

CAMBRIDGESHIRE AND PETERBOROUGH BUSINESS BOARD ANNUAL REPORT & DELIVERY PLAN 2023

INTRODUCTION

The Business Board is leading the way nationally as an exemplar of a Local Enterprise Partnership (LEP) that has been fully integrated within the Combined Authority, delivering implementation of the shared Economic Growth Strategy to achieve 'Good Growth' that is more sustainable, securing stronger share of inward investment, realigning skills development and creating sustainable higher value jobs for the area.

One of our greatest strengths is our ability to continually evolve and adapt to challenges presented, which has been more important than ever before in a post COVID-19 economy, and now with the rising cost-of-living and inflation hitting hard.

Cambridgeshire and Peterborough's position is as a leading area for inclusive growth and we are seeking to continue our growth in a sustained way with a view to reducing inequalities across our region wherever we can. We need our businesses more than ever to support growth ensuring our local economies can share in any prosperity, with workers, learners and leaders reaching their full potential and achieving their goals.

To deliver this aim the Business Board has proposed changes to become further integrated within the work of the Combined Authority across all fronts, reframing the role and function of the Business Board and drawing on its members diverse experience, capabilities, and business voice perspective to help realise these shared plans.

The Cambridgeshire and Peterborough Economic Growth Strategy is being imbedded into the work right across all projects and activities of the Combined Authority. It is being implemented to maximise the huge opportunities of our region which is known for its dynamic, innovation led economy, and it is identifying and tackling the barriers to growth which are holding parts of the region back. The role of the Business Board is changing in line with Government thinking for Local Enterprise Partnerships but also in line with the Combined Authority's new governance arrangements which will see the strengthening of the business voice across more of the Combined Authority's other Boards and Committees in a more advisory role but will still be determined to help our area make the most of the growth opportunities from existing and emerging sectors, by identifying, understanding, and seeking to break down barriers to growth.

Our execution on projects like Growth Works, which is the Cambridgeshire and Peterborough Business Growth Service, is delivering accelerated growth rates across our sub-economies, and is contributing to the Combined Authority's ambition of doubling Gross Value Added in Cambridgeshire & Peterborough by 2045, but in a more sustainable, greener, digitally enabled, and inclusive way.

Our mission is to work with our partners to create an innovation economy that leads to greater opportunity for everyone in our region. The benefit of being within a Combined Authority is the ability to work across local Government, alongside businesses, public services, and Government, to continue to make this region an internationally competitive local economy.

In 2023, the Business Board will not only assume the new role as an advisory board to the Combined Authority but will seek to recruit new board members with fuller representation across sectors and themes plus a new Chair, as Alex Plant the current Chair of the Business Board departs.

FOREWORD: ALEX PLANT (CHAIR OF THE BUSINESS BOARD)

It has been an honour to serve as Chair of the Business Board for the Cambridgeshire and Peterborough Combined Authority over a period of transition for the organisation, and during a time of significant instability for the national and local economy. Throughout this, the focus of the Business Board has been on helping our private, public and third sectors to work effectively together to rise to these challenges, to make the most of the opportunities that our unique local economy continues to generate, and to continue to play our role in supporting the sustainable growth of the UK as a whole. During this year, working closely with the Mayor and the Combined Authority Board, we have developed an implementation plan for our Economic Growth Strategy, whilst also contributing to a review of the role of the Business Board as we look to the future. I have also been pleased to support the work of the Independent Improvement Board to challenge and support the improvement work for the Combined Authority.

As a Board, we have been acutely aware of the difficulties facing businesses in our area from energy bill increases, inflation, labour market tightness and challenges to trade, and have contributed to key debates about the importance of maintaining and improving public transport options for employees, learners, businesses in our region. In that regard, we have supported efforts from the Combined Authority to maintain bus services, worked closely with colleagues in neighbouring areas to argue successfully for the Government to renew its commitment to East West Rail, and contributed to the Greater Cambridge Partnership's consultations on sustainable transport solutions for Greater Cambridge.

We also continue to recognise the important conclusions of the Cambridgeshire and Peterborough Independent Economic Review, and the Independent Climate Change Commission, which demonstrates the urgency of working together to deliver adaptation solutions to the impacts of climate change already being felt, whilst also continuing the drive to net zero carbon.

A particular highlight for me has been the ongoing success of ARU Peterborough. For example: in August 2022, University House (the first teaching building) was built on time and within budget, in September 2022 ARU Peterborough opened its doors to the first students and in January 2023 Peterborough Innovation & Research Centre was built on time and within budget.

For many years Peterborough has been a “coldspot” for higher education, but with the development of the university, with more learners expected year on year, this has been reversed. When combined with the very welcome news of £48m of funding being awarded to Peterborough from the Government’s Levelling Up Fund for the Station Quarter projects, I see huge potential for Peterborough to grow well over coming years, building on its success to date and further improving opportunities for the people who live and work here.

Our Growth Works Programme has continued to support businesses across the area with its wide-ranging support package for businesses, employees, skills providers and inward investment assistance. The programme has seen over 2,000 jobs created in year 2, with nearly 3,000 created accumulative for both years one and two. We have also seen: 251 apprenticeships in year two, with 317 accumulative for both years one and two, 1,077 companies provided with a Growth Diagnostic, £700k in revenue growth grants awarded, totalling over £1m for both years one and two, £4.4 million: In capital grants to SMEs, stimulating a further £10 million match capital investment, 610 People upskilled in year two, with 857 accumulative for both years one and two, and 327 Companies in the inward investment pipeline, increased from 151 after year one.

The Business Board has also contributed to the framing of the CPCA approach, which recognises that all six capitals are important to delivering a better quality of life, and has sought work constructively with the Mayor, the Combined Authority, the constituent local authorities, and the business community to ensure that the efforts of the whole can be greater than the sum of the parts.

I want to give thanks to Faye Holland and Jason Mellad, who stepped down from the Business Board this year after their terms of office concluded. Both have been hugely influential and helpful to me as Chair, and to the efforts of the Business Board over the years.

And finally, I recently accepted an offer from Scottish Water to become their new Chief Executive, so will be moving to Edinburgh in May to take up that role and will therefore be standing down as Chair of the Business Board at the same time. I believe the Business Board and the Combined Authority have a real opportunity in the years ahead to make a very positive contribution to the aims of delivering good growth, and I will be cheering you all on from north of the border.



Alex Plant, Chair of the Business Board

KEY ACHIEVEMENTS 2022-23: BUSINESS BOARD BOOSTING

ECONOMIC RECOVERY AND GROWTH IN CAMBRIDGESHIRE & PETERBOROUGH

CONTINUED PERFORMANCE ACROSS THE YEAR FOR GROWTH WORKS

The Growth Works service combines business support and funding, inward investment and workforce skills and has completed its second year of the three-year programme. This flagship programme has achieved the following outputs in the two years which the table below sets out summary for the year 2 performance against the contracted key performance outcomes at the programme level, plus the remaining year 3 balance target to achieve programme end contracted performance:

Growth Works Service Line	Year 2 Target	Year 2 Actual (Jan to Dec 2022)	Programme Actual (Feb 2021 to date/Q8 yr2)	Total Programme Targets	Year 3 Targets (to Dec 2023)
Skills - Apprenticeships	449	251	317	1,400	1,083
Skills – Learning Outcomes	748	610	867	1,705	838
Growth Coaching – New Jobs	1,454	1,388.5	1,527	3,223	1,695
Inward Investment – New Jobs	263	349	672	823	151
Grants – New Jobs	474	255	694	1,220	526
Equity – New Jobs	10	14	14	220	206

In summary the programme has delivered the following outputs in year two as per below:

- 2,069.5 Jobs created in year two, 2,974.5 accumulative for both years one and two
- 251 apprenticeships in year two, 317 accumulative for both years one and two
- 1,077 companies were provided with a Growth Diagnostic
- £700k in revenue growth grants awarded, totalling over £1m for both years one and two
- £4.4 million: In capital grants to SMEs, stimulating £10 million of match capital investment
- 610 People upskilled in year two, 857 accumulative for both years one and two
- 327 Companies in the inward investment pipeline increased from 151 after year one.

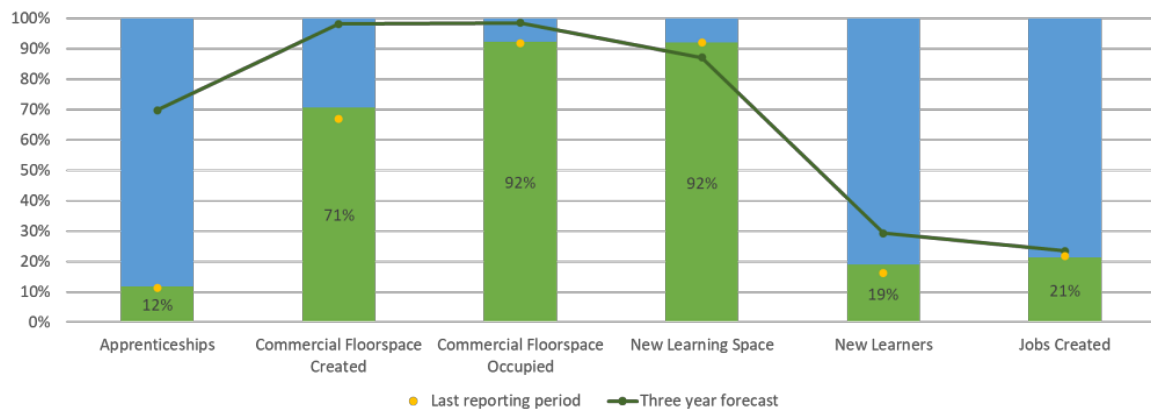
LOCAL GROWTH FUND PERFORMANCE

£155 million of investment into Cambridgeshire and Peterborough has come through the Local Growth Fund since 2015. Transport schemes, new skills facilities, business incubator space and business growth and innovation projects have all been supported. Economic benefits now stand at:

- 9559.5 jobs and 734 apprenticeships created
- 1934 people upskilled through courses and training

- £304 million further investment leveraged.

The table below shows performance against the 3 years LGF targets:



IMPROVING LGF INVESTMENT PER JOB

A second phase of LGF Evaluation has been undertaken by Metro Dynamics across the 9 projects, it is indicating a unit cost per job of £12,233 which offers good value for money and is significantly less than unit costs achieved across the UK's ERDF programme as a comparator (£26,000). It also compares favourably to unit costs reported in the 2021 LGF evaluation (£70,973 per job).

LGF Case Study 1 - Aracaris, a UK subsidiary of a US-based drug company named Northwest Biotherapeutics (NW Bio), is involved in manufacturing of cell-based products. Aracaris intends to become a leading hub that supplies regenerative medicine products not just locally but also across Europe and beyond. Aracaris sought 50% match funding from CPCA in 2019 to enable commissioning and equipping of 2 manufacturing suites that were already built and to support construction and enabling of a 3rd suite. The project received £1.35m in loan from LGF.

"Most of the cell-based therapies come out of academia and clinical research. But that doesn't allow for such products to go through commercial stage.... that's why we were attracted to this work...we could build a facility in Cambridge that would allow manufacture of cell-based products for wider reach. The fund helped us with some of the buildout works, getting the suites ready for licensing, creating lab and office spaces, constructing warehouses, and so on".

LGF Case Study 2 – Cambridge Regional College (Huntingdon Campus) converted existing college space to a state-of-the-art construction training facility enabling further developments in manufacturing training to be introduced over time, including in modular building and Modern Methods of Construction. The development of bespoke apprenticeships linked to modern construction methods are being pursued. There was also an upgrade to the IT infrastructure at the college site to support online learning which was extremely valuable during the pandemic.

"The project has been instrumental in re-invigorating learning in construction at the Huntingdon Campus. The facilities are excellent, so learners operate in an environment which is aspirational, welcoming, safe and where they are encouraged to contribute to their working environments to inspire future learners. Facilities accommodate full time students in carpentry, electrical and multi-skills and apprentices in carpentry. We are also excited to be taking on electrical

apprentices soon. We have already supported over 100 young people to gain strong skills for employment in such a critical industry and we expect this number to grow year on year, improving the life chances of those accessing the campus and furthermore benefitting the future workforce”.

LGF Case Study 3 - TWI Innovation Ecosystem is a modular incubator and co-working space in Granta Park. The project’s rationale is to tackle restrictions on Cambridge’s business growth, generate high-value jobs, and contribute to rise in productivity across the C&P area. They received a total grant funding of £1.23m from CPCA to refurbish and create office spaces in Building 2.

The experience and confidence obtained through conversion of Building 2 with the help of LGF investment was a critical factor in the company pursuing a bigger strategy in Phase 2 where they refurbished both Abington Hall and Building 1. Their initial plan involved refurbishment of only one additional building. *“Our strategy got bigger overtime and we've been able to offer far more spaces in the life sciences market. We felt that there is an opportunity to expand considering the growth of the life science market in Cambridge and the positive take up of Building 2. So, we made the decision to use private investments into converting Building 1. We converted the space this year and it has been fantastic for us.”*

LGF Case Study 4 - TeraView expansion project received a total loan funding of £120,000 from LGF to support the fit-out costs of a new research facility in the Cambridge Research Park Enterprise Zone. Formed in 2001, TeraView is a leader in supply of terahertz-based spectroscopy and imaging products with an established track record of installing & supporting terahertz (THz) systems in production environments.

The company has experienced a notable reputational benefit because of LGF funding. Having the support of the local government gives them more credibility while approaching foreign investors from Asia and the US. It also allows them to demonstrate that they can expand. Investors and clients are impressed with the new facility and the growth potential evidence. *“The new facility is increasingly becoming key in our discussions with customers and investors. We need to demonstrate to them that we have the capacity to build more systems if the orders go up. It is easier to articulate that with the new facility”.*

GROWTH WORKS TO DELIVER SCHEMES FUNDED BY £3.4M COMMUNITY RENEWAL FUND

The Combined Authority was awarded Community Renewal Funding of £3.4 million for two projects. Growth Works delivered these schemes and both projects were successfully delivered.

START & GROW

Start and Grow was a programme focused on providing individuals thinking about starting a business, and micro-businesses looking to grow, with tailored, intensive support services delivered as part of a pre-qualification process for grant funding. In this sense the programme brought together two key elements: support for entrepreneurs and business owners on how to start or grow their business, and access to the capital that would enable growth to happen.

Area	Target (CRF + public match)	Grant Offer Letters Issued	Grant claimed	Private match leveraged	Total spend realised
Priority areas	£2,144,250	£1,943,637	£1,803,796	£347,914	£2,151,710
Non-priority areas	£729,045	£980,057	£944,429	£188,832	£1,133,261
Total	£2,859,000	£2,923,694	£2,748,225	£536,746	£3,284,971

Outcomes	Target	Achieved	% of target achieved
Number of businesses supported	263	292	111%
Employment increase in supported enterprises	103	119	116%
Jobs safeguarded	32	49	153%
New businesses created	103	107	104%
New products or services to the firm	103	108	105%
Investment attracted as a result of support	£586,000	£536,745	92%

TURNING POINT

Turning Point (hereafter referred to as ‘the programme’) was a programme focused on transitions: points in people’s lives where their employment and education statuses change, presenting both challenges and opportunities.

The programme was designed to specifically target those on furlough who were technically ‘employed’ but not working – and therefore needed support to upskill, reskill and gain confidence but would not have recourse to public funds that would be available to those on universal credit.

Activity	Target output	Target delivered	Percentage of target
Funded internships	100 individuals	100	100%
Training vouchers	80 individuals	90	112%
Personal skills analysis	680 individuals	2,875	423%
Training needs analysis	500 businesses	103	21%

Outcome name	Contracted outcome target	Outcomes delivered	Outcomes delivered %
Employment increase in supported businesses as a result of support	64	69	108%
Jobs safeguarded as a result of support	20	72	360%
People in education/training following support	365	1071	293%
People engaged in job-searching following support	436	970	222%
People gaining a qualification following support	19	101	532%

ARU PETERBOROUGH: HELPING MAKE PETERBOROUGH'S NEW UNIVERSITY A REALITY

Anglia Ruskin University (ARU) Peterborough will address one of the country's most significant "cold spots" for Higher Education. With a curriculum co-created by local employers it will give both students the skills they need for great careers and offer employers access to the talent they need to thrive in the modern economy.

The top-line objectives for the University programme are to:

- Improve access to better quality jobs and improve access to better quality employment, helping to reverse decades of relative economic decline, and increasing opportunities, aspiration, wages and social mobility for residents.
- Make a nationally significant contribution to Government objectives for levelling up, increase regional innovation, and accelerate the UK's net zero transformation.
- Accelerate the renaissance of Peterborough as a knowledge-intensive university city, increasing civic pride and satisfaction within Peterborough as a place offering a good quality of life with improved public facilities, and providing a tangible example of levelling up.
- Translate the resulting increase in individual opportunity, prosperity and social mobility into outcomes across wellbeing, health and healthy life expectancy from the programme, and on into people living happier, healthier lives.
- **Funding support:** £28.3 million total Business Board funding has been made available to enable the development of ARU Peterborough.

Key Milestones for 2022/23:

- August 2022 – University House (first teaching building) was built on time and to budget.
- September 2022 – ARU Peterborough opened its doors to the first students.
- January 2023 – Peterborough Innovation & Research Centre was built on time and within budget.
- *Autumn 2024 – Peterborough Living Lab (the second teaching building).

Key deliverables:

The estimated economic benefits over a 15-year appraisal period, in Net Present Value terms, amounts to £999m (based on Living Lab Final Business Case). Non-monetised benefits, on top of those accounted for in the BCR above, include:

- Improvements to health and wellbeing for residents in Peterborough and The Fens.
- Regeneration of open green space through creation of a new visitor location for the city
- Community benefits.
- New event space.
- Increased productivity.
- Reduced deprivation in a left-behind area with a persistent skills gap.
- Provide businesses access to academic expertise and research.

Progress measures to monitor the ongoing wider impact of the University, tied into broader strategic objectives for Peterborough and the wider Cambridgeshire and Peterborough region are being developed. Yet to be finalised, the type of measures that partners are considering are set out in the table below. It is anticipated that there will need to be an ongoing review of these measures and agreement on how and where they are reported.

Category	Measure	Basis
Supporting access to Higher Education	Year on year increase in total learners	<i>Annual HESA reporting</i>
	Percentage of 'home' undergraduate students from the region	<i>PE postcodes</i>
	Participation of young people in HE in underrepresented areas	<i>TUNDRA (tracking underrepresentation by area) data reports (or by POLAR)</i>
Student experience and employability	Student feedback on experience	<i>National Student Survey Results</i>
	Graduate employability	<i>Annual Graduate Outcomes report on employability</i>
	Longer term graduate outcomes, including salaries	<i>Longitudinal Education Outcomes (LEO) data</i>
	Alignment of curriculum to local sector requirements	<i>Annual review of curriculum developments</i>
Local engagement	Public engagement activity, including through the Living Lab	<i>Annual report on the volume and nature of outreach and inreach</i>
Wider economic benefits	Increasing progression rates post-18 into HE	<i>CPCA Employment and Skills Strategy progress measures (Peterborough-specific measures)</i>
	Increasing number of professional and technical jobs, at least at level 3	
	Reducing numbers of workers at level 1 and 2 and increasing at level 3 and 4	

	Falling levels of economic inactivity and UC claimants	
	Reducing NEETs and un-sustained destinations after school	

MARKET TOWNS PROGRAMME (PHASE 1)

In March 2023, the Combined Authority approved the last bid for funding under the Market Towns Programme. As a result of ten funding calls under the Programme, a total of £14.2 million has been awarded by the Combined Authority and a portfolio of 52 projects and bringing in over £12.5m of external match funding. This investment included funding contributions towards the areas two Future High Street Schemes in St Neots (£3.1m) and March (£2m).

District councils needed to demonstrate that their proposed projects would help to bring to life each town's Masterplan but, since the Covid-19 lockdowns, they have also had to show how they will drive good growth and regeneration to benefit and advance the community in a post-pandemic economy. More people live in our market towns than in our cities and many of the projects are about improving public space and assets for commerce, recreation and health, all contributing to Covid-recovery and the work to making the town centres vibrant and attractive.

ENTERPRISE ZONES – ALCONBURY WEALD & CAMBRIDGE COMPASS

The Combined Authority continues to work with the EZ teams to maximise the growth development of the EZ's and maximise benefits to increase retained business rates income that CPCA shares with each local collecting authority. The retained EZ business rate figure for 2022-23 was £851,184 and this will be reinvested back into the local economy.

ECONOMIC GROWTH STRATEGY

The new Economic Growth Strategy (EGS) for Cambridgeshire and Peterborough was agreed by the Combined Authority Board in summer 2022. The strategy aims to sustain the world-class, innovative, and dynamic economy of Cambridgeshire and Peterborough.

The EGS will guide Business Board focus and investment and aims include:

- Creating a stronger economy following Covid-19, Brexit and global turbulence, supporting the aim to double the region's economy.
- Putting public health and wellbeing and the environment and climate change at the core of that economic future.
- Reducing inequality between and within the sub-economies and increasing the productivity, skills and wages needed to do so.

Building on our progress in 2022/23, the Business Board is also driving new initiatives to meet the goals of our Economic Growth Strategy, as described in the 'Looking Forwards' section below.

EMPLOYMENT & SKILLS STRATEGY

The new strategy - approved by the Combined Authority Board in January - builds on the work of the Combined Authority's previous Skills Strategy Developing Talent: Connecting the Disconnect which was published in 2019 with an overarching imperative to deliver 'an inclusive, world-class local skills eco-system that matches the needs of our employers, learners and communities'. The intervening years have seen significant changes in the national and global

context. It has been essential to review and update the skills strategy, to reflect the changing skills needs and challenges in the current and predicted future economic context.

There are four core themes that the Strategy identifies for employment and skills in Cambridgeshire and Peterborough:

- Pre-work learning and formal education
- Employer access to talent
- Life-wide and lifelong learning
- Support into and between work

For each of these themes, long-term outcomes have been identified; underpinned by a sub-set of core short-term priorities and objectives that will move forward the process of delivering the long-term outcomes. Five-year delivery plans will accompany the strategy. It is recognised that to level-up the Combined Authority, a different approach is required, and significant work is being undertaken to work collaboratively with partners and stakeholders to work together as a system. A comprehensive Implementation Plan is currently in development to ensure all work and funding bids are aligned to the new strategy.

LOOKING FORWARDS 2023-24: DELIVERING A MORE PROSPEROUS, FAIRER AND RESILIENT FUTURE

ECONOMIC GROWTH STRATEGY IMPLEMENTATION PLAN

As noted above the Cambridgeshire and Peterborough Combined Authority published the Cambridgeshire and Peterborough Economic Growth Strategy (EGS) in May 2022, this being the region's plan to support inclusive economic growth developed in partnership and led by the Business Board. An implementation plan was developed and has been approved by the Business Board and Combined Authority Board that setting out the things that CPCA and its partners have agreed to do to work towards achieving the vision and objectives of the EGS from 2023 onwards.

The EGS is a live document, designed to provide a practical road map for realistic and achievable delivery, and will do the following:

- Outlines the governance approach for the strategy, including responsibilities, relationships, and reporting mechanisms.
- Sets out delivery vehicles and funding routes where they are already known.
- Maps interventions already in motion and identifies additional activities to take, including some with a longer-term timescale; and
- Provides an overview the monitoring approach and measures of success.

EMPLOYMENT & SKILLS IMPLEMENTATION PLAN

The Employment and Skills Strategy is understood within the region and is a key driver in activity across the county. We have seen more change within the skills system, including the development of the Local Skills Improvement Plan (LSIP) via the Cambridgeshire Chamber of Commerce. To ensure consistency, we have worked with the Chamber of Commerce to embed the implementation of the strategy within the LSIP. Actions within the implementation plan will be delivered upon by the LSIP, via the UK Shared Prosperity Fund and by wider Local Skills Improvement Fund.

SHARED PROSPERITY FUND (SPF) & LEVELLING UP

The Business Board is working with regional partners to maximise the potential for sustainable growth and prosperity from SPF and the Levelling Up agenda by developing a strategy for the funding which will make the biggest impact on our key Economic Growth Strategy goals.

The SPF Local Investment Plan has been submitted to DLUHC we were approved in December 2022, and have since been working on the Implementation Plan which is due to be approved at CA Board in March 2023, the plan now contains 39 projects and currently there is a forecast 2022/23 spend of £1,198,134 and the remaining year 1 spend will be carried forward to Year 2. Since the plan Investment Plan was approved, we have worked with districts and unitary authority on the grant funding agreement and other areas of due diligence.

The Team has been working with Peterborough City Council on the Round 1 Levelling Up Fund project – Phase 3 of the ARU Peterborough university campus, which is for an additional teaching building incorporating a new public science centre to inspire future generations in the STEM careers of the future. Levelling Up Fund Round 2 has just closed for submissions with £2 million match funding secured through Recycled LGF awarded by the Business Board. This will

support the building of a new Net Zero Training Centre in Wisbech, giving people skills for the transition to a net zero carbon economy.

RURAL ENGLAND PROSPERITY FUND

DEFRA through DLUHC awarded funding £3,215,148 to the following districts subject to an approved addendum to the Local Investment Plan:

- East Cambridgeshire District Council - £652,511
- Huntingdonshire District Council – £957,788
- Fenland District Council - £436,714
- South Cambridgeshire District Council - £1,168,135

With support from CambsACRE the addendum was submitted, and we are awaiting approval of funds. In the meantime, we have been developing the delivery arrangements and districts are due to provide delivery plans by the 31st March 2023.

COMBINED AUTHORITY GAINSHARE - BUSINESS GROWTH & SOCIAL IMPACT FUND

The Full Business Case for the Equity Fund and drawdown of £10million Gainshare was approved by the Combined Authority Board in November 2022. The funding will be used to support local business growth, potentially through equity investment as a mechanism.

The Fund objectives:

- To provide a credible source of growth funding (£100,000 – £500,000) for 20-40 small to medium businesses that cannot otherwise access it, in key sectors including IT, Life Sciences, Agri-Tech and Advanced Manufacturing and emerging green-tech sector.
- To provide a credible source of smaller amounts of funding (up to £100,000) to support local third sector businesses providing new or continued community and social products and services.
- To increase growth of existing businesses in key sectors including IT, Life Sciences, Agri-Tech and Advanced Manufacturing as well as the emerging green-tech sector.
- To create new jobs and sustainment of existing jobs and community offers in areas in C&P which have the highest levels of deprivation and the lowest paying wage levels.

The Fund project will deliver the following key outcomes:

- Increase in business growth in key sectors, particularly outside of Cambridge where access to funding is more limited.
- Creation of high value jobs in green tech.
- Advancement of businesses towards net zero.

COMBINED AUTHORITY GAINSHARE - MARKET TOWNS PROGRAMME (PHASE 2)

In March 2023, the Combined Authority approved the business case for a continuation of the market towns programme and has committed £2.5m investment to strengthen local communities and groups and to support for social enterprises and community-owned businesses. The Programme is currently being mobilised and is due to be launched in June 2023. The Programme objectives are:

- Safeguard and enhance social capital, employment opportunities, and skills in market towns throughout Cambridgeshire and Peterborough by:
 - Boosting the local **Social Enterprise ecosystem** through the implementation of Social Enterprise Hub space.

- Support **Community ownership** of local assets and boosting young people's engagement with **STEM**.

The Programme will deliver the following key outcomes:

- **Stream 1 - Community ownership of local businesses** - to establish a dedicated support programme, community "support package" and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural areas.
- **Stream 2 - Social enterprise hubs** - the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough. The hubs will support the growth of social entrepreneurship and the social economy ecosystem across market towns and rural areas, providing co-working / business startup space for social enterprises alongside community space and a retail offer for residents and communities.
- **Stream 3 - STEM exhibition programme** - to support the capital element of an educational programme, to be delivered via pop-up science centres, located in publicly owned buildings, community or educational facilities in the Cambridgeshire & Peterborough market towns and rural areas. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

The expected benefits of the Programme include:

- Jobs created and safeguarded in the third sector, social enterprise ecosystem, and community interest groups.
- Revitalisation of market towns by bringing back vacant assets into use through community ownership.
- Driving footfall in market towns by restoring the service offer and increasing local amenity
- Increasing the local sense of pride in place.
- Increased educational aspirations of local school children in market towns and improved long term outcomes.
- Creation of community space for use by local people, increasing social vitality and reducing social isolation.

GROWTH WORKS REVIEW & FUTURE BUSINESS SUPPORT PROVISION

An objective review of the current Growth Works Programme is being undertaken and this includes an impact evaluation of the programme to date. As the Growth Works programme was the flagship business support intervention over last two years and this year work is also being undertaken to determine the options for provision of business support programme beyond the end of the current Growth Works package of support, this to take into consideration the provision of additional programmes on top of Growth Hub support, Business support programmes through the Shared Prosperity Fund and the Rural Prosperity Fund grant scheme.

BUSINESS BOARD GOVERNANCE REVIEW AND RECOMMENDATIONS

The Levelling Up White Paper highlights the need for public-private partnership in delivering the 12 levelling up missions locally and the parameters for business and skills support have

been recast with the coming of the UK Shared Prosperity Fund. National policy indicates a need for the purpose of LEPs to be focused on strategic direction, influence and delivery in close partnership or integration with local authorities. Integration guidance states the core function of the Business Board should be to:

- Engage business voice in local strategy
- Work with local leaders to carry out strategic economic planning and maintaining a local economic evidence base
- Deliver Growth Hub, Trade and Investment, Careers Hub and Skills Partnership activities
- Support Devolution deals.

The Combined Authority is taking the opportunity to reframe the role and function of its Business Board in a way that creates a stronger partnership between accountable local politicians and local businesses, one that will enable the business voice to be more embedded in the CPCA's strategy, structures and processes. It is important that the Business Board has the capability to deliver cross sector and regional geographical business representation for the Combined Authority and can engage appropriate business clusters as required by the Combined Authority for intelligence and consultation.

This year will see the purpose of the CPCA Business Board be recast and to transition from being an executive programme board to a strategic advisory one providing:

- Strategic business advice to CPCA's Board, Mayor, Committees, and officers across all policy areas
- Advice on the development and shaping of areas Economic Strategy and day to day oversight of progress on its implementation on behalf of the CPCA Board who decide on and own the strategy
- A business voice for Cambridgeshire and Peterborough.
- The Business Board will operate with embedded membership, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees (e.g. skills, transport) where they can contribute the business voice to decisions with elected members.
- The CPCA Board has approved key functions for inclusion in the Business Board Terms of Reference, noting that the Executive Director for Economy and Growth will, through close working with the Business Board, drive implementation and delivery of the CPCA Priority Area 'Achieving Good Growth' as set out in the CPCA Corporate Plan.

FINANCIAL SECTION

COMBINED AUTHORITY CORPORATE AND BUSINESS & SKILLS MEDIUM-TERM FINANCIAL PLAN 2022-23 TO 2025-26 AND WHOLE COMBINED AUTHORITY CAPITAL PROGRAMME.

Rows shaded in grey are not related to the work of the Business Board.

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

REVENUE - CEO

2022/23		2023/24	2024/25	2025/6	2026/27
£000's		£000's	£000's	£000's	£000's
	<u>Mayor's Budget</u>				
392	Total Mayoral Office costs	3,778	3,849	4,962	4,001
	<u>Chief Exec Office Net Staffing</u>				
1,028	Total CX Officer Staffing	1,692	1,796	1,897	1,993
	<u>Comms and Engagement</u>				
50	Total Comms and Engagement Costs	45	45	45	45
	<u>Monitoring and Evaluation Costs</u>				
102	Total Monitoring and Evaluation Costs	70	70	70	70
	<u>Response Funds</u>				
1,335	Total Response Funds	1,435	1,435	1,435	1,435
2,563	Total Chief Exec Office Approved Budgets	5,730	5,905	7,119	6,254
440	Total Chief Exec Office Subject to Approval	1,290	1,290	1,290	1,290
3,003	Total Chief Exec Office Revenue Expenditure	7,020	7,195	8,409	7,544

REVENUE - RESOURCE AND PERFORMANCE

2022/23		2023/24	2024/25	2025/6	2026/27
£000's		£000's	£000's	£000's	£000's
2,107	Total Combined Authority Staffing Costs	2,297	2,503	2,647	2,793
	Other Employee Costs and Corporate Overheads				
717	Total Other Employee Costs	609	601	601	601
	Legal, Governance and Member Services				
309	Total Legal, Governance and Member Services Costs	309	309	309	309
	Finance and Procurement				
352	Total Finance and Procurement Costs	253	254	255	256
	Financing Income				
- 1,791	Net Financing Income	- 736	- 150	- 100	- 100
	Human Resources & Organisational Development				
122	Total Human Resources costs	122	122	122	122
	Digital Services and Support				
335	Total Digital Services and Support costs	335	335	335	335
	Workstream Budget				
61	Total Feasibility Budget	72	72	72	72
	Overhead Recharges				
- 473	Total Recharges to Grant Funded Projects	- 377	- 346	- 360	- 375
1,738	Total Resources and Performance Approved Budgets	2,884	3,699	3,880	4,013
-	Total Resources and Performance Subject to Approval Budgets	-	-	-	-
1,738	Total Resources and Performance Budgets	2,884	3,699	3,880	4,013

REVENUE – ECONOMY AND GROWTH

2022/23		2022/23	2023/24	2024/25	2025/6	2026/27
£000's		£000's	£000's	£000's	£000's	£'000
	<u>E&G Net Staffing</u>					
228	Exec Director	228	272	322	351	383
68	Business & Growth	68	286	341	358	374
-	Growth Hub	-	-	-	-	-
65	Skills	65	201	331	360	388
20	University of Peterborough	20	53	171	183	197
-	Adult Education Budget	-	-	-	-	-
382	Total E&G net staffing	382	812	1,165	1,252	1,343
	<u>Business Engagement and Growth</u>					
930	CRF Start and Grow Project	930	-	-	-	-
53	CRF Programme Management	53	-	-	-	-
41	Economic Rapid Response	41	-	-	-	-
4,947	Growth Co Services	4,947	1,429	-	-	-
-	Growth Hub	-	41	246	246	246
	Growth Works Additional Equity Fund (rev)					
61	Approved Expenditure	61	156	156	127	-
-	Subject to Approval	-	-	-	-	-
75	Insight & Evaluation Programme	75	75	75	75	75
426	Local Growth Fund Costs	426	242	-	-	-
35	Market Towns & Cities Strategies	35	-	-	-	-
45	Marketing and Promotion of Services	45	38	35	33	30
77	Shared Prosperity Fund Evidence Base & Pilot Fund	77	-	-	-	-
	UK Shared Prosperity Fund - Revenue					
-	Approved Expenditure	-	-	-	-	-
810	Subject to Approval	810	1,522	4,866	-	-
118	UK Shared Prosperity Fund - Management Costs	118	158	118	-	-
7,618	Total Business Engagement and Growth Costs	7,618	3,661	5,496	481	351
	<u>Skills</u>					
	Total Skills and Human Capital Costs	23,416	18,364	14,434	12,902	12,902
	<u>University of Peterborough</u>					
100	Total University of Peterborough Costs	100	-	-	-	-
6,808	Total Economy and Growth Approved Budgets	30,706	21,315	16,229	14,635	14,596
810	Total Economy and Growth Subject to Approval	810	1,522	4,866	-	-
7,618	Total Economy and Growth Revenue Expenditure	31,516	22,837	21,095	14,635	14,596
-	Net Revenue Cost Subject to Approval	-	-	-	-	-

CAPITAL – ECONOMY & GROWTH

	Approved Budget				Total approved to spend £'000	Subject to Approval				Total project budgets £'000
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000		2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	
Business and Skills										
Advanced Manufacturing	487	-	-	-	487	-	-	-	-	487
Barn4 specialist growing facilities	400	-	-	-	400	-	-	-	-	400
Cambridge Biomedical MO Building	185	-	-	-	185	-	-	-	-	185
Cambridge City Centre	481	-	-	-	481	-	-	-	-	481
College of West Anglia - Net Zero	274	850	876	-	2,000	-	-	-	-	2,000
Expansion of Growth Co Inward Investment	400	-	-	-	400	-	-	-	-	400
FE Cold Spots (capital)	-	-	-	-	-	-	2,400	2,175	-	4,575
Fenland Hi-tech Futures	400	-	-	-	400	-	-	-	-	400
Growth Works Additional Equity Fund	-	2,850	3,325	3,325	9,500	-	-	-	-	9,500
GSE Green Home Grant Capital Programme Ph 2	16,634	-	-	-	16,634	-	-	-	-	16,634
GSE Green Home Grant Capital - LAD 3	29,842	-	-	-	29,842	-	-	-	-	29,842
GSE Green Home Grant Capital - HUG 1	10,824	-	-	-	10,824	-	-	-	-	10,824
IEG Student Space	7	30	260	99	397	-	-	-	-	397
Illumina Accelerator	1,700	-	-	-	1,700	-	-	-	-	1,700
Market Towns: Chatteris	596	-	-	-	596	-	-	-	-	596
Market Towns: Ely	735	-	-	-	735	-	-	-	-	735
Market Towns: Huntingdon	391	-	-	-	391	422	-	-	-	813
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	2,068	-	-	-	2,068	-	-	-	-	2,068
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	894	-	-	-	894	-	-	-	-	894
Market Towns: St Ives	433	-	-	-	433	380	-	-	-	813
Market Towns: St Neots	1,141	1,959	-	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	719	-	-	-	719	-	195	-	-	914
Market Towns: Wisbech	746	-	-	-	746	-	-	-	-	746
Market Towns and Villages	-	-	-	-	-	1,250	1,250	-	-	2,500
Ramsey Food Hub	302	709	147	-	1,159	-	-	-	-	1,159
South Fen Business Park	-	-	-	-	-	-	-	-	-	-
St Neots Masterplan	285	-	-	-	285	-	-	-	-	285
Start Codon (Equity)	1,475	-	-	-	1,475	-	-	-	-	1,475
The Growth Service Company	5,135	3,000	-	-	8,135	-	-	-	-	8,135
University of Peterborough Phase 3	-	-	-	-	-	-	-	-	-	-
Total Business and Skills	77,553	9,399	4,608	3,424	94,984	3,052	3,845	2,175	-	104,056