

The summary of the assessment scoring of each recommendation is below

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 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.

Table 1. Digital Sector Strategy Implementation overview

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 1	<p>Collaborate on high-quality digital training for young people and teachers, and reskilling for adults. Develop a region-wide culture of employer engagement in education.</p> <p>> Digital businesses to engage with existing STEM skills development and career guidance programmes.</p>	3	5	<p>Cambridge Wireless have run a number of programmes aimed at improving the digital skills of young people, such as CW Techsters which has delivered strongly and had good engagement. Cambridge Wireless are also delivering CW Unplugged – a series of curated events for young entrepreneurs. There is a need to increase the scope of activity under this recommendation to deliver strategic ambitions. Very strongly aligned to the ESS strategy (and national skills policy drivers) due to its focus on creating an employer-led ecosystem and providing pathways to training for residents in different stages of learning journey. Aligned to the better-quality skills via a world class skills system objective.</p>
Recommendation 2	<p>Much of CPCA's success in innovation is based on its culture of networking. Access to networking is essential for idea-sharing, inspiration, customer acquisition, hiring and encouraging investment.</p> <p>> When social distancing guidance relaxes, digital businesses to engage in large-scale networking activities that promote knowledge transfer and customer acquisition, e.g. Cambridge Tech Week.</p>	4	4	<p>Cambridge Wireless TEC ran in June 2022, with other 40 businesses in attendance. Cambridge Wireless run over 40 gatherings a year, some of which are free to the public. Special interest groups have been created to facilitate knowledge transfer and customer acquisition. Considered very relevant by stakeholders, however, stress the need for this to be CPCA wide (i.e. encourage participation by businesses outside of Cambridge) in order to contribute to local placemaking and reducing inequalities. This recommendation is relevant to a number of the capitals under the CPCA model, notably Innovation, People, Infrastructure, Finance and Governance and Reducing Inequalities.</p>
Recommendation 3	<p>CPCA must guarantee internationally competitive networks that combine the speed and security needed to work from home. Covid-19 has changed the use of telecommunications networks, and while they have coped they are not yet world-class. High Performance Computing (HPC) resource is in high demand and an area in which CPCA is lacking. - Target 1GB/s broadband speeds across the region by 2022.</p> <p>> Prevent any future housing or infrastructure project to take place without the installation of ultra-fast internet connectivity. -Commit to an HPC Roadmap to retain CPCA's primacy in fields such as supercomputing and AI</p>	4	5	<p>Connecting Cambridgeshire have produced a digital infrastructure strategy (refreshed in 2021) which aims to deliver gigabit capable infrastructure for homes in CPCA - with a target of 85% by 2025. Work is already underway, and coverage is up at 71%. Stakeholders consider this a very important/relevant recommendation for all sectors. It is strongly aligned to the Infrastructure capital as well as a key contributor to the Innovation capital.</p>
Recommendation 4	<p>Ensure high-quality digital training for young people and teachers, and reskilling for adults. Develop a region-wide culture of employer engagement in education. Attract talent into the region with affordable housing and high quality local amenities.</p> <p>> Ensure high quality digital education and training opportunities, ranging from digital literacy, advanced programming skills up to doctorates, as well as reskilling programmes, are available and accessible for young people, teachers and adults throughout the region.</p>	3	5	<p>Cambridge Wireless have extended their CPD offer and ran the CWTeachers programme (targeted at teachers and young people). Delivery has been strong across the geography, however more activity is required to delivery on strategic ambitions and create impact in the sector. Very strongly aligned to the ESS strategy (and national skills policy drivers) due to its focus on creating an employer-led ecosystem and providing pathways to training for residents in different stages of learning journey. Aligned to the better quality skills via a world class skills system.</p>

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 5	<p>A thriving digital sector has complex supply chain demands that can be met by local businesses, if potential customers are aware.</p> <p>> Fund opportunities for digital businesses to meet local suppliers through face-to-face networking and intraregional programmes, e.g. Cambridge Tech Week.</p>	3	4	<p>Opportunities for businesses to network with local suppliers is afforded through Cambridge Wireless events. These events are paid for by CW membership (i.e. not publicly funded). Stakeholders agree publicly funded networking opportunities would further enhance activity under this recommendation and encourage participation by a more diverse range of businesses. Stakeholders consider this very important if CPCA is able to remain competitive in the sector, and is aligned to the Finance and Governance and Innovation capitals under the EGS.</p>
Recommendation 6	<p>Starting and growing a business requires an idea, talent, space, finance, suppliers, customers - to name a few! Such things are present in the region to a degree, but CPCA needs to improve signposting, access and quality.</p> <p>> Develop high-quality, supportive business premises across the region for start-ups.</p> <p>> Establish a CPCA Digital Innovation Fund with a particular focus on convergence activities and businesses setting up outside of Cambridge.</p> <p>> Increase the visibility and accessibility of financial information throughout the region.</p>	2	5	<p>Growth Works and the CPCA Growth Hub signpost companies to relevant incubators and accelerators dependent on the findings of their initial diagnostic. Companies may be eligible for revenue grant support via Growth Works. Community Renewal Fund support available for high potential start-ups in specific regions only, outside of Cambridge. No evidence of Digital Innovation Fund development, and no examples of high quality business premises given by stakeholders. Stakeholders think this is a particularly important recommendation, which would align to a number of CPCA capitals including People, Innovation, Finance and Governance and Reducing Inequalities.</p>
Recommendation 7	<p>While the digital sector grows, other industries are also digitalizing their processes. Encouraging the adoption of digital technologies in key sectors for CPCA such as life sciences, manufacturing and agriculture will increase the number of skilled jobs in the region.</p> <p>> Establish Leadership Councils for Technology in Manufacturing, Logistics and Agriculture. -Establish "Launchpads" (sector-specific business premises) for the development and trial of digital technologies in key sectors.</p> <p>> Fund high-impact networking and knowledge transfer activities between the digital sector and industry, e.g. Cambridge Tech Week.</p> <p>> Expand on projects such as "Digital Manufacturing on a Shoestring" which support the uptake of digital manufacturing among SMEs.</p>	2	5	<p>CW's TEC and Firestarter programme provide opportunities for peer networking between sector and industry. No evidence of the creation of Leadership Councils or launchpads to support innovation. This is an example of cross sector working which stakeholders think CPCA should be promoting as a means of knowledge sharing and facilitating innovation (a CPCA capital). If done effectively, this would support a range of objectives in the EGS, including supporting a transition to a low carbon economy, providing good quality jobs in high performing businesses and accelerate business growth. Having sector specific business premises would also contribute to local placemaking and renewal objective.</p>
Recommendation 8	<p>The City of Cambridge is the most innovative city in the UK, producing almost three times the number of patent applications per capita than any other city. The UK Government must support CPCA in promoting this attractive brand overseas.</p> <p>> The UK Government must position the CPCA brand as a global innovation powerhouse to encourage inward investment by technology companies into the country</p>	4	4	<p>Locate Cambridge have built strong relationships with the Department for International Trade, providing detailed briefings on the region's selling points both within Cambridge and beyond. DIT posts are provided with information to provide to companies looking to expand into the UK and the team can then provide targeted support to land companies and create jobs in our region. Growth Hub maintain a strong working relationship with BEIS and the Arc cluster. Recommendation considered relevant and aligned to the Finance and Governance capital of the EGS, as well as its place making objectives.</p>

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 9	The UK Government must look to CPCA for leadership on Artificial Intelligence. The City of Cambridge is already home to the world's foremost Artificial Intelligence departments > Amazon, Microsoft, Samsung - as well as innovative AI start-ups. > Coordinate the energies of the public and private sector to cement CPCA as a global centre of expertise in Artificial Intelligence	3	4	Partnering with Cambridge Wireless to raise awareness of Cambridge's AI offering, Growth Coaching looking to establish specific high-growth community for AI companies in the region and AI coaches. Stakeholders note that more activity needs to be done at a strategic level to deliver on this recommendation. Recommendation is still considered relevant and is aligned to the Innovation and Financial an Governance capitals of the EGS.

Table 2. AgriTech Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
Recommendation 1	Provide specific support for scale-up of businesses active in AgriTech – including facilities, access to finance and infrastructure support.	1	5	No specific support is available for AgriTech businesses however businesses that fit the criteria for Growth Works may access this scheme to receive a revenue grant or coaching support. Stakeholders agree that this is extremely relevant and is strongly aligned to the business objectives outlined in the EGS.
1a	Undertake audit of existing & planned facilities for scale-up of AgriTech businesses in the region, identifying gaps and opportunities.	1	4	Some early work is underway to begin this audit, however consultees note that it has been difficult to get wider stakeholder buy in/engagement to the audit process. Some of this work will be captured in the work commissioned by Locate Cambridge to support their AgriTech market access programme. Aligned to the Infrastructure capital of the EGS.
1b	Create a “hub-and-spoke” model of co-ordinated support to provide facilities for grow-on and scale-up space.	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders agree that this is relevant, however note scoping work required to understand if hub and spoke model is practical and most cost effective.
1c	Create flexible growth capital options & co-invest with other private sector investors, potentially aspiring to emulate the Engine model with MIT. alongside infrastructure & connectivity planning around the CPCA area.	0	4	No known activity underway or in pipeline aligned to recommendation but is well aligned to the Innovation and Finance and Systems capitals under the EGS.
1d	Provide dedicated AgriTech business support by ensuring the “AgriTech literacy” of the Growth Works scheme with dedicated AgriTech advisor(s).	0	4	No dedicated AgriTech advisor available as part of the Growth Works programme. No action has been taken to improve AgriTech literacy although there are some quick wins that could be adopted to support this. Stakeholders agree this is still relevant and is aligned to the business objectives of the EGS.

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
1e	Ensure AgriTech needs are considered	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders agree with this point but are unsure as to how this will be implemented. However, it is noted that implementation of the sector specific priorities is a key action outlined in the EGS.
Recommendation 2	Increase rate of adoption of new agricultural technologies by farmers through de-risking investment & providing support for academic-industry support.	0	4	No known activity underway or in pipeline aligned to recommendation, however, stakeholders consider this to be highly relevant. It is aligned to the Innovation and Finance and Governance capitals.
2a	A regional grant scheme to build on the Eastern AgriTech Growth Initiative, encompassing R&D, as well as in-house R&D and business growth.	0	5	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this a strongly relevant recommendation. It is linked to a number of EGS capitals - Innovation, People and Finance and Governance.
2b	A fund to help farm businesses with procurement and investment in new technologies, to fund trials and de-risk farmer adoption, potentially also forming part of an incubator/accelerator fund to connect researchers and start-ups to agri-businesses.	1	3	No specific fund has been created but some AgriTech businesses will be able to access support through Growth Works. Stakeholders consider this a strongly relevant recommendation. It is linked to the Innovation and Finance and Governance capital.
Recommendation 3	Ensuring a fit-for-purpose workforce for an AgriTech enabled industry, providing life-long learning opportunities, re-skilling and up-skilling.	0	4	No known activity underway or in pipeline aligned to recommendation, however it is strongly aligned to the People capital of the EGS and the Life Wide and Lifelong Learning Opportunities theme of the Employment and Skills Strategy (ESS).
3a	Development of a bespoke, AgriTech skills plan to sit alongside a wider skills plan for food, drink and agriculture.	1	5	Whilst no current activity is being delivered under this activity, it is noted as an urgent action for implementation in the draft ESS implementation plan. Stakeholders consider a skills plan for the sector essential to support growth. It is aligned to both the EGS and ESS.
3b	Structured support for new learners with employers to help provide industry placements, apprenticeships, internships and studentships.	0	4	No known activity underway or in pipeline aligned to recommendation. Increasing the routes into training and employment is also aligned to the People and Reducing Inequalities capitals, as well as the 'better-quality jobs' objective under the EGS.
Recommendation 4	Harnessing AgriTech as an enabler for the Net Zero journey in the CPCA geography.	0	4	No known activity underway or in pipeline aligned to recommendation. AgriTech offers routes to Net Zero however significant R&D investment is needed. Aligned to the 'ensure transition to green, low carbon economy' objective as well as the Climate and Nature and Innovation capitals.

Recommendation	Detail	Delivery Score	Strategic Fit Score	Overall assessment
4a	Life cycle analysis & modelling, including via a digital twin, of Fenland agriculture to understand how best to reduce GHG emissions.	0	4	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature and Innovation capitals.
4b	Financial support for demonstration and test-beds of AgriTech capabilities as innovative tools for lowland peat GHG management.	0	5	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature and Innovation capitals.
4c	Grant incentives for infrastructure and upgrading of farm real estate to support an electric or renewable energy platform, battery storage etc.	0	4	No known activity underway or in pipeline aligned to recommendation. Aligned to the 'ensure transition to green, low carbon economy' EGS objective as well as the Climate and Nature, Finance and Governance and Innovation capitals.
Recommendation 5	Develop a clear positioning around the AgriTech capacity and assets in the CPCA geography and ensure these are well-understood and embedded across all communications.	0	4	No known activity underway or in pipeline aligned to recommendation. Well aligned to the 'accelerate business growth' and the 'accelerate local placemaking and renewal' objectives under the EGS.
5a	Refresh the 2015 "smart specialisation" approach to the AgriTech assets in the CPCA area Embed the AgriTech narrative more visibly within the wider CPCA inward investment "offer."	0	4	No known activity underway or in pipeline aligned to recommendation. Well aligned to the 'accelerate business growth' and the 'accelerate local placemaking and renewal' objectives under the EGS.
5b	Develop communications around the CPCA AgriTech excellence, promoting market "pull", technology capacity and strengths of the region.	0	5	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this highly relevant and a recommendation which can be actioned with little resource. It is well aligned to the 'accelerate local placemaking and renewal' objective under the EGS.
5c	Identify and attend global events and explore opportunities to promote the CPCA AgriTech competencies and assets internationally.	0	3	No known activity underway or in pipeline aligned to recommendation. The recommendation is still considered relevant but not as high a priority as other recommendations. It is aligned to the 'accelerate business growth; objective and Finance and Governance capitals under the EGS.

Table 3. Advanced Manufacturing Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 1	Support the CPCA's future opportunities roadmap work and draw on support from the new 'Make It Smart' programme. Join and engage with the Smart Manufacturing Alliance.	4	4	SMA has been engaged and is widely considered as an important mechanism for strategy implementation. No evidence of roadmap work development, yet stakeholders agree that this a relevant and value exercise. Recommendation well aligned to the Infrastructure and Finance and Governance capitals of the EGS.

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 2	Support the CPCA's manufacturing skills programmes and those of partner organisations. Work with schools and colleges to promote opportunities to learners and young people.	2	3	Cambridgeshire County Day resulted in successful engagement with learners. Events planned to mark National Manufacturing Day will also provide opportunities to speak to young people and learners about the sector. More activity is required to deliver the recommendation more fully, which would be supported by stronger links between SMA and CPCA skills team. Recommendation is aligned to the EGS better quality skills objective and People capital.
Recommendation 3	Publish a future opportunities roadmap which can be used with businesses to inform their future growth ambitions.	0	4	No known activity underway or in pipeline aligned to recommendation, however stakeholders note this as being much needed as a tool to supporting and growing the sector business base. Well aligned to the accelerate business growth objective of the EGS.
Recommendation 4	Produce a 'London Underground style' guide to Advanced Manufacturing and Materials sources of funding, support and networks for the region.	0	5	No known activity underway or in pipeline aligned to recommendation. Very strongly aligned to the EGS strategy, all stakeholders consulted think this will be extremely valuable asset which will contribute to all six capitals within CPCA's framework. Noted however that there is some duplication with recommendation 3.
Recommendation 5	Commission and implement the programme design for Cambridgeshire & Peterborough's 'Make It Smart' integrated business support package (implementation to take longer than next 12 months).	0	4	No known activity underway or in pipeline aligned to recommendation. Recommendation aligned to the EGS' business growth objective and People capital.
Recommendation 6	Produce a review and gap analysis of existing supply and demand for skills to inform where future provision should be targeted.	0	5	No known activity underway or in pipeline aligned to recommendation. Recommendation is noted as very relevant and an important foundation to other strategic objectives in the sector strategy. Aligned to the good quality jobs and better-quality skills objectives of the EGS.
Recommendation 7	Over the long term implement the findings of the skills review which might include activities such as: developing or enhancing skills infrastructure where needed, working with employers to create opportunities for young people, working with employers and training providers to raise awareness of employment opportunities.	0	4	No known activity underway or in pipeline aligned to recommendation as skills review yet to be conducted. Recommendation is very strongly aligned to the ambitions of the ESS and the EGS, notably the better-quality skills, good quality jobs and accelerate business growth objectives.

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 8	Continue to support the Smart Manufacturing Alliance to provide a comprehensive network of manufacturing businesses within CPCA.	3	4	CPCA representative sits on the board of SMA but stakeholders agree there is scope for more strategic support from the Combined Authority. SMA viewed as a positive networking asset by stakeholders. The recommendation is well aligned to the Infrastructure capital under the EGS.
Recommendation 9	Review the place marketing offer and work with partners to establish a single voice for the different offers in the area.	4	4	Locate Cambridge has been established as the single voice for promoting the region and our sector capabilities to potential inward investors, including building and maintain a pipeline of opportunities. Recommendation is well aligned to the objectives of the accelerate local placemaking and renewal objective of the EGS.
Recommendation 10	Government to roll-out the Made Smarter programme nationally - though with local / regional oversight and guidance from local partners.	3	4	SMA has collaborated with the Institute for Manufacturing to roll out the Digital Manufacturing on a Shoestring programme. Further scoping will be undertaken for a national rollout funded by Made Smarter. Recommendation is well aligned to the accelerate business growth objective of the EGS.
Recommendation 11	Government to increase funding to Innovate UK and the Catapults Network with a focus on supporting SMEs to innovate.	0	3	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this important but more clarification is needed on how Advanced Manufacturing stakeholders can influence this. Recommendation is aligned to the EGS business growth and good quality jobs in high performing businesses objectives.
Recommendation 12	Implement the 'Make it Smart' business support package.	0	4	No known activity underway or in pipeline aligned to recommendation. Stakeholders consider this relevant, however there was a low awareness of the details of the programme. Stakeholders stressed the need for sector specific business support (in accordance with EGS objectives and People and Finance and Governance capitals).
Recommendation 13	Implement a sector skills and careers programme based on the findings of the sector skills review.	0	5	No known activity underway or in pipeline aligned to recommendation as skills review yet to be conducted. Recommendation is very strongly aligned to the ambitions of the ESS and the EGS, notably the better-quality skills, good quality jobs and accelerate business growth objectives.

Table 4. Life Sciences Sector Strategy Implementation Overview

Recommendation	Detail	Delivery Score	Strategic Fit	Overall assessment
Recommendation 1	<p>Building the Financial & Management Capacity for Growth</p> <ul style="list-style-type: none"> > Establish a new £1 billion Life Sciences Innovation Fund > Lead on the drive to improve UK public equity markets for life sciences companies > Create a “Future Leaders Programme” to build commercial management skills of the sector > Support the development of a culture that aspires to scale 	2	5	<p>There is no evidence of the development of the Life Sciences fund, however Growth Works with Equity offering of matched equity investments up to £250,000 to VC operating with Life Sciences companies looking to raise funds to support expansion has been promoted in the region, which will leverage funding from other sources into the region and create jobs. Creation of Future Leaders Programme yet to begin. Recommendation is strongly linked to a number of the EGS objectives, notably accelerating business growth, better quality skills and better-quality jobs. It is also strongly aligned to the Innovation, People and Finance and Governance capitals.</p>
Recommendation 2	<p>Building Network Capacity for Growth</p> <ul style="list-style-type: none"> > Develop a coordinating body for the strategic initiatives and appoint a “Life Sciences Strategy Director” to drive the implementation of these initiatives > Support the establishment of a single agency to promote Cambridge around the UK and internationally > Leverage the Ox-Cam Arc, the UK Innovation Corridor (linking King’s Cross to Cambridge) and the Golden Triangle 	4	5	<p>Funding has been provided to CUHP to lead the implementation of strategic initiatives, which has begun under the ‘talent’ and ‘place’ themes. No evidence of the establishment of a single agency to promote Cambridge nationally and internationally. The recommendation is strongly aligned EGS strategy. Stakeholders consider uniting under one brand essential for continuing to build on Cambridges’ continued success in the sector. Action needs to be taken to ensure the benefits are felt by all in CPCA geography and activity is not Cambridge centric. Recommendation aligned to the Finance and Governance and Innovation capitals.</p>
Recommendation 3	<p>Building Talent & Skills Capacity for Growth</p> <ul style="list-style-type: none"> > Create new technical education programmes to support skills required by life sciences firms > Support for alternative routes into life sciences employment > Create new programmes to upskill in the techlife science convergence > Improve the diversity and inclusion of the sector 	2	5	<p>Work has begun to assign delivery responsibilities to implement this recommendation between public and private sector stakeholders. Recommendation is strongly aligned to EGS and ESS strategies. It is closely tied to the People capital as well as Reducing Inequalities due to the focus on expanding the diversity of the sector and ensuring opportunities for all.</p>
Recommendation 4	<p>Building Physical Capacity for Growth</p> <ul style="list-style-type: none"> > Implement life science employment growth within site areas currently consented for new buildings but stalled > Densify life science employment within site areas currently consented for new building > Intensity life science employment within current buildings by encouraging firms from other sectors to relocate to alternative parks 	4	5	<p>Public and private sector stakeholders have committed to delivering different elements of the CUHP ‘Place’ themed projects. These are all in pipeline stage but includes:</p> <ul style="list-style-type: none"> - improving physical opportunities for networking through the CBC enlivenment programme (CBC Ltd) - create co-located collaboration space and amenities (1000 Discovery Drive and AstraZeneca R&D centre). - develop future proof laboratory research facilities - in short term (1-2 years) this will

> Expand life science employment through new planning applications within and adjacent to established areas

include the Cambridge Heart and Lung Research Institute, Location of the Altos Labs (anti-ageing) within Cambridge, the opening of ARU: Peterborough and the Communicate Care Research Institute (Anglia Ruskin University).

Recommendation is strongly aligned to the accelerate local placemaking and renewal objectives. Creation of high-quality employment sites and research facilities around the CPCA geography will help revitalise town centres and provide good employment for residents.

An overview of a typical implementation plan structure is provided in Table 5 below, alongside areas of consideration for CPCA and stakeholders as part of plan development.

Table 5. Implementation Plan Structure and Key Considerations

Section	Content	Areas for consideration
Where we want to be	Outline of strategic ambitions and objectives.	<ul style="list-style-type: none"> • Are there any objectives that are no longer relevant? • Are there any areas of duplication?
How we will get there	<p>Overview of the governance structures and delivery groups that are responsible, accountable, consulted and informed of implementation, and the reporting lines between them.</p> <p>An assessment of what activity is underway and in the pipeline for each recommendation. An explanation of where gaps in activity are and the plan for how these will be addressed.</p>	<ul style="list-style-type: none"> • Are there any opportunities for cross sector collaboration? • Are there gaps in activity under the recommendations? • How should the gaps in delivery be prioritised?
When we will get there	<p>A timeline of activity which outlines the current and pipeline projects, noting delivery time scales and organisations responsible for implementation.</p> <p>This should include specific review points for reviewing current and pipeline projects.</p>	<ul style="list-style-type: none"> • How often should implementation progress be reviewed?

Section	Content	Areas for consideration
Monitoring our progress	Explanation of how the outcomes and impact of implementation will be accessed and communicated.	<ul style="list-style-type: none"> • What is the approach to monitoring and evaluation? • How will data be collected, held and shared?