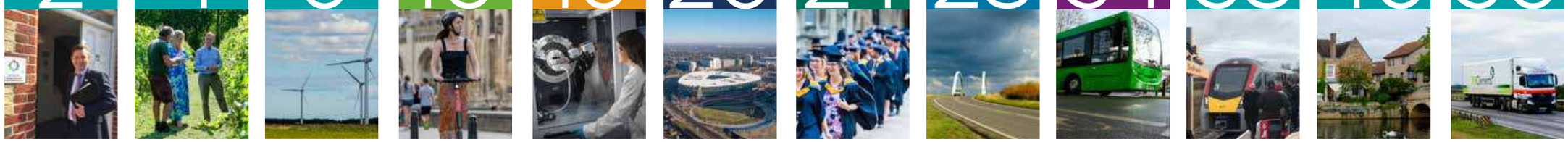
COMBINED AUTHORITY BUSINESS PLAN 2022/23

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

At the heart of Cambridgeshire & Peterborough is Compassion, Co-operation and Community



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This Business Plan includes all projects that have budget lines within the Combined Authority Medium Term Financial Plan as at January 2022 Board meeting

Mayor's introduction

Equality of Life

The public good.

That's what the Combined Authority was set up to serve and I am proud that this annual report – a snapshot of the year's achievements and our ambitions for the future - shows just how effective and passionate the Combined Authority is in helping every one of us here in Cambridgeshire and Peterborough to improve our lives.

Greater than the sum of its parts, the Combined Authority is big enough to make a difference, to deliver landmark projects that its constituent councils cannot take on alone.And in the few years of the Combined Authority's existence, it has proved how well the public good is served by holistic improvements that can join up to form a fairer, healthier environment in which everyone can flourish.

As a doctor, I've been struck by what I see as the similarity between the NHS - a force for equality and community - and the Combined Authority, which works for public wellbeing in its widest sense as a force for innovation, transformation, and beneficial change.

The mission of the Combined Authority is to make life better. If infrastructure is weak, broken, or lacking, we help to sort it out; If an area fails to thrive, we are on hand with support.

But we're not just about the hardware. Building infrastructure isn't an end, it's a beginning. It is the frame on which we hang the future. Wider opportunity for more people. More prosperity, less isolation, better public health, a less car-polluted environment, greater wellbeing, and, yes, more contentment and happiness for us and our children.

A sense of wellbeing is about more than quality of life, it's about equality of opportunity - it's about each person feeling buoyed up within a caring and sharing community and having fair access to transport, green space and clean air, to homes, education, training, jobs, and to the cultural and leisure opportunities that make life fun.

We want equality of life and that means inclusivity. Nobody should be left out, nobody left behind, so infrastructure projects must be compassionate by design, planned as much around the vulnerable and less able as they are around the strong and the fit.

We are in the business of caring – and that means caring for business. From market stalls to leading-edge life sciences, our businesses support the whole county, and I'm proud to say the Combined Authority was there for them during Covid, helping with grants, loans, and advice and nurturing skills -while still doing its day job of continuing to nurture an environment in which Cambridgeshire and Peterborough's innovation and enterprise can fly.

We need growth, and we want it, but the climate crisis dictates that it must be green, clean growth, healthy growth that puts people and our precious environment first, and will sustain communities in years to come, instead of overburdening and impoverishing them.Doubling the economy will mean nothing if we don't also double nature, restore wild spaces, and create communities where people can walk or cycle safely and breathe clean air.

It's been a year of living dangerously. Covid-19 and climate collapse have dialled up the urgency of our work for green justice - better public transport, more roads that are people-friendly enough for us to switch from cars to bikes and more inclusive digital connectivity to help Cambridgeshire businesses and residents compete in any market - or work-from-home anywhere in the world.

You will have heard me talk about the "Three Cs" of compassion, co-operation and community and I believe these values, now embedded in the DNA of the Combined Authority, can ensure that our work will always be for the public good and fit for the people we serve.

As a new mayor, I've taken a fresh look at our priorities. This annual report sets out how we now plan to help our great region grow well and unlock potential that is healthy and can endure. After all, there's far more to prosperity than money and I believe our policies, rooted in compassion, delivered through partnership and collaborative working, will result in healthier and happier outcomes for our whole community, now and in the future.

Dr Nik Johnson

About Us

The Combined Authority

The Cambridgeshire & Peterborough Combined Authority is made up of the leaders of the County, Unitary and District councils of the area. It is chaired by an elected Mayor, Dr Nik Johnson, who has a direct mandate from voters.

The Mayoral Combined Authority was set up under a Devolution Deal with the government in 2017. The Combined Authority is held to account by committees made up of representatives from partner local authorities, which include: Audit & Governance, Skills, Housing & Communities, Transport & Infrastructure and Overview & Scrutiny.

The Combined Authority Board

The Combined Authority's Board brings together the leaders of the seven councils across the region and the Chair of the Business Board under the Chairmanship of the directly elected Mayor. It is also attended by the Police and Crime Commissioner, the Chairman of the Fire Authority, and a representative of the National Health Service.

MB Mayor Dr Nik Johnson

Austen-Adams

Cllr Anna Bailey

Cllr Chris Boden

Cllr Wayne Fitzgerald

Cllr Ryan Fuller

Cllr Lewis Herbert

Cllr Edna Murphy

Cllr Lucy Nethsingha

Darryl Preston

Cllr Bridget Smith

Jan Thomas

Combined Authority Purpose Statement:
Cambridgeshire and Peterborough Combined Authority exists to provide the collective leadership needed to improve the lives of all of our residents. Our mission is to strengthen communities, reduce inequalities and to make Cambridgeshire and Peterborough an even better place where people, businesses and institutions flourish.

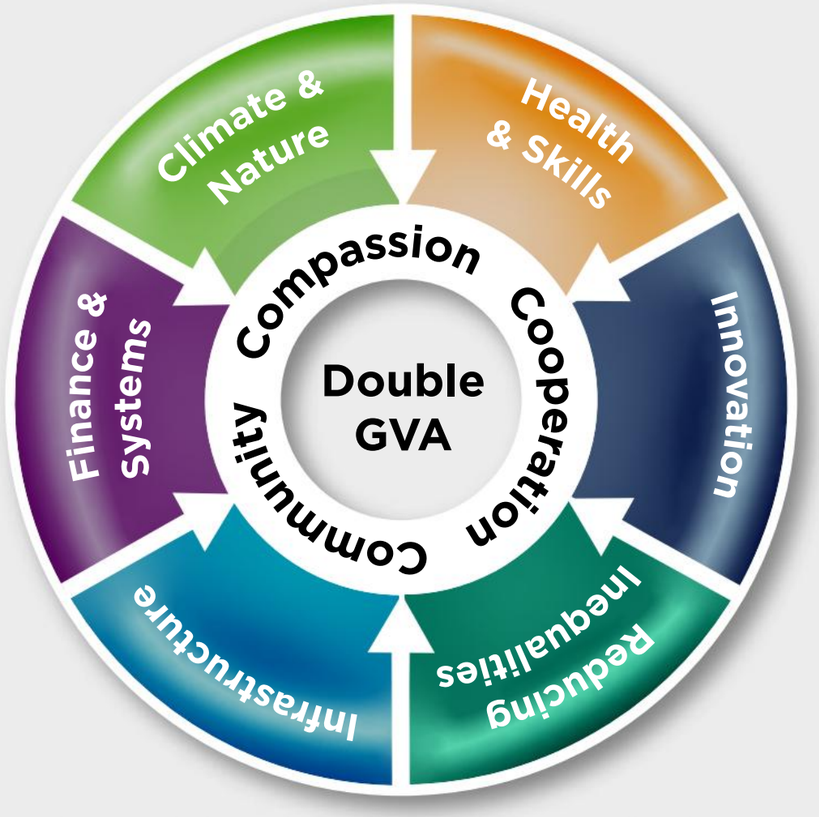
Our mission and values

Sustainable growth ambition

At the Combined Authority we are committed to our values of leading with compassion, working cooperatively, and serving our community. We want to make sure that everything we do makes life better, healthier and fairer for all.
If rising prosperity does not make life better, healthier or exhausts the resources our children will need for the future, our economic project is flawed. It is now recognised that we don't just need growth: we need good growth. Our aim is not simply to increase our income, but to increase our area's wealth, in a way that is driven by our values.
The Combined Authority's strategy is values driven.
The values the Mayor has set for the organisation are:

- **Compassion**
- **Cooperation**
- **Community**

This is our approach for investing in sustainable growth:



This strategic approach shapes the Combined Authority's overall work programme. Plans and strategies will identify how they are driven by the ambitions for sustainable development and include outcome indicators to show how they will deliver against those themes.

Achieving sustainable growth

Economic growth is the increase (in real terms) of the total value of the Cambridgeshire and Peterborough Economy. This is measured in Gross Value Added (GVA) and within the Devolution Deal with government it was agreed that the main target of the deal was to double the size of GVA by 2040.

The adoption by the Combined Authority of a Sustainable Growth Ambition statement shifts to a broader thinking, focussing not just on one measure but on a range of measures that taken together demonstrate that the area is growing sustainably towards its GVA target; these measures can by grouped around the six themes illustrated in the above graphic.

At present, growth is only equated with physical and material growth, such as large-scale building, more housing, rapid population increase and more infrastructure expanding over an ever-greater area. Although this pattern very much defines economic growth in the past, the concept of economic growth shouldn't entirely depend upon it. Growing in a different direction would see the setting and achievement of a range of goals that include both social and environmental goods.

This approach requires us to monitor more outcomes than simply GVA growth data, which is anyway only available from the Office for National Statistics with a two-year time lag. The Combined Authority will be tracking progress on outcome indicators such as the gap in healthy life expectancy, employment, land use for nature, CO_2 emissions and earnings gaps.

These frame how we will pursue the Devolution Deal's overall aim of achieving sustainable growth and integral human development.
Our investment programme will be measured against our six keys to sustainable growth, all of which are anchored in the Devolution Deal.
These are:

Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities, and encouraging businesses to come up with solutions;

People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want:

Innovation: building on our reputation for new thinking, new technology and new ideas in Cambridgeshire and Peterborough in order to ensure this area can continue to be one of the most dynamic and dense

Reducing inequalities: investing in the community and building social capital to complement improved skills and connectivity as part of the effort to narrow the big gaps in life expectancy and people's income between places;

Infrastructure: from digital and public transport connectivity, to water and energy, building out the networks needed to support a successful future;

Financial and systems: improving the institutional capital – the ways we work, organise and fund ourselves - which supports decision-making and delivery.

How our projects align with our strategy

Community Led Homes

A1260 Nene Parkway J15 and J32/3

Energy Hub

Adult Education Budget

Coldhams Lane

Fenland Stations Regeneration

Digital Connectivity

Ely Area Capacity Enhancements

Kings Dyke

Affordable Housing Programme

Peterborough Station Quarter

Market Town Masterplans

Non-statutory Strategic Spatial Framework

A505

University of Peterborough

Enterprise zones

Fengate phase 1

Key Route Network

Growth Works (Business Growth Service)
(Inc Star Hub, Careers Hub, Start & Grow, Turning Point, Skills Brokerage, Growth Coaching/Hub, Inward investment service, Capital Growth Fund)

A10 Dualling

A141 and St Ives

A47 dualling

Health & Care Sector Work Academy

March Area Transport Study

Cambridge South Station

E-scooters and E-Bikes

University Access

Wisbech Access

Wisbech Rail

Bus Reform
(BSIP/DRT/ZEBRA/Bus franchising)

Active Travel

Local Growth Fund projects

A14 Norwood

Skills Bootcamps

Climate & Nature

Our Ambition

Our ambition is to ensure that growth is environmentally sustainable and does not exhaust the resources our children will need for the future. Carbon emissions are 25% higher per person in Cambridgeshire and Peterborough than across the UK and we have one of lowest overall proportions of rich wildlife habitats. We will aim to bring back nature that has been lost to our region, protect against the impact of climate change, and maximise the opportunities presented by the green economy to make life better, fairer, and healthier for all. The most vulnerable areas, residents, and communities will be supported to ensure they benefit from the opportunities of this transition.

Our measures for success

- **Carbon Dioxide Emissions from Transport**
- **All Carbon Dioxide Emissions**
- **Land Area Providing Nature Rich Habitat**
- **Publicly Available Open and Recreational Space**
- **Percentage of Bus Fleet Running at near Zero Emissions**
- **Mode share for Public Transport / Cycling / Walking**

Our Strategy

The Combined Authority has established the Independent Commission on Climate to provide independent evidence and advice on climate issues. The Commission has made 58 recommendations for action toward a pathway to reach Net Zero by 2050 (or before).

The Commission found that transport and the heating of buildings provided the most emissions and are priorities for action. Emissions from soils are also a particular issue for the area, as they add a third to overall emissions. We will take action on climate recommendations where we have direct influence, and will convene and support organisations in addressing the other climate recommendations.

For the natural environment the Combined Authority Board has endorsed the "Doubling Nature" ambition. This will seek to double the amount of rich wildlife and natural green space.

Our transport strategy has also evolved and business cases will include increased emphasis on climate impact. Improving public transport connectivity is at the heart of our climate strategy to combat the high levels of transport emissions in the region with a high reliance on private car use. We have developed a vision for buses that has committed to encourage sustainable growth and protect and enhance our environment. We intend to build on our strong active travel credentials building on our success as we have the highest UK cycling rates in Cambridge.

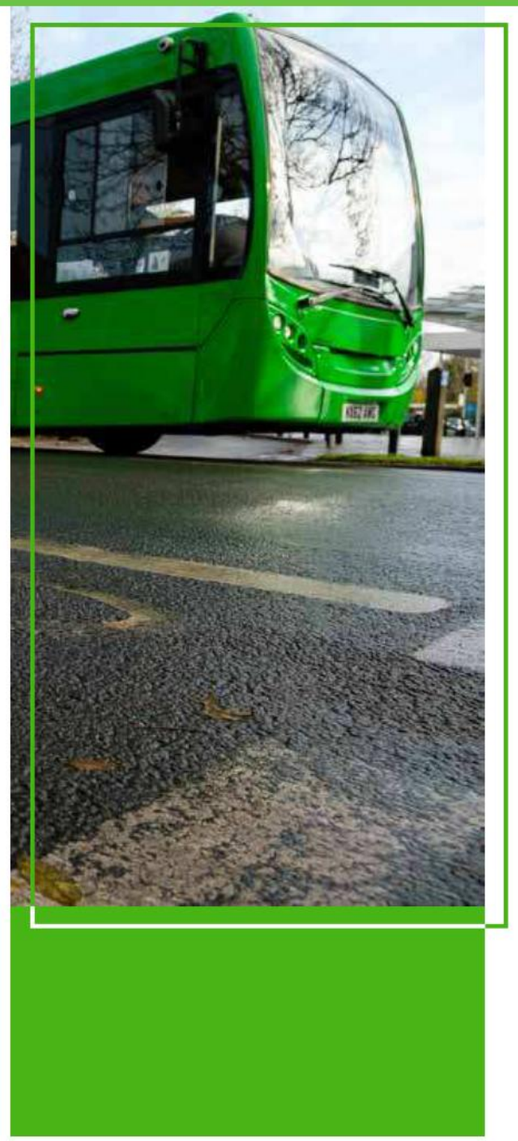
What we will deliver

Bus Service Improvement Plan

In October 2021 we submitted to Government an ambitious plan for bus service improvement across our region. The aim is to enhance and expand public transport through improved regular services linking our market towns to our two cities. Subject to funding approval from Government, working closely with bus operators we aim to deliver the plan within the period up to 2025. The outcomes will form a major contribution to our air quality improvement and decarbonisation strategies and aim to make public transport a more attractive option over the car particularly for younger people with the introduction of free travel schemes for 16-18s and for young jobseekers.

ZEBRA

In late 2021 with our partners (Greater Cambridgeshire Partnership and Stagecoach) we were awarded funding from Government to install electric bus charging infrastructure within Cambridge and the replacement of 30 diesel buses with 30 zero emission electric double decker buses which will operate the citi2 route and all five park and ride services across Cambridge. By focusing the zero emission buses on short city centre routes the electric bus project will significantly improve air quality within the Cambridge Air Quality Management Zone (AQMZ) which has been above acceptable levels for several years. The 30 diesel buses released will then replace the 30 oldest diesel buses across the fleet providing an additional air quality improvement.



Demand Responsive Transport

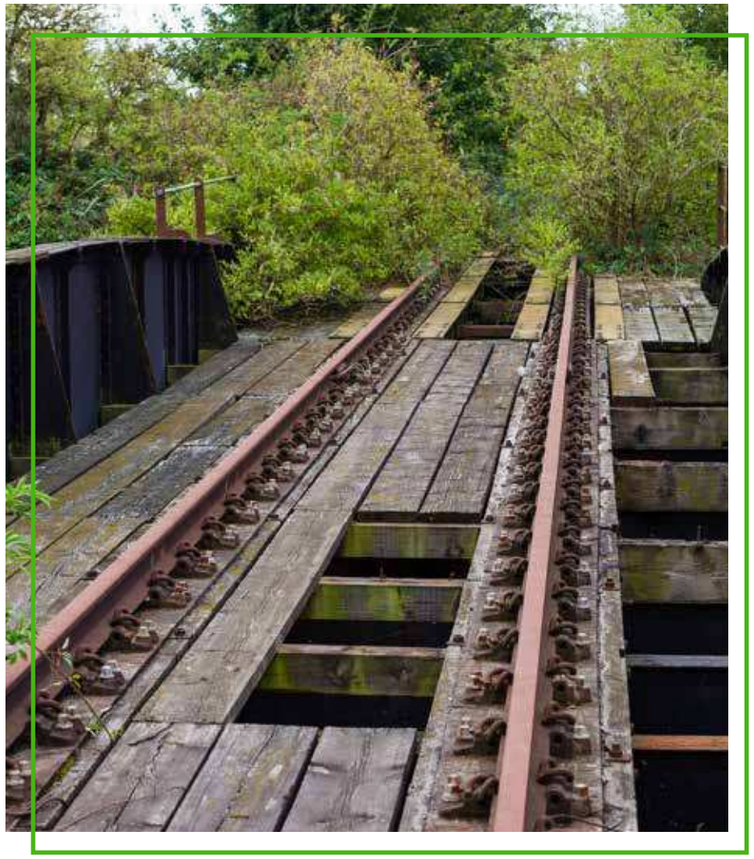
In October 2021 in partnership with Stagecoach we launched the first Demand Responsive Transport (technology driven public transport) service within the region. The concept of this trial is to provide to areas without any public transport access. A 6-month trail of 4 vehicles servicing the West Huntingdonshire rural communities, Huntingdon and St Neots was launched with mobile apps and call centres enabling people to prebook their journey from within walking distance of their home to take them to the railway station in Huntingdon or key locations for a £2 fixed adult single fare. In addition, onward travel to Cambridge/ Peterborough/ Bedford on a timetabled conventional bus route can be booked for just £1 extra. If applied across our area, this will move the percentage of homes within 400 metres of a 30-minute frequency bus service from 52% to over 90%, therefore encouraging people onto public transport and helping to reduce transport pollution.

Wisbech Rail

Wisbech is recognised as one of the largest towns within England without a rail link to the main rail network. Improving connectivity to Cambridge offers the opportunity to transform Wisbech as a place for inward investment and provide access to key services and employment opportunities for its residents.

The project will reconnect Wisbech to the rail network with a new station and the reopening of the former line to March. Work is underway with Network Rail who are assessing options for the line including light and very light rail.

The outcome of this work is expected early 2022 and will inform the next steps in the development of Wisbech Rail, the potential of this vital connection creates opportunity for further transport decarbonisation providing a real alternative to the car over longer journeys.



Cambridge South Station

Following our completion of a successful business case, Government have announced within the Budget that this project is funded, subject to planning to proceed for completion in 2025. The proposed new railway station is intentionally designed without car parking to encourage passengers using the railway station to use public transport and the station will form part of an integrated transport hub, and the new station will have cycle storage. As part of our integrated public transport solution, rail infrastructure will play a significant part in transport decarbonisation.

Soham Station

Following the completion of the Soham Station project in December 2021, which included a single platform and footbridge, the Combined Authority will look to improve further train use in the area through such additional enhancements as Ely to Soham Track Doubling, to enable the second platform and access for all arrangements. These improvements and others such as Snailwell Loop are dependent on the progress of the improvements through the Ely area as a result of the Ely Area Enhancement Capacity project (see page 30).

Active Travel Schemes

The Combined Authority have been successful in the latest round of bidding from central government for active travel improvements. The Combined Authority is committed to delivering cycling and walking improvements across every part of the region and active travel will be built into all our transport schemes. The Combined Authority has also led on social prescribing proposals to improve connectivity between communities and medical centres. Active travel not only creates safer environments and improve public health because of encouraging greater physical activity, creating real alternatives to the car as a default option and potentially contributing significantly to the 15% reduction in car journeys target and the overall decarbonisation ambition.

Fenland Stations Regeneration

We have continued to support Fenland District Council in the refurbishment and improvements of Whittlesea, March and Manea railway stations to provide better station and platform facilities as well as improved parking and bus connectivity points. We will continue to work with partners to develop service improvements including more frequent services and to provide these three locations and their wider communities to rail as a real alternative to the car.

E-scooter and E-bikes

To support a green restart of local transport in the UK and help mitigate reduced public transport capacity, the Department for Transport (DfT) fast tracked e-scooter trial schemes in the summer of 2020 and are due to end in November 2022. DfT are considering the next steps with guidance expected early in 2022.

In Cambridge there is clear evidence of e-scooter and e-bike usage. The scheme so far has tracked enthusiasm for more than 224,000 trips and has been used by more than 36,000 active users. In the first 10 months of the Cambridge trial, it is estimated that 73,000 fewer car journeys have taken place which equates to a 66-tonne reduction in Carbon Dioxide emissions. For 2022/23 the expansion of the E-bike service across Cambridgeshire and Peterborough will be considered.

New projects with funding subject to approval:

Care Home Retrofit Programme

There are over 170 care homes in the area. Given that older people are at more risk from the effects of overheating the proposed program is to support climate change audits and provide capital grants to reduce climate impacts and risks in care homes. This can include nature-based solutions such as green roofs or tree shading that will have wider benefits. The projects funded would be demonstrator projects to encourage a wider range of property owners to undertake similar measures.

Measuring Doubling Nature

We will develop robust habitat information. Existing information is based on a patchwork of surveys that are significantly out of date (1990's) and there is no funding or existing officer time dedicated to keeping this up to date. National data does not indicate the quality of green infrastructure or its value to wildlife so the proposal would establish a robust new baseline, from which progress on the Doubling Nature ambition can be managed.

Greater Cambridge Chalk Stream Project

The chalk streams of Greater Cambridge are of international importance and their restoration is fundamental to addressing the climate emergency. The chalk aquifer which feeds these unique watercourses also supply the region's drinking water and therefore their health is directly related to viability of future planned housing and economic growth for our area as a whole.

Huntingdonshire Biodiversity for all

Huntingdonshire District Council have over the last three years been investing in nature, experimenting with planting of wildflower areas in parks and open spaces, starting in one park and have now scaled it up to at least one major area in all four towns. The ambition now is to move onto verges, smaller areas of open spaces and footpaths, and to broaden the scope to include habitat creation specifically through tree planting and rewilding.

Logan's Meadow Local Nature Reserve wetland extension

A demonstration project of community supported habitat creation on riverside land in East Chesterton / Abbey ward. The project would deliver new wetland habitat for priority species such as water voles and enhancing the existing recreational offer for the community. The site has an active Friends Group with over 150 volunteers recently engaged with the first phase of tree planting.

Meanwhile at Core Site, North-East Cambridge

Meanwhile will champion new systems of environmental and social sustainability by creating affordable workspaces for local Small-Medium sized businesses fighting the Climate Emergency and funding of food distribution hubs to distribute healthy, organic and would-be wasted food for all across the area, learning from this can be shared widely.

Rewilding Programme

Rewilding is the restoration of ecosystems to the point where nature is allowed and is able to take care of itself. Rewilding seeks to reinstate natural processes (for example, grazing, flooding, natural woodland regeneration) and, where appropriate, missing species – allowing them to shape the landscape and the habitats within. This programme is to encourage small-scale projects that will pilot different approaches relevant to our area. This will link with the requirement in the Environment Act for the area to have a Local Nature Recovery Strategy.

Waterbeach Depot Solar PV Smart-grid Project for electronic Refuse Collection Vehicles

The Waterbeach Waste Services Depot's local electricity network has insufficient capacity to meet the charging requirementsof local authorities' waste collection vehicles. There is a need for on-site renewable energy supply to enable charging of electric RCVs (refuse collection vehicles). The objective is to provide electrical infrastructure and renewable energy generation system to enable charging of electric RCVs.

Sawston and Harston Station

To support Sawston and Harston parish councils' application to the Restoring your Railways Fund for the development of a business case for the reopening of this station facility.

Snailwell Loop

To develop a business case in collaboration with partners for the reinstatement of this line which not only connects communities but provides resilience in part of the rail network currently under extreme strain.

Natural Cambridgeshire

Natural Cambridgeshire is developing the proposal on the Nature and Environment Fund and draws together significant expertise that will be highly beneficial in support of our work on climate and nature, plus future development of a Local Nature Recovery Strategy.

Net Zero Villages Programme

This programme will encourage villages (likely through parish councils) to come forward with projects to move toward the net zero emissions target or tackle climate risks.

Segregated Cycling Holme to Sawtry

A study to design a segregated cycle and pedestrian route between Holme and Sawtry.

Nature and Environment Investment Fund

A fund to invest into nature-based projects by implementing our Doubling Nature ambition, starting to address the relative lack of rich wildlife and green areas, and is a recommendation of the Independent Commission on climate.

Health & Skills

Our Ambition

Our ambition is to ensure that everyone in the region has the same opportunity to live healthy lives and that rising prosperity makes life better, fairer, and healthier for all.
Life chances are unequal across Cambridgeshire and Peterborough, with a 12-year gap in life expectancy between the areas of most and least deprivation. To address this, we must tackle the root causes of poor health including education and income as well improving the physical environment which has a huge impact on wellbeing.
Our shared vision is for a successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable and healthy communities. This is enabled by an inclusive, world-class local skills system.

Our measures for success

- **Health State Life Expectancy at Birth (number of expected years lived in full health)**
- **Health Index for England**
- **Number of people Killed or Seriously Injured due to Road Traffic Collisions**
- **% Working population with a level three qualification***
- **Number of adults obtaining new qualifications funded by Adult Education Budget**

Our Strategy

Our Employment and Skills Strategy sets out what our ambition means for each of the groups interacting with the skills system:

People experience fulfilment and good physical and mental health with productive, quality working lives. They drive their own learning and can access support and learning to meet their personal and work ambitions.

Employers are providing good quality jobs, have the skills they need in their staff and can recruit the right person for the right job.

Providers work collaboratively in an integrated education and skills system to deliver learning, qualifications, careers education and support to enable people to enter the labour market in the ways that suit individual's needs and ambitions.

Place leaders secure outcomes for the whole place, convening and supporting collaboration between employers and the integrated skills system.

- **Pre-work learning and formal education:** improving careers education, access and investment.
- **Employer access to talent:** developing priority skills that support sustainable growth, improving employers' engagement with education and improving job quality
- **Life-wide and lifelong learning:** Improving access to careers and advice, offer support to upskill and reskill and increased work-based learning such as through apprenticeships and short courses.
- **Support into and between work:** Supporting the unemployed into training and employment and support to disadvantaged groups to access the labour market.

What we will deliver

Health and Care Sector Work Academy

The Health and Social Care sector faced significant recruitment and retention challenges now exacerbated by Covid-19. This programme will reduce dependence on in-work and out-of-work benefits by offering individuals to gain work and progress within the sector whilst offering support to existing employees to progress. Up to March 2023 2,100 individuals will be supported, 1,680 undertaking a course or qualification and 500 individuals securing employment.

*What qualification levels mean: England, Wales and Northern Ireland - GOV.UK (www.gov.uk)

Adult Education Budget

Cambridgeshire and Peterborough has some of the most highly skilled citizens in the country but we also have approx. 25,000 residents in the sub-region who have no formal qualifications and some 87,000 residents who have not achieved a level 3 qualification. Therefore, our £12m AEB will serve as a 'skills escalator' - allowing citizens to 'step on' the escalator and improve their skills at each level and during their life-course, reducing inequalities and 'levelling up' skills.
Lifelong learning has the power to transform lives and renew communities. Our mission is to target lower skilled residents from entry level to progress to level 3 and to target areas of skills deprivation, including Peterborough, Fenland and wider deprived and 'left-behind' communities and provision 'cold spots' in Market Towns. We will partner with local employers to co-create aspirational programmes of courses for upskilling employees and facilitate access to a skilled, healthy, and adaptable pipeline of local workers. We also continue to reinvigorate Community Learning which includes targeting family learning, first-steps courses and learning for personal and social development, to ensure greater access to life-enriching opportunities. courses.

Skills Bootcamps

The pandemic has accelerated the automation of jobs, the adoption of Artificial Intelligence and the ability to effectively work remotely. Technology-driven trends are altering the workplace and changing the skill requirement of employers. Digital Skills Bootcamps will support individuals to ensure they have the skills required to work in an increasingly digital environment.
Digital Skills Bootcamps up to March 2022 (may be extended) will upskill 805 learners with digital skills, deliver a range of short digital skills courses at level 3 and above, and support 805 learners with securing or progressing in employment.

Start and Grow (as part of Growth Works)

This scheme will engage 249 individuals and 314 early-stage and micro businesses in an intensive enterprise programme. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process with supported learning and mentoring leading to grant awards to those new businesses.

North Cambridge Apprenticeship Centre (NCTC)

Funded through Local Growth Funds, the NCTC will support the provision of skills & talent into the engineering sector. The NCTC offers local innovative training facilities for apprentices in Fenland. We will continue to work with Metalcraft and the delivery partner to ensure the appropriate curriculum is offered, aligned to the local labour market needs.

See appendix 1 for the full list of Local Growth Funded projects that focus on 'Retraining & upskilling for new jobs through improved education capacity'.

Careers Hub (as part of Growth Works)

Our first regional Careers Hub was launched in September 2021 and incorporates 30 schools and colleges, including four Special Educational Needs and Disabilities (SEND) schools, and one Alternative Provision (AP) provider. We will connect employers with schools and colleges to deliver world-class careers education. Our support will help schools and colleges to develop careers programmes that are locally relevant, cohesive, connected, and progressive.
The Careers Hub will match at least one Enterprise Advisor (senior business volunteer) to each school, establish communities of practice to drive innovation and development in key areas such as green skills, SEND and digital, and provide access to labour market information.

Turning Point (as part of Growth Works)

This project up to June 2022 will support local communities to pilot programs and new approaches to help more unemployed people into work. It will offer four key activities including:

- Personal Skills Analysis to guide individuals in understanding and identifying opportunities to increase their skills or retraining. This will involve working directly with individuals to identify opportunities to transition back into work.
- Providing access to free short course training not currently funded via other means to enable new skills and promote development of digital, net-zero, and management and eadership skills.
- Delivering real-world experiences of work through funded internships. Funding of £5,000 per internship will be provided to employers to provide new work opportunities.
- Training Needs Analysis to identify re-skilling, up-skilling and re-training opportunities within a business.

STAR Hub (as part of Growth Works)

The STAR (Skills, Talent, Apprenticeship and Recruitment) hub is an online platform that will create better connections between employers, training providers and learners. It will directly support 276 businesses to develop the talent within their business to enable growth and facilitate an additional 1,400 apprenticeships in the region.

The STAR hub will also build a local Skills Fund that enables local small employers who do not have access to the apprenticeship levy to offer an apprenticeship in their organisation with the training costs of an apprenticeship funded via levy share that has been donated by large employers.

It will also provide young people exposure to the world of work through their school lives. The economy and workplace have been changed by the pandemic and regional employers are pledging their support by signing the Experiences of Work Charter offering a wide range of opportunities to our young people.

Innovation

Our Ambition

Our ambition is to continue to create opportunities for new thinking, new technology and new ideas that will improve quality of life. Cambridgeshire and Peterborough is home to a 'knowledge intensive' economy driven by scientific and technical innovation that brings job prospects and opportunities for growth. Research & Development (R&D) funding by UK Research and Innovation (UKRI) in the UK is the highest outside of London in our region, and we will nurture this innovation by supporting high potential businesses and ideas.

Our measures for success

- **People Employed in Knowledge Intensive Industries**
- **People Employed in Green Technology Industries**
- **Workforce with a Level 4 Qualification or above***
- **Patents per 10,000 population**

Our Strategy

Our Local Industrial Strategy (LIS) proposes that the area's economic growth is supported by harnessing innovation. A key priority in the LIS is to replicate and extend the infrastructure and networks that have enabled Cambridge to become a global leader in innovative growth, creating a business support and innovation eco-system to promote inclusive growth to replicate the "Cambridge Phenomenon".

Research is fundamental to achieving this replication, as it produces the new ideas and technologies that enable entrepreneurs to start up, existing businesses to scale-up and for new tech-firms to spin-out of academic and research institutions. It requires the generation of free-flowing exchange of ideas and insights that ensure research is informed by local business' needs.

To achieve this, we will bring together leading entrepreneurs, innovators, mentors and coaches with growing firms to strengthen linkages across the area. We will also support businesses, universities and other partners to collaborate to maximise public and private investment, including Research & Development funding, and improving funding to support the growth of local businesses into global markets.

Peterborough and Fenland require level 5, 6, 7 & 8 skills in advanced manufacturing and technologies that support the drive to net-zero. This will require the development of an innovation and business support eco-system to grow indigenous high-value firms and attract new ones to Peterborough and Fenland.

The creation of new launchpads will be the focal points for this innovation cluster development, focusing on product development to support key growth sectors such as Agri-tech, artificial intelligence and advanced manufacturing innovation.

What we will deliver

Growth Works (Business Growth Service)

The Growth Service will support the implementation of the LIS by delivering the following interventions:

- A Growth Coaching Service to engage and support our highest potential firms to speed their growth, build their capacity for growth, and/or sustain their growth. It is an innovative service connecting learners and employers with opportunities that enable growth. It has also offered guidance on COVID-19 resilience and the European Union Exit Transition – including import and export advice. The Growth Hub's transformation to a new Growth Coaching Service has been instrumental to delivering this ambition.
- An Inward Investment Service to better connect us into global markets, to engage and persuade firms to locate into our economy or invest in our strategic projects.
- A Skills Brokerage Service to link learners and those retraining for new jobs, to employers and skills providers to improve the supply of skills to our growth sectors.
- A Capital Growth Investment Fund to help Small-Medium sized Enterprises grow through organic expansion, offering an integrated range of grants, loans, and equity products unavailable commercially.

*What qualification levels mean: England, Wales and Northern Ireland - GOV.UK (www.gov.uk)

Local Growth Fund projects

Local Growth Funding is forecasted to create over 40,000 jobs and 7,000 apprenticeships and has to date created 5,256 jobs and 699 apprenticeships. The below offer a snapshot of the projects being developed as part of the programme of funds that have been distributed by our Business Board to businesses in our region.

Illumina Accelerator

Grant based support to start up organisations in the life science field who become part of the Illumina support programme.

Startcodon Life Science Accelerator

Start Codon aims to close the equity gap by providing both support (in the form of a six-month acceleration programme) and seed-funding to High Potential Companies so that they can perform key experiments,
develop their technologies and intellectual property, and expand their team.

Ascendal Transport Accelerator

Development of testing facilities for new transportation technologies, supporting proof of concept to marketing, programme of specific support to start-up companies in the field of transport.

Cambridge Biomedical Campus

Develop a 122,642 sq. ft. gross multi-occupancy building, able to accommodate requirements ranging from 5,000 - 20,000 sq. ft. and incorporating a mix of dry and wet laboratory space and ancillary office.

Living Cell Centre

Development of state-of-the-art clean labs, office space focused on the living cell medical breakthrough for treatment of cancer and other genetically influenced diseases.

Photocentric 3D Centre of Excellence

Development of a 3D manufacturing facility producing innovative products via 3D production printing methods.

TWI Ecosystem Innovation Centre

Refurbishment of office space for start-up companies, offering support and access to facilities.

West Cambs Innovation Park

The vision for West Cambridge is to pilot a new approach for enabling business growth and scale up across the UK, using an integrated model of planning and business development to replicate global best practice and utilise the enormous anchorage potential of world-class British universities.

South Fenland Enterprise Park

The project will deliver new flexible grow-on or 'scale-up' business space at Chatteris in Fenland, adding a third phase to the established start-up and small business hub at the South Fens Enterprise Park.

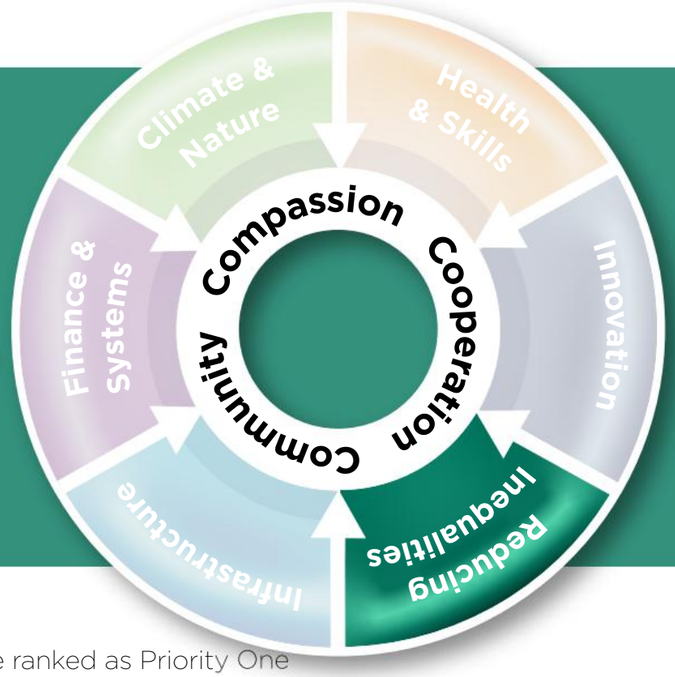
TTP Life Sciences Incubator

TTP plans to create a life science incubator on its site at Melbourn Science Park to support the formation and growth of new life science start-ups on the Cambridgeshire/Hertfordshire border. This incubator will combine specialist facilities, TTP's proven track record in assisting start-ups throughout their life cycle and investment in these start-ups secured from TTP's global commercial network.

Reducing Inequalities

Our Ambition

Our ambition is to empower communities and make targeted investments in areas of deprivation to help narrow the gaps in life expectancy and income between places across the region. There are big gaps in life expectancy, income, and education between different parts of our region, which must be addressed. We will close the gap on inequalities by investing in boosting education and skills training in areas where it is needed, improving transport links, supporting community housing projects and investing in market town renovation.



Our measures for success

- **Difference in household income between most deprived and least deprived areas**
- **Number of small areas in Cambridgeshire and Peterborough within the top 10% most deprived nationally**
- **Percentage of households living in fuel poverty**
- **Percentage of population claiming Employment Support Allowance and / or Universal Credit**

Our Strategy

Levelling-Up is important to our region. Peterborough and Fenland are ranked as Priority One and Two
retrospectively by the Government for levelling-up funding. Both have skills and quality of employment deficits that leads to deprivation, including:

- **Education deprivation** – just 32.1% of the population gain a National Vocational Qualification 4 or above qualification compared to 43% nationally.
- **Social and health deprivation** – healthy life expectancy is below retirement age in parts of Fenland.
- **Child poverty** – 25% of people in Peterborough are living in poverty, compared to 17% nationally.
- **Poor social mobility** – Peterborough is ranked 191st and Fenland as 319th out of 324 local authority districts putting it in the bottom 2% of places nationally.

The major contributing factors are low aspirations, poor access to higher education and high-quality employment. Our Independent Economic Review (CPIER), which was designed to identify the economic performance and potential of Cambridgeshire and Peterborough, identified a new higher education institution in Peterborough as the only viable solution to the Higher Education Cold-Spot. The Local Industrial Strategy (LIS) also identifies the northward expansion of the innovation clusters and networks from Cambridge, as the primary route to improving the knowledge intensity and quality of employment for Peterborough and the Fens.

An inclusive growth strategy and improving absolute standards of living is vital for the long-term economic sustainability of our economy. Local political, education and business leaders are working together to achieve this, across place, sectors and political affiliations and we are keen to work with Ministers, to re-envision what Place Based innovation means and how it can be delivered to drive levelling-up.

Improving transport connectivity will also aim to connect cut off communities, to create a far-reaching and affordable public transport network.

What we will deliver

Affordable Housing Programme

The affordable housing programme is expected to complete in March 2022, and by the end of the programme we will have delivered 1,560 houses. The completion of these houses will continue into 2022. The population of Cambridgeshire and Peterborough has been outgrowing the supply of housing for decades leading to a lack of supply and therefore higher housing prices. Affordable housing supports those who would not be able to get onto the housing ladder without support and by doing so reduces the inequalities in the region, including income inequalities by giving people in low-medium paid employment an opportunity to own a home as well as generational inequalities.

Market Town Masterplans

We have been working closely with local authority partners to deliver a Masterplan for each of the eleven market towns across the region (St Neots, St Ives, Huntingdon, Ramsey, March, Wisbech, Chatteris, Whittlesey, Ely, Soham and Littleport). Each with the aim of bringing jobs, infrastructure and growth, the Market Towns Programme will enable each town to become and remain "vibrant and thriving places" whilst helping to boost the local and regional economy and help level-up the region. The Masterplans provide an evidence base and a set of priorities for the market towns to consider in order to realise their future economic growth potential. Following the completion of the Masterplans the programme has transitioned to support the mobilisation and delivery of these Masterplans, including emerging interventions to help town centre and high street recovery considering the recent Covid-19 pandemic impacts. Individual project proposals are invited from local authority leads representing each market town to bid on £10m pump-priming fund that we have made available.

University of Peterborough

The first teaching building, including specialist labs and state-of-the-art teaching spaces, will open its doors to 2,000 students in 2022, with an ambition to offer courses for up to 12,500 by 2030 on the redeveloped Embankment site.

The second building is a Net Zero Innovation Incubator, creating highly skilled intensive jobs for graduates. The building will feature 3,300 sqm of flexible research space over three floors, helping to complete the transformation of the under-utilised Wirrina car park into a green, well landscaped campus, fully accessible to the public. The centre is a joint venture between the Business Board, Combined Authority and Photocentric. It will link with local industry, fostering collaboration and innovation in a wide range of materials technologies, including 3D printing research, sustainable plastics, and new ways to make batteries.

A further £20million follows a successful bid from the Governments Levelling Up Fund for the University's second teaching building which includes a public living lab and interactive Science, Technology, Engineering and Mathematics (STEM) centre. The university Living Lab will be a high-quality interactive science museum for Peterborough. It will be a place to creatively engage people (especially young people) in science and technology, offering a window into Peterborough's net zero future. The space will include a 1,000m2 ground floor fully publicly accessible with public teaching space and exhibition space for hackathons, festivals of ideas, debates, and forums. Upper floors of the building will provide teaching space for Peterborough's expanding student cohort, hosting 1,700 students studying STEM subjects each year.

Over the first ten years of the project's lifecycle, we estimate the main benefits of the university to be 5,600 higher value jobs in Peterborough, generating additional growth (GVA) of £308m over ten years, and we estimate new business creation of 580 new firms over ten years. These benefits will help reduce inequalities by raising educational aspirations for local people and create sustainable growth.

Community Led Homes

CLH are housing schemes of various scale that are set up and run by local people in their own communities. The schemes provide genuinely affordable homes for rent, shared ownership or sale to meet long-term local housing needs. Community-led housing is not for profit and involves considerable voluntary effort, and potential community housing groups are active in the majority of constituent authority areas in Cambridgeshire and Peterborough. A revised Community Homes Strategy will be developed in 2022 which is anticipated to recommend that continued technical support shall be provided by an accredited community-led housing advisor to community groups. This project supports our ambition to reduce inequalities by providing genuinely affordable homes to those who would otherwise not be able to get on the housing ladder and aligns to our value of community.

The Community Land Trust (CLT) start up grant is expected to award £5,000 in grants for community homes start-ups across Cambridgeshire, to cover the inception and setting up costs for new CLT's. We continue to support new and existing CLT's outside of East Cambridgeshire through the support of Eastern Community Homes and the skills they offer. East Cambridgeshire have their own bespoke CLT team offering this. There is a proposal from East Cambridgeshire for the availability of pre-development finance support for independent advice on rent policies, viability assessments and community engagement support (not exhaustive) and any funding for this will require an additional board approval.

New projects with funding subject to approval:

"Lifebelt" city portrait

To help inform the strategies and interventions that will ensure sustainable economic growth and an inclusive recovery, working with partners and community groups to develop a city portrait that will identify strengths and weaknesses against the six themes set out in this plan including reducing inequalities, and to provide an evidence base for high-return interventions that underpin economic growth with social justice within environmental limits.

Sustainable Cultural Services

The refurbishment of the Cambridge Guildhall Halls and Corn Exchange will allow us to develop new and existing income streams to support Cultural Services and venues that serve the region as a whole. We would also provide seed funding for a managed event site to deliver green accessible concerts.

Infrastructure

Our Ambition

Our ambition is to build public transport networks, improve digital connectivity and deliver energy and water system infrastructure that will improve job and life prospects.

Currently, our public transport system is inadequate, leading to avoidable pressure on the roads and poor air quality. We must ensure we have a robust public transport network that allows people to travel freely for work opportunities and where it is needed, we are updating roads to reduce congestion.

Our measures for success

- **Housing Completions**
- **Affordable Housing Completions**
- **Percentage of people who can reach a city / town centre by public transport**
- **Percentage of people who can reach a city / town centre by cycle using a recognised cycle path.**
- **Percentage of population covered by 4G and / or gigabit-capable broadband**

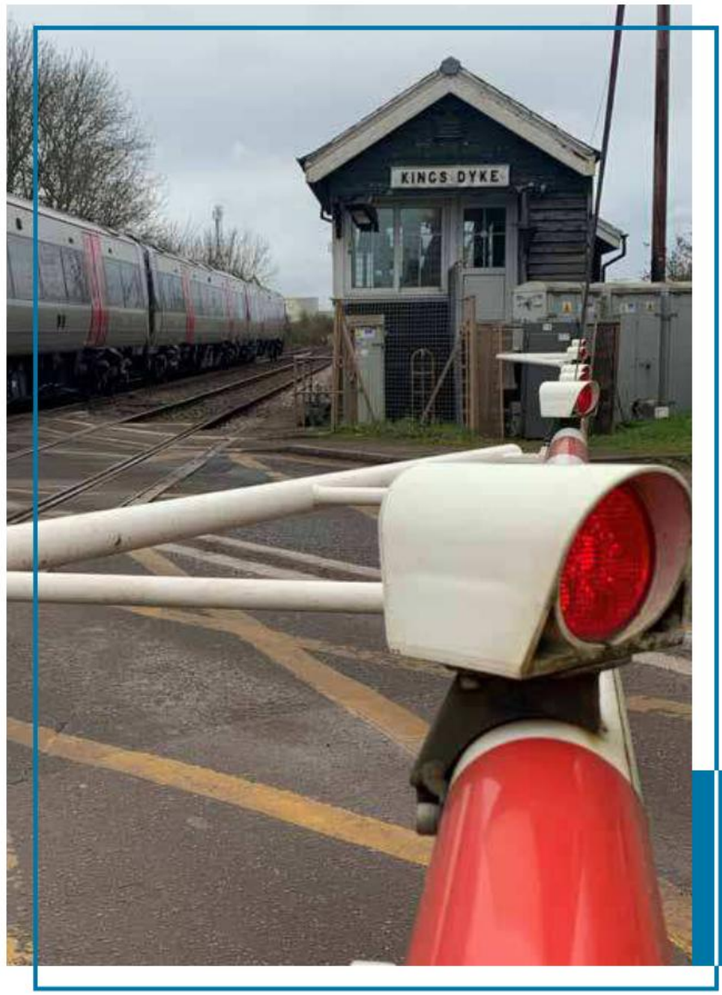
Our Strategy

Our infrastructure strategy is set out in the statutory Local Transport Plan and Digital Infrastructure Strategy. A new Local Transport and Connectivity Plan (LTCP) will be published in 2022. This document is a refresh to the first Local Transport Plan for Cambridgeshire and Peterborough published in 2020. The LTCP will describe how transport interventions can be used to address current and future challenges and opportunities for Cambridgeshire and Peterborough. It will set out the policies and strategies needed to secure growth, address the climate crisis and ensure that transport enables opportunity for all, with people able to access key services that will improve their quality of life, in a sustainable way.

The LTCP has six objectives:

- **Productivity** – Giving both employers and people the means to fulfil their potential, making them more efficient and more innovative to create more prosperity
- **Connectivity** – People and communities are bought closer together, giving more opportunities for work, education, leisure, and pleasure
- **Climate** – Successfully and fairly reducing emissions to Net Zero by 2050
- **Environment** – Protecting and improving our green spaces and improving nature with a well-planned and good quality transport network
- **Health** – Improved health and wellbeing enabled through better connectivity, greater access to healthier journeys and lifestyles and delivering stronger, fairer and more resilient communities
- **Safety** – To prevent all harm by reducing risk and enabling people to use the transport system with confidence

What we will deliver



Kings Dyke

The King's Dyke Level Crossing project aims to create a new road crossing over the existing King's Dyke railway line. Since construction started in June 2020 good progress has been made, the bridge is now in position over the railway line and the two new roundabouts are taking shape. The project remains on programme to complete in late 2022.

A47 Dualling

In January 2021 an important Combined Authority objective was achieved by securing agreement that the A47 project would be taken forward in partnership with National Highways (formerly Highways England) recognising it as a priority for development work by DfT and National Highways.
National Highways are undertaking a strategic assessment of the A47 between the A16 and the Walton highway east of Wisbech and are expected to provide the outcomes of the review early 2022. This work will be submitted, by National Highways, to DfT for consideration for further development work.

Digital Connectivity

Digital connectivity is hugely important for meeting some of the key challenges of our age - from sustainable economic growth to climate change mitigation and adaptation, and the management of scarce resources including water and energy. This programme led by the Connecting Cambridgeshire Programme targets different aspects of digital connectivity across broadband, mobile, 'Smart' technology and public access Wi-Fi. It will deliver long lasting digital infrastructure that will ensure that Cambridgeshire and Peterborough residents and businesses have the access they need to digital connectivity.

In 2021 we hit our full fibre target of 20% a year early and we are now at 35%. The public access CambWifi network has been extended to market towns in Huntingdonshire and East Cambridgeshire and is live in Peterborough city centre, with planning underway for deployment in March and Whittlesey. Long-range wireless network (LoRa) have been deployed in Ely, Soham, South Cambridgeshire and St Neots and are being extended to Huntingdon, St Ives and Ramsey to support sensors for environmental monitoring and IoT technology to grow the local economy. SmartPanel information screens providing live travel updates and useful information to support sustainable travel and the local economy will be going live in town centres. Work will continue into 2022 towards key targets to extend gigabit-capable fibre broadband coverage, facilitate better mobile coverage and 5G, pilot new technologies including flooding/air quality sensor networks, improve connectivity for social housing and expand the availability of public access Wi-Fi.

Ely Area Enhancement Project

A capacity enhancement scheme in the Ely area looking at increased freight and passenger trains and a road solution for the level crossings. This programme of works is now fully funded by Department for Transport with Network Rail developing the business case. We remain a member of the project board and taskforce working group.

University Access

Peterborough's University Access Strategic Outline Business Case identified two options that support the growth of the embankment area and the new University – ARU Peterborough. A preferred option is now identified following further development work. Engagement with the Department for Transport for Major Road Network funding will continue for Outline Business Case funding.

A141 and St Ives Strategic Outline Business Case

The A141 and St Ives projects have been bought together to consider current and future congestion challenges in the important towns of Huntingdon and St Ives. With the current A141 and A1123 suffering considerable transport challenges each scheme was progressed independently but following consultation it became clear that each locality was impacted by the potential solutions of the other and as a result it was recommended that they should be combined at Outline Business Case stage which is now complete. We remain committed to the growth ambitions of Huntingdonshire District Council and collaboratively seeks to improve the transport options of the communities around North Huntingdon and St Ives.

A505

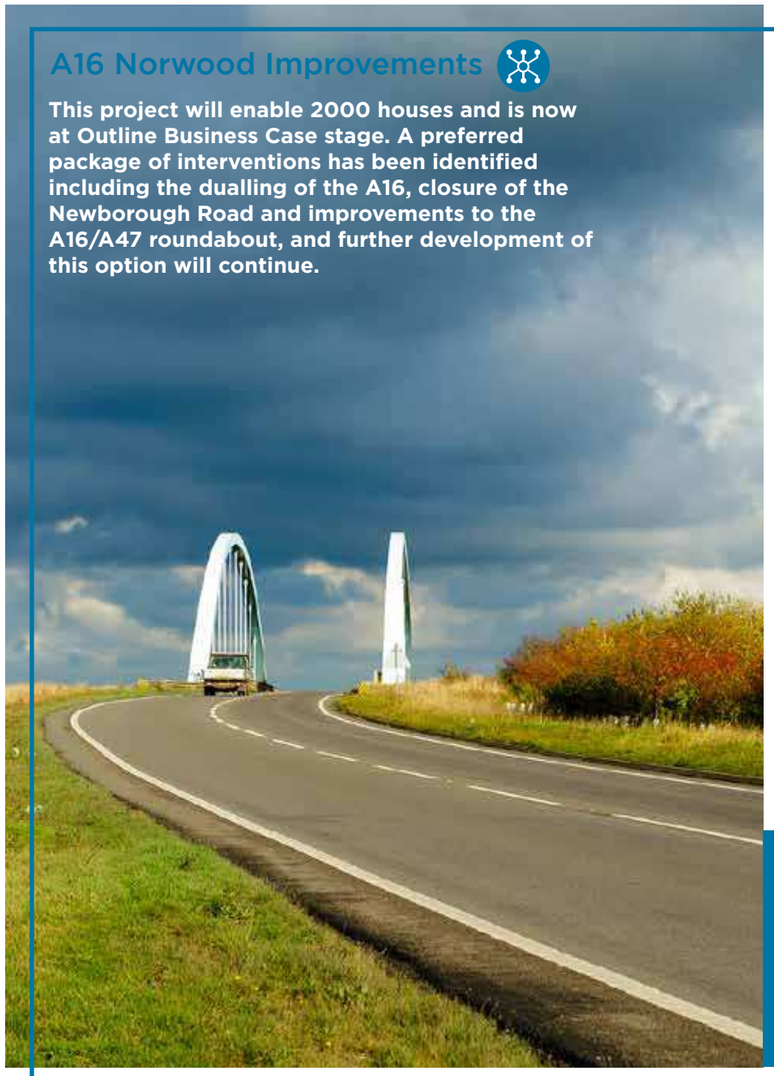
This is Stage 1 of the Royston to Granta Park Strategic Growth and Transport Study. Stage 1 involves the completion of a Transport Audit Report to set out the current transport conditions in the area and the future travel demand. It also includes the preparation of a multi-modal Preliminary Strategic Outline Business case for the area which we will continue to develop into 2022.

Fengate Phase 1

A business case and design to look at improving access to a large employment area at Red Brick Farm within Eastern Industries at Fengate. The Full Business Case is due to complete in late 2022.

A1260 Junction 15 and Junction 32/3

These junctions are a cornerstone of the Peterborough Parkway Network that provides access to Peterborough city centre as well as business centres, parks, hospitals, and housing developments but are affected by high levels of congestion in peak hours. The schemes are not just important for Peterborough as a city, but congestion in the area has a knock-on effect on all roads leading in and out of that part of the city and so will have a traffic influence on large parts of the north of Cambridgeshire. We have approved funding for Junction 15 to begin construction which will be completed in 2023 and includes active travel and environmental measures. Junction 32/3 will complete Full Business Case stage in 2022 and seek approval of construction funding.



A16 Norwood Improvements

This project will enable 2000 houses and is now at Outline Business Case stage. A preferred package of interventions has been identified including the dualling of the A16, closure of the Newborough Road and improvements to the A16/A47 roundabout, and further development of this option will continue.

Wisbech Access Strategy

The Combined Authority took forward the A141 and St Ives as separate projects to consider current and future congestion challenges in the important towns of Huntingdon and St Ives. With the current A141 and A1123 suffering considerable transport challenges each scheme was progressed independently but following consultation it became clear that each locality was impacted by the potential solutions of the other and as a result it was recommended that they should be combined at Outline Business Case stage which is now complete. The Combined Authority remains committed to the growth ambitions of Huntingdonshire District Council and collaboratively seeks to improve the transport options of the communities around North Huntingdon and St Ives.

March Area Transport Strategy

The aim of the study is to identify potential transport interventions in March which will address existing capacity and safety problems whilst mitigating for future growth. The next stage of the study (Full Business Case and Detailed Design) is due to begin in early 2022. In addition, a set of Quick Win schemes have been identified and many have been delivered with the remaining two set to be delivered in early 2022. Quick wins include Zebra crossings, signage, footways and link roads to improve safety and connectivity. Also, as part of the study a walking and cycling strategy is currently being undertaken.

A10 Outline Business Case

In 2021 we successfully secured funding from the Department for Transport as part of the Major Road Network bidding process, this funding added to the funding already approved by us and enables the development of the Outline Business Case which will begin in 2022. Working in collaboration with Cambridgeshire County Council we are currently reviewing the outcomes of the Strategic Outline Business Case and will consider low cost and full dualling options. Consideration will need to be given for the new policy environment around active travel (Local Transport Note 1/20 / Gear Change) and climate impacts.

Energy Hub

There are 5 Local Energy Hubs in England, one of which is hosted by the Combined Authority through the Greater South-East Energy Hub (GSEEH) which is a collaboration of eleven Local Enterprise Partnerships (LEPs). One of the key aims is to make homes more energy efficient. Local Authority Delivery phase 1 completed in September 2021, and phase 2 will complete in March 2022. Deliverables include Local Energy Capacity Support to increase the quality & quantity of local energy projects delivered, a Green Home Grant, a Rural Community Energy Fund for feasibility and development funding for community owned local energy projects, Public Sector Estate Decarbonisation and the new sustainable warmth programme.

The new sustainable warmth programme will be part of phase 3 of the Local Authority Delivery which aims to save households money, reduce fuel poverty, cut carbon and support the aims of the Prime Minister's 10 Point plan for a Green Industrial Revolution. It provides funding to upgrade homes both on and off the mains gas grid and for low-income households heated by mains gas by installing Eligible Measures. GSEEH and the Combined Authority are mobilising this now, to start as soon as possible in early 2022 and delivered by March 2023.

Coldhams lane

This project will consider introducing improvements to the roundabout at the junction of Coldhams Lane, Brooks Road and Barnwell Road, Cambridge. This project is currently on hold and discussions are ongoing in relation to future bid funding.

Peterborough Station Quarter

This is a strategic redevelopment opportunity site consisting of circa 18 acres of underutilised land around Peterborough station. The station enhancements project will form phase 2 of the redevelopment programme, with a new multi-storey car park to the east forming phase 1. A station masterplan and feasibility study has been completed and with our partners we will be creating a Strategic Outline Business Case in early 2022.

New projects with funding subject to approval:

Harston Capacity Study

A study to review options to improve safety, reduce congestion, improve journey time reliability and connectivity in the Harston area.

A142 Chatteris to Snailwell

A study to identify current challenges and future options to improve safety, reduce congestion and journey time reliability for access into and out of the Fens, stimulating housing and economic growth.

Finance & Systems

Our Ambition

Our ambition is to increase our area's wealth in a way that is driven by our values, not simply to increase our area's income. In the past, we have focussed solely on the target of doubling GVA, but growth is meaningless if it's not sustainable: it is only because we invest in the future that we can look forward to sustainable growth. We will double the size of the economy while ensuring good growth through ustainable investments, ensuring that rising prosperity makes life better, healthier and fairer for all, without exhausting the resources our children will need for the future.

Our measures for success

Economic Growth indicators, including:

- **Gross Value Added (GVA) (balanced) by industry**
- **Job Density (Total Jobs)**
- **Employee Jobs**
- **Productivity**

Our Strategy

We commit to a continued review of the funding we receive to ensure we can meet the ambitions set out in our strategies. We will therefore continue to lobby for funding to invest in interventions that will provide sustainable and healthy places in which to live and work.

In 2021 we have been successful on bids from central government totalling over £40m, and in 2022 amongst other things we will lobby for a lead role in Strategic Priorities Fund allocation and be looking at opportunities to bid for Transport Levelling Up funding. We are also waiting on a decision by the Department for Transport in regard to the Bus Service Improvement Plan funding where the region could be awarded over £100m. We will also continue to build public and private partnerships where to date we have leveraged over £150 million from the private sector through our Business Board alone.

We will continue to look at innovative ways to invest in the region and our businesses, one of the ways we currently invest is through Recycled Growth Funds. Recycled Growth Funds are made up of repayments from previous Growth Fund investments, based on recommendations from the Business Board. As these investments repay the funds these can be reinvested in new projects delivering jobs and skills in the area. The interest payments on these investments give the Business Board revenue funds as well.

What we will deliver

This section will focus on the interventions/system reforms that could only happen because we are a Combined Authority and have our Devolution Deal.

Local Bus Powers

In April 2021 the public transport teams of Peterborough and Cambridgeshire - running the tendered bus network, community transport support and the issue of concessionary travel passes - transferred into the Combined Authority and in June 2021 the real time information function also transferred in and we will continue to deliver these critical services across the area.

Bus Franchising

The Combined Authority is developing a business case to support a potential Bus Franchising solution, although no decision has yet been taken to proceed with an Enhanced Partnership or a Franchising model. This is following the publication in March 2021 of the National Bus Strategy and in line with all-party commitments for it at the 2021 Mayoral elections. The Combined Authority has assessed Enhanced Partnership and Franchising options within this business case and the results of this will inform decision-making as to the best route forward to deliver the high quality public transport network the region deserves.

Our proposed method of franchising will be to use powers contained in the 2017 Bus Services Act and a formal Mayoral authority notice was issued to DfT, in May 2019, to take over the local bus services from the incumbent operators and contract them to the best bidder, but with enhanced routings and frequency. At present Combined Authority has approximately 10% of services operated under its control and through franchising this will rise to over 80%; cross boundary services will mainly remain with incumbent operators on a permit system.

In early 2022 the Combined Authority will consult publicly regarding transitioning from the current commercial and subsidised services system into an enhanced partnership or a franchising system. The aim is to gain additional bus funding which will enhance and improve bus provisions for the comfort, safety and journey time improvement for all communities.

Highway's maintenance / Key Route Network

Currently the Combined Authority passport highways maintenance funding to Cambridgeshire County Council and Peterborough City Council as Highways Authorities. Discussions will continue with partners in 2022 on reviewing the case for the development of a Cambridgeshire and Peterborough Key Route Network.

Adult Education Budget

As part of the Devolution Deal the Combined Authority took control over the Adult Education Budget (AEB). More information is within the Health and Skills chapter.

Enterprise zones

The Business Board is responsible for the delivery of two Enterprise Zones across the region – Alconbury Weald Enterprise Campus and Cambridge Compass Enterprise Zone which cover six key development sites across the area. The Enterprise Zones enable key development sites to flourish by attracting business and creating jobs.

All growth in business rates generated by the Enterprise Zones are retained locally for a period of 25 years to reinvest in the local area. This enables the Business Board to reinvest in site development and other local initiatives, to deliver long-term, sustainable growth based on cutting-edge technology and enterprise.

OxCam Arc Spatial Framework

The Combined Authority and its member councils play an active role in discussions across the Oxford to Cambridge Arc. We have gathered local views on the government's proposal for an Arc spatial framework and made representations to government. We will continue to ensure that the views of the people of this area are taken into account in any new approach the government takes to the Arc.

Non-Statutory Spatial Framework

This project is to produce Phase 2 of the Non-statutory Strategic Spatial Plan. It is being developed collaboratively with local authorities through an engagement process supported by the Growth Ambition Programme Board. In Autumn 2019 the next stage was paused and this remains the case as Leaders agreed the priority is to engage with the government's OxCam Arc Spatial Framework.

Our key achievements in 2021/22

In 2021 we have been successful on bids from Government totalling over £40m, this includes £20m of Levelling Up funding, £13.8m of Getting Building Funding, almost £4.3m for 30 Zebra buses, almost £3.4m of Community Renewal Funding and £2.9m of active travel funding.

We have received funding confirmation that following the completion of a successful Cambridge South business case by the Combined Authority, Government have announced within the Budget that this project is funded, subject to planning to proceed for completion in 2025. Similarly in 2021 an important Combined Authority objective was achieved by securing agreement that the A47 project would be taken forward in partnership with National Highways.

Construction has began on Manea and March stations to provide better station and platform facilities as well as improved parking and bus connectivity points. Over the course of 2021 a set of Quick Win schemes in March have also been delivered with only two remaining, these include zebra crossings, signage, footways, and link roads to improve safety and connectivity.

In 2021 we rolled out E-bikes and E-scooters into Cambridge and Peterborough. The scheme so far has tracked more than 224,000 trips in Cambridge alone that has travelled a distance of over 1million kilometre (equivalent to 25 times around the equator). The trial has been used by more than 36,000 active users. In the first 10 months of the Cambridge trial, it is estimated that 73,000 fewer car journeys have taken place which equates to a 66-tonne reduction in Carbon Dioxide emissions.

For the Digital Connectivity programme in 2021 we hit our full fibre target of 20% a year early and we are now at 35%. The public access CambWifi network has been extended to market towns in Huntingdonshire and East Cambridgeshire and is live in Peterborough city centre, with planning underway for deployment in March and Whittlesey.

In 2021 we rolled out a trial of Demand Responsive Transport in West Huntingdonshire named 'Ting', it is too early to make conclusions about its success, but the numbers are promising with an estimated 500 individual passenger trips a week prior to Christmas. We have also submitted to DfT an ambitious plan for bus service improvement (BSIP) across our region.

In partnership with Cambridgeshire County Council, we have begun construction on King's Dyke which is a £32 million infrastructure project. The bridge is now in position over the railway line and the two new roundabouts are taking shape.

The University of Peterborough Phase 1 begun construction and will open in September 2022 to 2,000 students, and funding has been approved to begin phase 2 and 3. We have also continued creating jobs through the Local Growth Funds with 4,863 created over the course of the fund, and have continued to create jobs, apprenticeships and attract inward investment through our innovative Business Growth Service.

For housing, 925 additional affordable housing units started on site by the end of December 2021 with over 330 units already completed. By the end of the programme we expect to have delivered 1,560 additional affordable houses.

In 2020/21 we have completed the following projects:

Sustainable Travel

The project completed in July 2021 and delivered sustainable travel promotional activities, information, and advice. The delivery of the Bike scheme was impacted by the lockdown restrictions of the time but this scheme has now been fully delivered.

A605 Stanground

This was a junction improvement scheme that was completed in August 2021. It was part funded by the Combined Authority via the Department for Transport National Productivity Investment Fund and Peterborough City Council, to reduce congestion between Whittlesey and Stanground.

Eastern Agri-Tech

The Eastern Agri-Tech programme ended in March 2021 and supported small-medium sized businesses in the Agri-Tech sector. In total 27 applications were approved and during 2020/21, the initiative created 20 new jobs, whilst protecting an additional 12.

National Retraining Scheme

The Retraining Scheme pilot completed in October 2021 and was developed as an employer led programme working with employers to co-design a model to attract the right talent. It targeted sectors where there has been demand for skilled staff to be retrained to enter or continue work in those sectors. The retraining scheme allowed us to test an employer led model which will inform of best practice to support with upskilling adults, aligned to the needs of the labour market, and 10 recruits were identified at Marshall Aerospace all with a retraining need. These went through a programme of activity and will be retained by Marshall with progression routes available to all.

Schemes and Studies

This scheme completed in April 2021 and undertook small scale studies and traffic monitoring to develop an on-going pipeline of transport infrastructure schemes to tackle congestion, enable housing and promote job creation. The outcomes from this report will be used to develop our future transport and infrastructure ambitions.

Soham Station

The Station has been funded by the Combined Authority in partnership with Network Rail. The station opened in December 2021, 6 months ahead of the initial planned opening. The new station has facilities for cycle storage, car parking and is connected to the local bus service via a stop within the station.

Appendix 1: Local Growth Fund projects

LGF Project	Project Description	Primary Sector	LGF Amount Awarded	Jobs Created (Forecast)	Actual to date (November 2022)
Accelerating Start-Ups, Scale-Ups & Set-Ups – Through Start-up & Growth Finance & Advice					
Growth Works (Business Growth Service)	Development of a business growth service and other linked activities targeting high value businesses to grow GVA in the Regions	All	£5,407,000	4739	675
Illumina Genomics Accelerator	Grant based support to start up organisations in the life science field who become part of the Illumina support programme	Life Science	£1,000,000	1033	48
Startcodon Life Science Accelerator	Start Codon aims to close this equity gap by providing both support (in the form of a six-month acceleration programme) (the "Programme") and seed-funding of between £250,000 - £500,000 (and the Programme and such funding being the "Offering") to High Potential Companies so that they can perform key experiments, develop their technologies and intellectual property, and expand their team	Life Science	£3,342,250	5190	145
Ascendal Transport Accelerator	Development of testing facilities for new transportation technologies, supporting proof of concept to marketing, programme of specific support to start-up companies in the field of transport	Transport	£965,000	202	3
Medtech Accelerator	Share Investment into the Medtech Accelerator, set up to facilitate the early-stage development of innovations in the broad area of medical technology (devices, diagnostics, software and eHealth) that meet unmet clinical needs within the NHS	Life Science	£500,000	0	9
Peterborough & Fens Smart Manufacturing Association	OP intends to establish the Smart Manufacturing Association (SMA) (Dig 1) as a JV with the Combined Authority, it will transition to a sustainable, self-financing model ultimately funded through corporate partnerships, fee paying members chargeable services.	Business Growth	£715,000	385	5
Teraview Company Expansion	Loan to support the fit-out costs of a new research facility on the Cambridge Research Park Enterprise Zone	Advanced Manufacturing	£120,000	15	3
Aerotron Company Expansion	Support to develop phase 2 of the relocation to Chatteris and the development of the composite repair training facility	Advanced Manufacturing	£1,400,000	155	100
Agri-Tech Growth Initiative	The Eastern Agri-Tech Growth Initiative provides a boost to the food, drink and horticulture sectors by supporting businesses looking to invest in specialist equipment, new markets, ways to improve productivity and efficiency, as well as Research and Development. There are two funding streams - a Growth Fund for grants of between £10,000 and £150,000 to support improvements in productivity/efficiency; and the R&D Fund which provides grants of between £10,000 and £60,000 to support the development of innovative ideas, products and technology. Matched by the SMEs themselves, the Growth Deal funding attracts significant leverage and will create a number of new jobs.	AgriTech	£3,600,000	338	384
Growing Places Fund Extension	This is a £200k project pot as a successor to the Growing Places Fund, primarily focused on projects which will unlock commercial land and / or jobs. Investments are a mixture of grants and loans, providing a recycling fund.	All	£300,000	320	520

Signpost to Grant - Combined Authority Growth Hub	Small capital grant scheme to enhance SME competitiveness, create employment, improve productivity and exports	All	£200,000	0	0
COVID Capital Growth Grant Scheme	SME support grants - capital expenditure to support businesses through the current pandemic	All	£5,993,934.70	287	216.5
Peterborough Builds Back Better	Reimagination of Peterborough City Centre to stimulate a cafe culture in Cathedral Square. The aim of the cafe culture facility will be to attract additional private sector investment in the city, create or protect unto 100 jobs in the city.	Economy & Tourism	£800,000	300	500
Cambridge Visitor Welcome 2021	facilitation of street closures to support the recovery of the city centre post COVID, includes redesign of areas to include outdoor seating	Economy & Tourism	£710,000	440	16
BGS Capital Grants Scheme	Capital grants for SMEs for start up and innovation	All	£2,043,178	1200	330
TOTAL			**£27,096,363**	**14604**	**2954.5**
Accelerating Hi-Tech Jobs Growth – Through Innovation & Incubation Centres					
Hauxton House Incubation Centre	Refit and refurbishment of a grade 2 listed mill to support the development of of incubator/clean lab space at Hauxton House	Life Science	£438,000	110	51
South Fenland Enterprise Park	The project will deliver new flexible grow-on or 'scale-up' business space at Chatteris in Fenland, adding a third phase to the established start-up and small business hub at the South Fens Enterprise Park.	Business Growth	£997,032	76	0
Photocentric 3D Centre of Excellence	Development of a 3D manufacturing farm producing innovative products via 3D production printing methods	Advanced Manufacturing	£1,875,000	677	17
Cambridge Biomedical Campus	Develop a 122,642 sq. ft. gross multi-occupancy building, able to accommodate requirements ranging from 5,000 - 20,000 sq. ft. and incorporating a mix of dry and wet laboratory space and ancillary office, estimated at a total cost of £48m including professional fees and infrastructure.	Life Science	£3,000,000	3084	0
NIAB - AgriTech Start Up Incubator	Refit and refurbishment of Barn 4 - development of SME start up space focused on AgriTech industry	AgriTech	£2,484,000	1717	8.5
NIAB - Agri-Gate Hasse Fen extension	Further development of the incubator space focussing on AgriTech companies, linked to the heat regenration and green energy opportunities in the farming industry	AgriTech	£599,850	165	19
TWI Engineering Centre	A new secure fabrication, testing and validation facility for materials engineering, supporting a range of industries including oil, gas, energy, aerospace/defence and rail. This facility has been developed at TWI's headquarters on Granta Park and the capital project includes the purchase of specialist fabrication and testing equipment. Ultimately the project will result in innovation in materials fabrication and in turn further research, jobs and skills outcomes.	Advanced Manufacturing	£2,100,000	55	82
Biomedical Innovation Centre	Led by University of Cambridge, Growth Deal investment supported the conversion of part of a building on the Biomedical Campus at Addenbrookes into a new innovation centre for NHS and University spin-outs and start-ups wishing to be part of the southern Cambridge med-tech cluster. LEP investment will result in new companies, new technologies, jobs and leverage.	Life Science	£1,000,000	243	80
Haverhill Epicentre - Jaynic	Development of a building to house incubator/start-ups focused on life science on the outskirts of Haverhill	Life Science	£2,700,000	750	235
TWI Ecosystem Innovation Centre	Refurbishment of office space for start-up companies, offering support and access to facilities	Advanced Manufacturing	£1,230,000	77	6

West Cambs Innovation Park	The vision for West Cambridge is to pilot a new approach for enabling business growth and scale up across the UK, using an integrated model of planning and business development to replicate global best practice and utilise the enormous anchorage potential of world-class British universities.	Life Science	£3,000,000	530	12
TTP Life Sciences Incubator	TTP plans to create a life science incubator on its site at Melbourn Science Park to support the formation and growth of new life science start-ups on the Cambridgeshire/Hertfordshire border. This incubator will combine specialist facilities, TTP's proven track record in assisting start-ups throughout their life cycle and investment in these start-ups secured from TTP's global commercial network.	Life Science	£2,300,000	246	16
Aracaris Capital Living Cell Centre	Development of state of the art clean labs, office space focussed on the living cell medical breakthrough for treatment of cancer and other genetically influenced diseases	Life Science	£1,350,000	200	46
TOTAL			**£23,073,882**	**7930**	**572.5**
Accelerating Recovery in Construction - Through Transport Infrastructure Improvements					
Whittlesey King's Dyke Crossing	Creation of a new vehicular bridge over the A605 between Whittlesey and Peterborough, to improve travel time by closing the current inefficient level crossing and creating an alternate route. Will create growth opportunities resulting in jobs and homes.	Transport	£8,000,000	0	8
Bourges Boulevard Phase 1 & 2	Improvements to Bourges Boulevard in Peterborough, an important connection between two main city centre roundabouts. Updating of the road layout improved connections between the railway station and commercial centre, providing a new pedestrian walk-through. It has also contributed to the City Council's ability to create a land assembly site for future mixed use.	Transport	£11,300,000	0	455
A47/A15 Junction 20	Scheme to ease congestion at Junction 20 of the A47 North East of Peterborough, which is a key interchange on Peterborough's Parkway witnessing increase of traffic in recent years. The roundabout is subject to heavy queuing during peak hours but these improvements and full signalisation of the junction will reduce this. Improvements will also allow for the completion of nearby developments (Paston Reserve and Norwood) and will provide a connection from these sites to the Parkway, resulting in significant numbers of new homes and new community infrastructure.	Transport	£6,300,000	0	47
Wisbech Access Strategy	This project is split into two phases - initial investment of £1m into feasibility study which will provide a way forward to deliver a further £10.5m package of transport schemes in and around Wisbech. These will improve transport capacity in turn unlocking sites in Fenland's Local Plan which will deliver jobs and homes.	Transport	£7,000,000	1500	13
Lancaster Way Phase 1 Loan	Construction of 9 small business units in an Enterprise Zone on the outskirts of Ely	Business Growth	£1,000,000	1020	1297
Lancaster Way Phase 2 Loan	Phase 2 infrastructure to support growth in Enterprise Zone	Transport	£3,680,000		
Lancaster Way Phase 2 Grant	Improved road access to Enterprise Zone to support future growth potential	Transport	£1,445,000		
Ely Southern Bypass	Creation of a bypass around Ely to reduce congestion at the train station level crossing and provide a new link between Stutney Causeway and Angel	Transport	£22,000,000	0	250

	Drove to the south of the city. This will prevent large queues which currently form when traffic on the slip-road blocks access to the underpass. This new bypass will also enable redevelopment and growth of the Station Gateway area. Outputs will include significant homes and jobs numbers.				
Manea & Whittlesea Stations	Feasibility study into the extensions to railway platforms to increase capacity	Transport	£395,000	80	58
Soham Station	Development of a new station covering Soham, improving transport links across the area	Transport	£1,000,000	0	18
TOTAL			**£62,120,000**	**2600**	**2146**
Retraining & Upskilling for New Jobs – Through Improved Education Capacity					
Metalcraft Advanced Manufacturing Centre	The creation of an Innovation Launchpad will act as a nucleation point for innovation cluster development and business growth. Provision of a new training centre to meet the needs of local and wider area businesses to address the lack of training facilities for apprentices.	Advanced Manufacturing	£3,160,000	44	0
University of Peterborough Phase 1	The project will establish a Phase 1 University Campus in Peterborough, for 2,000 students by September 2022, with a curriculum and delivery model that is designed to meet the skills needs that growth in the Greater Peterborough business base will generate.	Multi-Sector	£12,500,000	14250	242
March Adult Education Skills & Training Expansion	To provide for the development of 4 workshops and 3 additional classrooms at its new main centre in March.	Multi-Sector	£400,000	141	2
PRC Food Manufacturing Centre	Growth Deal funding supported the creation of a new dedicated manufacturing training Centre of Excellence, meeting local training needs in food manufacturing. The project will deliver skills and apprenticeships outcomes.	Food Processing	£586,000	0	0
iMET Skills Training equipment	Cambridgeshire Regional College, are continuing to deliver iMET outcomes from their Huntingdon and Cambridge campuses in technical, advanced and higher vocational skills in manufacturing, engineering, advanced construction and high-technology industries resulting in a range of qualifications and apprenticeships, to serve employers throughout the whole of the GCGP area.	Advanced Manufacturing	£10,473,564	1	5
CITB Construction Academy	Growth Deal supported the establishment of a new construction training facility using simulators, which is among the first of its kind in the country to be integrated into established apprenticeship programmes and mainstream provision. The simulators enable training to continue in poor weather and they produce detailed analysis of trainees' progress, enhancing assessment.	Construction	£450,000	1	2
EZ Plant Centre Alconbury	Plant Training Academy that provided Support the Enterprise Zone	Construction	£65,000	0	0
Highways Academy	Growth Deal investment supported the creation of new training facilities at WATA (West Anglia Training Association) in Huntingdon, motorway facility and civil engineering academy which supported Highways England to deliver training and apprenticeships linked to the A14 improvements.	Construction	£363,784.30	0	0
CRC Construction Skills Hub	Refurbishment of the current construction facility at Huntingdon Regional College, to expand and develop the space to provide a better and safer	Construction	£2,500,000	609	2

	learning environment. Digital improvements to communication between college and students				
AEB Innovation Grant	Grants supporting colleges and training providers in developing innovative ways to engage and supoport adult learners	Multi-Sector	£323,700	15	0
TOTAL			**£30,822,048**	**15061**	**253**
GRAND TOTAL			**£143,112,293**	**40195**	**5926**

Appendix 2: Medium Term Financial Plan

Business and Skills Revenue Budget

2021/22 £000's		2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
11,368	**AEB Devolution Programme**	10,449	10,449	10,449	10,449
237	**ARB High Value Courses**	-	-	-	-
500	**AEB Innovation Fund - Revenue**	500	500	500	500
809	**AEB Level 3 Courses**	-	-	-	-
40	**AEB National Retraining Scheme**	-	-	-	-
442	**AEB Programme Costs**	367	367	367	367
250	**AEB Provider Capacity Building**				
234	**AEB Sector Based Work Academies**	-	-	-	-
250	**AEB Strategic Partnership Development**				
15	**Business Board Annual Report**	-	-	-	-
35	**Business Board Effectiveness Review**	-	-	-	-
222	**Careers and Enterprise Company (CEC)**	50	25	-	-
1,826	**Digital Skills Bootcamp**	-	-	-	-
150	**Economic Rapid Response**	-	-	-	
50	**Enterprise Zone Investment**	-	-		
3,445	**Growth Co Services**	3,418	916	-	-
-	**Growth Hub**	-	123	246	246
890	**GSE Energy Hub**	1,579	-	-	-
195	**GSE COP 26**	-	-	-	-
896	**GSE Green Homes Grant Sourcing Activity**	-	-	-	-
69	**GSE Green Homes Grant Sourcing Strategy**	-	-	-	-
1,372	**GSE Public Sector Decarbonisation**	-	-	-	-
735	**GSE Rural Community Energy Fund (RCEF)**	1,836	-	-	-
3,031	**Health and Care Sector Work Academy**	-	-	-	-
46	**HPC study and roadmap**	-	-	-	-
83	**Insight & Evaluation Programme**	75	75	75	75
523	**Local Growth Fund Costs**	530	-	-	-
121	**Market Towns & Cities Strategies**	-	-	-	-
98	**Marketing and Promotion of Services**	90	90	90	90
40	**Mid-Life MOT**	-	-	-	-
100	**Peterborough University Quarter Masterplan**	-	-	-	-
100	**Shared Prosperity Fund Evidence Base & Pilot Fund**	-	-	-	-
112	**Skills Advisory Panel (SAP) (DfE)**	-	-	-	-
115	**Skills Rapid Response**	-	-	-	
224	**St Neots Masterplan**	-	-	-	-
33	**Trade and Investment Programme**	-	-	-	-
8	**Visitor Economy and R&R Grants**	-	-	-	-
28,661	**Total Business & Skills Approved Budgets**	**18,893**	**12,544**	**11,727**	**11,727**
-	**Total Business & Skills Subject to Approval**	**-**	**-**	**-**	**-**
28,661	**Total Business & Skills Revenue Expenditure**	**18,893**	**12,544**	**11,727**	**11,727**

Appendix 2 51

Delivery and Strategy Revenue Budget

2021/22 £000's		2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
	A141 SOBC				
114.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Bus Review Implementation				
1,842.4	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Bus Service Subsidisation				
187.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM Innovation Company				
657	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Covid Bus Service Support Grant				
189.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A142 Chatteris to Snailwell				
-	Approved Project Costs	-	-	-	-
150.0	Subject to Approval	-	-	-	-
	Climate Change				
160	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	100	100	100
	Development of Key Route Network				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Development of sustainable Cultural Services for the City of Cambridge and the Region - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	43	113	75	-
	Doubling Nature Metrics				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	25	50	50	-
	Greater Cambridge Chalk Stream Project - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	40	40	40	-
	Harston Capacity Study				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Huntingdonshire Biodiversity for all - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	50	50	50	-
	Local Transport Plan				
200	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	-	-	-
	Land Commission				
40	Approved Project Costs	-	-		-
-	Subject to Approval	-	-		-
	"Lifebelt" city portrait to inform Cambridge's sustainable & inclusive growth & recovery				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	40	40	-	-
	Meanwhile at Core Site, North East Cambridge - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	10	55	55	-
	Monitoring and Evaluation Framework				
150	Approved Project Costs	34	-	-	-
-	Subject to Approval	36	70	70	70
	Natural Cambridgeshire				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	70	70	70	-
	Non-Statutory Spatial Framework (Phase 2)				
57	Approved Project Costs	-	-	-	-
245	Subject to Approval	100	-	-	-
	P'boro Station Quarter SOBC				
350	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Public Transport: Bus Service Operator Grant				
409	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Rewilding Programme				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	50	50	50	-
	Sawston Station Contribution				
-	Approved Project Costs	-	-	-	-
16	Subject to Approval	-	-	-	-
	Segregated Cycling Holme to Sawtry				
-	Approved Project Costs	-	-	-	-
100	Subject to Approval	-	-	-	-
	St Ives (SOBC)				
137	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Transport CPCA Bus Operation				
13,040	Approved Project Costs	13,300	13,566	13,838	14,115
-	Subject to Approval	-	-	-	-
	Transport Response Fund				
-	Approved Project Costs	-	-	-	-
650	Subject to Approval	-	-	-	-
17,531.0	**Total Delivery & Strategy Approved Projects**	**13,334**	**13,566**	**13,838**	**14,115**
1,460.9	**Total Delivery & Strategy Projects Subject to Approval**	**664**	**638**	**560**	**170**
18,991.9	**Total Delivery & Strategy Revenue Expenditure**	**13,998**	**14,204**	**14,398**	**14,285**

Housing Revenue Budget

2021/22 £000's		2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
	Housing				
	CLT				
79	Approved Project Costs	70	70	70	70
-	Subject to Approval	50	50	-	
	Housing Response Fund				
-	Approved Project Costs	-	-	-	-
350	Subject to Approval	-	-	-	-
	Affordable Housing Programme Revenue Costs				
443	Approved Project Costs	443	454	466	464
-	Subject to Approval				
	Garden Villages				
114	Approved Project Costs	-	-	-	
-	Subject to Approval	-	-	-	
636	**Total Housing Approved Budgets**	**513**	**524**	**536**	**534**
350	**Total Housing Projects Subject to Approval**	**50**	**50**	**-**	**-**
986	**Total Housing Revenue Expenditure**	**563**	**574**	**536**	**534**

Corporate Services Capital Programme

2021/22 £,000		2022/23 £,000	2023/24 £,000	2024/25 £,000	2025/26 £,000
	Investment in Finance System				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Office Fit-out costs				
	Approved Project Costs	-	-	-	-
	Subject to Approval	200	-	-	-
	ICT Capital				
44	Approved Project Costs	42	42	42	42
-	Subject to Approval				
44	**Total Corporate Approved Capital Projects**	**42**	**42**	**42**	**42**
150	**Total Corporate Project Costs Subject to Approval**	**200**	**-**	**-**	**-**
194	**Total Corporate Capital Projects**	**242**	**42**	**42**	**42**

Business and Skills Capital Programme

2021/22 £,000		2022/23 £,000	2023/24 £,000	2024/25 £,000	2025/26 £,000
	Levelling Up Fund - University of Peterborough Phase 3				
-	Approved Project Costs				
-	Subject to Approval	2,000	-	-	-
	COVID and Capital Growth Grant Scheme				
7	Approved Project Costs	-	-	-	-
	Business Rebound & Growth Service - Capital Grant and Equity Fund				
6,293	Approved Project Costs	4,250	500	-	-
	CRC Construction and Digital Refurbishment				
911	Approved Project Costs	-	-	-	-
	Eastern Agritech Initiative				
100	Approved Project Costs	-	-	-	-
	Getting Building Fund - University of Peterborough Phase 2				
14,600	Approved Project Costs				
-	Subject to Approval	-	-	-	-
	Illumina Accelerator				
1,000	Approved Project Costs	1,000	-	-	-
	Market Town Master Plan Implementation				
7,274	Approved Project Costs	2,021	1,959	-	-
-	Subject to Approval	2,946	-	-	-
	St Neots Masterplan Capital				
190	Approved Project Costs	95	-	-	-
-	Subject to Approval	-	-	-	-
	March Adult Education				
314	Approved Project Costs	-	-	-	-
	AEB Innovation Fund				
324	Approved Project Costs	-	-	-	-
	Cambridge Biomedical MO Building				
1,702	Approved Project Costs	-	-	-	-
	Cambridge City Centre				
691	Approved Project Costs	-	-	-	-
	Green Home Grant Capital Programme				
78,340	Approved Project Costs	-	-	-	-
	Peterborough City Centre				
681	Approved Project Costs	-	-	-	-
	Metalcraft (Advanced Manufacturing)				
2,979	Approved Project Costs	-	-	-	-
	South Fen Business Park				
997	Approved Project Costs	-	-	-	-
	Start Codon (Equity)				
2,226	Approved Project Costs	-	-	-	-
	TTP Incubator				
33	Approved Project Costs	-	-	-	-
	West Cambs Innovation Park				
-	Approved Project Costs	-	-	-	-
118,662	**Total Approved Business and Skills Capital Projects**	**7,366**	**2,459**	**-**	**-**
-	**Total Business and Skills Project Costs Subject to Approval**	**4,946**	**-**	**-**	**-**
118,662	**Total Business and Skills Capital Projects**	**12,312**	**2,459**	**-**	**-**

Delivery and Strategy Capital Programme

2021/22 £,000		2022/23 £,000	2023/24 £,000	2024/25 £,000	2025/26 £,000
	A10 Dualling				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A16 Norwood Dualling				
626	Approved Project Costs	-	-	-	-
420	Subject to Approval	12,000	-	-	-
	A141 OBC & FBC				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	650	1,300	2,300	-
	A1260 Nene Parkway Junction 15				
208	Approved Project Costs	-	-	-	-
5,000	Subject to Approval	-	-	-	-
	A1260 Nene Parkway Junction 32-3				
239	Approved Project Costs	-	-	-	-
5,030	Subject to Approval	1,500	-	-	-
	A505 Corridor				
143	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A605 Stanground - Whittlesea				
217	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM SPV Running Costs				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM Business Case Development				
250	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Care Home Retrofit Programme				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000	1,000	-	-
	Coldhams Lane roundabout improvements				
234	Approved Project Costs	-	-	-	-
2,200	Subject to Approval	-	-	-	-
	Development of sustainable Cultural Services for the City of Cambridge and the Region - Capital				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	183	153	30	
	Digital Connectivity Infrastructure Programme				
3,139	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,500	1,500	1,500	-
	Ely Area Capacity Enhancements				
326	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Fengate Access Studies Phase 1				
327	Approved Project Costs	-	-	-	-
1,330	Subject to Approval	4,200	-	-	-
	Fengate Access Studies Phase 2 (University Access)				
161	Approved Project Costs	-	-	-	-
660	Subject to Approval	1,280	-	-	-
	Greater Cambridge Chalk Stream Project - Capital				
	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	100	100	
	Highways Maintenance and Pothole funding (with PCC and CCC)				
27,695	Approved Project Costs	27,695	27,695	27,695	27,695
-	Subject to Approval	-	-	-	-
	Huntingdonshire Biodiversity for all - Capital				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	400	400	400	-
	King's Dyke				
7,588	Approved Project Costs	-	-	-	-
2,100	Subject to Approval	-	-	-	-
	Lancaster Way				
500	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Logan's Meadow Local Nature Reserve wetland extension				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	250	30	-	-
	March Area Transport Strategy				
2,114	Approved Project Costs	-	-	-	-
2,738	Subject to Approval	-	-	-	-
	Meanwhile at Core Site, North East Cambridge				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	1,000	-	-
	Nature and Environment Investment Fund				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000			
	Net Zero Villages Programme				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000			
	Regeneration of Fenland Railway Stations				
2,610	Approved Project Costs	-	-	-	-
674	Subject to Approval	-	-	-	-
	Snailwell Loop			-	
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	-	-	-	-
	Soham Station				
9,244	Approved Project Costs	4,000	-	-	-
-	Subject to Approval	-	-	-	-
	St. Ives (SOBC, OBC & FBC)				
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	1,000	1,400	1,500	-
	Transport Modelling			-	
750	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Waterbeach Depot Solar PV Smart-grid Project for electronic Refuse Collection Vehicles				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	2,000	700	-	-
	Wisbech Access Strategy				
859	Approved Project Costs	-	-	-	-
1,880	Subject to Approval	-	-	-	-
	Wisbech Rail				
306	Approved Project Costs	-	-	-	-
2,688	Subject to Approval	3,000	5,000	-	-
	ZEBRA				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,693	-		-
61,535	**Total Delivery and Strategy Approved Capital Projects**	**31,695**	**27,695**	**27,695**	**27,695**
25,720	**Total Delivery and Strategy Projects Subject to Approval**	**32,756**	**12,583**	**5,830**	**-**
87,255	**Total Delivery and Strategy Capital Projects**	**64,451**	**40,278**	**33,525**	**27,695**

Housing Capital Programme

2021/22 £,000		2022/23 £,000	2023/24 £,000	2024/25 £,000	2025/26 £,000
	Affordable Housing Grant Programme				
19,039	Approved Project Costs	21,934	15,674	3,965	-
-	Subject to Approval	-	-	-	-
	Housing Investment (revolving) Fund				
11,170	Approved Project Costs	6,456	-	-	-
-	Subject to Approval	-	-	-	-
30,208	**Total Housing Approved Capital Projects**	**28,389**	**15,674**	**3,965**	**-**
-	**Total Housing Project Costs Subject to Approval**	**-**	**-**	**-**	**-**
30,208	**Total Housing Capital Projects**	**28,389**	**15,674**	**3,965**	**-**