



Agenda Item No: 3.1

Sector Strategies Review

To:	Business Board
Meeting Date:	12 September 2022
Public report:	Yes
Lead Member:	Chair of the Business Board, Alex Plant
From:	Interim Associate Director of Business, Steve Clarke
Key decision:	No
Recommendations:	<p>The Business Board is asked to:</p> <ul style="list-style-type: none">a) Consider the findings from the review of the Sector Strategies and Action Plans; andb) Determine the priorities for the next phase of delivery of the wider strategy development and agree the next steps.

1. Purpose

- 1.1 This report sets out the findings for the four Priority Sector Strategies for Cambridgeshire and Peterborough from the review undertaken.
- 1.2 The purpose of this review is three-fold:
 - To review progress of delivering the recommendations in Cambridgeshire and Peterborough's sector strategies, noting what has, is and will be delivered;
 - To highlight the key enablers and barriers in delivering against strategic recommendations; and
 - To provide recommendations as to the future implementation of the sector strategies.

2. Background

- 2.1 The Business Board commissioned, approved, and adopted four priority sector strategies for the region across years since 2019 following the publication of its Local Industrial Strategy at that time, which advocated for those four priority sectors.
- 2.2 During the period of development and implementation of these strategies, there have been significant impacts and changes brought about by the withdrawal of the UK from the EU, the Covid-19 pandemic, and changes to the climate, energy and environment. This led to re-focusing for delivery of those strategies, based on the Local Economic Recovery Strategy (LERS) and now latterly the new Economic Growth and Skills Strategy (EGSS).
- 2.3 The Combined Authority commissioned Metro Dynamics, on behalf of the Business Board, to review progress on the implementation of the region's sector strategies - AgriTech (2019) and AgriTech Action Plan for CPCA (2021); Digital (2019) and Digital Sector Strategy Update (2021); Life Sciences (2021); and Advanced Manufacturing (2021). The review is attached at Appendix 2
- 2.4 The approach to the review was conducted in three parts by Metro Dynamics as follows:
 - Desk-based review: a detailed review of the sector strategies to map actions and recommendations.
 - Stakeholder Engagement: eleven scoping interviews with a range of sector stakeholders involved in strategy development and delivery.
 - Mapping and Scoring: assessment of the delivery progress and continued relevance of sector strategies. Where required, desk-based research into regional activity has been performed to, where possible, address gaps in consultee knowledge on strategic delivery.
- 2.5 The delivery progress and strategic fit of the sector strategy recommendations was assessed using the scoring system shown in Table 1 below. Assessment of strategic fit has been informed by stakeholder feedback and identification of synergies with the objectives outlined in the EGSS, as well as other relevant Combined Authority policy documents, such

as the new Employment and Skills Strategy (ESS). A summary of the assessment of each recommendation is attached at Appendix 1.

Score	Delivery Score	Strategic Fit Score
0	Delivery of recommendation has not started, and no wider activity is underway anywhere in the CPCA geography which is aligned to the recommendation.	N/A
1	There is minimal evidence of strategic delivery of the recommendation, and there is very limited wider sector activity underway in the CPCA geography which is aligned to the recommendation.	The recommendation is no longer considered relevant and does not align to the CPCA's other strategic priorities. It is unlikely/unrealistic that changes can be made to increased strategic fit.
2	There is limited evidence of delivery (both strategic and wider sector activity) against the recommendation, however it is not of the scope or scale required to realise strategic ambitions. Significant changes are required to improve the scope, scale, pace or quality of implementation.	The recommendation has reduced relevancy and has minimal alignment to CPCA's other strategic priorities. Substantive changes would be required to increase relevancy and/or strategic fit.
3	There is some evidence of delivery (both strategic and wider sector activity) against the recommendation, however it is not consistently to the scope, scale, pace or quality required to realise strategic ambitions. Changes to delivery could stabilise and improve implementation.	The recommendation is considered partially relevant and is partially aligned to CPCA's other strategic priorities. Substantive changes could improve relevancy and/or strategic fit.
4	There is substantial evidence of delivery (both strategic and wider sector activity) against the recommendation. Minor changes to delivery could further enhance the scope, scale, pace or quality of implementation.	Recommendation is considered relevant and is well aligned to CPCA's other strategic priorities, however minor changes could further enhance relevancy and/or strategic fit.
5	There is strong evidence of delivery (both strategic and wider sector activity) against the recommendation to the required scope, scale, pace and quality.	Recommendation is considered highly relevant and is strongly aligned to CPCA's other strategic priorities. No refinement required to increase relevancy and/or strategic fit.

2.5 The findings from engagement across stakeholders suggest that, while they remain relevant, it has been challenging to consistently implement recommendations from the sector strategies. Awareness of delivery progress is generally fragmented and high level, indicative of limited shared understanding of the strategic objectives and mechanisms for both delivery and implementation monitoring. A major contributing factor in this has been the lack of a clear sector-side lead to own and drive implementation.

2.6 The following barriers to delivery were highlighted during consultation:

- Lack of implementation/action plans: implementation or action plans were not developed as part of life sciences, digital or advanced manufacturing sector strategy development. As such, the roles of different stakeholder groups, management and governance structures have not been defined or agreed, resulting in a lack of clarity regarding delivery responsibility and accountability. An action plan for Agri-Tech was published in April 2021, which refines and prioritises the recommendations made in the 2019 sector strategy but does not assign delivery responsibility to sector-side stakeholders or outline monitoring arrangements.
- Lack of consistent personnel: in some instances, the individuals involved in strategy development have left their posts without a succession plan in place to determine responsibility for driving elements of delivery forwards. Changes in staff have also contributed to a loss in momentum in recommendation delivery.
- High levels of competition for funding: funding to deliver against recommendations is limited, competition for national funding pots is high and bid writing is perceived as resource intensive and difficult to coordinate across stakeholders and geographies.
- Lack of communication across the Combined Authority geography and delivery partners: effective mechanisms to facilitate continued dialogue on delivery across different geographies and delivery partners are either not in place or are underdeveloped.
- Challenging operating context and short termism: the strategies were launched shortly before, or during, the Covid-19 pandemic, resulting in stakeholder groups prioritising shorter term activity rather than longer term strategic projects. Ongoing supply chain, talent and inflationary pressures are continuing to drive short-term activity. A mechanism (group or person) co-ordinating and driving longer term sector projects has been suggested as a way to mitigate this.

2.7 A summary of the implementation progress of each sector strategy or action plan and their respective recommendations is provided in the summary tables in Appendix 1, as well as the summary current strategic fit score.

2.8 The Business Board is asked to consider the following recommendations highlighted for consideration from within the review and determine whether they should be included in the plans for the next phase of delivery for sector-focused activity, but this has to be cross-referenced and aligned to the implementation plan being developed for the EGSS:

Appoint CPCA Sector Champions

2.9 Ensure that there is a champion for the Combined Authority's growth sectors within the organisation that can advocate and advise on strategic implementation. A sector champion could also support the bilateral flow of information across the Combined Authority and partners, and be a key conduit for communicating impact and identifying opportunities for collaboration to add value to strategic delivery.

Create a Sector Reference Group

- 2.10 There is a key opportunity for the Combined Authority to cement its role as convener by bringing together public and private sector stakeholders to form groups for each priority sector.
- 2.11 Thematic groups are common forums within the Combined Authority's governance structures. They are designed to be multi-functional. Responsibility for the development of the sector strategy implementations could be delegated to this group, and membership organisations may be tasked with delivering specific activities as part of this.
- 2.12 The thematic composition makes sector groups well placed to provide evidence-based insight and recommendations across the Combined Authority policy domains on issues that cut across priority sectors. Existing committees and boards may commission the sector groups to engage appropriate partners and stakeholders and build up an evidence base to assist in the development of key strategy relevant to the different priority sectors. For instance, the sector groups could be consulted as part of the implementation of key strategic documents, such as the 2022 EGS. Proposals to create sector groups as key representatives of a new Employer Reference Group is included in the ESS Implementation Plan.
- 2.13 The Terms of Reference for the sector groups should be codesigned with Combined Authority sector champions and stakeholders. Consideration should be given to:
- the role and function of the group;
 - the governance of the group (i.e. who does the sector groups report to);
 - group membership and appointment of a chair or Lead Member;
 - meeting frequency; and
 - what funding is available to support group activity.

Develop Implementation Plans

- 2.14 As the Implementation Plan is being developed for the EGSS at this time, there is opportunity to carry through and embed routes for delivery of sector strategies and action plan recommendations.
- 2.15 Implementation plans are important instruments for translating the ambitions and objectives of a strategy into alive documents that provide a practical road map for realistic and achievable delivery. They are a mechanism by which stakeholders can agree a shared understanding of what is to be delivered, when, and by who.
- 2.16 The development of an implementation plan should not be a one-off activity but a continual process whereby the agreed actions and timeline for their implementation must be reviewed regularly as part of wider progress monitoring activity. The plan should be an agile document which is responsive to changing policy contexts and funding opportunities, as well as any changes to sector needs.
- 2.17 An example of a proposed implementation plan structure is provided in Appendix 1, alongside areas of consideration for the Combined Authority and stakeholders as part of the plan development.

Significant Implications

3. Financial Implications

- 3.1 The development of an implementation plan for the EGSS is currently included within the approved budget, however no funding has been allocated for any other potential activities arising from the recommendations.
- 3.2 If the Business Board is minded to progress any of the other recommendations, the implications of these, including budgetary, will be established by officers and brought back to the Business Board for a future decision.

4 Legal Implications

- 4.1 There are no significant legal implications at this point,

5 Public Health implications

- 5.1 The Sector Strategies proposed recommendations and funded projects would have a positive impact on public health regarding the creation of key employment or skills outcome improvements across the Combined Authority area. Good work and personal skills development are a key determinant of positive health outcomes.

6 Environmental and Climate Change Implications

- 6.1 The strategies and action plans propose programmes of funding containing various projects which will deliver impacts for environment and climate through the wider changes and innovations in sectors such as Agri-food, Green engineering, and life sciences and Digital that are Cambridgeshire and Peterborough global strengths. Success in these sectors will contribute to the global environmental and climate response.

7 Significant Implications

- 7.1 None

8 Appendices

- 8.1 Appendix 1 – Summary of Assessment of the Sector Recommendations
- 8.2 Appendix 2 – Review of Delivery on Sector Strategies and Action Plans

9. Background Papers

- 9.1 None