2,688	3,000	5,000	-	10,993
Total Delivery and Strategy	68,057	27,080	23,080	23,080	141,297	30,438	31,630	15,700	5,300	224,365

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
Housing										
Cambridge City Housing Programme	-	-	-	-	-	-	-	-	-	-
Affordable Housing Grant Programme	-	-	-	-	-	-	-	-	-	-
Housing Investment Fund - contracted	5,728	593	-	-	6,321	-	-	-	-	6,321
Total Housing	5,728	593	-	-	6,321	-	-	-	-	6,321
Corporate Services										
Investment in Finance System	-	-	-	-	-	150	-	-	-	150
ICT Capital costs	44	38	38	38	158	-	-	-	-	158
Total Corporate Services	44	38	38	38	158	150	-	-	-	308
Total Capital Programme	189,117	31,711	26,118	23,118	270,064	37,305	31,630	15,700	5,300	359,999